

AFB/PPRC.19-20/2 29 November 2016

Adaptation Fund Board Project and Programme Review Committee

TECHNICAL ASSISTANCE GRANT PROPOSAL (ENVIRONMENTAL AND SOCIAL POLICY AND GENDER POLICY) FOR ANTIGUA AND BARBUDA

Background

1. At its twenty-second meeting, the Adaptation Fund Board secretariat (the secretariat) had prepared document AFB/B.22/6 which outlined the possible elements and options for a phased Programme to Support Readiness for Direct Access to Climate Finance for National and Regional Implementing Entities and presented a framework and budget for a first phase of the Programme. Following a discussion of the document, the Board <u>decided</u> to:

(a) Approve Phase I of the Readiness Programme as detailed in document AFB/B.22/6, on the basis that it would follow performance-based funding principles;

(b) Take note of the options provided by the secretariat on a programme to support readiness for direct access to climate finance for national and regional implementing entities;

(c) Request the secretariat to submit to the Board intersessionally between the twenty-second and twenty-third meetings, execution arrangements, criteria/eligibility criteria to allocate the funds to the accredited implementing entities for specific activities, as well as a timeline of activities, with a view to start implementing the programme before the twenty-third Board meeting; and

(d) Approve an increase in the Administrative Budget of the Board, secretariat and trustee for FY2014 of US\$ 467,000 for the programme described in AFB/B.22/6, and authorize the trustee to transfer such amount to the secretariat and request the trustee to set aside the balance amount of US\$ 503,000 from the Adaptation Fund Trust Fund resources for subsequent commitment and transfer at the instruction of the Board.

(Decision B.22/24)

2. At the tenth session of the Conference of the Parties serving as the meeting of the Parties to the Kyoto Protocol (CMP 10), the Parties recognized the Readiness Programme of the Adaptation Fund and decided to:

Invite further support for the readiness programme of the Adaptation Fund Board for direct access to climate finance in accordance with decision 2/CMP.10, paragraph 5;

Decision 1/CMP.10

and also decided to:

Request the Adaptation Fund Board to consider, under its readiness programme, the following options for enhancing the access modalities of the Adaptation Fund:

(a) Targeted institutional strengthening strategies to assist developing countries, in particular the least developed countries, to accredit more national or regional implementing entities to the Adaptation Fund;

(b) Ensuring that accredited national implementing entities have increased and facilitated access to the Adaptation Fund, including for small-sized projects and programmes;

Decision 2/CMP.10

3. Upon completion of Phase I of the Readiness Programme, the secretariat had prepared document AFB/B.25/5 which outlined the progress made in Phase I and proposed Phase II of the Readiness Programme, taking into account the results from Phase I of the programme and integrating decision 2/CMP10. Following a discussion of the document, the Board <u>decided</u> to:

Aprove Phase II of the Readiness Programme, as outlined in document AFB/B.25/5, with a total funding of US\$ 965,000, including funding of US\$ 565,000 to be transferred to the secretariat's budget and funding of US\$ 400,000 to be set aside for small grants to National Implementing Entities from resources of the Adaptation Fund trust fund.

(Decision B.25/27)

4. At its twenty-seventh meeting, the Board had integrated the Readiness Programme into the Adaptation Fund (the Fund) work plan and budget and set aside funding for small grants as direct transfers from the resources of the Adaptation Fund Trust Fund. At this meeting, the Board decided to:

a) Take note of the progress report for phase II of the Readiness Programme;

b) Integrate the Readiness Programme into the Adaptation Fund work plan and budget; and

c) Approve the proposal for the Readiness Programme for the fiscal year 2017 (FY17), comprising its work programme for FY17 with the funding of US\$ 616,500 to be transferred to the secretariat budget and US\$ 590,000 for direct transfers from the resources of the Adaptation Fund Trust Fund for allocation as small grants.

(Decision B.27/38)

5. Following integration of the Readiness Programme into the Adaptation Fund work plan and budget by the Board, eligible national implementing entities (NIEs) submitted applications for technical assistance grants and South-South cooperation grants. Two types of technical assistance grants were available, a Technical Assistance Grant for the ESP and Gender Policy, and a Technical Assistance Grant for the Gender Policy. NIEs eligible to submit proposals for a Technical Assistance Grant for the ESP and Gender Policy would be those that had not previously received a grant for technical assistance and would be expected to build capacity on environmental and social safeguards and gender safeguards simultaneously. NIEs eligible to submit proposals for a Technical Assistance Grant for the Gender Policy would be those that had previously received a technical assistance grant before the gender policy had been approved and would be expected to align existing environmental and social safeguards and existing rules of procedure with the Fund's gender policy.

6. The types of eligible support from Technical Assistance Grants for the ESP and Gender Policy included but were not limited to (i) Developing procedures/manuals/guidelines for screening projects for environmental and social risks, as well as gender related risks, undertaking environmental and social risk assessment, gender assessment, and formulating risk management plans that are gender responsive (ii) Developing policies/avenues for public disclosure and gender responsive consultation (iii) Developing transparent, accessible, fair and effective mechanisms for receiving and handling complaints related to environmental and social harms, gender inequalities and other gender impacts caused by the implementation of adaptation projects/programmes, and (iv) Training of select entity staff to carry out the relevant tasks related to the implementation of the Fund's ESP and gender policy.

7. The types of eligible support from Technical Assistance Grants for the Gender Policy included but were not limited to (i) Updating existing procedures/manuals/guidelines with measures to avoid, minimize and/or mitigate adverse gender impacts, and determine the different needs, capabilities, roles and knowledge resources of women and men and to identify how changing gender dynamics might drive lasting change (ii) Developing policies/avenues for public disclosure and consultation that are gender responsive (iii) Developing transparent, accessible, fair and effective mechanisms for receiving and handling complaints related to environmental and social harms, gender inequalities and other gender impacts caused by the implementation of adaptation projects/programmes, and (iv) Training of select entity staff to carry out the relevant tasks related to the entity's institutional framework for gender mainstreaming.

8. At the twenty-eighth meeting of the Board, the Project and Programme Review Committee (PPRC) had recommended to the Board to establish a standing rule following on decision B.26/28 on the intersessional project review cycle for grants under the Readiness programme become a standing rule to allow for continued review and approval of readiness grants intersessionally each year. Having considered the comments and recommendation of the Project and Programme Review Committee, the Board <u>decided</u> to:

a) Request the secretariat to continue to review readiness grant proposals annually, during an intersessional period of less than 24 weeks between two consecutive Board meetings;

b) Notwithstanding the request in paragraph (a) above, recognize that any readiness grant proposal can be submitted to regular meetings of the Board;

c) Request the PPRC to consider intersessionally the technical review of such readiness grant proposals as prepared by the secretariat and to make intersessional recommendations to the Board;

d) Consider such intersessionally reviewed proposals for intersessional approval in accordance with the Rules of Procedure; and

e) Request the secretariat to present, in the twentieth meeting of the PPRC, and annually following each intersessional review cycle, an analysis of the intersessional review cycle.

(Decision B.28/30)

9. It is expected that the technical assistance grants will enable NIEs to source external expertise through short-term consultancies for more targeted technical assistance where such a need is identified to improve their capability to comply with the Fund's environmental and social policy (ESP) and gender policy. This may include developing or strengthening a particular function relevant to the environmental and social, and gender policies such as an integrated environmental and social management system that addresses gender issues, a risk management system that is gender responsive, or familiarization with the principles of the ESP and gender policy.

10. All accredited NIEs are eligible to receive grants for technical assistance based on the relevance of the capacity and needs assessment as outlined in document AFB/B.23/5, including the funding cap of US\$ 25,000 per NIE for grants for technical assistance to comply with both the ESP and gender policy as outlined in document AFB/B.27/7. For the current review period, eligible NIEs were those that had not previously received a readiness grant for technical assistance from the Fund and had submitted a satisfactory grant proposals that met all of the following criteria as at the time of the 19 - 20 intersessional review cycle:

- Have been accredited by the Board,
- Have submitted a request document/grant proposal to the secretariat within the given deadline and with a clear description of the areas of support needed and budget for the requested support.

11. Following a call for submission of applications undertaken intersessionally, the secretariat had received applications from NIEs for grants for technical assistance to comply with both the ESP and gender policy.

12. The present document introduces the revised application submitted by the Department of Environment of Antigua and Barbuda (DoE) for a Technical Assistance Grant for the ESP and Gender Policy. It includes a request for funding of US\$ 25,000 outlining the activities to be undertaken by a consultant to support the NIE to comply with the Fund's policies on environmental and social safeguards and gender safeguards. The secretariat had reviewed the initial application by DoE and provided its comments to the applicant for further clarification. The applicant had submitted a revised version of the proposal, taking into account the secretariat's comments. The secretariat's initial review and the applicant's revised grant proposal are available in the following sections of this document.



Screening of Application for a Technical Assistance Grant to support NIE Assessment and Management of Environmental, Social and Gender Risks within projects and programmes

Requesting Country: Antigua and Barbuda Requesting NIE: Department of Environment (DoE)

Requested Financing from Adaptation Fund: **US\$ 25,000** NIE Contact Person: **Diann Black-Layne**

Reviewer and contact person: Farayi Madziwa

Screening Questions	Rating	Score	Assessment
Has this application been endorsed by the Designated Authority of the country?		1	A letter of endorsement by the DA is attached with the proposal.
Is the timeframe of activity adequate?	 Not Adequate Somewhat Adequate Adequate 	2	The proposed timeframe of four months is somewhat adequate. CR1: It would be useful to have more information on the expected duration (in days, weeks or months) for each "Types of Support Activities"
Are the proposed activities to support the NIE to implement the E&S Policy and the Gender Policy of the AFB adequate?	 Not Adequate Somewhat Adequate Adequate 	1	The proposal has been submitted on the wrong application template. CR2: Please resubmit using the template specific to ESP and Gender available on the Fund's website. CR3: Following the above CR, please provide a very short description (simple bullet points/phrases) of the sub-activities envisaged under the column "Support requested" in order to provide more clarity on the nature and scope of work that will be done. This would in turn provide more clarity on which new policies, procedures or manuals are being developed, and which ones the consultant will update from existing ones. CR4: It would be useful to provide more clarity on the nature and extent of the training to be provided e.g., how many training sessions will be done?
Based on the proposed activities, is the requested budget reasonable?	 Not Reasonable Somewhat Reasonable Reasonable 	3	The requested total budget falls within the cap for TA grants for ESP and Gender available to applicants and is reasonable based on the extent of planned "Types of Support Activities".

SECRETARIAT'S GENERAL COMMENT (27 October 2016)

The Department of Environment for Antigua and Barbuda proposes to commission the services of an individual consultant or consulting firm to build its institutional capacity to identify and manage environmental, social as well as gender risks posed by the implementation of its adaptation projects and programmes financed by the Adaptation Fund.

However, the following clarification requests (CRs) to the submission are made:

CR1: Please provide an estimated timeframe for each of the "Types of Support Activities".

CR2: Please resubmit the proposal using the correct application template. The template for readiness grant applications for ESP and Gender is available on the Adaptation Fund website and can be downloaded via the following link: <u>https://www.adaptation-fund.org/apply-funding/grants/call-technical-assistance-grant-proposals-esp-gender/</u>.

CR3: It would be useful to provide summarized information of the sub-activities that are going to be implemented (please note that very detailed and elaborate information is not required). Please provide summarized bullet points explaining the planned sub-activities that will be implemented in the second column titled "Support requested" of the table under Section B of the application template.

CR4: Please provide more clarity on the nature and number of trainings to be provided.

Comment	Issue	Response by NIE
(i)	Please provide an estimated timeframe for each of the "Types of Support Activities".	Estimated timeframes have been provided for each of the Support Activities (timeframe presented in weeks).
(ii)	Please resubmit the proposal using the correct application template. The template for readiness grant applications for ESP and Gender is available on the Adaptation Fund website and can be downloaded via the following link: <u>https://www.adaptation-fund.org/apply-funding/grants/call-technical-assistance-grant-proposals-esp-gender/</u> .	The correct template for readiness grant application for ESP and Gender has been used, apologies for the inconvenience.
(iii)	It would be useful to provide summarized information of the sub-activities that are going to be implemented (please note that very detailed and elaborate information is not required). Please provide summarized bullet points explaining the planned sub-activities that will be implemented in the second column titled "Support requested" of the table under Section B of the application template.	Sub-activities have been summarized and added to the "Support requested" column of the table. A draft Terms of Reference for the International Consultant is also included in Appendix 1.

NIE RESPONSE TO INITIAL REVIEW AND COMMENTS BY THE SECRETARIAT (2 November 2016)

Comment	Issue	Response by NIE
(iv)	Please provide more clarity on the nature and number of trainings to be provided.	Details have been added to the "Support requested" column for the training activity. Two trainings are being requested, one for the Technical Advisory Committee (TAC) and the Project Management Committee (PMC) which have the responsibility for overall project management oversight, compliance and mainstreaming (Figure 1). A second training will be held for the DOE's project management unit, where the personnel work day-to-day on implementation of the ESMP for the DOE's projects.



Request for assistance in complying with the Fund's Environmental and Social Policy and Gender Policy

Submission Date: 29 August 2016

Adaptation Fund Grant ID:Country:Antigua & BarbudaImplementing Entity:Department of Environment

A. Timeframe of Activity

Expected start date of activity	November 15th, 2016
Completion date of activity	March 1st, 2017

B. Type of support requested

Describe the activities to be undertaken to support the compliance of the NIE with the Fund's Environmental and Social policy and Gender policy

Types of Support Activities	Support requested (please provide short description)	Type/name of provider for the requested support ¹	Requested budget (USD)
Development of procedures/manuals/guidelines for screening projects for environmental and social risks as well as gender-related risks Estimated time frame: 1 week	Sub-activities: 1. Review the DOE's ESS and Gender policies, including project screening and categorization processes, identify gaps, consult with the DOE on revisions and revise Policies, submit for approval to the PMC	Individual consultant	\$5,000
Development of procedures manual/guidelines for undertaking project environmental and social risk assessment, gender assessment, and for	2. Review the DOE Manual on the processing of Grants and Revolving Funds, identify gaps, develop figures and diagrams to facilitate implementation and	Individual consultant	\$15,000

¹ Specify if it is an institution, consulting firm or individual consultant. When possible, provide the name of the institution, firm or individual identified or selected.

formulating risk management plans that are gender responsive Estimated timeframe: 3 weeks	 compliance, consult with the DOE on revisions and submit to the PMC for approval Provide ESS and Gender technical backstopping and advisory services to the AF project management unit to finalize the Environmental and Social Management Plan, ensuring compliance with the AF ESS and Gender policies (Annex 1 for draft TOR) 		
Training of select entity staff to carry out the relevant tasks related to the implementation of the Fund's Environmental and Social Policy and the Gender Policy Estimated timeframe: 1 week	 Provide one training session to the Technical Advisory Committee (TAC) and the Project Management Committee (PMC) on the Adaptation Fund's 15 ESP Principles and on Gender in the context of Antigua and Barbuda's projects and adaptation targets (December 2016) Provide one training session to the AF project management unit on implementing and complying with the project's revised ESMP (December 2016) See Figure 1 for institutional arrangements. 	Individual consultant	\$5,000
Other type of support requested (please describe)			
Total Grant Requested (USD)			\$25,000



Figure 1. Draft institutional arrangements for the DOE's environmental and social compliance. Capacity building is needed in the TAC and PMC, and in the PMU

C. Implementing Entity

This request has been prepared in accordance with the Adaptation Fund Board's procedures

Head of Impleme nting Entity	Signature	Date (Mont h, day, year)	Impleme nting Entity Contact Person	Teleph one	Email Address
Diann		Nove	Diann	+1 268	dcblack11@gmail.com
Black-		mber	Black-	464-	
Layne	- Clark payoe	2 nd	Layne	6410	
	- and hayse	2016			
	-	CC:	Lia	+1 876	nicholsonlia@gmail.com
			Nicholso	512-	
			n	5885	
		CC:			antiguaenvironmentdivisio
					n@gmail.com

D. Record of endorsement on behalf of the government

Provide the name and position of the government official, Designated Authority (DA) of the Adaptation Fund, and indicate date of endorsement. <u>The DA endorsement letter must be attached</u> as an annex to the request.

Diann Enviro	• •	Director,	Department	of	Date: November 2, 2016

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Annex 1. Draft Terms of Reference for the ESS Independent Consultant



Government of Antigua and Barbuda

Department of Environment Ministry of Health and the Environment

Terms of Reference

Environmental Social Gender Safeguards Capacity Building

Contracting Authority:	Department of Environment, Ministry of Health and the Environment, Antigua and Barbuda
Consultancy Start date:	15 November 2016
Consultancy Duration:	20 days (if international – one in-country mission)
To Apply:	Please email the Project Manager at antiguaenvironmentdivision@gmail.com copied to dcblack11@gmail.com a cover letter and CV
	Subject: Application – ESS and Gender Consultancy
Deadline for applying:	10 November 2016

Introduction

Antigua and Barbuda is exposed economically, environmentally and socially to projected climate change impacts.² Temperature projections from a Regional Climate Model (RCM) indicate increases of 2.4° C to 3.2° C in mean annual temperatures by the 2080s.³ Analysis of climate change for the island also projects accelerated coastal erosion and inundation, lower average annual rainfall, increased rainfall intensity causing flooding and a likely increase in tropical storm intensity.

Vulnerability Analysis for Antigua and Barbuda. Prepared with funding from UNEP-ROLAC.

² The CARIBSAVE Partnership, 2015. Draft Vulnerability Impact and Adaptation Analysis in the Caribbean (VIAAC): National

³ The CARIBSAVE Partnership, 2012. The CARIBSAVE Climate Change Risk Atlas (CCCRA): Climate Change Risk Profile for Antigua and Barbuda. Prepared with funding from DFID and AusAID, p. 14.

Climate models projecting hurricane trends have generally determined that there will be an increase in intensity, if not frequency, of hurricanes in the Atlantic and Caribbean.⁴ Hurricanes will pose an increasing threat to Antigua and Barbuda's economy.

Physical infrastructure in Antigua and Barbuda must be adapted to the dynamic threats of water scarcity, heavy rainfall events, and more intense storms and hurricanes. Antigua and Barbuda's Nationally Determined Contribution (NDC) adaptation targets, conditional upon receiving funding, are to:

- 1. By 2025, increase seawater desalination capacity by 50% above 2015 levels.
- By 2030, all buildings are improved and prepared for extreme climate events, including drought, flooding and hurricanes.
- By 2030, 100% of electricity demand in the water sector and other essential services (including health, food storage and emergency services) will be met through off-grid renewable sources.
- By 2030, all waterways are protected to reduce the risks of flooding and health impacts.
- 5. By 2030, an affordable insurance scheme is available for farmers, fishers, and residential and business owners to cope with losses resulting from climate variability.

Implementing Adaptation NDC Targets

In October 2015, Antigua and Barbuda was accredited as a national implementing entity to the Adaptation Fund⁵, and the country is now submitting a direct access 10 M USD project to the Fund, titled, *An integrated approach to physical adaptation and community resilience in Antigua and Barbuda's northwest McKinnon's watershed*.

The proposed project targets a populated watershed prone to flooding and climate change impacts on the northwest coast of Antigua – the McKinnon's pond watershed. The purpose of the project is to build an institutional and financial framework at the national level to meet the Intergovernmental Panel on Climate Change (IPCC) AR5 climate projections, and the northwest watershed will be a pilot demonstration project as it is a priority given its socio-economic, demographic and environmental characteristics, and it is well placed to provide lessons learned for the entire country.

The project seeks to reduce vulnerability of communities in the McKinnon's watershed by increasing the ability of the watershed to handle extreme rainfall, while increasing the resilience of the built environment simultaneously to cope with the multiple stressors of climate change. This integrated approach will support the community as a whole to withstand projected climate change impacts while the ecosystems accommodate increased extreme rainfall events.

The three specific objectives of the project, which align with the three components, are to:

 Implement concrete adaptation actions for natural and physical drainage systems along 3 km or urban waterways to meet projected climate impacts of hydro-meteorological events and disease vectors

⁴ Ibid, p. 28.

⁵ Adaptation Fund's Environmental and Social Policy: <u>http://www.adaptation-fund.org/wp-content/uploads/2015/09/Environmental-Social-Policy-approved-Nov2013.pdf</u>

- 2. Disburse concessional loans through the Revolving Fund to vulnerable households to meet adaptation standards for built infrastructure to withstand extreme climate variability
- Support social adaptive capacity and local ownership of adaptation through climate resilient community infrastructure and contracting community groups to maintain project interventions

The project preparation phase is underway and an Environmental and Social Safeguards (ESS) (including Gender) Impact Assessment has been conducted. This is a consultancy to provide technical backstopping for the DOE in the development of an Environmental and Social (including Gender) Management Plan, and capacity building in ESS to support the Department of Environment to comply with the Adaptation Fund's Environmental and Social Policy. The DOE will submit the full project proposal to the Adaptation Fund Board by early January 2017. The project document, baseline studies and documentation will be made available to the consultant.

Objective

The goal of this consultancy is to strengthen systems that ensure adaptation funding reaches the most vulnerable people in Antigua and Barbuda and that potential negative impacts are mitigated to the fullest extent possible and equitably maximize positive impacts to beneficiaries.

The objective of this consultancy is to build capacity of key adaptation implementers in Antigua and Barbuda to comply with the Adaptation Fund (AF) and the Green Climate Fund (GCF) policies on Environmental and Social Safeguards and Gender.

Responsibilities

1) Capacity Building in Environmental, Social and Gender Safeguards

The consultant will review the DOE's draft Environmental and Social Policy and Gender Policy, make recommendations to strengthen areas for compliance with AF and GCF Policies, and implement two trainings/workshops focusing on the Adaptation Fund's 15 ESP Principles, through an in-country mission to address capacity gaps through training key adaptation stakeholders.

Key adaptation stakeholders in Antigua and Barbuda include the Department of Environment (DOE), the Directorate of Gender Affairs, the Community Development Division, the Development Control Authority, Public Works Department, Lands, the Disaster Office, and civil society groups.

2) Technical advisory services in Environmental Social and Gender Risk Management Plan

The consultant will demonstrate the ESS and Gender Policies in action through working with the Department of Environment to review the environmental and social management plan for risks identified in the Environmental and Social Impact Assessment of the Adaptation Fund project currently being development by the DOE.

The consultant will provide a technical backstopping role to ensure that the Management Plan comprehensively identifies those measures necessary to avoid, minimize, or mitigate the potential environmental and social risks, in compliance with the Adaptation Fund's ESS Policy. The management plan will be the basis for monitoring and evaluation (M&E) throughout project implementation.

Specific areas to be covered by the management plan include:

- An integrated management strategy across the three components of the project
- Identify propose means of strengthening the mechanisms through which the project will ensure compliance with the Adaptation Fund Environmental and Social Policy
- Specific risk management tasks for managing any impacts to marginalized and vulnerable groups in the project site
- Develop a plan for managing any potential risks of resettlement for livelihoods impacts
- Clearly assigned responsibilities for monitoring, supervision, and evaluation of risks, including developing tools, checklists, and other necessary material
- Recommendations for appropriate communications and dissemination strategies to reach targeted audiences

Deliverables

- ✓ Revised and validated DOE Environmental and Social Safeguards Policy
- ✓ Revised and validated DOE Gender Policy
- ✓ Revised and validated DOE Manual on the Processing of Grants and Revolving Funds
- ✓ Workshop report on in-country training
- A revised Environmental and Social Management Plan

Expertise

Required expertise:

- ✓ Advanced university degree in the social sciences, gender, natural resources management or relevant field
- ✓ At least five (5) years of relevant experience in developing and implementing ESMPs
- ✓ Working knowledge of the Adaptation Fund and the GCF's Environmental and Social Policies and Gender Policies
- ✓ Experience in compliance with the IFC's Performance Standards is a plus
- ✓ Expertise in climate change adaptation knowledge and solutions is required
- ✓ Previous work experience in small island developing states is a preferred, in particular the Caribbean region

Evaluation Criteria

Category	Description		Max. Score
1	Qualifications of consultant:	Associates Degree in related field - 5	20

	Advanced university degree in social sciences, gender, natural resources management or relevant field of study;	Bachelors Degree in Related Field - 5 MSc / PhD in Related Field - 10	
	Experience with similar technical work and track record of success	At least seven (7) years of relevant experience in developing project documents and ESMPs - 10	
2		Working knowledge of the Adaptation Fund's Environmental and Social Policy and Gender Policy - 10	40
		Experience in compliance with the IFC's Performance Standards is a plus - 5	
		Expertise in climate change adaptation knowledge and solutions is required - 5	
4	Miscellaneous	Excellent written and verbal communication skills and an ability to interact and communicate effectively with senior government staff - 5	10
		Fluency in English - 5	
5	Compliance to TOR Requirements	<i>Technical Proposal</i> : description of proposed work plan, methodology, risks and mitigation measures (max. 2 pages) and CV(s) – 20	30
		Financial Proposal - 10	
		Total	100