

ANTIGUA AND BARBUDA

Department of Environment

Request for Proposal

Job Title	Just Transition Assessment and Action-Oriented Report for the Local Workforce
Contracting Authority	Department of Environment, Ministry of Health, Wellness, Social Transformation and the Environment, Antigua and Barbuda
Date of Issue	June 2, 2026
Deadline	June 30,2026
Duration	4 months
To Apply	Individual consultants, firms, or consortia are invited to apply. Submit: (i) Technical Proposal, maximum 10 pages; (ii) Financial Proposal, maximum 3 pages; (iii) CVs of key experts; and (iv) at least three relevant references. Applications must be submitted via the DOE procurement link with the subject line: "Application for Strategy and Action Plan for a Just Transition of the Local Workforce." [Insert procurement link].
Equal Employment Opportunity (EEO)	The Department of Environment (DOE) provides equal opportunity and fair and equitable treatment in employment to all people without regard to race, color, religion, sex, national origin, age, disability, political affiliation, marital status, or sexual orientation. The DOE also strives to achieve equal employment opportunity in all personnel operations through continuing diversity enhancement programs.
Prohibited Practices	The DOE maintains a zero-tolerance policy for prohibited practices including corruption, collusion, fraud, coercion, and obstruction. All complaints are investigated and reported through the DOE complaints mechanism.
Background Checks Information	All shortlisted applicants should be prepared to provide supporting documentation, including company registration, police record, certificate of good standing with the Inland Revenue Department, and registration numbers for Social Security, Medical Benefit Scheme, and Board of Education, as applicable. Where references are requested, at least one should come from an immediate past client/employer. The DOE may also conduct sanctions and due diligence checks.

Data Ownership and Confidentiality	The data, information, outputs, and materials collected and/or developed under this assignment shall be the property of the Government of Antigua and Barbuda, including title, interest, copyright, and other intellectual property rights.
Rights of Acceptance	The Department of Environment reserves the right to accept or reject any proposal, to render any or all proposals non-responsive, and to reject all proposals at any time prior to contract award, without incurring liability or any obligation to inform affected bidders of the grounds for its action. The DOE shall not be obliged to award the contract to the lowest-priced offer.
Conflict of Interest Requirements	The successful consultant/firm must sign a conflict-of-interest declaration and cannot sub-contract or pay staff members of the Department of Environment to complete the assigned tasks outlined within this RFP/TOR.
Late Bids	Late bids will not be accepted.
Proposal Validity	90 Days

Request for Proposals (RFP)

1. About the Department of Environment

The Department of Environment (DOE) is a public agency of the Government of Antigua and Barbuda within the Ministry of Health, Wellness, Social Transformation and the Environment. The DOE derives its mandate from the Environmental Protection and Management Act, 2019, and provides technical advice on environmental management while designing and implementing projects on behalf of the Government and the people of Antigua and Barbuda.

The Department manages projects across climate change, biodiversity, pollution, and monitoring, evaluation and data management programmes, and serves as an accredited entity to international climate finance mechanisms.

2. Background

Antigua and Barbuda is advancing low-emission and climate-resilient development, including electric mobility and related workforce transitions. In 2021, a just transition workforce report was prepared for Antigua and Barbuda and now serves as a key reference point for follow-on work.

The Department of Environment seeks a concise, practical follow-on report that draws substantially from the existing just transition report, updates the most relevant findings where needed, and provides action-oriented recommendations suitable for the national context. This is not intended to be a large stand-alone national strategy exercise.

3. Purpose and Objective

The objective of this assignment is to prepare a practical just transition assessment and action-oriented report for Antigua and Barbuda's local workforce, drawing primarily from the existing baseline report and supplementing it with limited updated analysis where necessary.

- Review and synthesize the existing just transition report and other relevant supporting documents as the main evidence base, with key findings presented by gender and age wherever data permits.
- Identify the most relevant workforce vulnerabilities, likely transition opportunities, and priority skills gaps associated with the electric mobility ecosystem and related low-carbon transition activities.

- Map key roles across the value chain, including operators, technicians, informal businesses, supporting services, and relevant public officials and regulators, at a practical level appropriate to the assignment.
- Identify feasible public-private support measures and coordination options, including possible approaches involving government, labour representatives, private sector actors, and training institutions.
- Prepare concise, context-appropriate recommendations and an action matrix that are useful for Antigua and Barbuda's national context.

4. Scope of Services

The consultant shall undertake the following tasks:

Task 1: Inception and Document Review

- Review the existing just transition report, relevant electric mobility documents, labour and training information, and any other supporting policy or project materials provided by the Department of Environment.
- Confirm the methodology, work schedule, information needs, and any limited consultations required to complete the assignment.
- Submit a short inception note with the proposed approach and outline of the final report.

Task 2: Review of Existing Findings and Targeted Update

- Extract and synthesize the most relevant findings from the existing just transition report, particularly those related to vulnerable workers, skills gaps, training needs, and transition opportunities, and present the analysis by gender and age wherever data permits.
- Update selected findings where necessary using limited additional desk review and targeted stakeholder input, rather than repeating the underlying baseline study in full.
- Identify any major changes, information gaps, or contextual issues that should be noted for Antigua and Barbuda's current electric mobility transition.

Task 3: Practical Value Chain and Workforce Assessment

- Provide a practical mapping of the electric mobility ecosystem and related support functions, including workers, service providers, informal actors, public institutions, and regulators where relevant.
- Highlight vulnerabilities, skills constraints, institutional gaps, stakeholder roles, and practical gap analysis findings across the ecosystem.
- Undertake only limited consultations, interviews, or clarifications as necessary to strengthen the report.

Task 4: Action-Oriented Recommendations

- Develop practical recommendations for workforce support, skills development, reskilling, institutional coordination, and possible public-private measures appropriate to the national context.
- Outline feasible options for cooperation among government, labour representatives, the private sector, and training institutions, without requiring a full consultation or workshop process.
- Prepare a concise action matrix identifying suggested actions, indicative responsible actors, and possible next steps.

Task 5: Finalization

- Submit a draft report for review by the Department of Environment.
- Present a draft report to the Technical Advisory Committee
- Revise and finalize the report in response to consolidated comments from the client.
- Submit final, publication-ready deliverables in editable and PDF-ready formats.

5. Deliverables

5A. Payment Schedule

Milestone	Payment
Upon approval of the Inception Note	10%
Upon approval of the Draft Report	30%
Upon approval of the Final Report and accompanying matrix/action framework	60%

Payments shall be made upon submission and approval of the corresponding deliverable by the Department of Environment.

5B. Deliverables

Deliverable	Description	Due Date
Inception Note	Deliverable under Task 1: brief methodology, workplan, information needs, any proposed consultations, and outline of the final report.	Within 2 weeks from contract signature
Draft Just Transition Assessment and Action-Oriented Report	Deliverable covering Tasks 2–4: draft report drawing from the existing just transition study, with updated analysis, stakeholder mapping, gap analysis, practical findings, and draft action matrix.	Within 8 weeks from contract signature
Final Report and Action Matrix	Deliverable under Task 5: final revised report, including concise recommendations and final action matrix.	Within 16 weeks from contract signature

6. Methodological Requirements

- Desk review of relevant literature, project documents, policies, labour and training information, and the existing just transition report. The 2021 Just Transition Report will be provided by the Department of Environment.
- Sensitization and validation activities with key stakeholders to ensure that the results are current and feasible. Limited updating of findings through targeted review of current developments and relevant supporting information.
- Practical assessment of workforce vulnerabilities, transition opportunities, skills gaps, and institutional considerations relevant to the electric mobility ecosystem.
- Gender- and age-disaggregated analysis wherever data permits, with clear note of assumptions, data gaps, and limitations.
- Targeted key informant interviews or clarifications, where useful and feasible, to verify major findings or fill critical gaps.
- Preparation of concise, practical, and context-appropriate recommendations and an action matrix.
- An analytical approach proportionate to the assignment, timeline, and available budget.

7. Required Qualifications

- Demonstrated experience in just transition, labour market analysis, green jobs, workforce development, or related social dimensions of low-emission development.
- Experience in renewable energy, sustainable transport, electric mobility, or related sectors will be an asset.
- Strong analytical, synthesis, and report-writing capacity, including experience translating existing evidence into practical recommendations.
- Experience engaging with government, private sector, labour, or training stakeholders in a proportionate manner will be an asset.
- Experience in Antigua and Barbuda, the Caribbean, or SIDS contexts will be an advantage.

8. Submission Requirements

- Technical Proposal (maximum 10 pages).
- Financial Proposal (lump sum basis).

- CV(s) of key personnel.
- At least 3 professional references.
- Signed conflict of interest declaration.

9. Evaluation Criteria

Category	Weight
Understanding of the assignment and responsiveness to the TOR	25%
Quality and practicality of the proposed methodology and workplan	30%
Relevant firm/consultant experience	20%
Qualifications and experience of key experts	15%
Cost effectiveness	10%
Total	100%

10. Prohibited Practices

The DOE maintains a zero-tolerance policy for corruption, collusion, fraud, coercion, and obstruction. Any such conduct will result in immediate disqualification and may be reported to relevant authorities and development partners.

11. Submission of Bids

All bids must be submitted via the following link:

<https://app.smartsheet.com/b/form/c90d1aa1970649598be71b24a7736434>

All queries must be submitted via the following link:

<https://app.smartsheet.com/b/form/6488c47987d742e6981cd6701b5724ea>