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PROJECT DOCUMENT
Antigua and Barbuda

Project Title: Housing Support to Barbuda

Project Number: 00117863

Implementing Partner: United Nations Development Programme

Start Date: 30 January 2019

End Date: 29 January 2021

PAC Meeting date: 14 February 2019

Brief Description

The project will support the efforts of the Government of Antigua and Barbuda in the recovery of post-Hurricane Irma Barbuda through the repair and rebuilding of 150 residential structures using the “Build Back Better” (BBB) approach, in compliance with the 2015 OECS Building Code, as well as the Antigua and Barbuda Building Guidelines. The project will further contribute to the return of displaced families, the resilience and ultimately the sustainable development of the hurricane-prone island in the short to long term.

In line with the 2017 Post Disaster Need Assessments (PDNA), the Building Damage Assessment (BDA) and the recovery strategy established by the Government with the support of UNDP, the project will adopt a comprehensive approach to effectively meet the needs of the most affected population on the Island of Barbuda. To this end, the project is designed to contribute to on-going initiatives by the Government of Antigua and Barbuda, including UNDP early recovery interventions, in coordination with other humanitarian and development actors and supporting the acceleration of the Barbuda recovery process.

According to the BDA, conducted in October 2017, 44 percent of buildings in the island were extensively damaged or destroyed (buildings classified as having a Level 3 and Level 4-type of damage), which represents more than half of the houses that were occupied before Irma’s landfall. Considering that to date no significant intervention has been put in place to specifically address repairs to houses affected by major damage, and in line with the Government’s phase approach to recovery, this intervention represents a significant contribution to the restoration and the long-term recovery of Barbuda.

The project’s intended outcome, *increased disaster resilience for the most vulnerable persons in Barbuda after the impact of Hurricane Irma*, will be achieved through the following outputs:

Output 1: One hundred and fifty (150) private houses of the most vulnerable residents of Barbuda (level 3 and 4) repaired/reconstructed.

Output 2: Capacity of the local population enhanced to prevent and/or cope with future shocks through increased knowledge of standardized resilient construction techniques.



As the implementing Agency, UNDP will carry out the implementation of the project in close consultation and collaboration with relevant national authorities, such as the Office of the National Authorizing Officer (ONAO), the National Office of Disaster Services (NODS), the Public Works Department (PWD) (Ministry of Works), the Ministry of Agriculture, Fisheries and Barbuda Affairs, the Development Control Authority (DCA) (Ministry of Housing, Lands and Urban Renewal) and the Barbuda Council. UNDP, in coordination and close collaboration with the relevant national authorities will manage, monitor and report the achievement of project results.

Contributing Outcome (SPD 2017-2021):
Outcome 4.1: Policies and programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy in place.
Contributing Outcome (UNDP SP 2018-2021):
National capacities and evidence-based assessment and planning tools enable gender-responsive and risk-informed development investments, including for response to and recovery from crisisIndicative Output(s) with gender marker²: GEN1.

Total resources required:	USD 5,679,224 ¹	
Total resources allocated:	USD	
	UNDP TRAC:	N/A
	EU:	5,679,224
	Government:	N/A
	In-Kind:	
Unfunded:		

¹ Please note this is obtained using the daily UN Operational Exchange Rate. Final USD amount will be based on date of funds transfer.

Agreed by (signatures)²:

Government	UNDP
 Print Name: Ambassador Dr. Clarence Henry Antigua and Barbuda's Ambassador to the Caribbean Community, Trade Coordinator, National Authorizing Officer (NAO) & Head of EPA Implementation	 Print Name: Chisa Mikami, Resident Representative, a.i.
Date:	Date: 28 FEB 2019

Office of the NAO for the EDF
P.O. Box W1164
Tel: 562-4805
Date: 28.02.2019

² Note: Adjust signatures as needed.

² The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality).

I. DEVELOPMENT CHALLENGE

The 2017 hurricane season was especially severe in the Caribbean. Hurricane Irma, the ninth named hurricane of the 2017 Atlantic hurricane season and the most powerful on record, with maximum winds of approximately 180 miles per hour (mph) or 290 kilometres per hour (km/h), made a direct hit on the island of Barbuda on 6 September. Irma made landfall as a category 5 storm of the Saffir-Simpson scale, packing winds in excess of 170 mph (277km/h). The storm's eye passed directly through Barbuda, exposing the island to the highest wind velocities of the storm. While out of the path of the eye, Antigua, located approximately 27 miles to the south of Barbuda, experienced major category 5 winds generated in the storm's inner core. With the storm going through the centre of the island, Barbuda was exposed to the extraordinary eye wall winds for more than three hours. This was accompanied by a significant storm surge of an estimated 5-11 feet, which provoked flooding reported to reach some 600 meters inland. Compounding the situation, on September 18, Hurricane Maria, another category 5 storm, affected the island of Antigua with strong winds and rainfall, without making landfall.

The Post Disaster Needs Assessment (Hurricane Irma Recovery Needs Assessment) (PDNA), jointly carried out by the United Nations, the European Union, the World Bank, the Caribbean Development Bank and the Eastern Caribbean Central Bank, estimated the total damage (destroyed physical assets) of Irma/Maria for Antigua and Barbuda as EC\$367.5 million (US\$136.1 million), while losses as amounting to approximately EC\$51.2 million (US\$18.9 million), and recovery needs amounting to EC\$600 million (US\$222.2 million). Approximately 95% of the houses on Barbuda were damaged or destroyed, based on the results of the Post Disaster Needs Assessment, the total recovery needs for this sector estimated at USD 79.6 million.

With the combined value of destroyed assets and disruptions from tropical hurricanes Irma and Maria in the production of goods and services being equivalent to about 9% of the country's gross domestic product in 2016 (GDP, current terms), hurricanes Irma and Maria have had a significant negative impact on the overall performance of the national economy and likewise on the quality of life of its citizens. The country's real GDP growth rate was estimated to be affected by around 1.1 percentage point in 2017. That is, while the baseline estimation of growth for 2017 before the storm was 4.6%; after the storm that estimation would be down to 3.5%.

The hurricanes produced the most significant effects on the productive and social sectors: the individual sector that sustained the greatest damage was tourism, accounting for 44 percent of total damage costs, followed by housing, accounting for 37 percent of all damage. Whilst, the tourism sector suffered the highest total effects from hurricanes Irma and Maria (including both damage and losses), in terms of policy, planning, financing and recovery implementation, housing is a priority sector of intervention during the recovery phase. This is reflected in the financial estimation of the PDNA recovery needs, in which housing is identified as the sector with most financial needs, followed by tourism and transport.

Housing Sector Effects³ post Hurricane Irma

The housing sector was the most affected of all sectors. As per the PDNA, the total cost of the effects (combined damage and losses) was valued at EC\$ 141,020,867. The damage estimation alone was EC\$ 134,524,817 with total change in flows (losses) amounting to EC\$ 6,496,050. The recovery needs were determined assuming the housing stock will not shift from the pre-disaster type of building, but will be reconstructed at higher standards, following more strictly the application of relevant building codes and with a strong capacity-building and supervision component. Assuming unit costs varying from EC \$300 to EC \$380/square feet, and factoring in the supervision and capacitation, this brings the total recovery needs to EC\$ 214,968,745.

Housing damage caused by Irma was largely the result of exposure to intense winds and to a lesser extent flooding from storm surge. Resulting damage includes complete or partial loss of the roof, partial or total loss of the roofing structure, damage to supporting structural components (walls, support beams) rupture of the house ceilings and electrical wiring, loss of window panels and damage to window and door sills. Outside electrical connections were damaged by falling trees or branches, and perimeter fences were destroyed or damaged. Home furnishings were also damaged because of the rain falling directly on them due to the absence of the roof and ceiling or from floodwaters.

³ Government of Antigua and Barbuda. Hurricane Irma Recovery Needs Assessment, 2017 (i.e. PDNA, 2017). In the context of the PDNA effects is defined as the combination of both damage and losses (changes in flows).

Under the recommendations from the PDNA, training processes on reconstruction and rebuilding should involve all persons involved in the reconstruction efforts: home owners, builders, carpenters with and without experience, and other local construction professionals. The PDNA also pointed out that there is a need for skilled workers in masonry, carpentry and with a general knowledge of construction.

Resulting Governance Effects post Hurricane Irma ⁴

The disaster-induced disruption to the governance processes of the social, productive and infrastructure sectors was assessed through the damage to the local government buildings as well as the disruption of local government functions after the total evacuation of the island. In addition, the costs incurred by National Office of Disaster Services in its coordination of the response and the relief for Barbuda were factored in. The total costs of the effects (damage and losses) were estimated as nearly EC\$4.2 million.

The Building Damage Assessment reported that 8 of the 17 public administrative buildings as partially damaged (level 2), while another 5 presenting more than 50% of the roof missing and being unusable (level 3) and two with severe structural damage (level 4)⁵. However, one of the conclusions from the BDA was that public and government buildings suffered less damage than other structures, due to better construction techniques and materials.

Local government functions in Barbuda suffered disruption after evacuation of the island, with the Council of Barbuda being relocated to Antigua from where it carried out skeletal operations, until May 2017. Due to the initial evacuation order in place and in light of most Barbuda residents being temporarily displaced, most of the usual sources of revenue, such as tourism taxes, local fishing license, rental or leases have not been collected, affecting the incoming financial year, due to the loss of revenue. This, in turn, affects the ability to fully rebuild and repair the government administrative infrastructure⁶.

Government Priorities post Hurricane Irma⁷

In light of the severe impact of Hurricane Irma, the entire population of Barbuda, estimated at 1,625 inhabitants according to the 2011 Census, was evacuated to the main island of Antigua. This was seen as a necessary step by the Government, given that 95% of buildings had been impacted, including damaged such as loss of roof, structural damage, loss of doors and windows, as well as loss of assets.

The Government of Antigua and Barbuda (GoAB) requested international assistance with the provision of construction materials, including roofing and tools as well as the restoration of affected structures. Further, the GoAB established a phased recovery process by which Phase I included the repairs of priority buildings, starting from those that sustained minor or medium damage (Level 1 and Level 2), as well as complementary debris and waste management activities. Phase II, which began around the one-year anniversary of Irma's landfall, seeks to address the needs of structures affected by major damage as well as structures that have collapsed. Such phased approach sought to stimulate a faster return of the Barbuda population to the island.

Priority Areas of Intervention Identified by the PDNA after Hurricane Irma

The Post Disaster Needs Assessment pointed out that housing was a priority sector for intervention in terms of policy, planning, financing and recovery implementation.

Generally, however other recovery needs for the sectors assessed by the PDNA include:

- a) a resilient housing/building reconstruction programme, meeting the existing regional building code as well as national climate-resilience standards and guidelines, with the support of suitable engineering supervision and a strong capacity building component;
- b) the restoration of infrastructure and assets as needed to sustain the Council of Barbuda operations;
- c) an upgrade of the most affected secondary road network;

⁴ Government of Antigua and Barbuda. Hurricane Irma Recovery Needs Assessment (i.e. PDNA), 2017.

⁵ UNDP. Barbuda Building Damage Assessment (BDA), 2017.

⁶ Government of Antigua and Barbuda. Hurricane Irma Recovery Needs Assessment (i.e. PDNA), 2017.

⁷ Government of Antigua and Barbuda. Hurricane Irma Recovery Needs Assessment (i.e. PDNA), 2017.

- d) the underground cabling of the power network in Barbuda and enhancement of the National Office for Disaster Services (NODS) operational capacity;
- e) resilient reconstruction of public critical infrastructure (port jetty, health, education, fire station);
- f) improvement of the hydro-meteorological services; and
- g) a review and enhancement of the national Disaster Risk Management Framework, with a focus on a better risk information, disaster preparedness operational capacities and disaster risk financing.

Post-Irma Response and Recovery to Date

Meteorological analysis relative to the past decade indicates that the frequency and intensity of storms experienced during the 2017 Hurricane season will represent the "new normal" around the world, hence the reconstruction of Barbuda, and likewise in all hurricane-prone territories, needs to be grounded in "Build Back Better" principles and comply to approved building codes and relevant national guidelines to ensure disaster resilience.

In the aftermath of Irma, regional and international support to Antigua and Barbuda was mobilized, initially focusing on humanitarian requirements of the affected and displaced population. The Caribbean Catastrophe Risk Insurance Facility Segregated Portfolio Company (CCRIF SPC) provided pay-outs to all affected countries with insurance and in the case of Antigua and Barbuda, the country has received US\$ 6.8 million. In September 2017, UNDP mobilized initial resources to support the comprehensive assessment and recovery process, as well as for deploying a recovery advisor, who provided technical assistance to national institutions in charge of disaster debris management in Barbuda. UNDP also supported the substantive assessment of the impact and recovery needs through the mentioned Post Disaster Needs Assessment. Additionally, a comprehensive Building Damage Assessment was completed for the evaluation of all buildings in Barbuda and the identification of priority structures for repair by recovery partners.

Early recovery of post-Irma Barbuda has witnessed important interventions in the housing sector through collaborative efforts between the Government of Antigua and Barbuda and humanitarian and development actors, including international non-governmental organization (NGO) Samaritan's Purse and the International Federation of the Red Cross and Red Crescent Societies (IFRC). Efforts were undertaken by the population with the support of the government and national and international partners for the removal of part of the disaster debris accumulated in and around structures, as well as for salvaging materials and conduct simple repairs where possible. Importantly, UNDP has implemented a roofing project to restore 250 damaged/destroyed roofs with funding from the People's Republic of China, through Build Back Better principles, providing high-quality materials and quality assurance for the installation process and supporting the Development Control Agency (DCA) to ensure safe construction techniques and limit risk. In addition, as part of this initiative, UNDP implemented capacity building of constructors, inspectors, architects, other national technical personnel, as well as of the local population on climate resilience through BBB principles and provided construction tools and equipment to local construction entities. Finally, complementing this rehabilitation initiative, and through a Regional grant by the Central Emergency Relief Facility (CERF), US\$65,900 were allocated to Antigua and Barbuda and utilized to implement a for cash-for-work (CFW) debris management project to clear disaster as well as construction waste from the premises of 272 houses, exceeding its target of 250 houses.

The Government of Antigua and Barbuda has been gradually restoring basic infrastructure and services in Barbuda since the landfall of Irma. By the one-year anniversary, pockets of recovery initiatives had been undertaken by the Government with the assistance of international partners. However, many stakeholders continue to advocate for an accelerated pace of the recovery process to allow for the meaningful consolidation of some of the results achieved through the rehabilitation of structures with minor or moderate damages. So far, no significant and systematic intervention has been put in place to specifically address the rehabilitation and reconstruction of houses affected by major or total damage, hence, this intervention, which aims at repairing and replacing 150 critically damaged residential buildings, represent a much-needed as well as a significant contribution to the restoration and long-term recovery of the island of Barbuda.

The proposed project is designed to support the acceleration of the recovery process in Barbuda as many struggling members of households continue to live in temporary shelters or are forced to live with their extended families or other members of the community, in overcrowded conditions more than one year after the disaster. Ensuring the right to adequate housing is a fundamental step in averting sustained vulnerabilities of affected households. This is particularly important in the local context, in which most people living in Barbuda are employed by the Barbuda Council, including the majority of women living in Barbuda⁸, hence fall into a low-income segment of the population.

⁸ Government of Antigua and Barbuda. Hurricane Irma Recovery Needs Assessment (i.e. PDNA), 2017.

While the project will meet housing needs specifically, it will also pay attention to opportunities to support the most socio-economically vulnerable groups among those households, of which women feature as a key group due to their strong roles in the care of family and the home. While the project will meet housing needs specifically, it will also pay attention to opportunities to support the most socio-economically vulnerable groups among those households, of which women feature as a key group due to their strong roles in the care of family and the home. As noted in the Caribbean Development Bank 2014 Country Gender Assessment (CGA)⁹, while there have been some gains with regards to women's economic empowerment, significant gaps remain regarding unpaid care work and the fact that many Barbudan women have informal and/or precarious employment. As such, the project where possible within its scope, will look to strengthen the position of Barbudan women and avoid compounding any existing vulnerabilities they face. As defined by the Beneficiary Selection Committee, the project will therefore target the most vulnerable households, including female-headed households (female headship in Barbuda account for 35 percent of all households¹⁰), households where elderly people and people with disability live and households with children under the age of 18, making a significant contribution to averting an increase in the poverty rates before the landfall of Hurricane Irma.

To sustain the continuous return of vulnerable displaced families to the island, it is critical that the housing infrastructure is rebuilt to meet acceptable and more resilient standards. Local expertise must also be harnessed to contribute to the recovery process at all stages. The EU Housing Support to Barbuda Project will aim at facilitating this through:

- the repair or complete rebuilding of 150 structures (Level 3 and 4) in strict accordance with approved regional building codes and national guidelines and via the mainstreaming of the BBB approach in all stages of the reconstruction process.
- enriching and complementing the knowledge and capacity of the local population to prevent and/or cope with future disasters.

Specific climate-resistant materials and techniques will be promoted in the reconstruction process to avoid future significant damage in the housing sector. Increasing knowledge of local contractors and residents on standard climate-resilient construction techniques, through a series of tailored trainings will form an integral part of the design and implementation of the project.

Finally, in addition to the two core outlined activities, UNDP will advocate for and support the safe management of disaster and construction waste, including via the procurement of a shredder for the purpose of wood and metal recycling. Further to this, the promotion of environmentally-friendly practices aimed at protecting the environment and improving the quality of life for residents of Barbuda, through planting of locally-adapted trees and foliage in the premises of the repaired/rebuilt houses and in general for all residents of Barbuda, is an additional project activity. Ultimately, the Implementation of all complementary planned activities envisaged as part of this initiative will contribute to improved safety and prevention against loss of life of residents of Barbuda as well as the sustainability of the project outcomes.

Based on its vast experience and engagement with similar previous interventions around the world, UNDP has developed tools and techniques specifically designed to address post-disaster damages, whilst promoting and enhancing local expertise. In addition, immediately after Hurricane Irma, UNDP worked very closely with the National Office of Disaster Services to coordinate the implementation of the PDNA and the BDA, which still serve as the major database and repository of information for the recovery process in Barbuda and continued to closely work with national and local government counterparts in rehabilitation activities throughout 2018. In the design of the proposed EU Housing Support Project, UNDP has been similarly working with the Office of the National Authorizing Officer (ONAO) to ensure that all project processes are context-specific and tailored to align with national goals and objectives of the Government of Antigua and Barbuda, as well as international best practices. This is an important methodology that the project governance structure will sustain to ensure the efficient and transparent implementation of this significant project.

II. STRATEGY

This project aims at facilitating an effective reconstruction and recovery of Barbuda in a way that addresses risks and restores pathways to inclusive sustainable development, and taking into account underlying vulnerabilities, limited

⁹ Country Gender Assessment (CGA), 2014, as cited in Hurricane Irma Recovery Needs Assessment (PDNA), 2017.

¹⁰ Antigua and Barbuda Statistics Division, as cited in the Government of Antigua and Barbuda, Hurricane Irma Recovery Needs Assessment (i.e. PDNA), 2017.

capacities and development challenges present. In designing a resilient and sustainable community-based recovery project, focus will be laid on strengthening local capacities and applying resilient designs and construction practices to build back better, ensuring more robust and climate-resilient residential structures for the most vulnerable residents in Barbuda.

This intervention will focus on the repair and rebuilding of 150 homes. Based on the latest ground assessments jointly conducted by UNDP and national and local authorities, several amongst the buildings previously assessed as presenting a Level 2 (minor) and Level 3-damage (major) under the 2017 BDA exercise, now present a Level 4 damage, which will in most cases require total rebuilding. As a result, the project will target a combination of L3 and L4 structures, averaging 800-1,200 square feet, where the most vulnerable households used to reside prior to Irma's landfall. A pre-determined set of criteria (See Annex III), finalized by a Beneficiary Selection Committee (BSC) will be utilized to guide the selection of beneficiaries by the Committee to ensure that the most vulnerable households are prioritized. These criteria will take into account household combined income and specific household vulnerabilities such as, female-headed or single-parent households with children under the age of 18, as well as households including elderly people or people living with disabilities.

In addition, through its greening component, the project will implement the planting of locally-adapted trees and foliage in the premises of the repaired or rebuilt houses and in general for all residents of Barbuda, which will include a training component for the involved local population. Finally, in line with its experience and leadership on disaster waste management, UNDP will support the Government of Antigua and Barbuda, in the procurement of a multi-purpose shredder, which will be able to manage the large quantities of wood and metal (particularly galvanized sheeting) left in the aftermath of Hurricane Irma. As per Government priorities, this shredder will assist Government's efforts in recycling disaster as well as construction waste and export it for revenue. As part of this intervention, UNDP will further support local authorities with the needed training relating to the operation and maintenance of this equipment.

The commitment of the project will be extending to a period up to 24 months and it will be led by UNDP in close collaboration and coordination with relevant government authorities including the Office of the NAO, the National Office for Disaster Services (NODS), the Public Works Department (Ministry of Works), the Barbuda Council and the Development Control Authority (DCA) (Ministry of Housing, lands and Urban Renewal)¹¹.

UNDP will be responsible for managing, monitoring and reporting the achievement of results. To ensure effectiveness and sustainability, the project will be built upon the core guiding principles of the BBB approach, which also guided the recommendations of the Post Disaster Needs Assessment. These principles include:

- **Resilient and inclusive design:** The reconstruction of all buildings should consider design concepts for seismic and hurricane-prone zones and specific measures to retrofit the structures based on the hazard risk of the area. Special attention must be taken in some components such as connections between rafters to beams and plate with adequate anchorage. These include the use of hurricane straps, bolts and steel through the foot of the rafters. In cases where these are not present, it is recommended that retrofitting is conducted. Additionally, noting some of the recommendations of the PDNA, the design should include indoor sanitation, when this was previously lacking and accessibility for households where people with disability will live.
- **Technical assistance and supervision:** The project will ensure the supervision and monitoring of contractors in the enforcement of the 2015 OECS Building Codes and national climate-resilient guidelines, in collaboration with the national entity responsible for such enforcement, namely the Development Control Agency. In addition, it will ensure the correct estimation of quantities of materials required for repairs or rebuilding (a pre-requisite to the bidding process), provide on-the-ground technical assistance on safe construction techniques and conduct monitoring visits. All contractors, as well as sub-contractors, engaged in the recovery of Barbuda under the EU Housing Support Project will be guided and monitored using the mentioned guiding principles.
- **Training and mentoring** for individuals involved in reconstruction efforts: the local population, especially residents of Barbuda involved in the construction sector, will be identified and involved in the reconstruction process and their capacity enhanced to prevent and cope with future shocks through increased knowledge of standardized resilient construction techniques. Efforts will be made to facilitate access of local contractors to participate in its global competitive procurement processes, through increased awareness and also by promoting local engagement as part of any sub-contracting arrangement. In so doing, the local population will benefit directly from the project through income, as well as through the acquisition of knowledge and skills in resilient building, masonry and

¹¹ Ministerial Portfolio Appointment issued by the Cabinet. April 2018.

carpentry. This capacity development will be provided through theoretical as well as on-site training/mentorship with special attention paid to the needs of women and other vulnerable people and will be built into contracts and sub-contracts. This component, will further build upon and complement previously implemented UNDP capacity building of Barbuda residents as well as construction professionals, including contractors, architects, inspectors and surveyors.

- **Quality materials to Build Back Better:** The use of good quality and safe constructions materials is crucial for building back better. Rehabilitation and rebuilding materials and tools will be required to meet international and regional standards in addition to national requirements. These quality requirements will be incorporated in all bidding processes envisaged as part of this project. Construction materials used under the implementation of this project will be procured locally when possible.
- **Quality assurance:** Consideration for stimulating the engagement of the beneficiaries and improving efficiency in the reconstruction phase, ensuring climate-resiliency will take into account the following:
 - **Fairness, integrity and transparency:** which ensures that competitive processes are fair, open, and rules-based. All potential vendors should be treated equally, and the process should feature clear evaluation criteria, unambiguous solicitation instructions, realistic requirements, and rules and procedures that are easy to understand. All competitive bidding processes will ensure the involvement of only suitably qualified entities with the capacity to deliver agreed milestones on target.
 - **Effective competition:** understood as giving all potential vendors timely and adequate information on UNDP requirements, as well as equal opportunity to participate in procurement actions, and restricting them only when it is necessary to achieve UNDP development goals.
- **Resilient designs and construction practices** to repairs and reconstructions in the housing sector in line with standard building codes.
- **Building on prior UNDP experience and partnerships:** UNDP's support to the hurricane Irma recovery process in Barbuda is anchored in the resilience-based approach as expressed in the UNDP's Strategic Plan. This involves supporting resilient housing/re-building, with a focus on most vulnerable houses including female-headed households, creating gender-sensitive employment and livelihoods, improving equitable access to resources and building capacities at national, sub-national and community and individual levels for disaster preparedness and recovery. This approach enables bridging of humanitarian and long-term development efforts, reduces risks and builds resilience. In this strategy it is important to consider that UNDP possesses vast global experience in similar projects and has drawn many lessons learnt in the implementation of these crisis responses, such as the importance of the following:
 - Use of good quality construction materials
 - Good installation techniques promoting Building Back Better principles, to avoid replicating vulnerabilities and to promote resilience
 - Local procurement of materials when/where possible
 - Leadership from national authorities
 - Engagement of local communities, with participation of women and other vulnerable groups
 - Capacity building activities
 - Knowledge management and experience exchange among countries

UNDP's Role in Disaster Recovery

UNDP helps national and local governments address to the underlying vulnerabilities that cause susceptibility to disasters and moves communities toward risk-informed actions and trajectories. In the immediate aftermath of the disaster, UNDP facilitates recovery through combining the community re-establishment with injecting of financial resources at the household level, through emergency employment in debris management, reconstruction and/or community infrastructure rehabilitation. This holistic approach to recovery not only meets the immediate needs in the affected countries to kick-start recovery, but also creates conditions for long-term recovery, resilience to multiple shocks, and sustainable development. In response to Hurricane Irma, UNDP's interventions focus on enhancing resilience through programmes that integrate risk reduction measures in recovery activities, restore livelihoods, strengthen governance capacities (national and local levels) to coordinate and manage recovery processes, and deliver basic services.

UNDP brings its core mandate of sustainable and inclusive development to support recovery processes: the community-based and capacity building approach, its focus on gender equality and the empowerment of women, the support to human rights for development, its focus on institutionalizing processes at a national and sub-national level, and its multidisciplinary work – including governance, livelihoods and environment. The approach is guided by two international frameworks: The Outcome of the World Humanitarian Summit (WHS) and the Sendai Framework for

Disaster Risk Reduction 2015-2030. The World Humanitarian Summit Framework reached 32 core commitments through 7 round tables, including calls for strengthened gender perspectives in humanitarian crisis settings 12. In particular, the 6th round table, “Natural disasters and climate change, managing risks and crises differently” concluded with core commitments that are significant to this project. Through the proposed interventions, UNDP will work to reinforce national and local management of disaster and climate change risks (core commitment 24); implement risk reduction and climate change strategies and plans (core commitment 23); and build community resilience as a critical first line of response (core commitment 26). Further, the project will deliver on the shifts/changes in direction agreed in the WHS Framework. In particular, the proposed interventions of this project will be guided by the suggested direction under the core responsibility 4, “Working differently to end need” including: to reinforce, not replace, national and local systems; to anticipate, not wait for, crises; and to deliver collective outcomes by transcending humanitarian-development divides ¹³.

These efforts also deliver on the Sendai Framework, especially under Priority area for action 4: Enhancing disaster preparedness for effective response and to “build back better” in recovery, rehabilitation and reconstruction. This priority facilitates the link between relief, rehabilitation and development and the use of opportunities during the recovery phase to develop capacities that reduce disaster risk in the short, medium and long term. Disaster risk reduction is integrated into recovery with recognition of gendered perspectives, through measures such as land use planning, structural standards improvement, and the sharing of expertise, knowledge, and lessons learned to integrate post-disaster reconstruction into the economic and social sustainable development of affected areas.

The stated selected project approach will ensure the effective delivery of its target 150 private houses repaired and rebuilt for the most vulnerable persons in Barbuda and greatly enhance the capacity of the local population to prevent and cope with future shocks through increased knowledge of standardized resilient construction techniques. This will contribute to Outcome 4.1 of UNDP Strategic Plan 2018-2021, “Programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy in place”. In addition, the enhancement of national prevention and recovery capacities for resilient societies, Signature Solution 3, will be strengthened through Build Back Better techniques and technical capacity support.

According to lessons learnt from previous recovery activities that UNDP implemented in post-Irma Barbuda and based on anecdotal evidence, and particularly based on its experience on housing support, the importance on focusing on people’s needs, in this case housing being key for the safe and fastest return of displaced individuals, has demonstrated that some of the most vulnerable beneficiaries have had the opportunity to return to their homes in the months after the Irma, feeling safe in their rehabilitated residences. In addition, as a result of UNDP supported interventions, affected individuals have become accustomed to BBB principles, becoming empowered to demand climate-resilient housing. Finally, local technical professionals have demonstrated an increased knowledge of BBB principles, the OECS Building Code and national climate-resilience guidelines, through attendance to organized workshops and trainings, and have demanded additional support in this area of personal and professional development. These results all point to the increased capacity to cope with future shocks and resilience of the local population, which UNDP has made the core of its support to the Government of Antigua and Barbuda with in the aftermath of Hurricane Irma. In light of these comparative advantages, and on the backdrop of solid political will, UNDP is uniquely placed to deliver this project in the most effective and efficient way for the people of Barbuda.

III. RESULTS AND PARTNERSHIPS

Expected Results

In response to the needs and priority areas identified by the government of Antigua and Barbuda, UNDP will engage qualified and competent entities with the capacity to deliver project milestones for the rehabilitation of essential public buildings and will therefore contribute to improved safety for residents of Barbuda through better housing and enhanced local capacities towards a more resilient community.

¹² Core WHS commitments include: 1) empower women and girls as change agents and leaders; 2) ensure universal access to sexual and reproductive health and reproductive rights

¹³ World Humanitarian Summit: Commitments to Action, https://www.worldhumanitarianissummit.org/sites/default/files/media/WHS%20Commitment%20to%20Action_8September2016.pdf

Output 1: One hundred and fifty (150) private houses of the most vulnerable persons in Barbuda (level 3 and 4) repaired/reconstructed.

UNDP in collaboration with the Office of the NAO, the Public Works Department, National Office of Disaster Services¹⁴, the DCA and the Barbuda Council will implement the repair/reconstruction of 150 structures in Barbuda. The identification and selection process for the targeted structures/beneficiaries will be informed by a combination of pre-determined criteria, which will be administered by a carefully-selected Beneficiary Selection Committee (BSC) under the leadership of the NAO. This activity will entail the establishment of UNDP contracts with qualified suppliers and contractors, who will be responsible for the reconstruction/repair of awarded lots, including the procurement, shipping, transportation and other related logistics of construction materials and equipment. A total of 150 target residential buildings will be divided in lots/packages. The activity will also include the systematic integration of “Build Back Better” techniques to ensure high resilience of reconstructed structures against future shocks. The project recognizes the agreement between UNDP and the European Union for UNDP to use its procurement rules and processes to identify and engage suppliers and contractors to provide construction materials, equipment and labour in such a manner that will promote the development of the local economy, whilst adhering to the principles, rules and regulations of international procurement.

Activity 1.1 – Support to Project Governance Structures

UNDP will facilitate the work of the Beneficiary Selection Committee (BSC) under the coordination and leadership of the ONAO to identify and select eligible residents of Barbuda, who meet the criteria pre-determined by the BSC. The BSC will ensure that its guiding criteria are in alignment with the objectives of the project as outlined in the Financing Agreement and the Pillar Assessed Grant or Delegation Agreement (PAGoDA). The BSC will rely on data already made available from the Building Damage Assessment conducted by the Government of Antigua and Barbuda with the support of UNDP. The ONAO will have the responsibility of constituting and convening the meetings of the BSC. One of the primary functions of the BSC is to discuss, review and finalize a set of eligibility criteria which will guide the selection of all eligible beneficiaries in a transparent and objective manner. The BSC, under the leadership of the NAO will exercise discretion and flexibility in the consideration of “special cases”, as may be deemed necessary by the Chair. “Special Cases” may arise, where a potential beneficiary does not meet all required criteria but is exceptionally vulnerable. All such special cases must be brought before the BSC for due consideration and the Chair will reserve the prerogative to make the final decision regarding approval of such cases.

Similarly, the NAO will determine, in consultation with UNDP, the relevant government authorities and national organizations that will comprise the BSC in addition to the following:

Convener/Chair:

- National Authorizing Officer (NAO)

Coordinating Office:

- Office of the NAO (ONAO)

Members:

- National Office of Disaster Services (NODS)
- Department of Public Works (PWD) (Ministry of Works)
- Ministry of Agriculture, Fisheries and Barbuda Affairs
- Development Control Authority (DCA) (Ministry of Housing, Lands and Urban Renewal)
- Barbuda Council

Advisor:

- United Nations Development Programme (UNDP)

In addition, meetings of additional project governance structure mechanisms will take place as needed throughout the period of project implementation.

Activity 1.2 - Repair and reconstruction of selected houses

In line with the OECs Building Codes and national building guidelines, UNDP will provide technical assistance to qualified suppliers and contractors to repair and rebuild a total of 150 selected residential structures of eligible beneficiaries using high quality and resilient construction materials. Such technical assistance will include day-to-day supervision of on-site construction, routine quality assurance and data collection, documentation, oversight, reporting and coordination of on-site activities of contracted suppliers/contractors. Using a competitive and transparent procurement process, UNDP will award “Turnkey” contracts to qualified suppliers/contractors, who will

¹⁴ In the absence of a national authority for recovery programming and management, NODS continues to act in this capacity beyond and above its statutory mandate for disaster and emergency management.

be required to deploy high quality materials and qualified labour and expertise to reconstruct clearly identified structures in Barbuda. The Turnkey project awards will require selected contractors to be fully responsible for the rebuilding of allotted packages/lots of structures from start to finish. All finished houses will be handed over to UNDP/GoAB upon completion for technical evaluation and certification. All the terms and conditions of the Turnkey contracts will be clearly outlined in the respective contract agreements between UNDP and contractors (including qualified local suppliers/contractors). The role of respective stakeholders including GoAB and UNDP will be clearly outlined in the respective contract agreements in addition to payment schedules and agreed milestones. The 150 houses will be divided into packages or lots that will be equally appealing for suppliers/contractors. A competitive tender process will be launched ahead of the award of contracts. Day-to-day project management and oversight provided by UNDP will ensure adequate supervision, proactive reporting, routine monitoring and risk mitigation.

In July 2018, UNDP conducted a market analysis of potential suppliers based in Antigua and Barbuda. The outcome of this survey indicates that there are sufficient suppliers in the region, including in Antigua and Barbuda, with capacity to conduct civil works of this complexity at competitive prices and good quality. UNDP also conducted a procurement fair for suppliers and construction entities and will follow up with training and information sessions in preparation for the tender process.

This sub-activity will also focus on the provision of basic structural facilities intended to ensure realistic and reasonable minimal standards for sustainable housing, integrated with BBB principles. Budget allowing, this activity will facilitate the necessary structural provisions to access basic services including water and electricity. Eventually, some structures can be equipped with water stocking and power generation systems (solar panels) to reduce their dependence on public services, in case of failure of those.

Activity 1.3 - Support for debris management including reuse, recycling and sustainable disposal

The project will ensure that all residual construction materials are properly managed through reusing, recycling and safe disposal and will build certain requirements to facilitate this into the contracts that will be awarded to construction contractors. This sub-activity will be supported through the procurement of a shredder to favour the recycling of certain construction-related debris (wood and metal) as well as of disaster waste. The project team will liaise with relevant authorities that need to be trained in the use of this specialized machinery and that are responsible for its maintenance. At the time of delivery in the country, this equipment will be transferred to relevant national institutions.

Activity 1.4 - Greening

This activity will promote environmentally-friendly practices aimed at protecting the environment and improving the quality of life for residents of Barbuda. Activities will include planting of locally-adapted trees and foliage in the premises of the repaired or rebuilt houses and in general for all residents of Barbuda. This sub-activity will be coordinated by UNDP and relevant national authorities to ensure the protection of the environment and its natural beauty and resources and will include a sensitization component.

Output 2: Capacity of the local population enhanced to prevent and/or cope with future shocks through increased knowledge of standardized resilient construction techniques.

This output complements the hiring of the contractors by providing the necessary technical assistance, supervision and support to ensure that the recovery process in the housing sector applies the BBB approach, which includes enforcement of building codes, the application of standardized building reconstruction techniques through training and advocacy, tailored capacity building for local and national stakeholders, and constant communication with the affected population about the recovery process and the EU/UNDP contribution.

Activity 2.1 - Training on proper building techniques

This activity will build on capacity development initiatives implemented by UNDP since the aftermath of Hurricane Irma to increase the capacity of local contractors as well as residents on national building codes, housing standards, climate-resistant construction techniques and the BBB approach. Using lessons learnt, five additional trainings, ensuring the active participation of women and according to vocational methods will be conducted, including interventions on some houses severely damaged, as well as those destroyed. The trainings will lead to the preparation of learning material (paper or software) and will target local contractors, as well as beneficiaries of the reconstructed houses. The activity will focus on relevant participants including contractors, residents, and government officials, who will participate in tailored training workshops to be facilitated by resource persons from the region.

Activity 2.2 - Technical assistance, supervision and quality assurance

UNDP will facilitate the engagement of an international engineer specialized in housing recovery interventions to provide day-to-day technical support and supervision to the nationally-hired contractors ensuring that building codes and housing standards are followed. This will include advice on the certification of the works and their completion. International expertise will be cross-fertilised (via "on the field" visits or workshops) with national technical expertise in order to facilitate the transfer of knowledge and empowerment of local capacities.

Activity 2.3 - Human Resources to support full-time project implementation, planning, monitoring and coordination

UNDP will ensure adequate project management capacities with permanent presence on the ground of international and national personnel, who will perform project organization, capacity optimization, planning, monitoring, coordination, reporting and will ensure effective day-to-day implementation of the project. Additionally, UNDP core resources will complement the EU funding.

A core function of the UNDP core team will include liaison with the ONAO on a regular basis. Where possible, this activity will cover the costs of strengthening the capacity of NODS which continues to play the role of the national coordinating authority for all disaster recovery programmes in the country in the absence of a designated recovery entity.

Activity 2.4 - Production of documents about construction techniques

Related to activity 2.1, production of documents about construction techniques will be a parallel activity. This will include the editing, publication and printing (or on-line free downloading) of learning materials outlining recommended house construction designs to show how to increase the resilience of structures. Low cost, green and simple methods will specifically be promoted. Materials that will be published, in line with the visibility and communication plan and guidelines, will promote BBB techniques and will be distributed to all relevant participants, including the ONAO, the Architects Association and the Association of Engineers of Antigua and Barbuda.

Activity 2.5 - Workshops and Meetings

This activity is aimed at covering the cost of all national workshops and events. These events will take place in Barbuda or Antigua. National technical encounters (workshops or forum, depending on the importance) will be convened at strategic intervals providing status updates on project implementation.

Activity 2.6 - Communication and Visibility

UNDP will engage a full-time Communications Officer to implement the Communication and Visibility Plan of the project with technical support from UNDP Communications Specialists in the Barbados and the OECS Sub-Regional Office. The sub-activity will aim at implementing the Communication and Visibility plan included in this proposal and agreed between all stakeholders namely the EU, the GoAB and UNDP, which will focus on all project stakeholders (government, development and other partners, donors, beneficiaries, etc.). Communication materials such as billboards, videos, interviews, on-line brochures, material concerning activity 2.4, etc. will be produced and disseminated within the 24 months of implementation of the project.

Resources Required to Achieve the Expected Results

The project investment is largely human and institutional. These resources will include, among others, contractors and their teams, the project civil engineer and quantity surveyor, who will conduct training in proper building techniques and provide technical assistance and supervision on the repair and rebuilding process. The primary investment of this initiative will be the procurement of materials, equipment and supplies specifically, the purchase of good quality construction material, through the "Turnkey" contracts to qualified suppliers/contractors

UNDP will ensure adequate project management capacities with permanent presence on the ground of international and national personnel, who will perform project organization, capacity optimization, planning, monitoring, coordination, reporting and will ensure effective day-to-day implementation of the project. Additionally, UNDP core resources will complement the EU funding.

Partnerships

The project will be directly implemented by UNDP in close consultation and collaboration with relevant national authorities such as the Office of the National Authorizing Officer, the National Office of Disaster Services, which oversees the reconstruction process in partnership with the Barbuda Council (Committee of Works and General Purpose), the Development Control Authority, the Ministry of Works, the Ministry of Housing, Lands and Urban

Renewal, and the Ministry of Agriculture, Fisheries and Barbuda Affairs. UNDP, in coordination and close collaboration with national authorities, will manage, monitor and report the progress and achievement of project results.

The Development Control Authority will play a very important role: since there is no entity in place in Barbuda to regulate construction, DCA can regulate the quality of buildings, starting with the approval of construction plans and during repairs and rebuilding activities, to conclude with the certification of repairs/reconstruction. To ensure this capability, DCA Building Inspectors who review submitted plans, will need to follow rehabilitation and construction activities with regular onsite visits. All the new structures to be built in Barbuda, as part of the post-Irma reconstruction process, need to fully comply with the Laws of Antigua & Barbuda Building Guidelines, as well as with the Regional 2015 OECS Building Code and national climate-resilient standards and guidelines.

Risks and Assumptions

There are multiple risk factors associated with Hurricane Irma’s response and recovery. The powerful storm created widespread destruction of residential buildings and infrastructure, disruption of basic service provision and extensive damage and losses in income generating activities. In the aftermath of the disaster, coordination at local level has been challenging despite the efforts of relevant authorities. Importantly, given the specific context, logistics between the two sister islands have been further challenged by damage to the small Barbuda airport, ports and roads.

One additional key constraint in the rebuilding of Barbuda lies in the logistics of efficiently bringing workers, heavy equipment and machinery, as well as repair and building materials, to the small island. Water depth is not conducive to many large cargo vessels, which can challenge delivery of materials and equipment. Weather patterns have also played an important factor in the punctual delivery of materials to Barbuda. Movement of materials imported from outside the country, have further been tested by the complex logistics involved in the transferring of such materials between Antigua’s main port and the port of departure for all cargo ships to Barbuda. Finally, high costs of logistics to transport materials from Antigua to Barbuda and relative time implications, including at the mentioned ports as well as during the transport on both sea and land, are a consistent challenge that all recovery activities have faced since the immediate post-disaster and have further exacerbated overall difficulties of the Barbuda recovery.

Risks	Mitigation Measures	Likelihood	Impact
Economic			
Suppliers quotations for materials are higher than budgeted during the ITB process	UNDP will work with the Beneficiary Selection Committee to ensure that selection of beneficiaries not only prioritizes vulnerability, but that other criteria, such as house size, are taken into consideration to ensure that project resources can meet targets and will work to envisage ways to reduce costs. Information campaigns and open communication to possible suppliers through an Expression of Interest, Procurement Fair, questionnaire and others	Moderately Likely	Very High
	UNDP will continue to dialogue with partners to mobilise additional resources that might be needed.		
Environmental			
Occurrence of a disaster, particularly during the hurricane season, that may require urgent emergency measures and change of priorities due to response and recovery actions	Focus will be placed on accelerating implementation before the 2019 hurricane season to ensure that yearly targets are achieved as planned and to guarantee a level of preparedness for possible impacts. In case of disaster, support will be provided for coordination in the management of the emergency.	Moderately Likely	Very High
Erratic weather patterns	Focus will be placed on accelerating implementation during the months outside of	Moderately Likely	High

	the rain and hurricane seasons.		
Environmental			
Repair and reconstruction of residential structures activities contribute to pollution due to production of construction waste	Conditions will be embedded in turnkey civil works contracts to ensure contractors safely manage construction and disaster waste.	Low Likelihood	High
	UNDP will collaborate closely with NODS and the Barbuda Council to ensure that construction and disaster waste is safely evacuated towards the Government-approved temporary landfill and that recyclables resulting from project activities are safely managed and directed to the shredder for recovery and subsequent export for the generation of revenue.		
Operational			
Limited involvement of decision makers in strategic project activities	UNDP will work closely with the ONAO to maintain direct dialogue with the decision-making level of national entities so that commitment of institutions is strengthened, and channels of communication and coordination can find alternative solutions in a timely manner.	Not Likely	Moderate
Operational			
The expertise provided by this recovery project is limited in time	Technical support provided by UNDP will need to be embedded in national structures to ensure sustainability of the recovery response as well as the response to any potential future disaster.	Likely	High
Operational			
Constraints in bringing heavy equipment and machinery, and repair/building materials to Barbuda in an efficient manner	Review with national partners transportation and logistics options for moving goods and supplies to Barbuda to support reconstruction activities and provide special emergency procedures for clearing customs (when needed) and distributing recovery supplies and services to Barbuda (for contractors engaged under the Turnkey procurement process).	Moderately Likely	High
	Ensure adequate and realistic planning for the delivery of results.		
Political			
Limited coordination and cooperation of national and local government in relation to project implementation	UNDP will support national and local authorities during project implementation contributing to timely information exchanges, regular updates, facilitation of meetings and others.	Moderately Likely	Moderate

Stakeholder Engagement

Aware of the importance of solid and consistent community communication, based on lessons learnt from previous and current project implementation, UNDP will ensure that efforts to engage with community affected population are included and given primary importance in the project's strategy for stakeholder engagement.

In addition, UNDP will continue its strong engagement with national and international organizations supporting the recovery process, and will maintain its support to recovery coordination, which UNDP has ensured since the immediate aftermath of Hurricane Irma, assuring the effective complementarity of all recovery and reconstruction activities on the island.

At local level, efforts will be implemented to support local leadership and accountability in recovery implementation, administration and financial management of recovery processes. Direct dialogue with affected persons, especially the most vulnerable, is critical to ensuring design of gender-responsive interventions that address targeted needs. This process will build upon the targeting of beneficiaries developed during the implementation of previous housing recovery projects, in coordination with national authorities and other recovery partners.

Additional key stakeholders, beyond the key project partners mentioned above, will include:

- The Ministry of Health, Wellbeing and the Environment
- The National Solid Waste Management Authority (SWMA)
- Public service providers such as the Antigua Public Utilities Authority (APUA)
- The National Architects Association of Antigua and Barbuda
- The National Association of Engineers of Antigua and Barbuda

South-South and Triangular Cooperation (SSC/TrC)

As a development tool, South-South Cooperation (SSC) promotes cooperation among countries through the sharing of best practices and the diversification and expansion of development options and economic links.

The project will complement two South-South Cooperation Initiatives that are part of the Barbuda Post-Irma Recovery, namely, the above-mentioned GoAB/UNDP China Aid Roof Restoration Initiative, concluded on 30 June 2018, and the India-UN Development Partnership Fund (a dedicated facility within the United Nations Fund for South-South Cooperation - UNFSSC) project on Rehabilitation of Key Pivotal Public Infrastructures in post-Irma Barbuda, also implemented by UNDP, and scheduled for completion in May 2019. This project will therefore build upon the experience and best practices already gathered related to infrastructures repairs in post-hurricane Barbuda. An important capacity-building component is incorporated in the design of the project to allow for the development of local capacity for the sustainability of the project outcomes.

Knowledge

There exist two main possible knowledge products that this project could contribute to, and which are based on the PDNA recommendations:

- The potential updating, printing and dissemination of the Antigua and Barbuda Building Guidelines, which takes into consideration the OECS Building Code;
- Illustrated user-friendly reference documents with key messages showing proper construction techniques, including but not limited to laminated booklets.

In addition, the project intends to facilitate the printing (as well as on-line free downloading) of learning materials outlining recommended house construction designs to show how to increase the resilience of structures. Low-cost, green and simple methods will specifically be promoted. Materials that will be published, in line with the visibility and communication plan and guidelines, will promote BBB techniques and will be distributed to all relevant workshop and training participants.

Sustainability and Scaling Up

As the intervention aims at supporting the housing sector, the Government of Antigua and Barbuda will continue to fully be responsible for the regulation of this sector within their national budget, in particular through the Ministry of Works, the Ministry of Housing, Lands and Urban Renewal and at the local level, the support of the Barbuda Council.

The proposed project has been designed based on lessons learnt by UNDP from previous interventions in Barbuda, as well as other recovery interventions in the Caribbean and around the world and is leveraging on the expertise of the project team, including through the implementation of the GoAB/UNDP China Aid Roof Restoration Initiative project, which successfully reached its target of repairing the roofs of 250 structures in Barbuda by 30 June 2018. One of such

lessons is the need to maximize project impact by integrating global expertise with local knowledge and participatory actions. The project approach replicates an earlier approach tested and proven in Barbuda and other small islands in the region.

Sustained consultations with national authorities through all stages of the project has proven to be very successful with regard to local buy-in and long-term ownership of project outcomes even beyond the life span of the project. For example, the proposed procurement approach was designed to, in addition to being open to international firms, promote the participation of local contractors, as a result of intense consultations with national authorities. Thus, the capacity of various national actors will be considerably enhanced by the end of the project and will create economies of scale, increasing the probability of success and this in turn will be likely to reduce procurement and management costs. The expected multiplier effect of such in-depth collaboration between UNDP's international processes and the national institutions of Antigua and Barbuda will not only lead to the resilience of Barbuda but also to significant efficiencies and enduring local capacities.

Since the project will be implemented and coordinated in partnership with national authorities, its approaches can be adopted by the GoAB, adjusted in light of lessons learnt and best practices, scaled-up and sustained through national funding and leadership. For this purpose, and as integral part of the project, the capacities of local authorities will be strengthened on a day-to-day basis. Tailored assistance will be provided for bottom-up budgeting to generate internal revenue for sustaining basic services in Barbuda including maintenance of structures and debris management. Knowledge products including training manuals on Build Back Better approaches and techniques and guidance of the use and maintenance of project equipment, especially the shredder that will be procured under this project, will ensure that knowledge from the implementation of the project is generated and sustained in Antigua and Barbuda beyond the life span of the project. A sustainability plan will be discussed with national partners and beneficiaries as part of the project.

IV. PROJECT MANAGEMENT

Responsibility for directly implemented (DIM) projects rests with UNDP, as reflected in the Standard Basic Assistance Agreement signed by UNDP with the government as agreed in the United Nations Multi-Country Sustainable Development Framework Sub-Regional Implementation Plan and respective annual work plans.

UNDP will assume full responsibility and accountability for the implementation and overall management of the Action, including monitoring and evaluation of interventions, achieving the objectives and specific results and the efficient and effective use of resources. The project costs are subject to direct project costing and operational services as per the UNDP policies and procedures in accordance with UNDP Country Office established practices. The project will be implemented through Direct Implementation Modality (DIM). UNDP will apply the principle of Quality Management, by streamlining all internal working procedures, organizational structures and establishing standardized feedback and improvement mechanisms.

The implementing partner:

- Assumes full responsibility for the effective use of project resources and the delivery of outputs in the signed project document;
- Must report fairly and accurately on project progress against agreed work plans in accordance with the reporting schedule and formats included in the project document; and
- Maintains documentation and evidence of the proper and prudent use of project resources in conformity to the project document and in accordance with applicable regulations and procedures; documentation should be available on request to project monitors and designated auditors.

The proposed project implementation team will be established in the UNDP Antigua and Barbuda Project Office and responsible for the day to day implementation of the project activities, including operational and financial responsibility. The Project Office will comprise of full-time dedicated project staff and part-time specialized project staff to technically contribute to various project components and activities. The part-time specialized project staff will be charged through direct project costs for the time spent directly attributable to the implementation of the project.

The project management staff includes specialists with extensive experience on recovery, who are fully proficient and experienced with the local context. The proposed team structure is carefully selected to cover the needed

management, coordination and policy guidance, the required technical knowledge, monitoring and communication assets and team on the ground will be assisted from colleagues based in Barbados and the OECS Sub-regional Office (SRO).

Under DIM, UNDP Barbados and the OECS SRO is accountable for the effective and efficient use of resources for the achievement of project results. This encompasses the design of projects, the selection and assessment of capacities of responsible partners and contractors and the financing and monitoring of project activities. UNDP will monitor progress towards intended outputs and appropriate use of resources.

The UNDP Antigua and Barbuda Project Office is responsible for the continued coordination of the recovery efforts in the country, the day-to-day implementation of project activities, supporting government counterparts, the monitoring of activities and all communications with national counterparts in close coordination with the Barbados and the OECS SRO.

Having responsibility for project implementation, UNDP will have a dedicated project team, referred to as a Project Management Unit (PMU). The proposed project implementation team will be responsible for the overall implementation of the project, including operational and financial responsibility. The tasks undertaken by staff assigned to the UNDP Antigua and Barbuda Project Office, with the support of Barbados and OECS Sub regional office, are directly attributable to the implementation of the project.

The Project Office will comprise of the following personnel:

1. **Communications Officer:** Responsible for implementation and oversight of the Project Communication and Visibility Plan, in cooperation with the UNDP Project Team as well as UNDP Barbados and the OECS SRO, and assuring that all activities, including the outreach and awareness-raising activities, adhere to and are fully aligned with the visibility needs and interests of the EU.
2. **Monitoring and Reporting Officer:** Responsible for regular monitoring and reporting on the progress of the implementation of the project and supporting the implementation of the project activities by undertaking research and analysis of relevant data and information.
3. **Project Associate:** Responsible for performing project and administrative coordination and monitoring support for the implementation of the project, including providing support to office maintenance, administering the project documentation and performing other administrative tasks. The Project Associate is responsible for providing support in preparation of the budget, budget revisions, and supporting the overall financial monitoring and reporting for the overall project; assisting the project team in preparation of financial transactions; support procurement and contract management.

The three functions, of which costs are charged to the project budget, will be involved in the project during its implementation period. Additionally, technical engineering capacity and project management expertise will be also part of the PMU, either present in Antigua and Barbuda or from Barbados and the OECS Sub-regional Office.

The following principles will govern management and implementation arrangements:

- A flexible approach to development and implementation of recovery activities will be employed, through partnerships with a range of implementing partners;
- Implementation of recovery activities will seek to employ modalities that strengthen sustainable local level capacities.
- Safety and security of UNDP staff, project personnel and implementing partners will be a key priority. UNDP projects will allocate resources for safety and security measures. This will include resources for efficient communications (with adequate redundancy), safety of project offices and personnel and other measures. Regular monitoring visits will be undertaken to ensure that efficient safety and security systems are in place.
- The management of recovery activities will promote strong collaboration and complementarities with other national and international assistance in the affected area.

V. RESULTS FRAMEWORK¹⁵

Intended Outcome as stated in the UNDAF/Country Sub-Regional Programme Results and Resource Framework (UN Multi-Country Sustainable Development Framework, UN MSDF):							
Outcome 1.2.3: National capacities and evidence-based assessment and planning tools enable gender-responsive and risk-informed development investments, including for response to and recovery from crisis							
UN MSDF Priority							
A sustainable and resilient Caribbean							
Outcome indicators as stated in the Country Programme Sub-Regional Results and Resources Framework, including baseline and targets:							
Outcome 1.2.3: Number of countries with development, risk reduction and recovery interventions informed by multi-hazard and other risk assessments							
Applicable Output(s) from the UNDP Strategic Plan 2018-2021:							
Signature Solution 3: Enhance national prevention and recovery capabilities for resilient societies							
Project title and Atlas Project Number: Housing Support to Barbuda							
EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁶	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	2018	Year 1 (30 January 2019 – 29 January 2020)	FINAL Year 2 (30 January 2020 – 29 January 2021)	

¹⁵ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

¹⁶ It is recommended that projects use output indicators from the Strategic Plan Integrated Results and Resource Framework (IRRF), as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

Output 1 150 private houses of the most vulnerable persons in Barbuda (level 3 and 4) repaired/reconstructed	<i>1.1 Number of houses constructed/repared through the project</i>	DCA PWD UNDP	0 ¹⁷	(Dec 2018)	80 (Dec 2019)	150 (Jan 2021)	Inspection Reports Beneficiaries List House Technical Sheets (containing pictures, GPS etc) Project Progress Report Beneficiary Interviews Newspaper articles Government reports
EXPECTED OUTPUTS	OUTPUT INDICATORS¹⁸	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	2018	Year 1 (30 January 2019 – 29 January 2020)	Year 2 (30 January 2019 – 29 January 2020)	
Output 2 Capacity of the local population enhanced to prevent and/or cope with future shocks through increased knowledge of standardized resilient construction techniques	<i>2.1 % of local contractors with improved knowledge and skills to build and maintain hurricane-resilient houses.</i>	DCA NODS PWD UNDP	20%	(Total of 20%: 10% as of Dec 2017 and an additional 10% as of end June 2018)	50% (Dec 2019)	95% (Jan 2021)	Training / Workshops Participants List Interviews and/or surveys of persons trained (baseline and end-line surveys) Visibility and communications materials Engineer reports Government reports Project Progress Report
	<i>2.2 Number of residents aware and/or trained in more resilient construction techniques</i>	DCA NODS PWD Barbuda Council UNDP	100	(0 as of Dec 2017 and 100 as of end June 2018)	250 50% women (Dec 2019)	500 50% women (Jan 2021)	Training / Workshops Participants List Interviews and/or surveys of persons trained (baseline and end-line surveys) Visibility and communications materials Engineer reports Government reports Project Progress Report

¹⁷ 264 houses were repaired under the China Aid Roof Restoration Initiative implemented by UNDP and the Government of Antigua and Barbuda. Additional residential properties were repaired by Government and other entities. However, the exact figure is unknown. Zero is used as a baseline, as the project will work on houses which have not been repaired yet.

¹⁸ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

VI. MONITORING AND EVALUATION

In accordance with UNDP’s programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

The proposed project has been designed based on lessons learnt by UNDP from previous interventions in Barbuda since the aftermath of Hurricane Irma, as well as other recovery interventions in the Caribbean and around the world and is leveraging on the expertise of the project team, including through the implementation of the GoAB/UNDP China Aid Roof Restoration Initiative project, which successfully reached its target of repairing the roofs of 250 structures in Barbuda by 30 June 2018. One of such lessons is the need to maximize project impact by integrating global expertise with local knowledge and participatory actions. The project approach replicates an earlier approach tested and proven in Barbuda and other small islands in the region.

Sustained consultations with national authorities through all stages of the project have proven to be very successful with regard to local buy-in and long-term ownership of project outcomes even beyond the life span of the project. For example, under previous interventions, the proposed procurement approach was designed to, in addition to being open to international firms, promote the participation of local contractors, as a result of intense consultations with national authorities. Under this project, this will continue to remain the focus of the project’s approach, to facilitate the capacity of various national actors to be considerably enhanced by the end of the project and to create economies of scale, increasing the probability of success, which will turn will be likely to reduce procurement and management costs. The expected multiplier effect of such in-depth collaboration between UNDP’s international processes and the national institutions of Antigua and Barbuda will not only lead to the resilience of Barbuda but also to significant efficiencies and enduring local capacities.

Since the project will be implemented and coordinated in partnership with national authorities, its approaches can be adopted by the GoAB, adjusted in light of lessons learnt and best practices, and scaled up and sustained through national funding and leadership. For this purpose, and as integral part of the project, the capacities of local authorities will be strengthened on a day-to-day basis. Tailored assistance will be provided for bottom-up budgeting to generate internal revenue for sustaining basic services in Barbuda including debris management, through the boost given to the exporting of disaster and construction materials for recycling. Knowledge products including training manuals on BBB approaches and techniques and use and maintenance of project equipment, especially the shredder procured under this project, will ensure that knowledge from the implementation of the project is generated and sustained in Antigua and Barbuda beyond the life span of the project.

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly	Slower than expected progress will be 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 UNDP’s Social and Environmental	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.		

	Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.				
Learning	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.	Annually End of Project	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually End of Project	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
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.		
Project Report	<p>A 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 annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.</p> <p>Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators referenced by the logframe matrix. The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action.</p> <p>The control fiches will consist in a four pager document with a summary of the actions carried out so far. The final report, narrative and financial, will cover the entire period of the action.</p>	<p>Every Six Months (semi-annual control fiches)</p> <p>Mid-Term</p> <p>Final</p>	Compilation of results achieved against annual targets at output level, quality rating summary, updated risk-log, and any other evaluation or review reports over the period.		
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	Twice per Year	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues		

	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.		identified.		
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Evaluation Plan¹⁹

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	EU	Signature Solution 3	Outcome 1.2.3.	December 2019	ONAO, NODS, Public Works Department, DCA, Barbuda Council	EU
Final Evaluation	EU	Signature Solution 3	Outcome 1.2.3.	December 2020	ONAO, NODS, Public Works Department, DCA, Barbuda Council	EU

¹⁹ Project Evaluation will be led by the EU. The EU bears its cost and the funding allocated for project activities will not be used for the evaluation. This is optional and carried out if needed.

VII. MULTI-YEAR WORK PLAN ²⁰²¹

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)		RESPONSIBLE PARTY	PLANNED BUDGET (USD)		
		2019	2020		Funding Source	Budget Description	Amount
Output 1: One hundred and fifty (150) private houses of the most vulnerable residents of Barbuda (Level 3 and Level 4) repaired/reconstructed <i>Gender marker: GEN 1</i>	1.1 Support to Project Governance Structures	2,740	1,826	UNDP	EU	75700 Training, Workshops and Conferences	2,283
						71600 Travel	2,283
	1.2 Activity Repair and Reconstruction of Selected Houses	2,435,306	2,130,892	UNDP	EU	72100 Contractual Services	4,566,198
	1.3 Activity Support for debris management (reuse, recycling and sustainable disposal)	228,311	0	UNDP	EU	72200 Machinery and Equipment	228,311
	1.4 Greening	2,283	3,425	UNDP	EU	72300 Materials and Goods (Agri & Forestry Products)	2,854

²⁰ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

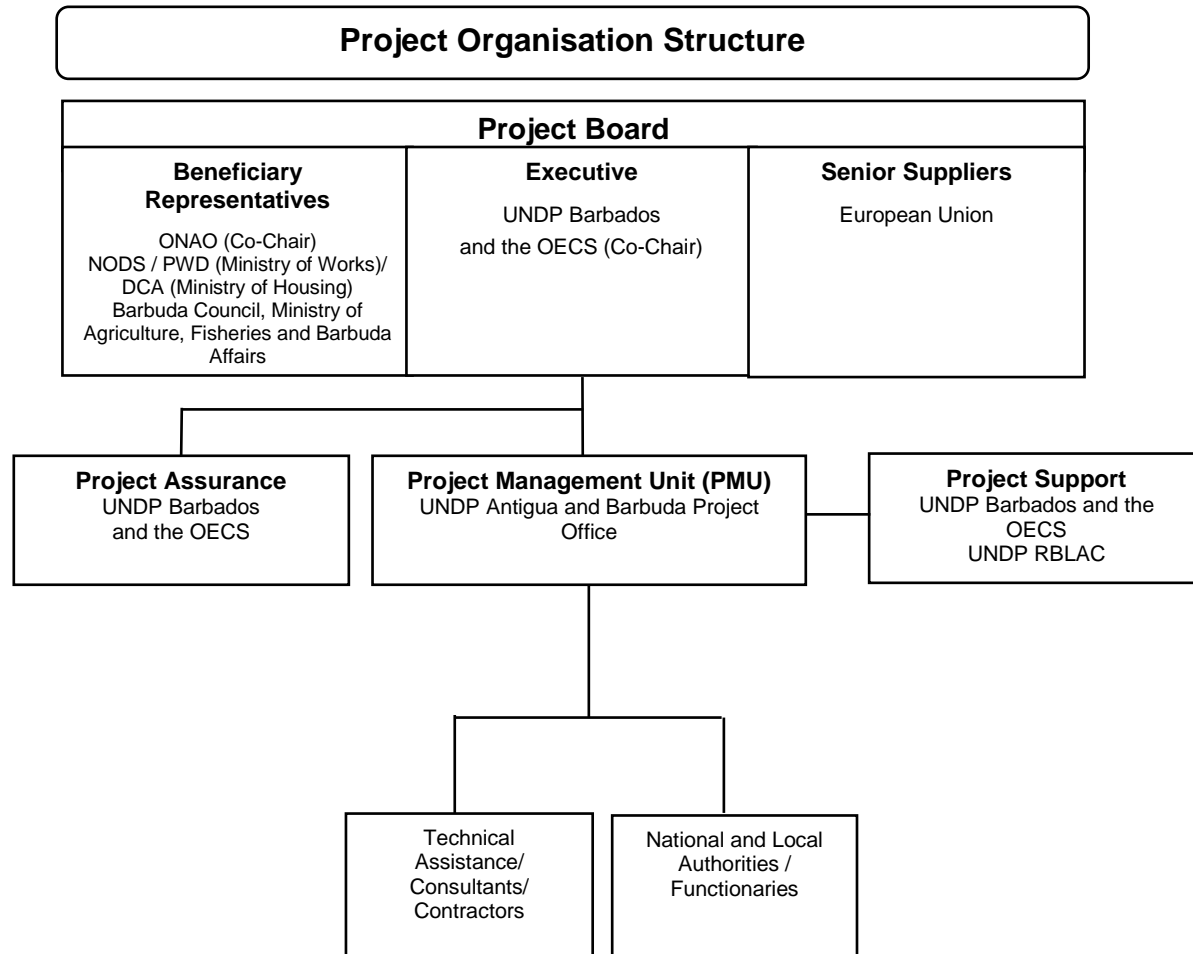
²¹ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

							75700 Training, Workshops and Confer	2,854
	Sub-Total for Output 1							4,804,783
Output 2: Capacity of the local population enhanced to prevent and/or cope with future shocks through increased knowledge of standardized resilient construction techniques <i>Gender marker: GEN 1</i>	2.1 Trainings on proper building techniques	2,283	3,425	UNDP	EU	75700 Training, Workshops and Confer	5,708	
	2.2 Technical assistance, supervision and quality assurance	232,613	14,296	UNDP	EU	71200	171,567	
						71300	75,342	
	2.3 Human Resources to support full-time project implementation, planning, monitoring and coordination	113,394	104,642	UNDP	EU	71400 Service Contracts	218,037	
	2.4 Production of documents about construction techniques	2,283	0	UNDP	EU	74200 Printing	2,283	
	2.5 Workshops and Meetings	5,708	5,708	UNDP	EU	75700 Workshops costs	11,416	
	2.6 Communication and Visibility	11,550	7,000	UNDP	EU	72400 Comms and Audio-visual	18,550	
	Sub-Total for Output 2							502,903
General Management Support (7%)				UNDP	EU	75100	371,538	
TOTAL								5,679,224

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented using the Directly Implemented Modality (DIM) by UNDP in close consultation and collaboration with relevant national authorities such as Office of the National Authorizing Officer (ONAO), the Department of Public Works, the National Office of Disaster Services (NODS), who oversees the reconstruction process in partnership with the Barbuda Council Committee of Works and General Purpose and the Development Control Authority (DCA). UNDP in coordination and close collaboration with the national authorities will manage, monitor and report the achievement of project results. UNDP will assume full responsibility and accountability for the implementation and overall management of the project, including monitoring and evaluation of interventions, achieving the objectives and specific results and the efficient and effective use of resources. The project costs are subject to direct project costing and operational services as per the General Conditions of the Action signed with the EU and UNDP policy and procedures. UNDP will apply the principle of Quality Management, by streamlining all internal working procedures, organizational structures and establishing standardized feedback and improvement mechanisms.

All efforts will be made to embed the project into national and local work programmes and in ensuring ownership by local authorities being served through the programmed actions. To enable UNDP's responsibility for programming activities and resources, while simultaneously fostering national ownership, appropriate management arrangements and oversight of UNDP's programming activities will be established. The management structure will respond to the project's needs in terms of direction, management, control and communication. This will be addressed through the use of adaptive management structure throughout the project.



The Project Board (PB) will be responsible for providing strategic and advisory support for the project. It will be constituted and inaugurated at the inception of the project. The Project Board's scope of work will include regular review of workplans and reports prepared by UNDP. In addition to providing strategic guidance for the project, the Project Board will give final approval to strategic matters of the project. The Project Board will be Co-Chaired by the UNDP

Resident Representative or his/her designate and the National Authorizing Officer or his/her designate. Other members of the Board will include the Office of the National Authorizing Officer, the Director of NODS; the Chairman of the Barbuda Council, two selected representatives (male/female) of the project beneficiaries, PWD (Ministry of Work) , Ministry of Agriculture, Fisheries and Barbuda Affairs and the Development Control Agency (DCA) (Ministry of Housing, Lands and Urban Renewal. UNDP will serve as Secretariat to the Board and the EU will be invited as Senior Supplier. The Project Board will meet twice a year during the project implementation when the project team will provide it with the narrative progress report. In addition, meetings of the Board can be convened on an ad hoc basis, to address significant implementation issues.

The Project Board is responsible for making, on a consensus basis, management decisions for the project when guidance is required by the implementing agency. Its main functions will be to: a) provide general advice to the project and maintain its alignment with DRR objectives; b) provide advice on linking the project to regional and national priorities for achieving sustainable development goals; c) analyse results and outputs of project implementation and provide recommendations and technical assistance to the development of activities, d) review the project intervention plan. This approach ensures that the perspectives and synergies of the partners are captured and that there is ownership, promotion of sustainability and coordination with regional and national strategies (Comprehensive Disaster Management Strategy, national work plans and recovery plans). Details of the Project Board are captured in Annex V of the Project Board Terms of Reference

In order to ensure UNDP's ultimate accountability for the project results, Project Board decisions will be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case consensus cannot be reached within the Board, the final decision shall rest with UNDP.

UNDP will report to the donor on semi-annually and annually. More frequent updates can also be provided between project performance evaluations in response to any requirements or preferences of the donor. Reporting will be completed in collaboration with the Ministry of Works and Ministry of Housing, Lands and Urban Renewal assuring the quality control and oversight for this project (especially on substantive results monitoring and financial management).

Potential members of the Project Board are reviewed and recommended for approval during the Project Appraisal Committee (PAC) meeting. Representatives of other stakeholders can be included in the Board as appropriate. The objective is to create a mechanism for effective project management. The Board contains four distinct roles namely:

- **Executive:** represents the project ownership to chair the group. For this project, the UNDP Representative or his/her designate will assume this role, together with the National Authorizing Officer or his/her designate as Co-Chairs. 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 must 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 include to:

- Ensure that there is a coherent project organisation structure and logical set of plans
- Set tolerances in the Annual Work Plan (AWP) and other plans as required for the PMU

- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief relevant stakeholders about project progress
- Organise and chair Project Board meetings

• **Senior Beneficiary**²²: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The primary function within the Board is to ensure the realisation of project results from the perspective of project beneficiaries. The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The Senior Beneficiary role monitors progress against targets and quality criteria. Specific responsibilities include to:

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

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

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

• **Senior Supplier**: individual or group representing the interests of the parties concerned which provide funding for specific cost sharing projects and/or technical expertise to the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required.

- 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

²² Please note that Senior Beneficiary is equivalent to beneficiary representatives.

- 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.

Project Assurance: this role is the responsibility of each Project Board member; however, the role can be delegated. The project assurance role performs objective and independent project oversight and monitoring functions, independent of the PMU, ensuring appropriate project management milestones are managed and completed. The Deputy Resident Representative of UNDP Barbados and the OECS, or his/her designate, will provide quality assurance oversight.

The **Project Support** role provides project administration, management and technical support to the Project Management Unit as required by the needs of the project. Such functions include support for administrative services, project documentation management, financial management, monitoring and reporting, and provision of technical support services. The UNDP Barbados and OECS SRO will function in this role.

The Resident Representative, or his/her designate, from the UNDP Barbados and OECS SRO will ensure that all phases associated with project implementation are managed and completed according to UNDP policies and procedures, including designation of staff for project assurance. The UNDP Project Office in Antigua and Barbuda will be responsible for daily project coordination. An appropriate separation between project oversight and direct project support will be established in accordance with the UNDP Internal Control Framework.

Project activities will be implemented in accordance with the conditions established in the Project Document, the SBAA, as well as the Pillar Assessed Grant or Delegation Agreement (PAGoDA) signed with EU.

IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Antigua and Barbuda and UNDP, signed on 26 August 1983. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]²³ [UNDP funds received pursuant to the Project Document]²⁴ are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by

²³ To be used where UNDP is the Implementing Partner

UNDP 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. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP 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. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. 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 UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. 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;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
 - b. UNDP 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 responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
 - c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

²⁴ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

- d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', 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, UNDP shall consult with it to find a solution.
- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that 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. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (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 such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP 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 responsible parties, subcontractors and sub-recipients.

- h. Each contract issued by the responsible party, subcontractor or sub-recipient 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 it shall cooperate with any and all investigations and post-payment audits.

- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, 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 UNDP.
- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

1. Project Quality Assurance Report
2. Social and Environmental Screening Template
3. Beneficiary Selection Criteria
4. Communications and Visibility Plan
5. Project Board Terms of Reference
6. Detailed Results and Resources Framework

ANNEX I - PROJECT QUALITY ASSURANCE REPORT

Annex 1 Project Quality Assurance Report

Overall Project Rating:

Decision:

Project Number:

Project Title: B-Envelope after Irma hurricane. Housing Support to Barbuda

Project Date: 30 January 2019 – 29 January 2021

Strategic

Quality Rating:

**1. Does the project's Theory of Change specify how it will contribute to higher level change?
(Select the option from 1-3 that best reflects the project)**

- 3: The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time.
- 2: The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence.
- 1: The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD's theory of change.

Evidence

See Section II "Strategy" and section III "Results Management Response and Partnerships"

2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project)

- 3: The project responds to one of the three areas of development work as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas; an issues-based analysis has been incorporated into the project design; and the project’s RRF includes all the relevant SP output indicators. (all must be true to select this option)
- 2: The project responds to one of the three areas of development work as specified in the Strategic Plan. The project’s RRF includes at least one SP output indicator, if relevant. (both must be true to select this option)
- 1: While the project may respond to one of the three areas of development work as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan.

Evidence

The Project Responds to Signature Solution 3: “Enhance national prevention and recovery capabilities for resilient societies”

Relevant

Quality Rating:

3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project)

- 3: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable). The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) (all must be true to select this option)
- 2: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. (both must be true to select this option)

1: The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project.

Not Applicable

Evidence

Management Response

The Building Damage Assessment (BDA) as well as Beneficiary Selection Criteria (BSC) which was developed in collaboration with the Government of Antigua will be the process utilized for the selection of beneficiaries under the project (See Activity 1.1 in the Project Document).

4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project)

3: Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives.

2: The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives.

1: There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence.

Evidence

Management Response

Not only the project utilizes lessons learnt from other countries concerning reconstruction of residential buildings as well as medium and large scale infrastructures development including Indonesia in the aftermath of the 2004 Tsunami, Grenada following Hurricane Ivan in 2004 and Haiti following the 2011 earthquake, which all looked into addressing quality of

house construction and application of building regulations, but experience from the 2018 China Aid funded Roof Restoration Initiative in Barbuda post Hurricane Irma has been utilized to improve project design and implementation.

5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project)

- 3: A participatory gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. (all must be true to select this option)
- 2: A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. (all must be true to select this option)
- 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered.

Evidence

Whilst a gender analysis has not been undertaken, measures will be put in place to ensure that women equally benefit through trainings and sensitization on building back techniques.

Management Response

The project builds on the gender analysis undertaken in the PDNA and this information has informed the inclusion of specific selection criteria, to form the BSC. The training and sensitization components of the project will equally benefit women. In addition the Project team will advocate for increased female participation in project activities. Joint stakeholder meetings will include both female and male counterparts embedded in national and local institutions.

6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select the option from 1-3 that best reflects this project)

- 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project’s intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. (all must be true to select this option)
- 2: Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified.
- 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners’ interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.

Evidence

Management Response

Analysis has been conducted around the role of other partners as presented in the project document. In addition, based on UNDP experience throughout 2018 in supporting the Government of Antigua and Barbuda reconstruction activities with successful joint results, UNDP possesses a clear advantage in engaging in the role envisioned by the project in close collaboration and partnership with national counterparts vis-à-vis other development partners and other actors, and given the limited support to reconstruction offered by other international development actors.

7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project)

3: Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true to select this option)

2: Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget.

1: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.

Evidence

Management Response

The project is anchored in in a system of rights as per international human rights law and recognizes everyone’s right to an adequate standard of living, including adequate housing, the International Covenant on Economic, Social and Cultural Rights, being widely considered as the central instrument for the protection of the right to adequate housing (as presented in Article 11, the right of everyone to an adequate standard of living for himself and his family, including adequate food, clothing and housing, and to the continuous improvement of living conditions.) In addition, activities related to sensitization and training on climate-resilient housing will aim at ensuring inclusiveness and the participation of women. A strong communication strategy will in addition address the participation of women in all aspects of project implementation.

8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project)

3: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true to select this option).

2: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental

impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget.

1: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered.

Evidence

Management Response

The project will ensure that throughout rehabilitation activities, the sustainable management of disaster and construction waste is addressed, by incorporating this aspect into the turnkey contracts envisaged as part of the implementation strategy, and in close collaboration with national and local authorities. In addition, the project's strategy aims at addressing the large quantities of disaster and construction waste generated since Irma, through the procurement of a mobile metal and wood shredder, which will allow local recycling of wood and elimination of metal by exporting it after shredding. Finally, the greening component of the project aims at proactively contributing to environmental health through tree planting.

9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? [If yes, upload the completed checklist as evidence. If SESP is not required, provide the reason(s) for the exemption in the evidence section. Exemptions include the following:

- Preparation and dissemination of reports, documents and communication materials
- Organization of an event, workshop, training
- Strengthening capacities of partners to participate in international negotiations and conferences
- Partnership coordination (including UN coordination) and management of networks
- Global/regional projects with no country level activities (e.g. knowledge management, inter-governmental processes)
- UNDP acting as Administrative Agent

Yes

No

SESP not required

Evidence

Please see attached SESP document.

Management & Monitoring

Quality Rating:

10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project)

3: The project’s selection of outputs and activities are at an appropriate level and relate in a clear way to the project’s theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. (all must be true to select this option)

2: The project’s selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project’s theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. (all must be true to select this option)

1: The results framework does not meet all of the conditions specified in selection “2” above. This includes: the project’s selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project’s theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators.

Evidence

Management Response

Please refer to Results Framework within Project Document.

11. Is there a comprehensive and costed M&E plan with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?

Yes

No

Evaluation is to be conducted by the EU who will undertake the necessary costings

12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project)

- 3: The project's governance mechanism is fully defined in the project document. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true to select this option).
- 2: The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true to select this option)
- 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

Evidence

Management Response

Please see Project Board ToR the Governance and Management Arrangement Section of the Project Document.

13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project)

- 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. (both must be true to select this option)
- 2: Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk.
- 1: Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document.

Evidence

Management Response

Please see "Risks and Assumptions" section of the Project Document.

Efficient

Quality Rating:

Evidence

Please see M&E Plan within the Project Document.

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.

Yes

No

Evidence

The project has taken into consideration and presented its strategy for ensuring cost-efficient use of resources, which includes maximization of the project budget on rehabilitation activities as needed, following solid technical estimations, developed jointly with the Public Works Department. In addition, as part of the project's strategy to maximize the efficient use of resources, the project envisages the estimation of materials specification and quantities via the development of Bills of Quantities, which will ensure minimization of left-over materials, as well as compliance to building codes.

15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)

Yes

No

Evidence

The project will be implemented in synergy with ongoing recovery projects implemented by UNDP for example the India-funded Rehabilitation of Pivotal Public Infrastructures Project through utilising of existing mechanisms and avoiding pitfalls previously experienced. Synergies will also be sought through the upcoming ECHO-funded Early Warning System project by merging procurements for like items where applicable.

16. Is the budget justified and supported with valid estimates?

3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates

using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget.

2: The project’s budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates.

1: The project’s budget is not specified at the activity level, and/or may not be captured in a multi-year budget.

Evidence

Management Response

Kindly refer to the Multi-Year Workplan in the Project Document. All costs have been estimated using valid estimates and benchmarks from similar projects, notable the China Aid-funded Roof Restoration Initiative, as well as supported by credible evidence on inflation affecting the construction sector. Specifically, estimates on repairs of structures have been calculated using average cost per square meter provided by the Ministry of Works and Housing.

17. Is the Country Office fully recovering the costs involved with project implementation?

3: The budget fully covers all direct project costs that are directly attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)

2: The budget covers significant direct project costs that are directly attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.

1: The budget does not reimburse UNDP for direct project costs. UNDP is cross-subsidizing the project and the office should advocate for the inclusion of DPC in any project budget revisions.

Evidence

Management Response

Project costs are covered through GMS.

UNDP is cross-subsidizing the project and the office should advocate for the inclusion of DPC in any project budget revisions, where cost-

savings are potentially being identified during project implementation.

Effective

Quality Rating:

18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project)

- 3: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. (both must be true to select this option)
- 2: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments.
- 1: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered.

Evidence

Management Response

There exists strong justification that the DIM modality is the most appropriate implementation modality, in light of the several demands places on the Government of Antigua and Barbuda after the landfall of Hurricane Irma, as well as of the experience in the reconstruction activities implemented post-Irma.

A HACT assessment has been conducted by UNICEF for the Ministry of Social Transformation and Human Development only. Appropriate HACTS will be planned as needed.

19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?

- 3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and

incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions.

2: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions.

1: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project.

Not Applicable

Evidence

Targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, have been engaged in the design of the project through the coordination mechanism of the Office of the National Authorizing Officer (ONAO). The governance structure envisaged for the selection of beneficiaries, has benefitted from lessons learnt during the implementation of the China Aid-funded Roof Restoration Initiative and has focused on addressing concerns presented by the local population.

20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?

Yes

No

Kindly refer to the Monitoring and Evaluation section of the Project Document.

21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.

Yes

No

Evidence

Management Response

No.

Limited contribution to gender equality, in light of the main objectives envisaged under this project, which do not specifically focus on women. Gender equality is a consideration for some of the activities particularly the training and sensitization components

22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project)

- 3: The project has a realistic work plan & budget covering the duration of the project at the activity level to ensure outputs are delivered on time and within the allotted resources.
- 2: The project has a work plan & budget covering the duration of the project at the output level.
- 1: The project does not yet have a work plan & budget covering the duration of the project.

Evidence

Please see multi-year workplan and budget in the Project Document.

Sustainability & National Ownership

Quality Rating:

23. Have national partners led, or proactively engaged in, the design of the project?

- 3: National partners have full ownership of the project and led the process of the development of the project jointly with UNDP.
- 2: The project has been developed by UNDP in close consultation with national partners.
- 1: The project has been developed by UNDP with limited or no engagement with national partners.
- Not Applicable

Evidence

Project development has taken place jointly with the National Focal Point for this project, the Office of the National Authorizing Officer.

24. Are key institutions and systems identified, and is there a strategy for strengthening specific/comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project):

- 3: The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.
- 2.5: A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities.
- 2: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment.
- 1.5: There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned.
- 1: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions.
- Not Applicable

Evidence

Capacity building will be addressed via on-site monitoring of rehabilitation activities, as well as sensitization to and training in the application of the regional building code, national construction guidelines, as well as building back better principles for both, the local population and the local construction contractors. This capacity component builds on previous efforts under the China Aid-funded Roof Restoration Initiative. In addition, strengthening of national institutions is envisaged but capacity assessments are not planned.

25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?

- Yes
- No
- Not Applicable

Evidence

As a DIM project, UNDP processes will be utilized and consultation with national counterparts will occur during the project's implementation life.

26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?

- Yes
- No

Evidence

Kindly refer to the Sustainability and Scaling Up section of the Project Document.

Quality Assurance Summary/PAC Comments

ANNEX II – SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE

Project Information

Project Information	
1. Project Title	B-Envelope after Irma hurricane. Housing Support to Barbuda
2. Project Number	
3. Location (Global/Region/Country)	Barbuda, Antigua and Barbuda

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
<i>Briefly describe in the space below how the Project mainstreams the human-rights based approach</i>
The project will ensure that the plans, policies and processes of development are anchored in a system of rights, are inclusive and will ensure equality of opportunity especially as it relates to the training-related activities planned under the project. Additionally, noting the recommendations of the PDNA, the residential buildings that will be repaired/rebuild under the project will be designed to include accessibility throughout the facility for disabled people living in the household, as well as indoor sanitation, when this was not previously present.
<i>Briefly describe in the space below how the Project is likely to improve gender equality and women’s empowerment</i>
While there are no gender specific targets outlined, some gender targets exist which are generic at this current phase and will be further expanded during inception including through the work of BSC. The project will also provide on-site training and sensitization with special attention to the inclusion of women and other vulnerable people.
<i>Briefly describe in the space below how the Project mainstreams environmental sustainability</i>
The project will ensure the management (inclusive of transport and disposal) of construction debris will be undertaken in an environmentally friendly manner according to the local laws and standards, and in coordination with the national as well as local authorities responsible. Buildings will be rehabilitated using the Build Back Better (BBB) approach to increase resilience to future hazards, as well as according to the 2015 OECS Building Code and National Climate-Resilient Building Guidelines and will incorporate an inclusive design to include accessibility to the disabled as well as indoor sanitation. In addition, the greening activity under Output 1 (Greening) will target the planting of trees around target households as well as sensitization to environmental-friendly practices.

Part B. Identifying and Managing Social and Environmental Risks

<p>QUESTION 2: What are the Potential Social and Environmental Risks?</p> <p><i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p>QUESTION 3: What is the level of significance of the potential social and environmental risks?</p> <p><i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>			<p>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</p>
Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.
Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	I = 2 P = 1	Low	UNDP has vast experience in large-scale infrastructure development and will utilise lessons from other countries around the world in implementation of this project	
Failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	I = 3 P = 1	Low	UNDP will utilise lessons from other countries around the world relating to large scale infrastructure development including Indonesia in their rehabilitation and reconstruction after the 2004 tsunami, Grenada following Hurricane Ivan in 2004 relating to quality of house construction, installation techniques and application of building regulations and most recently Barbuda specifically, as well as	

			Dominica, after Hurricanes Irma and Maria respectively.	
Contribution of rehabilitation activities to pollution due to production of construction waste	I = 3 P = 2	Moderate	Conditions will be embedded in turnkey civil works contracts to ensure contractors safely manage construction and disaster waste. In addition, UNDP will work in solid collaboration with national as well as local authorities, to ensure that construction as well as disaster waste materials are safely disposed of from rehabilitation sites toward the approved area of storage. In addition, waste management activities are foreseen through the procurement of the mobile shredder.	
	QUESTION 4: What is the overall Project risk categorization?			
	Select one (see SESP for guidance)		Comments	
	Low Risk	<input checked="" type="checkbox"/>		
	Moderate Risk	<input type="checkbox"/>		
	High Risk	<input type="checkbox"/>		
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?			
	Check all that apply		Comments	
	Principle 1: Human Rights	<input type="checkbox"/>		
	Principle 2: Gender Equality and Women's Empowerment	<input type="checkbox"/>		
	1. Biodiversity Conservation and Natural Resource Management	<input type="checkbox"/>		
	2. Climate Change Mitigation and Adaptation	<input type="checkbox"/>		

	3. Community Health, Safety and Working Conditions	<input type="checkbox"/>	
	4. Cultural Heritage	<input type="checkbox"/>	
	5. Displacement and Resettlement	<input type="checkbox"/>	
	6. Indigenous Peoples	<input type="checkbox"/>	
	7. Pollution Prevention and Resource Efficiency	<input checked="" type="checkbox"/>	

Final Sign Off

Signature	Date	Description
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		Answer (Yes/No)
Principles 1: Human Rights		
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ²⁵	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women’s Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women’s groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women’s ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive	No

²⁵ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to “women and men” or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

	areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ²⁶ greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	Yes
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	Yes
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No

²⁶ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ²⁷	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No

²⁷ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	Yes
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

ANNEX III - BENEFICIARY SELECTION CRITERIA

The Beneficiary Selection Committee (BSC) will determine the parameters of the selection criteria in detail during the first session of the BSC. However, among the factors to be considered are size of the building, incomes from the families, length of rental (more than one year is considered as "long term rental"). It is the expectation that information provided to the Committee on behalf of or by the potential beneficiaries be factual in all respects. Attempts to fraudulently gain access to project resources through falsification of beneficiary information will be met with the appropriate legal recourse.

Emphasis will be on the most vulnerable households. However, criteria 1-4 must be met by all potential beneficiaries in order to qualify:

1. House should have been assessed during the Building Damage Assessment (BDA) of 2017 and/or during updated technical assessments carried out by NODS/PWD/UNDP in 2018. Such houses include those tagged as either Orange/Level 3 damage (indicating up to 75% repairs are required, often implying replacement of rafters and roofing) or Red/Level 4 damage (indicating over 75% repairs required or complete rebuilding is required) (criterion must be met by all beneficiaries)
2. Beneficiary houses must not have benefitted from reconstruction assistance from any other international donor since September 2017 (criterion must be met by all beneficiaries)
3. Homeowners or renters must have owned or rented and lived in the house prior to Hurricane Irma and aiming to return (but not able to do so due to house damage). Owners benefiting from this program must commit to not sell the repaired house for a period of five years (criterion must be met by all beneficiaries)
4. Homeowners or tenants considered to be of low to moderate income (combined household income must not exceed XCD 4,500 per month) (criterion must be met by all beneficiaries)
5. Households that include: either female-headed households, elderly residents, persons living with disabilities or single parents with children (below 18) at the time of Hurricane Irma
6. Households of essential service personnel (nurses, first responders, teachers etc.)
7. Property must be a residential building and should be approximately 900 to 1200 square feet in size (or below), in consideration of budget limitations.

Additional Eligibility Requirements

- i. If a homeowner has multiple properties which meet the stated criteria, only one of the properties will be eligible for an intervention through this project.
- ii. For rental properties, the property owner must sign an agreement, which stipulates a period of rent-free or reduced rent for tenants who will occupy the property after it has been repaired. The terms of the agreement will be based on the ratio between cost estimates for repairs to the property (as assessed by the contracted quantity surveyors) and yearly rental amount.

With the exception of criteria 1-4, the BSC reserves the right to approve exceptions to the outlined criteria on a case by case basis, in response to cases of extreme hardship and vulnerability of potential beneficiaries.

ANNEX IV – COMMUNICATION AND VISIBILITY PLAN

A - Objectives

B - Communication Activities

C - Resources

A- Objectives

1. Overall communication objectives

To provide relevant information and data about the EU Housing Support Project in Barbuda to the various stakeholders in a timely, consistent and context-specific manner using appropriate ICT means as well as ensure adequate visibility of the initiative.

2. Target groups

1. Within the country where the action is implemented:
 - a. Government of Antigua and Barbuda
 - b. Project Beneficiaries based in Barbuda including the Barbuda Council
 - c. General Public in Antigua and Barbuda
 - d. Development partners within and outside Antigua and Barbuda
2. Within the EU (as applicable):
 - a. EU Delegation and Headquarters
 - b. Respective Heads of Section
 - c. Relevant Programme Managers
3. Other recovery partners:
 - a. Governments of the region
 - b. Donors
 - c. UN agencies, funds and programmes
 - d. International Financial Institutions
 - e. Think-Tanks
 - f. Others as relevant
4. General Public outside of Antigua and Barbuda.

3. Specific objectives for each target group, related to the Action's objectives and the phases of the project cycle

1. To ensure that the government of Antigua and Barbuda is adequately informed of project progress using appropriate means and channels.
2. To ensure that the beneficiary population in Barbuda is adequately informed of the project progress including the modalities for beneficiary selection.
3. To ensure that the general public in Antigua and Barbuda is adequately informed of the roles of the Government of Antigua and Barbuda through the Office of the National Authorising Officer (ONAO), UNDP as well as of the role of the EU in the action. This will be done using appropriate, cost-effective and efficient ICT means.
4. Provide adequate information to the social media public about the roles and work of UNDP, the EU and the Government of Antigua and Barbuda in delivering aid in Barbuda.

B- Communication Activities

4. Main activities that will take place during the implementation period of the action by the communication and visibility plan²⁸

²⁸ The implementation of the communication and visibility activities, and more specifically the use of the EU logo, will be undertaken in accordance with the Article 8 of the General conditions and the “Joint Visibility guidelines for EC-UN in the field” (https://ec.europa.eu/europeaid/sites/devco/files/guidelines-joint-visibility-eu-un_en.pdf)

- i. **Press Releases:** UNDP will draft press releases in relation to significant and selected activities during the implementation of the action. UNDP will discuss and/or share such drafts with the EU (focal point Mr. Wayne Lewis: Wayne.lewis@eeas.europa.eu) for inputs before they are published. All press releases, as agreed with the EU, will display the logos of the EU, GoAB and UNDP and will be circulated on the websites of the respective stakeholders as well as to local and regional media houses. Links to these will further be shared via social media.
- ii. **Beneficiary Interviews:** UNDP will conduct short interviews with selected project beneficiaries in Barbuda at regular intervals during the implementation of the action with the purpose of capturing how project implementation impacts the beneficiaries' lives. These interviews will be captured on short video clips which will also be transcribed by the UNDP team in Antigua and Barbuda. Video clips will be shared via social media. EU, Government of Antigua and Barbuda and UNDP logos will be applied as agreed.
- iii. **Video Clips on Project (Barbuda):** Video clips will display the progress of project activities. They will be circulated by different means, including through be shared via social media and distributed directly to key project partners. EU, Government of Antigua and Barbuda and UNDP logos will be applied as agreed. A number of selected buildings (between 5 to 10) will be showcased as examples of how repairs and rebuilding activities are being conducted. These videos will include one- second image/day from exactly the same angle in a way that, when put together, construction repairs are shown in a dynamic manner.
- iv. **Radio and TV broadcasts:** In collaboration with the GoAB, UNDP will organize radio and TV broadcasts/interviews to communicate information about the action to various publics. All such broadcasts will acknowledge the financial contribution of the EU as agreed.
- v. **Blogs:** UNDP will provide technical support to selected project stakeholders including beneficiaries, government officials and project implementation team to write short blogs on their personal assessment of the project.
- vi. **T-shirts and other Public Relations Materials:** UNDP will design and produce various materials that will be used to communicate the objectives of the project as well as the roles of the EU and Government of Antigua and Barbuda in the action. UNDP will disseminate all such materials systematically during the duration of the action.
- vii. **Logo/visibility contest:** EU, Government of Antigua and Barbuda and UNDP logos will be applied as agreed.

5. Communication tools chosen

With more than 70% of Antiguan and Barbudans using the internet and accessing various social media sites, social media is a prime avenue for sharing project updates and accomplishments.

In the Caribbean, interpersonal means of communication such as radio and television call-in programmes and face-to-face outreach remain popular. As such, live interviews on radio and/or television and town halls provide opportunities for dialogue with communities.

Printouts, t-shirts and stickers will also display the project logos.

6. Completion of the communication objectives

1. Access radio and television listenership and viewership to assess reach
2. Statistics will also be available for social media reach.

7. Provisions for feedback (when applicable)

UNDP will design and administer feedback mechanisms including assessment forms which will be made available to workshop participants especially project beneficiaries to communicate their feedback to the project implementation team. Other feedback mechanisms will include unidirectional mobile phone numbers, physical suggestion boxes etc.

C- Resources

8. Human Resources

Person/days required to implement the communication activities:

- The UNDP Project Implementation Team with physical presence in Antigua and Barbuda will be responsible for the day to day implementation of the action, including the implementation of the C&V Plan. The team will receive constant technical support from the UNDP Sub-regional Office in Barbados. Activities under the Communications and Visibility Plan will be planned for systematic implementation throughout the duration of the Action (24 months).

Members of the project team responsible for communication activities:

- Communications Officer
- Monitoring and Reporting Officer
- Project Associate

9. Financial resources

€18,250 will be required to implement the communication activities. Additionally, €10,000 will be invested in trainings and workshops where the project will have strong visibility in line with the objectives and approaches of the project as well as with the Article 8 of the GCs and the “Joint Visibility guidelines for EC-UN in the field” (https://ec.europa.eu/europeaid/sites/devco/files/guidelines-joint-visibility-eu-un_en.pdf)- reference document corporately agreed between the EU and UN on the subject.

In addition, UNDP communications colleagues in New York and the Regional Hub in Panama will contribute to implement the Communication and Visibility Plan and maximize its impact.

ANNEX V – PROJECT BOARD TERMS OF REFERENCE

1.0 COMPOSITION

Representatives from the following organisations shall comprise the Project Board:

- United Nations Development Programme (UNDP)
 - Barbados and the OECS Sub-regional Office (Co-Chair)
 - UNDP Antigua and Barbuda Project Office (Secretariat to the Board)
- Government of Antigua and Barbuda:
 - Office of the National Authorizing Officer (ONAO) (Co-Chair)
 - National Office of Disaster Services (NODS)
 - Public Works Department (PWD) (Ministry of Works)
 - Development Control Agency (DCA) (Ministry of Housing, Lands and Urban Renewal)
 - Ministry of Agriculture, Fisheries and Barbuda Affairs
 - Barbuda Council
- Two selected community representatives (male/female) of the project beneficiaries
- European Union (Senior Supplier)

2.0 FUNCTIONS OF THE PROJECT BOARD

1. Offer overall policy and technical guidance and direction towards the implementation of the project, ensuring it remains within any specified constraints.
2. Provide input into work plans, budgets and implementation schedules to guide the achievement of project objectives.
3. Approve project implementation schedule, annual work plan (AWP) and indicative project budget at the commencement of each project year within its remit.
4. Provide guidance and agree on possible countermeasures/management actions to address specific project risks.
5. Address project issues as raised by the Project Manager.
6. Agree on Project Manager's tolerances²⁹ as required, and provide ad-hoc direction and advice for situations when tolerances are exceeded.
7. Review and endorse changes in project work plans, budgets and schedules as necessary.
8. Monitor project implementation and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
9. Review and make decisions on recommendations related to project management.
10. Arbitrate where necessary during implementation of activities under the project and decide on any alterations to the programme.
11. Endorse an overall project evaluation and monitoring plan for the duration of the project through a mechanism agreeable to all Project Board members.
12. Provide necessary oversight to ensure sustainability of the project.

²⁹ Tolerance refers to the permissible deviation from a plan (in terms of time and cost) without bringing the deviation to the attention of the next higher authority. Tolerance level is established by the Project Board. Within the agreed tolerances, the project manager can operate without intervention from the project board.

3.0 MEETINGS

The Project Board will meet twice a year during the project implementation when the project team will provide it with the narrative progress report. In addition, meetings of the Board can be convened on an ad hoc basis, to address significant implementation issues, as necessary when raised by the implementing agency, at a time and place convenient to all members. A quorum will be constituted by 50% plus one of the representatives listed under section 1.0 of this TOR and this must be present for meetings of the Project Board to be convened. Meetings may also be convened virtually as needed.

4.0 CHAIRPERSON

The Project Board Chairs will co-chair the Project Board meeting. The Chairs will be responsible for:

1. The conduct of the meeting
2. Ensuring that an accurate record of the discussions and decisions of each meeting is prepared and forwarded to all members
3. Ensuring adequate follow-up on the undertakings of the members of the Project Board.

5.0 SECRETARIAT OF THE COMMITTEE

The PMU will provide secretariat services to the Project Board.

6.0 COMMUNICATION

The convening notice (including of agenda), and documentation being presented for review at any meeting of the Project Board will, as far as possible, be distributed two weeks prior to the meeting. The preparation of the records of all official meetings of the Project Board will be the responsibility of the Secretariat. These records must be forwarded to Project Board members no later than two weeks after its conclusion.

7.0 DURATION

The Project Board will exist for the duration of the project.

8.0 FUNDING OF PROJECT BOARD ACTIVITIES

Project resources will be used to support the participation of country representatives and other members as required.

9.0 MEETING LOCATION

Meetings of the Project Board will be held remotely and in Antigua and Barbuda at locations agreeable to all members.

ANNEX VI – DETAILED RESULTS AND RESOURCE FRAMEWORK³⁰

Intended Outcome as stated in the UNDAF/Country Sub-Regional Programme Results and Resource Framework (UN Multi-Country Sustainable Development Framework, UN MSDF):							
Outcome 1.2.3: National capacities and evidence-based assessment and planning tools enable gender-responsive and risk-informed development investments, including for response to and recovery from crisis							
UN MSDF Priority							
A sustainable and resilient Caribbean							
Outcome indicators as stated in the Country Programme Sub-Regional Results and Resources Framework, including baseline and targets:							
Outcome 1.2.3: Number of countries with development, risk reduction and recovery interventions informed by multi-hazard and other risk assessments							
Applicable Output(s) from the UNDP Strategic Plan 2018-2021:							
Signature Solution 3: Enhance national prevention and recovery capabilities for resilient societies							
Project title and Atlas Project Number: B-Envelope after Irma hurricane. Housing Support to Barbuda							
EXPECTED OUTPUTS	OUTPUT INDICATORS ³¹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	2018	Year 1 (30 January 2019 – 29 January 2020)	Year 2 (30 January 2020 – 29 January 2021)	

³⁰ Please note that this Detailed RRF will be used internally by UNDP to monitor progress against results in a more detailed, disaggregated manner

³¹ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups

Output 1 150 private houses of the most vulnerable persons in Barbuda (level 3 and 4) repaired/reconstructed	1.1 Number of houses constructed/repaired and certified as compliant with the regional building code and national climate-resilience standards (Antigua and Barbuda Building Guidelines)	DCA PWD UNDP	0 ³²	(Dec 2018)	80 (Dec 2019)	150 (Jan 2021)	Inspection Reports Beneficiaries List House Technical Sheets (containing pictures, GPS etc) Project Progress Report Beneficiary Interviews Newspaper articles Government reports
EXPECTED OUTPUTS	OUTPUT INDICATORS³³	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	2018	Year 1 (30 January 2019 – 29 January 2020)	Year 2 (30 January 2020 – 29 January 2021)	
Output 2 Capacity of the local population enhanced to prevent and/or cope with future shocks through increased knowledge of standardized resilient construction	2.1 Number of local contractors, including construction workers, demonstrating improved knowledge and skills to build houses that meet the regional building code and national climate-resilience standards	DCA NODS PWD UNDP	50	(End of June 2018)	75 (Dec 2019) (50% of women working in the sector trained)	85 (Jan 2021) (100% of women working in the sector trained)	Training Participants List Interviews and/or surveys of persons trained (baseline and end-line surveys) Training Materials Engineer reports Government reports Project Progress Report

³² 264 houses were repaired under the China Aid Roof Restoration Initiative implemented by UNDP and the Government of Antigua and Barbuda. Additional residential properties were repaired by Government and other entities. However, the exact figure is unknown. Zero is used as a baseline, as the project will work on houses which have not been repaired yet.

³³ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

techniques	2.2 <i>Number of residents demonstrating increased awareness of resilient construction techniques</i>	<i>DCA NODS PWD Barbuda Council UNDP</i>	<i>100</i>	<i>(0 as of Dec 2017 and 100 as of end June 2018)</i>	<i>250 50% women (Dec 2019)</i>	<i>500 50% women (Jan 2021)</i>	<i>Ex-ante and Ex-post awareness surveys Visibility and communications materials Engineer reports Government reports Project Progress Report</i>
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