

United Nations Development Programme
Country: Barbados and the OECS
Project Document

Project Title	Strengthening Capacity in Post Disaster Needs Assessment (PDNA) in the Caribbean
UNDAF Outcome(s):	Enhanced capacity of national, sub-regional and regional institutions and stakeholders to effectively manage natural resources; build resilience to the adverse impacts of climate change and natural and anthropogenic hazards; improved energy efficiency and use of renewable energy; improved policy, legal, regulatory and institutional frameworks for environmental and energy governance
Expected Outcome(s):	CP Enhanced capacity of national, sub-regional and regional institutions and stakeholders to effectively manage natural resources; build resilience to the adverse impacts of climate change and natural and anthropogenic hazards; improved energy efficiency and use of renewable energy; improved policy, legal, regulatory and institutional frameworks for environmental and energy governance
<i>(Those linked to the project and extracted from the CPAP)</i>	
Expected Output(s):	Disaster risk reduction better integrated into development planning and disaster response and recovery improved
<i>(Those that will result from the project and extracted from the CPAP)</i>	
Implementing Partner:	UNDP Barbados and the OECS
Responsible Parties:	World Bank GFDRR, UWI, National planning and DRM Agencies
Countries	Antigua and Barbuda, Barbados, Dominica, Grenada, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines,

PROJECT DESCRIPTION (NOT MORE THAN 1/2 PAGE)

A. State the specific development challenge or gap that this AWP is addressing.

The project will involve awareness building and advocacy of the Post Disaster Needs Assessment (PDNA) and its elements for national line ministries and the respective ministries of finance; the approach will build on past trainings in this area – including on line e-learning trainings, by establishing a baseline of current knowledge among key line ministries through targeted surveys designed to test country participant's knowledge base; followed by tailored country specific capacity building on the methodology (based on knowledge baseline and gaps) as well as review and amendment of national assessment structures; and finally supporting medium to longer term capacity development structure for the Caribbean in this area.

B. Select one or more of the below strategies for addressing the above mentioned challenge/gap and describe in the context of this AWP:

- Changes in attitudes and access to decision making through awareness raising, brokering, convening
- Changes in policies, plans, budgets and legislation through support to national assessment, planning, budgeting, policy making**
- Changes in the lives of individuals and communities through implementation for inclusive development

C. List the possible improvements in the capacities of institutions, individuals and systems that will occur as a result of this project.

- Develop critical awareness of and commitment to PDNA through the implementation of a regional workshop for English-speaking Caribbean governments and key institutions based on the WB/UNDP BCPR adapted PDNA Methodology; and the World Bank / UNDP Early Recovery framework involving 12-16 English-speaking countries
- Build capacity to apply the PDNA methodology in 7 countries at the line ministry level countries
- Developing mechanism for continued regional capacity development in PDNA

D. List the gender issues in this AWP and specific ways in which they will be addressed.

- Representatives of respective agencies may be dominated by male officers
 - Recommend agencies seek to have some gender balance in their nominees at the national level training
 - Recommend the national gender agency be represented in capacity building initiatives and identification of priorities
 - Specify that team undertaking the capacity development at national and regional level retain expertise in gender issues and mainstreaming
- Post disaster assessments and recovery practices and plans in the Caribbean have not always been sensitive to gender issues as there is limited awareness on how to fully incorporate this dimension nor have all the key stakeholders had an opportunity to inform the implementation
 - The PDNA methodology will address Gender issues
 - A wider pool of stakeholders will be involved in the training and setting of national priorities

E. List the South-South cooperation opportunities in this AWP and specific ways in which they will be addressed.

- The regional workshop will enable a broad range of experience and priorities to be captured and shared amongst the countries of the English speaking Caribbean and the wider Caribbean and Central America
- The roster of experts with capacities in PDNA will be available to support other countries in a post crisis situation, particularly amongst English Speaking Caribbean

Programme Period:	2013- 2016
Key Result Area (Strategic Plan):	Output 5.1
Atlas Project ID:	00087426
Atlas Output ID	00075631
Start date:	January 2015
End Date	31st December 2016
PAC Meeting Date	May 13, 2013
Implementation Modality	DIM

2015 AWP budget:	USD\$ 250,560
MULTI YEAR INDICATIVE Budget	USD\$ 395,475
(Subject to the availability of the necessary funds to the UNDP)	
• Regular	
• Other:	
○ WB GFDRR	335,475
○ CRMI	42,000
○ Donor	_____
○ Government	_____
• Unfunded budget	_____

Agreed by UNDP:



26-03-2015

Strengthening Capacity in Post Disaster Needs Assessment (PDNA) in the Caribbean

ANNUAL WORK PLAN

Year: 2015

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 2 Development of draft post disaster methodology and strategy for implementation</p> <p>Baseline: Countries have post disaster assessment methodologies for the various stages of analysis, but these that are not coherently linked to each other or the recovery process</p> <p>Indicators:</p> <ul style="list-style-type: none"> No of national PDNA rosters developed No of countries revising disaster assessment processes to include PDNA <p>Targets 2015:</p> <ul style="list-style-type: none"> At least 7 national PDNA rosters developed based on trained persons Revised disaster assessment processes to include PDNA in at least 7 countries National recovery strategies developed/revised in at least 7 countries 	<p>1. National agreement achieved on application of PDNA process</p> <ul style="list-style-type: none"> Sensitisation workshops for national stakeholders <p>2. National disaster impact databases developed</p> <ul style="list-style-type: none"> Capacity needs assessment Equipment procurement Data collection and entry Skills roster developed <p>3. Proposed revision of national assessment methodologies and recovery strategies drafted</p> <ul style="list-style-type: none"> Regional working group National consultations Review and make recommendations for the amendment 					UNDP CDEMA	GFDRR	<p>Training, workshops and conferences</p> <p>Supplies</p>	<p>14,000</p> <p>3,000</p>
						UNDP	GFDRR	<p>Local consultants</p> <p>Equipment</p>	<p>49,000</p> <p>50,000</p>
						UNDP CDEMA	GFDRR	<p>Training, workshops and conferences</p> <p>International consultants</p> <p>Supplies</p> <p>Travel</p>	<p>14,000</p> <p>6,000</p> <p>7,000</p> <p>12,000</p>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description Amount	
Output 3 <i>Coordination of PDNA Capacity Development and capturing of lessons learned</i> Baseline: <i>Some countries have limited experience in application of the PDNA</i> Indicators: <ul style="list-style-type: none"> No of countries with trained PDNA teams Targets 2015: <ul style="list-style-type: none"> At least 4 national multi-sector teams trained in PDNA 	4. Assessment and training programme for beneficiary countries finalised <ul style="list-style-type: none"> Assessment of national systems Development of PDNA training schedule Identification of personnel for training 					UNDP	GFDRR	Consultancy services 7,000 Travel 3,000	
	5. Implementation of PDNA training activities <ul style="list-style-type: none"> Facilitation and evaluation of implementation of PDNA module Knowledge management 					UNDP	GFDRR CRMI UNDP	Consultancy services 35,000 Training, workshops and conferences 10,000 Travel 3,000 Supplies 2,000 Audiovisual and print production 4,000 International consultants 5,000	
	1. Effective and efficient management of project					UNDP	GFDRR	Local consultants 64,000 Project services 4,000	
	Annual Audit, Evaluations, Micro assessment costs¹								10,000
	8% General management services								24,160
	AWP GRAND TOTAL IN USD								326,160

¹ Once a project has incurred expenditure for micro-assessment, do not budget for it in subsequent years.

MULTI YEAR PROJECT STRATEGY DESCRIPTION (OPTIONAL FOR YEAR 1)

Situation Analysis:

UNDP Barbados and the OECS has supported the development and implementation of the CDM from the initial version at the regional and national levels. UNDP has also supported countries realizing the commitments defined in the HFA and indeed, the realization of the CDM Strategy will address these commitments.

The main sources of information on disaster risk reduction (DRR) policy would come from the legislation and the main DRR focal points. Sources for DRR related policy would include the DRR focal points, the various auditing tools applied – the HFA monitoring report; the CDM country audits and the OECS-led, USAID-funded Vulnerability Benchmarking Tool (B-Tool) that was implemented at least once in the past 3 years.

Challenges faced include the continued mainstream view of disasters as being external to the development process due in part to the inability to link economic growth at the local, national and international level to increasing vulnerability. This limitation is also due to a limited understanding of the social, physical, economic and environmental vulnerability the countries and societies face.

There is increasing recognition of the need to articulate DRR and climate change adaptation in the national and sectoral strategies, but this remains inconsistent. Following a major disaster event, there is more likelihood of seeing DRR reflected within the various strategies, otherwise it may be peripheral. The United Nations Development Assistance Framework (UNDAF) 2012-2016 for Barbados and the OECS has sought to address Disaster Risk as a main element for development and cooperation and specifically focus on addressing this as a cross cutting element as well as to focus on implementation through an outcome group addressing Environment, Energy, Climate Change and Disaster Risk Reduction.

Scope and Strategy:

The strategy to be employed will involve broad awareness building and advocacy of the PDNA and its elements for national line ministries and the respective ministries of finance; the approach will build on past trainings in this area – including on line e-learning trainings, by establishing a baseline of current knowledge among key line ministries through targeted surveys designed to test country participant's knowledge base; followed by tailored country specific capacity building on the methodology (based on knowledge baseline and gaps) as well as review and amendment of national assessment structures; and finally supporting medium to longer term capacity development structure for the Caribbean in this area.

Specifically:

- *Conduct regional PDNA workshop for English-speaking Caribbean governments and key institutions such as the UNDP, CDEMA and European Union based on the WB/UNDP BCPR adapted PDNA Methodology; and the World Bank / UNDP Early Recovery framework involving 12-16 English-speaking countries*
- *Build PDNA capacity in 7 countries at the line ministry level to include:*
 - *Review the current damage assessment process in the seven countries*
 - *Training in PDNA methodologies with emphasis on data collection, interpretation and analysis and sectoral elements.*

- *Revision of damage assessment and needs analysis processes and recovery strategies in the seven countries including definition of responsibilities and expected timeframes*
- *Developing mechanism for continued regional capacity development in PDNA*
 - *Development/adaptation of a modular PDNA course for integration into established DRR curriculum and also for stand-alone distance/internet-based delivery*
 - *Implement first cohort of course*
 - *Development of a funding proposal to support the module implementation*

This approach will involve working with the UNDP BCPR, WB/GFDRR, UNECLAC, the OECS Secretariat and the University of the West Indies.

RESULTS AND RESOURCES FRAMEWORK:

<p>Key area of UNDP strategic Plan: Effective instruments for DRR developed in at least 8 LAC countries including early recovery, integration in development planning and seismic management, gender mainstreaming and support of neighbourhood rehabilitation (small infrastructure, basic services) and housing</p> <p>UNDAF / CPAP OUTCOME Enhanced capacity of national, sub-regional and regional institutions and stakeholders to effectively manage natural resources; build resilience to the adverse impacts of climate change and natural and anthropogenic hazards; improved energy efficiency and use of renewable energy; improved policy, legal, regulatory and institutional frameworks for environmental and energy governance</p> <p>CPAP OUTCOME Indicators Number of countries with improved capacities for disaster preparedness and response at national and community levels</p> <p>CONTRIBUTING TO CPAP OUTPUT Improved national Disaster Risk Management structures and mechanisms</p> <p>CONTRIBUTING TO CPAP 5 year target</p> <ul style="list-style-type: none"> Process for damage assessment and disaster risk reduction monitoring integrated into national information infrastructure Recovery planning capacity built and incorporated into the Central Planning structure 				
<p>INTENDED PROJECT OUTPUTS over 5 years</p>				
Output 1	<p>OUTPUT TARGETS FOR each year</p> <p>Year 1</p> <ol style="list-style-type: none"> 10 countries represented at the regional training Identification of regional priorities for PDNA Capacity building in support of regional Early Recovery strategies <p>Year 2</p> <ol style="list-style-type: none"> 7 countries represented at the regional training Review lessons learned from PDNA Capacity building in selected countries and identification of national and regional strategies for implementation 	<p>INDICATIVE ACTIVITIES</p> <p>Year 1 Activities</p> <ol style="list-style-type: none"> Regional workshop for 15 – 18 countries convened Consultants selected Printing of materials <p>Year 2 Activities</p> <ol style="list-style-type: none"> Regional workshop for 7 – 10 countries convened 	<p>RESPONSIBLE PARTIES</p> <p>UNDP</p> <p>TBC</p>	<p>BUDGET</p> <p>73,000</p> <p>77,000</p>
Output 2	<p>OUTPUT TARGETS FOR each year</p> <p>Year 1 Target</p> <ol style="list-style-type: none"> Common understanding of the PDNA process by national stakeholders in the 7 countries and how this addresses national strategies Agencies have relevant ICT tools for collecting, managing and analysing data Procurement of equipment after assessment of individual country needs <p>Year 2 Target</p>	<p>INDICATIVE ACTIVITIES</p> <p>Year 1 Activities</p> <ol style="list-style-type: none"> 7 PDNA National workshops convened Capacity/needs assessment re tools to manage database to inform PDNA in 7 countries Commence procurement process for ICT equipment in support of countries <p>Year 2 Activities</p>	<p>RESPONSIBLE PARTIES</p> <p>UNDP</p>	<p>BUDGET</p> <p>28,000</p> <p>91,000</p>
<p>Development of draft post disaster methodology and strategy for implementation</p>				

Output 3 Developing mechanism for continued regional capacity development in PDNA	<ol style="list-style-type: none"> 1. Preparation of national databases on disaster impact 2. Preparation of skills roster based on training and experience 3. Review of and recommendations for the amendment of national assessment methodologies and recovery strategies 	<ol style="list-style-type: none"> 1. Data collection by national consultants 2. Agree criteria for roster and selection/nomination commenced 3. Meeting with national stakeholders 4. Acquire equipment 		40,000			
					Year 3 Target	<ol style="list-style-type: none"> 1. Review of and recommendations for the amendment of national assessment methodologies and recovery strategies 2. Submission of protocols to advisory and decision making structures 	
					Year 1	<ol style="list-style-type: none"> 1. Discussion among stakeholders 2. Agreement with regional institution for implementation finalised 	5,000
					Year 2 Target	<ol style="list-style-type: none"> 1. Promotion of first program 2. Selection of students 	55,000
	<ol style="list-style-type: none"> 1. Agreed curricula 2. PDNA course roll out and evaluation 	<ol style="list-style-type: none"> 1. Proposal development based on review of first training event 		5,000			
	<ol style="list-style-type: none"> 1. Proposal development for sustaining the PDNA modular training 						
Annual Audit, Evaluations, Micro assessment costs²							
TOTAL IN USD							
8% General management services							
TOTAL							
358,500							

2 Once a project has incurred expenditure for micro-assessment, do not budget for it in subsequent years.

MANAGEMENT ARRANGEMENTS

The project will be directly executed by UNDP Barbados and the OECS SRO using the UNDP direct implementation (DIM) modality. The achievement of the impacts identified, including sustainability of the interventions, will require close linkages with existing regional institutions (e.g. CDEMA, OECS Secretariat, UWI), some of which will serve as implementing partners where most suitable. Reinforcement of institutional and project management capacities will be a key capacity development objective to ensure sustainability of the intervention.

As the Implementing Agent, UNDP SRO will assign a project manager and will also have support of a finance associate and other administrative functions in the SRO. The Project Manager will report to the Deputy Resident Representative through the Programme Manager for Disaster Risk Reduction.

Project Board: The Project Board (PB) is responsible for making management decisions for the project when guidance is required by the Project Coordinator, including recommendation for UNDP/Implementing Partner approval of project revisions. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when the latter's tolerances (i.e. constraints normally in terms of time and budget) have been exceeded. The Project Manager acts as the secretary to the Board and is responsible for convening meetings, preparing meeting documents and follow up on Project Board recommendations. The Project Board will meet every three to six months and can meet extraordinarily whenever circumstances require.

This group plays three roles:

- Executive representing the project ownership to chair the group
- Senior Supplier role to provide guidance regarding the technical feasibility of the project
- Senior Beneficiary role to ensure the realisation of project benefits from the perspective of project beneficiaries.

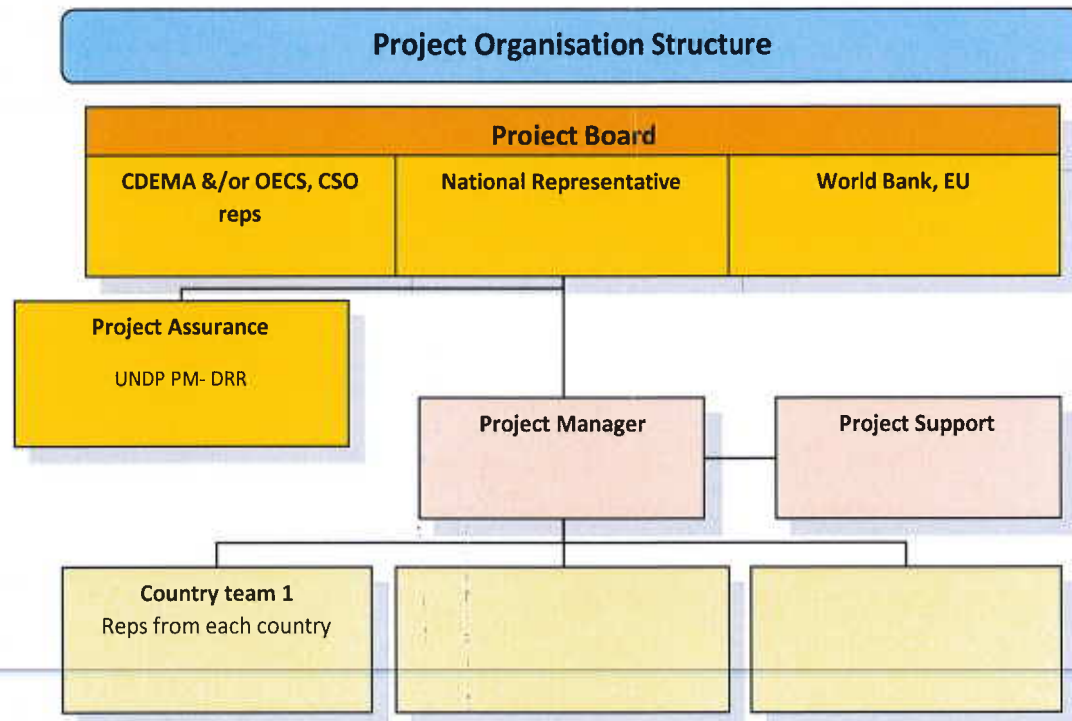
The *Executive* role will be held by UNDP Barbados and the OECS SRO.

The *Senior Supplier* role will be held by the World Bank and European Commission

The *Senior Beneficiary* role will be held by representatives of regional organisations and local communities, possibly including the OECS Secretariat and CDEMA.

Project Assurance is the responsibility of each Project Board member. However, the role can be delegated to a UNDP Programme Manager in consultation with the Project Board. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project Manager: The Project Manager will be appointed by UNDP Barbados and the OECS and provided the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints they lay down, including preparing and revising work plans, technical support to the Project Board, ensuring project activities are carried out within budget and supervising the technical and administrative support personnel.



Collaborative arrangements with related projects

This project will collaborate with the UNDP Bureau for Crisis Prevention and Recovery's Caribbean Risk Management Initiative (CRMI) Phase II in the convening of the regional workshop to present the PDNA to regional and national stakeholders and to identify priority areas for capacity building.

The project will also seek convergence with the World Bank GFDRR and UNDP BCPR initiatives to advance the content of PDNA capacity building and procedures, including existing training material.

The project will explore synergies with the GFDRR funded project on PDNA capacity building also implemented by UNDP Barbados and the OECS.

Finally the project will be aligned with the revised CDEMA-led CDM Strategy post 2012 when the latter is finalised.

Prior Obligations and Prerequisites

The methodology to be applied will be consistent with the approaches agreed between UNDP BCPR, the World Bank and other development partners at the global level. The approach will also be consistent with the Damage and Loss Assessment (DaLA) methodology adapted by the UN ECLAC Caribbean office to meet the needs of small developing states such as those in the Caribbean.

Summary of the inputs to be provided by partners

UNDP Barbados and the OECS

- Implementing Agency providing project coordination

UNDP BCPR

- Training in PDNA methodology

World Bank / GFDRR

- Training in PDNA methodology
- Foundational course material for online and classroom courses

UWI

- Host online and modular PDNA course

Audit arrangements

(pending UNDP WB Grant Agreement)

Agreement on intellectual property rights and use of logo on the project's deliverables

(pending UNDP WB Grant Agreement)

- Funds can **be transferred as:** a) direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; and b) direct payments to vendors or third parties for obligations incurred by UN agencies in support of activities agreed with Implementing Partners. Advance fund transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures will be requested and released quarterly or after completion of activities. The UNDP shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts. Also Partner needs to report interest earned immediately to UNDP through next submitted FACE Form.

MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

- A. **MONTHLY PROGRESS REPORT:** UNDP, in consultation with the project teams, will provide brief monthly updates on progress against planned activities and budgets. These monthly reports will be provided in the format provided at **Annex1**. These monthly reports will be consolidated, as required, by UNDP's quality assurance team for progress review meetings.
- B. **ONE TIME RISK LOG:** Based on the initial risk analysis, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation. This will be completed by UNDP project assurance team in consultation with the Implementing partner. Use the standard Risk Log template
- C. **QUARTERLY FINANCIAL REPORT:** The Implementing Partner (IP) will make use of the Funding Authorization and Certificate of Expenditures (FACE) to request for advances and report on expenditures made on a quarterly basis, or more frequently if agreed. The implementing partner must submit the FACE at the end of each quarter, within the first 10 days of the following quarter. Together with the FACE, the project has to send a copy of the bank statement as up to the date of the end of the period reported and the itemized cost estimates of the activities to be funded. The FACE form has to be certified by the designated official from the IP.
- D. In case a project **EVALUATION** is required, please indicate the justification and proposed timing for the evaluation. A project evaluation is required only when mandated by partnership protocols such as GEF. However, a project evaluation may be required due to the complexity or innovative aspects of the project.
- E. **ANNUAL REVIEW REPORT:** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. The reporting format at **Annex 2** will be used to provide brief description of results achieved in the year against pre-defined annual targets.
- F. **ANNUAL PROJECT REVIEW.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process "Defining a Project" if the information is available. This table shall be further refined during the process "Initiating a Project".

OUTPUT 1: Awareness of PDNA methodology for recovery planning and commitment to capacity building at national level		
Activity Result 1 (Atlas Activity ID)	<i>PDNA Awareness and Advocacy</i>	Start Date: June 2013 End Date: May 2016
Purpose	<i>Building understanding of the PDNA methodology among national and regional stakeholders and developing commitment to strengthen national capacities</i>	
Description	<i>Regional PDNA Workshop</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Recognition and acceptance of PDNA as the basis for overall assessment and recovery planning in the Caribbean	Regional priority for capacity building in support of DRR and Recovery Planning outlined	May 2016
OUTPUT 2: Development of draft post disaster methodology and strategy for implementation		
Activity Result 2 (Atlas Activity ID)	<i>Capacity development and plan implementation</i>	Start Date: September 2013 End Date: May 2016
Purpose	<i>Developing in-country capacity to implement and utilise PDNA for recovery</i>	
Description	<i>Capacity building through training, procurement of equipment and development of databases to support application of PDNA</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>

PDNA methodology implemented to inform recovery in at least 4 countries	Revised disaster management plans and protocols for assessment	May 2016
	Post disaster assessment reports and recovery plans	After a major natural hazard impact
OUTPUT 3: Developing mechanism for continued regional capacity development in PDNA		
Activity Result 1 (Atlas Activity ID)	<i>Development of tertiary and professional development course</i>	Start Date: June 2013 End Date: May 2016
Purpose	Development of a sustained cadre of professionals who can support national and regional structures in assessing post disaster impact as well as designing and implementing	
Description	<i>Establishment of a credited course to be delivered within an established DRR postgraduate programme or on-line for Caribbean professionals in PDNA</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Pilot module convened with cadre of students	Record of attendance	May 2016
A sustained capacity building program developed	Proposal for resourcing developed and submitted	May 2016

LEGAL CONTEXT

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP will undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by 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.