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Report on Support in the Coordination of Review Workshops and
Lessons Learned Exercises, November -December 2017

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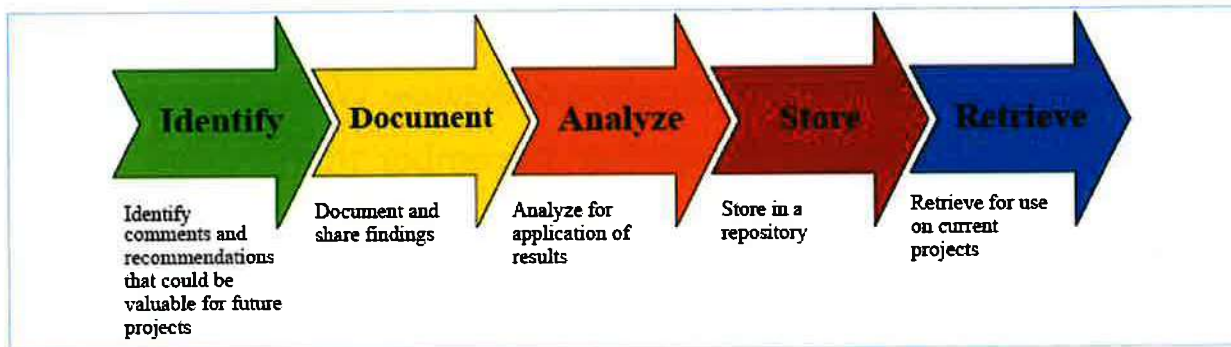
Report on Support in the Coordination of Review Workshops and Lessons Learned Exercises, Nov-Dec 2017

“The real value obtained from lessons learned is the ability for an organization to establish and sustain a culture of consistent project management improvement.”¹

1. INTRODUCTION – WHAT IS MEANT BY “LESSONS LEARNED”

Lessons Learned is defined as the knowledge gained during a project which shows how project events were addressed or should be addressed in the future with the purpose of improving future performance.² Figure 1 below outlines the lessons learned process, which essentially entails **capturing** (identifying and documenting) lesson learned information and **applying** these lessons i.e., analysing and sharing the findings, and storage and retrieval of information for use in current projects.

Figure 1: Lessons Learned Process



Source: Rowe, S. F. (2008). Applying lessons learned. Paper presented at PMI® Global Congress 2008—EMEA, St. Julian's, Malta. Newtown Square, PA: Project Management Institute

Identifying Lessons Learned:

Lesson Learned can be identified through:

- Comments and recommendations that could be valuable for future projects.
- Project Evaluation/Questionnaires which address (1) what went right, (2) what went wrong, and (3) what needs to be improved.
- Structured Lessons Learned Sessions which identify project successes and failures and including recommendations to improve future performance on projects.
- Real Time Lessons – documenting lessons when they occur, storing them in a tickler file³ and sharing with team members during regular weekly status update meetings.

¹ Rowe, S. F. (2008). Applying lessons learned. Paper presented at PMI® Global Congress 2008—EMEA, St. Julian's, Malta. Newtown Square, PA: Project Management Institute.

² A Guide to the Project Management Body of Knowledge (PMBOK Guide) 5th edition

Documenting Lesson learned

Lessons Learned Information can be documented through a variety of ways including:

- Summary documents -a one or two-page brief on findings (issues which came up during project activities) and recommendations (actions to be taken to correct findings)
- Executive Reports – A document which provides an overview of the lessons learned process and a summary of project strengths (what went well), project weaknesses (what went wrong) and recommendation (what needs to be improved).

Analysing Lessons Learned

- Root Cause analysis can be used to analyse issues which arise during a project: This is a specific technique used to identify a problem, discover the underlying causes that lead to it, and develop preventive action³.

Storing Lessons Learned

- This pertains to the creation of a lesson learned repository which is easily accessible and has key words; includes of the possible creation of a lesson learned input form.

Retrieving Lesson Learned

Once the lesson learned repository has been created and the information is easily retrievable with key words, project managers can retrieve the information for use:

- At the start of new projects
- During risk planning sessions
- During regular project team meetings

2. SUPPORT IN THE COORDINATION OF REVIEW WORKSHOPS AND LESSONS LEARNED EXERCISES OVER THE CONSULTANCY PERIOD

The deliverable speaks to “support in the coordination of Review Workshops and Lessons Learned Exercises” The coordination of one or more review workshop with stakeholders was not feasible at the time given the number of activities and short time frame. However, a review workshop is but one of several tools that can be used to capture lessons learned in project activities. Support to lessons learned activities provided by the consultant over the consultancy period is outlined below as follows:

Lessons Learned Process	NOTE
CAPTURING (IDENTIFYING AND DOCUMENTING)	
Coordination of a feedback exercise at the end of the Planning 4 Progress Community Clean Up	The consultant coordinated a Community Clean Up Work Plan development exercise for approximately 15 communities. At the end of the workshop, participants were asked to complete a feedback form. The Feedback form captured valuable information on the participant’s

³ 5th Edition PMBOK® Guide—Chapter 11: Information Gathering Techniques for Identifying Risks

Lessons Learned Process	NOTE
<p>Plan Development Workshop held on November 30th, 2017 (<i>Evaluation Questionnaire</i>)</p>	<p>views on the training including its usefulness and quality of the training delivery, which can be used for future/similar events. (see Deliverable No. 4: Report on Training Workshop for further details on the workshop and feedback from participants).</p>
<p>Participation in an ACAPS lead Lessons Learned Exercise, December 2017 (<i>Structured Lessons Learned Session</i>)</p>	<p>ACAPS is an independent information provider and specialist in humanitarian needs analysis and assessment, not affiliated to the UN or any other organisation. As a participant in the weekly Food Security and Livelihoods Sector Meeting, a key programming and coordination meeting for the project, the consultant was able to meet with a wide range of stakeholders and contribute to an exercise conducted by ACAPS between December 4th and 7th which examined best practices and lessons learned from Hurricane Maria⁴.</p> <p>The final Dominica Lessons Learned Report from Hurricane Maria can be downloaded from their website at https://www.acaps.org/country/dominica/special-reports (see “Dominica: Lessons learned from Hurricane Maria -THEMATIC REPORTS).</p> <p>The ACAPS methodology is a useful tool for the formulation of future Lessons Learned activities throughout the programme. The questions utilised by ACAPS in the exercise are listed in Annex 1.</p>
<p>Engaging beneficiaries on regular monitoring site visits. (<i>Capturing in real time</i>)</p>	<p>As part of regular monitoring activities, the consultant directly engaged beneficiaries to obtain feedback on the Emergency Employment Programme. Feedback and lessons learned has been incorporated into monitoring reports submitted, as well as the Final Report⁵.</p>
<p>APPLYING (ANALYSIS, STORAGE AND RETRIEVAL)</p>	
<p>Reports</p>	<p>Analysis: All deliverable reports submitted capture issues that impacted or may have impact on project activities (both positively and negatively). The reports provide an analysis of issues and offer recommendations on the way forward.</p> <p>Storage and retrieval: In terms of storage and retrieval, lessons learned are captured in various documents but should be compiled into one document, accessible to all project staff and continuously updated/edited. A central project repository, accessible to UNDP staff has not yet been established, but is a recommendation as the project continues.</p>

⁴ See Annex 1 for the questions posed to participants during the Lessons Learned Exercise

⁵ See consultant’s Interim Progress Report No. 1, Progress Report No. 2 and Final Report

3. CONCLUSION

It is easy to capture lessons learned through out a project. The challenge is applying these lessons learned to current and future activities, therefore ensuring that the same mistakes are not made over and over, and that the project benefits from past experiences. The consultant recognises that more work is required:

- (i) to clearly define/differentiate the areas in which lessons learned could be a valuable project management tool for future interventions;
- (ii) to identify and document lessons learned i.e., (a more formalised setting such as a lesson learned session particularly geared for community stakeholders (NEP, Ministries) as a key step in the validation process towards becoming a good practice.
- (iii) for the development of a central lessons learned repository. An example of a possible system for a more structured way to document and retrieve lessons learned can be the introduction of a lesson learned agenda item at weekly project team meetings. In that way it is systematically discussed and documented on an ongoing basis, and team members have no choice but to reflect on findings and recommendations. It is also an easy way to compile Lesson Learned for reporting purposes at the end of the project's life cycle.

4. ANNEXES

Annex 1: List of Questions asked by ACAPS in the Lessons Learned Exercise, December 2017.

1. What was your biggest success? What went well? How could you have made it work even better?
2. What was your biggest failure? How could it have been avoided?
3. If you had it all to do over again, what would you do differently?
4. What were the main themes that governed the work in your sector?
5. What bottlenecks or hurdles were experienced that impacted the response? Did you develop any useful workarounds or solutions to problems that cropped up during the response? Document the details in a way that will make sense later.
6. Are there any new “best practices” you can derive from this project? Note anything that went so well that you would want to repeat the positive experience next time.
7. Are there any best practices about working with other sectors? With IM?
8. What was learned about communication with communities/other actors/government counterparts?
9. Were/what kind of risks identified and mitigated? If not, why not?



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Deliverable No. 6: Support in the Formulation of New Proposals

The Consultant was part of a UNDP Team, spread across multiple country offices, which informed the Dominica portion of the UNDP ECHO Proposal submitted on 10th of November 2017. A summary of the proposal is presented below:

Title	Livelihoods rehabilitation through Debris and Waste Management in the communities most affected by Hurricane Maria
Reference No.	2017/01000/RQ/01/01.
Starting Date	January 15 th , 2018
Duration	6 months (June 2018)
Partners	The Government of the Commonwealth of Dominica, United Nations Development Programme,
Target Area	Approximately 19 community clusters in the island of the Commonwealth of Dominica
Beneficiaries	780 broken down as follows: 260 (receiving stipends), 520, (those who will directly benefit from the employment of a household member)
Cost	US\$323,508.40
Funding Source	European Civil Protection and Humanitarian Aid Operations (ECHO)
Objective	Support the restoration of livelihoods of affected populations while revitalizing family economies, reducing climate-related vulnerability and rebuilding resilient communities
Output	Communities severely affected by Hurricane Maria improve their living conditions by restoring communities' essential assets for socio-economic well-being through emergency employment schemes for the most vulnerable



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Final Report
9th January 2018



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ACRONYMS

CEA	Community Employment Assistants
CEAP	Community Employment Assistance Programme
CERF	Central Emergency Relief Fund
DFID	Department for International Development
DSWMC	Dominica Sewage Waste Management Company
ECHO	European Commission for Humanitarian Aid Operations
EEP	Emergency Employment Programme
GoD	Government of Dominica
NEP	National Employment Programme
PPE	Personal Protective Equipment
UNDP	United Nations Development Programme
VC	Village Councils



1. INTRODUCTION – SCOPE OF CONSULTANCY

1.1 The Emergency Employment Programme

The small island of Dominica was devastated by Category 5 Hurricane Maria during the night of September 18th, 2017. The UNDP was among the first responders and is assisting the Government of Dominica in relief and recovery efforts. One such relief and recovery effort is the UNDP’s an Emergency Employment Programme which is being implemented under the National Employment Programme (NEP), a pre-existing programme implemented by the Ministry of Trade, Energy and Employment, Government of Dominica. Founded in 2014, the NEP acts as an ‘economic stimulus package’ aimed at promoting growth, innovation, productivity, and revenue for the business sector, through direct employment programmes, training, and targeted small business incentives.

A letter of Agreement was signed in mid-November 2017 between the Government of Dominica and the UNDP to implement the EEP. Under the LOA, the Results to be achieved by the Government of Dominica originally included debris clearing and sorting in at least 15 communities and key institutions such as schools that were severely affected by Hurricane Maria; livelihood stimulation through the rehabilitation of agricultural production areas; communications and community areas; and employment of up to 10,000 person days from the targeted communities.

The project scope has since expanded to 19 communities (see table 1 below), targeting approximately 1200 beneficiaries, and 100,000+ man days up to April 2018 as a result of donor funding sourced from development partners, such as DFID, UKAID and ECHO.

Table 1: List of Targeted Communities

South	North	West
1. Grand Bay	8. Capuchin/Tan Tan	16. Wotten Waven
2. Soufriere/Gallion	9. Portsmouth	17. Mero
3. Pointe Michel	10. Bioche/Dublanc	18. Tarreau
4. Pichelin	11. Penville	19. Colihaut
5. Scottshead	North East	
South East	12. Calibishie	
6. Delice	13. Marigot	
7. LaPlaine	14. Bense	
	15. Kalinago Territory	



1.2 Expected Outputs, Tasks and Deliverables

This Consultancy was part of an overall relief and recovery initiative undertaken by the United Nations Development Programme in response to the devastation caused by Category 5 Hurricane Maria during the night of September 18th, 2017. The Consultant was expected to integrate and carry out a number of tasks as necessary to facilitate the implementation, monitoring and reporting of recovery activities including:

1. Monitoring the implementation of the Emergency Employment Programme (EEP) with the National Employment Program (NEP) and advancing recommendations for effective completion and if possible, and needed, extension.
2. Liaising with national stakeholders and particularly community leaders on the priorities for programming at the community level to support national recovery and resilience building.
3. Gathering information for coordination with other relevant recovery projects and information sharing with other projects in the country.
4. Arranging and facilitating multi-stakeholder dialogue to agree on project implementation arrangements, assessing lessons learned from previous UNDP and cash for work projects in the country and similar contexts with a view to identifying ways to strengthen execution capacity.
5. Supporting the development of training activities and public awareness building in conjunction with Technical Specialists and the Communications Specialist for resilience building and damage assessments.
6. Supporting in the coordination of review workshops and lessons learned exercises.
7. Support the formulation of new proposals ensuring the coherence with UNDP MCO project portfolio.
8. Ensure the visibility of UNDP and its partners in the field.

The original Deliverables outlined in the project document included:

1. Development of implementation schedule with NEP, risk analysis and proposed mitigation measures.
2. Bi-weekly monitoring reports on the implementation of the Cash for Work and other UNDP initiatives with a detailed analysis of the shortfalls and recommendations for improvement. This will include progress against the planned implementation schedule, monitoring of all relevant indicators as outlined in the project document, and update of the risk log.
3. A comprehensive final report on lessons learned and best practices of the Cash for Work Programme and other UNDP initiatives that will contribute to formulate recommendations to enhance the resilience and effectiveness of the NEP in an emergency.

This was subsequently revised at the contractual stage to reflect the following:



1. Development of a monitoring plan with indicators and a program launch including draft report for the CFW programme with the NEP and advancing recommendations for effective completion and if possible and if needed extension.
2. Development of an interim progress report on the CFW programme introducing consistency with priorities at the community level and amongst other stakeholders with a view to expanding the programme and any adjustment to targets
3. Preparation of Interim Report No. 2 updating on programme performance against targets and recommendations for enhancement and expansion as necessary.
4. Support to the development of training activities and public awareness building in conjunction with technical specialists and the communications specialists for resilience building and damage assessments.
5. Support in the coordination of review workshops and lessons learned exercise
6. Preparation of a final report including lessons learned and recommendations for expansion of the programme.

1.3 Implementation Methodology/Approach

The implementation of the EEP took into consideration (i) Programme Planning & Coordination (with NEP & Other Authorities), and (2) Community Engagement and Mobilization. These two approaches were mutually reinforcing as the EEP relief and recovery intervention was a combination of multiple donors grounded under a government agency. Given the situation with multiple relief agencies on the ground, working through existing coordination platforms was seen as key for a more efficient start of the time-sensitive project. Also using existing mechanisms, would further integrate the work of the project into the overall relief and recovery planning dialogue and activity implementation;

In terms of community engagement, since this entire intervention was community based, the importance of working directly with and through communities cannot be understated and key in rebuilding community cohesion.

Programme Planning & Coordination

Programme Planning & Coordination was undertaken with NEP on a regular weekly basis through phone calls, one on one consultations and meetings. Coordination with other government Authorities and organisations primarily the Ministries of Agriculture and Fisheries and Tourism was facilitated through the weekly Food Security and Livelihoods sectoral meeting. This continues to be a very good platform for information sharing and coordination as the

Community Engagement & Mobilization

Activities were launched on November 15th 2017 in the village of Pointe Michel, one of the hardest hit communities and the area that reported the most deaths. Consultations were held with the Village Council and NEP representatives the week prior to the launch to capture information on targeted activities and assist



in developing a community clean-up plan. There were also consultations with other persons within the community including farmers, and the District Nurse.

In order to fast track community consultations and develop draft Community Clean-up Work Plans in other communities, a ½ day training workshop was held on November 30th for NEP Supervisors and Village Councils¹. The workshop was attended by over 30 persons representing at least 15 communities (NEP Supervisors and Village Council Representatives), the Dominica Solid Waste Management Corporation, the Ministry of Agriculture and Fisheries.

Draft plans were developed and are currently being implemented. The Community Clean-up Plans were monitored on a weekly basis, via phone calls to Supervisors and site visits. It is noted that not all of the communities targeted were able to attend the training, hence additional training is required in 2018.

Note on Monitoring

Monitoring was done on a weekly basis through phone calls to NEP Supervisors and site visits to various locations. Many of the site visits are done without notifying NEP supervisors beforehand. Although phone connectivity on the island has improved post Maria, it is important to note that communication across the island still poses a challenge, which has real implications for communicating with NEP supervisors or even government offices. Not all phone lines are up, interconnectivity between Digicel and Flow fluctuates and the lack of electricity in most of the island may mean that several persons may not have their phone charged as regularly as before.

Site visits are time sensitive and can only be carried out in the morning, since the NEP workers work from 7/8am to 12noon/1pm. This coupled with the lack of project support staff and other project activities scheduled in the am, posed a challenge in terms of monitoring and capturing before and after photos for each area.

Monitoring tools developed by the consultant, which will be utilised in 2018 include a 1 page beneficiary registration form as well as a log book for NEP supervisors to record debris collection.

2 RESULTS

Annex 1 provides information on the communities where work has already started under the EEP, the disaggregation of beneficiaries by sex, whether or not equipment was received, and training undertaken, a summary of which is presented below:

¹ See Consultant's Annex to Monitoring Report No.2: Report on EEP Programme Launch and Monitoring Visit in Pointe Michel November 15th, 2017



2.1 No. of Areas Targeted and Covered

Activities started in fifteen (15) out of the nineteen (19) pre-set list of communities. The four areas where activities did not commence were Marigot, Bense, Salisbury and Tarreau. This was primarily due to community administrative challenges. For example, there is no NEP team set up in Salisbury. **This is a lesson learned** since there was a presumption that all communities would have a basic structure in place to allow for immediate mobilisation. These areas are still included in the programme and will be addressed in the coming months.

Communities outside the target area

Three additional community clusters, outside of the 19 targeted areas² that benefitted from the programme in terms of equipment or training in Work Plan Development include:

1. Morne Jaune/Riviere Cyrique,
2. Bagatelle; and
3. Shawford/Fond Canie/Trafalgar area.

2.2 No. of Beneficiaries, disaggregated by sex

Approximately 415 persons were targeted in the beginning of the programme with a view to increasing the number of beneficiaries as more funding became available. Approximately 369 persons have directly benefitted from the programme thus far, of which 56% were male and 44% female. The community with the highest percentage of females was the southern community of GrandBay (73%), and the highest percentage of males was the Northern community cluster of Capuchin, Tan Tan and Cottage (80%). The areas with the largest number of NEP workers were the Kalinago Territory (51) and the Soufriere/Gallion/Scottshead area (50). (See Annex 4.2 for beneficiaries disaggregated by sex per community).

2.3 Equipment Provided

Equipment was provided to approximately 24 communities, a breakdown of which is provided in Annex 4.3. additional equipment needs identified by workers during consultant monitoring visits included traffic cones, brush cutters and chain saws. These three were not on the original list of items distributed. The full list of equipment required identified by workers is presented in Annex 4.4.

² See Table 6 highlighted in grey



2.4 Status of Works as at December 31st 2017

The following Matrix summarises the status of works as at December 31st 2017 inclusive of photos (before and/or during/after) in several communities.

COMMUNITY	Action & Achievements as at 31 st December 2017 regarding Clearing sorting and removal of the debris in the identified communities	Completion Status	Photos
South			
1. GrandBay	<p>Clean up activities started on Monday 4th December on the Beach Front area (Pierre Charles Boulevard). Work on the Macatoon feeder road was delayed due to the inclement weather and conditions but commenced on December 8th,</p> <ul style="list-style-type: none"> - Macatoon feeder Road - Morpo Feeder Road - Cleaning of GrandBay primary School - Cleaning Tete Morne Primary School - Clearing of Ma Tutu's Park - Cutting of logs and clearing Geneva Playing Field - Clearing of overhanging trees in Tete Morne - Community Walk Through clean up - Clearing of debris along Pierre Charles Boulevard - Clearing of drains 	<p>Ongoing TBD TBD TBD TBD “ “ “ Ongoing. TBD</p>	<p>Cleaning of the beach along Pierre Charles Boulevard and Macatoon Feeder Road https://drive.google.com/open?id=1pQqv_c1C7bvR9vRwChmLi8FHDpL4fW1ez</p>
2. Pichelin	<p>Activities started on December 7th with clearing of blocked culverts along the main road.</p> <ul style="list-style-type: none"> - Cleaning of debris in Papa Yam area - clearing of culverts - cutting and removal of breadnut tree - clearing of debris in empty lot 	<p>To be assessed</p>	



COMMUNITY	Action & Achievements as at 31 st December 2017 regarding Clearing sorting and removal of the debris in the identified communities	Completion Status	Photos
3. Soufriere, Scottshead, Gallion	<ul style="list-style-type: none"> - clearing of debris along the roadside near two private abandoned homes that are posing a health threat to the community 		
4. Pointe Michel	<p>Work started on Monday December 11th 2017, with the clearing of debris, along the Soufriere Bayfront and Scottshead Canal area</p> <p>Clean up activities in Pointe Michel commenced on Nov 15th is ongoing with focus on clearing of blocked drains in various sections of the community.</p> <ul style="list-style-type: none"> - St. Luke's Primary school -clearing of debris, removal of galvanise, weeding of agricultural plots - Village access routes/empty lots (Bridon and Chemin neuf) 100% - Assistance to the Elderly x 1 - Removal of debris in 2 Public conveniences - Health centre (clearing of debris in the yard and beautification) - Agriculture (Hermitage feeder road) 	<p>To be assessed. Follow up Site visit required</p> <p>95%</p> <p>95%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>started. Status to be determined.</p> <p>this may be out of the project's scope given the level of damage to the roads</p> <p>95%</p>	<p>Launch of NEP Nov 15th 2017: https://drive.google.com/open?id=1zSteuP-7cxKYyoJzMGELcl3UDcUVvCmSo</p> <p>Clearing of drains Dec 13th 2017: https://drive.google.com/open?id=18ZTd2l2Gmjmulcrlri-uctsv3_a86Wll</p> <p>Clearing of galvanise in Hollywood area, clearing of drains in upper Pointe Michel, near the Health Centre (Dec 8th, 2017) https://drive.google.com/open?id=1rx-YhTLZx75VSzA2Z8P-82RoGYLIQ5AJ https://drive.google.com/open?id=1rx-YhTLZx75VSzA2Z8P-82RoGYLIQ5AJ</p>
South East			<p>Photos of Roadside beautification and Galvanize Removal, Laplaine: https://drive.google.com/open?id=itpalPeV-oK_2qtnJfzaJ8iaou-Y8sWWo</p>
5. Laplaine and Delice	<p><u>Laplaine</u> Started on December 4th with the collection of zinc, clearing of debris and roadside clearing and beautification (planting of flowers/hedges).</p>		



COMMUNITY	Action & Achievements as at 31 st December 2017 regarding Clearing sorting and removal of the debris in the identified communities	Completion Status	Photos
	<p>White goods collection is supposed to start in January 2018, however the NEP supervisor indicated that the Sari Sari waterfall road access may be prioritized before the white goods collection as it pertains to Tourism and livelihoods.</p> <ul style="list-style-type: none"> - Galvanize - White goods collection - Drainage - Roadside garbage collection in collaboration with the department for environmental health - Clearing of debris near the LaPlaine Pentecostal Church - Sari Sari Waterfall Road Access 	<p>95% 0% 0% 0% 0% 0%</p>	
	<p><u>Delice</u> Activities in Delice focussed on the clearing of landslides, drains, beatification of the roadside, clearing of access to water sources, and clearing of debris around the Delice Primary School. White goods collection did not commence as suitable storage area for the collected goods has not yet been identified by the Village Council/NEP. Assistance was provided to one elderly person in terms of brush cutting and clearing her yard.</p> <ul style="list-style-type: none"> - Clearing of landslides (5 cleared) - Removal of galvanize around community - Clean up of Village Council and Youth Centre surroundings - Clean up of water access areas ('sous' and 'cousin') 	<p>100% 100% 0% 0% 100%</p>	<p>Photos of Roadside beautification https://drive.google.com/open?id=1DTmiFWaSqElmzjEb1zGwTZ-q2oBPNzUJ</p>



Final

COMMUNITY	Action & Achievements as at 31 st December 2017 regarding Clearing sorting and removal of the debris in the identified communities	Completion Status	Photos
	<ul style="list-style-type: none"> - Clean up of primary school surroundings - Playing field clean up - Access to White River and Victoria Falls (Tourism sites) - Belvedere farm access road - White goods collection - Clearing of drains - Assistance to elderly persons 	<p>95%</p> <p>95%</p> <p>0%</p> <p>0%</p> <p>0%</p> <p>0%</p> <p>0%</p> <p>100%</p> <p>1 person identified thus far</p>	
North			
6. Capuchin/ Tan Tan	<p>Work started on December 4th on the entrance to the Cabrits National Park Area (Tourism site) ; work is ongoing at Canna Park area (Tourism site) in terms of clearing of debris</p> <ul style="list-style-type: none"> - Cabrits National Park Area - Canna Heritage Park - White goods and galvanise collection 	To be assessed	
7. Penville	<ul style="list-style-type: none"> - Clearing of Cold Soufriere area - Clearing of Fond Belle farm access Road - Clearing of Lahaut Hamlet Road - White goods and galvanise collection 	<p>100%</p> <p>TBD</p> <p>TBD</p> <p>TBD</p>	
8. Bioche/ Dublanc	<p>Clean up activities started in Dublanc on December 7th with the removal of debris along the beach front area.</p> <ul style="list-style-type: none"> - Clean up of beach area - white goods - galvanize removal - cleaning of primary school garden - removal of dangerous trees 	<p>90%</p> <p>(status to be determined)</p> <p>“</p> <p>“</p> <p>“</p>	<p>Beachfront Area, Dublanc:</p> <p>https://drive.google.com/open?id=1EHRDqWzyuy-T6vM52mNzunPwXO2Yno7S</p> <p>https://drive.google.com/open?id=1EHRDqWzyuy-T6vM52mNzunPwXO2Yno7S</p>



COMMUNITY	Action & Achievements as at 31 st December 2017 regarding Clearing sorting and removal of the debris in the identified communities	Completion Status	Photos
9. Portsmouth	<ul style="list-style-type: none"> - power wash of pavilion <p>Clean up on Glanvillia Beach near the Indian river area (Tourism sites) started on December 7th. Other activities include the removal of galvanize along the Bayfront area clearing of primary and secondary drains in the town, particularly the main drain leading to the Indian River. The ongoing clearing of drains is a critical undertaking to decrease instances of flooding in the town area.</p>		<p>Unable to capture photos in December, however photos were taken on early January (5th) 2018 site visit</p>
North East			
10. Calibishie/Bense	<p>Clean up of Hodges Beach and Pointe Baptiste commenced on December 7th 2017</p>		
11. Kalinago Territory	<p>General clean-up activities in the village including, clearing of drains and bush along the main road and secondary roads including Horseback Ridge Feeder started on Dec 7th.</p> <p>Work on the Kalinago Barauna Aute in terms of cleaning and the clearing of trees commenced the week of December 11th.</p> <ul style="list-style-type: none"> - All Hamlets: Drains, brush cutting, clearing of culverts - Touna Concorde: repair damaged section of road - <u>Cleaning of tourism sites (segment 6)</u> <ul style="list-style-type: none"> o Kalinago Barauna Aute o Horse Back Ridge Feeder Road o Centipede o Touna site 	<p>Ongoing</p> <p>Status to be determined</p> <p>Ongoing</p> <p>Ongoing</p> <p>To be determined</p> <p>To be determined</p> <p>To be determined</p>	<p>Photos of ongoing cleaning at Horseback Ridge, the Kalinago Territory Main Road and the Kalinago Barauna Aute</p> <p>https://drive.google.com/open?id=1NvuFDEghTc3qmN6P19Lcbzd9j6xhpW1L</p>



Final

COMMUNITY	Action & Achievements as at 31 st December 2017 regarding Clearing sorting and removal of the debris in the identified communities	Completion Status	Photos
West			
12. Colihaut	<ul style="list-style-type: none"> - All hamlets: Removal of derelict vehicles - All hamlets: Assistance to elderly <p>Clean up Activities started on Dec 7th with the cleaning of the Catholic Church, cleaning of drains within the village proper, the clearing of debris and painting of the Colihaut Primary School. Work continues along the EO Leblanc Highway in terms of the clearing of drains and beautification</p> <ul style="list-style-type: none"> - Removal of galvanize from Richmond Hill (ongoing) - Clearing of Aggregate debris from behind the Colihaut primary School - Clearing of farm roads, colihaut heights - Continuation of clean up along the highway 	To be determined	<p>Photos of clean-up activities in Colihaut at the Catholic Church, clearing of drains within the village and painting of the primary school: https://drive.google.com/open?id=1Beku_Qb-SN6f7puPr9YZLrOtCMZ6BZCZ)</p>
13. Layout	<p>The Layout Beach Front Area, and drain/waterway which runs from the village to the sea were identified as priority areas for clean-up. This site is part of the communities overall Beach Development Plan and is a popular communal gathering area for events including the annual Titiri Festival and Boxing Day.</p> <p>Work started on December 6th on clearing/weeding the sulphur springs area. The next activity to be started is the clearing of the damaged vendor stalls in preparation for the Cruise ship season which starts on January 1st 2018</p> <ul style="list-style-type: none"> - Beautification of village and tourism sites 	<p>Ongoing</p> <p>To be determined</p> <p>To be determined</p> <p>Ongoing</p> <p>Ongoing: Status to be determined.</p>	<p>Before and After Photos of Layout Beach front Area: https://drive.google.com/open?id=1wn1mLytYjoAQr5k_ES6CYzr3ogrmSIP</p>
14. Wotten Waven		Started. Status to be determined	



Table 2: Summary of Clean-Up support of priority areas identified by the Government of Dominica, by classification of site and specific Area

Item	Specific Area
Feeder Roads/ key access roads ³ (2)	- Macatoon feeder road, Grand Bay (ongoing), 'sous' and 'couson' access (water sources),
Tourism sites (11)	Soufriere Bayfront; Scottshead Main road (ongoing); Glanvilla Beach and general Bayfront area, Road towards Cabrits National Park, Canna Heritage Park area, Cold Soufriere (Penville), Hodges Bay, Pointe Baptiste, Layou Beachfront, Kalinago Barauna Aute and the Kalinago Territory on a whole, Sulphur Springs -Wotten Waven,
Schools (3)	St. Luke's Primary School, Delice Primary School, Colihaut Primary School

2.5 Expenditure to date

Table 3: Summary of funds allocated to NEP and expended under LOA (US\$)

Funds under LOA	Budgeted USD	Expenditure	Expenditure as % of Total Budget	Balance
Tranche 1 (55%)	128,380.00	126,279.34	54%	2,100.66
Tranche 2 (45%)	104,000.00	0.00	0	104,000.00
Total	232,380.00	126,279.34	54%	106,100.66

Table 4: NEP Expenditure to date broken down by line item (US\$)

Item	Budgeted (US\$)		Expenditure	Balance
	Tranche 1			
Wages incl. team leaders and social security (369 persons)	123,000.00		119,196.00	3,804.00
Rental of transportation and equipment	4,180.00		7,083.33	-2,903.33
Clerical Officer	1,200.00		0.00	1,200.00
Total	128,380.00		126,279.34	2,100.66

Tables, 3 and 4 provide NEP summary budgeted and expenditure information. As per the tables, ninety-eight percent (98%) of the first tranche (which represented 54% of the total amount under the LoA) was utilised in December 2017. The Government of Dominica is in the process of submitting a request to access the 2nd tranche, which is approximately US\$104,000 (45 % of the total LoA).

Some key issues to be highlighted:

³ This does not represent all of the access roads impacted thus far. This information will be better captured in 2018.



1. The amount allocated for the rental of transportation and equipment (US\$4,180 in tranche 1 and US\$4,000 in tranche 2) was inadequate given the amount of debris that needs to be cleared and the high cost of heavy equipment rental.
2. *rate of spending*: Under the LOA, the project had aimed to spend 100% of CERF funds by December 31st 2017, based on an activity start date of November 1st 2017. Given that the Consultant’s first day of work under the programme was Monday November 6th, delays in the signing of the LOA by the GoD (which is crucial for the release of funds), delay in the submission of the expenditure report for the first tranche, the timeline for normal project start-up activities, which was already tight was further compressed.

In this regard, more communication is required between NEP and UNDP to understand in greater detail (i) the NEP’s daily operational/administrative procedures in terms of competing activities, (ii) clarity on future deadline dates and expected rate of expenditure.

3. *Clerical Officer*: No clerical officer was hired by the NEP under the programme as it was felt there was sufficient staff to carry out activities. The NEP seems to be well organised with a reasonably sized staff compliment. However, given the consultant’s interaction with the NEP over the past six weeks, this capacity assumption under a crisis situation was underestimated, particularly around the end of the year which is normally busy for any organisation. Given the expected acceleration of activities in 2018, it is being recommended that the NEP reconsiders hiring not just a clerical officer but a ‘project officer’ to support management of activities.

3. LESSONS LEARNED AND RECOMMENDATIONS

Table 5: Summary of Lessons Learned and Recommendations

The following Table summarises lessons learned and recommendations, gleaned from observation, interaction and feedback with partners over the period.

Area	Lessons Learned	Recommendations
Programme Planning and Coordination	Especially for emergency, post-disaster interventions of short duration, the time spent in ‘project planning’ must be efficient for quick mobilisation and based on a clear document format and on similar existing activities and systems to fast track implementation and Use of existing coordination mechanisms, such as the NEP itself, as well as the Food security and Livelihoods Sector Meeting facilitated speedier implementation.	- Develop base template for post-disaster short-term interventions to fast-track planning processes. These can build on existing knowledge of the basic types of relief support provided in such situations.



Area	Lessons Learned	Recommendations
Community Engagement and mobilisation	<p>The combination of the site visit and consultations worked well in terms of assisting the community in developing a work plan. However, given the urgency of the relief effort, the short timeframe for implementation and capacity constraints within the communities, the process is time consuming. Getting in contact with people is still a challenge due to poor connectivity and lack of electricity islandwide.</p>	<ul style="list-style-type: none"> - Identify and maintain a core of 'trained community leaders' who can quickly mobilise, conduct on-the-job training and supervise work teams;
Monitoring	<p>The assumption that the existing framework would be capable of supporting such works proved erroneous. In post-disaster situations, particularly given the high scale of impact, relief projects cannot assume that such capacities will be readily available to support execution. Additional project staff will have to be provided for, especially for supervision and monitoring.</p>	<ul style="list-style-type: none"> - Relief projects need to make provisions for adequate administrative staff to ensure that systems are in place for effective execution and monitoring. In this case, at least 2 additional staff would be required to support the monitoring process.
Personal Protective Equipment (PPE) and other equipment	<p>Issues pertaining to the storage, security and adequacy of equipment supplied were identified:</p> <ul style="list-style-type: none"> • Storage: Heavy infrastructural damage and the high demand for storage severely limited secure storage space for relief supplies. The simultaneous operations of multiple relief agencies in Dominica, the frequency and volumes of incoming relief items and relatively slow rate of distribution continue to present acute challenges for coordination of short term storage. • Security: The first PPE shipment was stored in the IFRC Warehouse. The final tally of goods distributed to NEP revealed that a few pieces of equipment could not be accounted for. It is unknown whether the stock went missing at the port or the IFRC storage space in Canefield. <p>Adequacy: Additional T shirts are required as Several have actually asked for additional T-shirts noting that they cannot be expected to wear the same T-shirt every day.</p>	<ul style="list-style-type: none"> - Identification and use of secure community-based spaces for storage of UNDP relief items. - Early notification of NEP of any shipments to facilitate quick handover of goods. - Quick handover of goods from UNDP to beneficiaries. - Continued coordination with other relief agencies (e.g. WFP, Red Cross, and PAHO) and Government divisions to identify secure temporary storage space. - Upgrading of the PPE package, with special attention to the adequacy of clothing needs (provide additional T-shirts and caps) - It is recommended that the NEP obtains and considers feedback from the team leaders on additional equipment requirements per team, for consideration in the next phase of this programme.
Internal government capacity and processes (including NEP)	<p>In post-disaster and crisis situations when government services and systems have been rendered virtually inoperative and demands on such systems tend to be high among several first responders and other relief agencies, depending on government services for planning and administration</p>	<ul style="list-style-type: none"> - Undertake a rapid assessment of the key government entities and their capacities to support efficient project implementation; - Assign, as necessary short-term administrative support to the key agency (in this case the NEP) to assist with the management of project



Area	Lessons Learned	Recommendations
	<p>is not practical. Going in, it is imperative that an assessment is made of internal government administrative capacity and processes as that can significantly impact (slow down) implementation timelines.</p>	<p>implementation requirements, including review of the 2018 work-plan, the government administrative processes required and length of time for these processes to take effect.</p>
Volunteerism	<p>In post-disaster interventions, especially at the community level, there is a high degree of displacement, particularly in terms of economic activity, and consequently unemployment and joblessness. While the EEP programmes intervene as a temporary measure, there is always the danger that the provision of ‘pay’ for community-based work could discourage volunteerism.</p>	<ul style="list-style-type: none"> - Explore the possibility of building in ‘community service time’ within the emergency employment programmes where volunteerism is encouraged and enabled as a measure to ensure that it continues to be part of community development. - Calls for volunteers need to be a complementary part of the EEP programme. Note that two persons from the Food Security and Livelihoods sector meeting volunteered their assistance with project activities, a practice that needs to be fully recognised and enabled.
Administration of Funds	<p>Based on past experience from as recent as tropical storm Erika, more should have been allocated for the rental of transportation and equipment</p>	<ul style="list-style-type: none"> - As standard practice, prepare a lessons learned/recommendations after implementation of all relief-type short-term interventions as the basis for guiding future actions.
Training Workshop on Work Plan development, November 30 th 2017	<p>Adequate time needs to be programmed for engagement and training, especially if the model of implementation depends on the fully participatory approach at the community level. Several persons who attended the workshop felt that more time than ½ a day was required for the time was too short.</p>	<ul style="list-style-type: none"> - Develop a standard template/guide for community training in 2018, including effective communication of planned event to stakeholders, facilitation and time management to develop work plan. - Conduct dual-purpose Community Visits to assess sites for clean-up and provide ‘on-site training’ in good planning and clean-up practices.
Sustainability of Services provided by the NEP	<p>While necessary, short term employment is not sufficient and will limit impact sustainability if not accompanied by the opportunity to transfer knowledge and skills that can be used to enhance employment/income earning capacity in the medium to long-term.</p> <p>The hurricane revealed a gap with respect to the coordinated supply of skilled and unskilled labour in Dominica for relief and recovery efforts. NEP is well positioned to strategically fill this gap, which could be further enhanced for provision of such services under ‘normal’ conditions. The consultant met several</p>	<ul style="list-style-type: none"> - Explore the expansion of a ‘commercial’ arm of the NEP to provide paid-for services to private sector and individuals willing to procure clean up and debris removal services, as managed by the NEP in post-disaster situations. This would enhance the capacity to meet the skills development of workers and provide a spawning ground for skills development and emergence of small businesses in these services. - Build-into the EEP programmes a skills development element to enable participants to learn/improve their skills for post-project



Area	Lessons Learned	Recommendations
	private sector individuals who could not obtain organised labour to support with debris clearing and basic repairs. NEP should research the feasibility of offering its debris clearing services to the private sector for a fee. This could help create jobs on the island whilst generating income for the GoD. Some stakeholders also expressed concern that without training in some skill does not lend to sustainability after the project ends.	employability, such as e.g. chainsaw operation (both men and women), managing a small service based business, etc.

4. APPENDICES

4.1 Profile of Communities under the Emergency Employment Programme as at December 31st 2017

Table 6: Profile of communities under the EEP as at December 31st 2017.

COMMUNITIES	Work Started under EEP? (1= yes)	People Targeted	People Covered	Breakdown of persons covered by Gender		Equipment Received Nov/Dec 2017? (1=Yes)	Participation in Work Plan Development Training n Nov 30 th ? (1=yes)
				Male	Female		
South							
1. Grand Bay	1	44	44	12	32	1	1
2. Soufriere/Gallion/Scottshead ⁴	1	50	50	32	18	1	1
3. Pointe Michel ⁵	1	17	34	17	17	1	
4. Pichelin	1	13	13	4	9	1	
South East							
5. Delice	1	11	11	8	3	1	1
6. LaPlaine	1	34	34	20	14		1
7. Morne Jaune/Riviere Cyrique ⁶						1	
8. Bagatelle						1	
North							
9. Capuchin/Tan Tan/Cottage	1	8	30	24	6	1	

⁴ Scottshead was subsequently grouped with the Soufriere/Gallion community cluster given its proximity as well as administrative organisation

⁵ One on one consultation was held in Pointe Michel regarding the development of the community workplan.

⁶ Communities highlighted in grey were not on the original list of communities targeted, but benefitted from the programme in some form (equipment or implementation of activities)



COMMUNITIES	Work Started under EEP? (1= yes)	People Targeted	People Covered	Breakdown of persons covered by Gender		Equipment Received Nov/Dec 2017? (1=Yes)	Participation in Work Plan Development Training n Nov 30 th ? (1=yes)
				Male	Female		
10. Portsmouth	1	31	31	21	10	1	1
11. Bioche/Dublanc	1	15	15	5	10	1	1
12. Penville	1	42	16	8	8	1	1
North East							
13. Calibishie	1	10	10	4	6	1	
14. Marigot		10					
15. Bense	1	12					
16. Kalinago Territory	1	60	51	40	11	1	1
West							
17. Wotten Waven		17					1
18. Trafalgar, Fond Canie, Shawford)							1
19. Mero		5	5	3	2	1	
20. Tarreau ⁷		11					
21. Layou	1		11	6	5	1	1
22. Salisbury							
23. Colihaut	1	25	14	3	11	1	1
TOTAL	15	415	369	207	162	15	12

4.2 Beneficiaries Disaggregated by Sex

Table 7: beneficiaries disaggregated by sex (%)

Area	People Covered	Disaggregated by sex (%)	
		Male	Female
1. Grand Bay	44	27%	73%
2. Soufriere/Gallion/Scottshead	50	64%	36%
3. Pointe Michel	34	50%	50%
4. Pichelin	13	31%	69%
5. Delice	11	73%	27%
6. LaPlaine	34	59%	41%
7. Portsmouth	31	68%	32%
8. Bioche/Dublanc	15	33%	67%
9. Penville	16	50%	50%
10. Capuchin/tan tan/cottage	30	80%	20%
11. Calibishie	10	40%	60%
12. Kalinago Territory	51	78%	22%
13. Mero	5	60%	40%
14. Layou	11	55%	45%
15. Colihaut	14	21%	79%
TOTAL	369	56%	44%

⁷ Tarreau was removed from the original list and replaced with the Layou community



4.3 Equipment Provided under the EEP to the NEP as at December 2017, and additional equipment requirements identified by the beneficiaries

Table 8: Equipment provided under the EEP to the NEP November-December 2017

Communities	Safety Helmets	Pick Axes	Boots	Rakes	Wheel barrows	Safety Vests	Gloves	Shovels	Cutlasses	Socks	Bolt Cutter	Dust Masks
South												
Grandbay	14	3	14	5	4	20	24	4	3			20
Tete Morne	12	4	10	6	2	12	12	6	4			16
Soufriere	12	3	12	4	3	10	24	6	4			30
Gallion		3	12	4		10			4			
ScottsHead	10	2	10	2	3	8	24	6	2		1	50
Pichelin	15	2	7	3	2	9	15	10	2	15	2	17
Pointe Michel	25	6	20	12	6	26	30	15	7		2	100
South East												
Delices/Boetica	13	2	9	2	2	13	18	2	2			10
Morne Jaune	10	2	5	2		5			2			10
La Plaine	16	3	12	4	3	17	16	4	4			15
Bagatelle				3		15						
North												
Portsmouth	18	3	8	6	6	15	12	6	4		1	15
Dublanc	8	2	8	3	2	8	12	3	3		1	10
Penville		6		10	1	20			10	20		
Cottage	20	3	12	3	3	20	12	3	3		1	20
North East												
Calibishie	16	3	12	4	2	10	12	9	4	12	2	15
Kalinago	27	6	23	8	4	20	12	8	6		2	50
West												
Trafalgar	30	2	20	4	2	24	24	9	9		1	30
Wotten Waven	12	2	10	2	2	10	12	3	3			15
Morne Prosper		4		6	2			6	6			
Collihaut		2		6		20	24		4			20
Tarreau	6	1	4	3	2	11	12	1	2			10
Mero	5	1	6	4	2	5	6	1	2			6

Communities	Safety Helmets	Pick Axes	Boots	Rakes	Wheel barrows	Safety Vests	Gloves	Shovels	Cutlasses	Socks	Bolt Cutter	Dust Masks
Layout	10		6	3	2	11	12	1	2	12		12
Total	279	65	220	109	55	319	313	103	92	59	13	471

Table 9: Additional Equipment Requirements identified by workers:

Item	Comments
Gloves	There is a definitely need for more gloves, as this has been noticed by the consultant on several monitoring visits; Some workers expressed dissatisfaction with the quality of the gloves, claiming that they wore out quickly.
Traffic cones	This is an item that was not part of the original list but is needed, for the safety of the workers whilst doing work along roadsides.
Brush cutters – and spare parts (twines)	Not part of the original list of equipment, however in more than one community, some workers indicated that they utilised their personal equipment, and were not compensated for same in terms of the cost for repairs/wear and tear.
Chainsaw and spare parts	Not originally on the NEP’s list of equipment, but is required
Visibility vests	
Pick axes	
additional boots,	This is particularly relevant for women workers as the consultant observed several female workers with inappropriate shoes such as slippers. The boots purchased seemed to be larger/men’s sizes. More than one female worker expressed a desire for ankle high boots, as opposed to mid-calf/or below the knee.
additional T-shirts and caps	Most workers were provided with one T-shirt and one cap; however there seemed to be a shortage of caps and not all persons received. Also workers cannot be expected to wear the same shirt every day so they requested additional t shirts in darker colours (to hide stains).
Cutlasses and files	
Helmets	
Garden rakes	Specifically those that are of a more flexible material, as they work better along the road side (i.e., hard surfaces)
Stickers with UNDP/donor logos	Not equipment, but necessary for visibility (to be placed on some equipment like helmets and wheelbarrows)



4.4 Beneficiary Registration Form

1. Name (First name, surname)	2. Date of Birth (DD/MM/YY)																																																																
3. Address:	4. Telephone:																																																																
	5. Email:																																																																
	6. Gender: Male () Female ()																																																																
7. How Many persons are there in your household? ()	8. Are you the sole income earner? Yes () No ()																																																																
9. How long have you been working for the NEP?																																																																	
10. List below the relationship, age, and whether they are dependent on you, whether they are separately employed																																																																	
<table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="width: 30%;">Relationship</th> <th style="width: 10%;">Age</th> <th style="width: 20%;">dependent on you for income?</th> <th style="width: 10%;">employed?</th> <th style="width: 15%;">Has a separate income?</th> <th style="width: 15%;">Works with NEP?</th> </tr> </thead> <tbody> <tr> <td style="text-align: left;"><i>e.g. Daughter/husband</i></td> <td>25</td> <td>No</td> <td>yes</td> <td>Yes</td> <td>No</td> </tr> <tr><td>1.</td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>2.</td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>3.</td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>4.</td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>5.</td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>6.</td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>7.</td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>8.</td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table>						Relationship	Age	dependent on you for income?	employed?	Has a separate income?	Works with NEP?	<i>e.g. Daughter/husband</i>	25	No	yes	Yes	No	1.						2.						3.						4.						5.						6.						7.						8.					
Relationship	Age	dependent on you for income?	employed?	Has a separate income?	Works with NEP?																																																												
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Thank you for your Time!

