



PROJECT DOCUMENT
[Bahamas]

Project Title: The Abaco Hurricane Shelter/Community Centre Project

Project Number: 00136301

Implementing Partner: Disaster Reconstruction Authority (DRA)

Implementation Modality: Full National Implementation Modality

Start Date: 1 July 2022 **End Date:** 30 September 2023

PAC Meeting date: 27 May 2022

Brief Description
<p>On the 1st of September 2019, Hurricane Dorian made landfall in The Bahamas as Category 5, leaving devastating loss of life and large-scale destruction of assets and infrastructure in its wake, especially on the northern islands of Abaco and Grand Bahama. Considered as a historically powerful hurricane, the strong winds and intensive rain remained in the country for 36 hours with widespread destruction. Climate models show that more severe hydrometeorological events will impact the Caribbean particularly the most vulnerable economies and displacing communities. The United Nations Development Programme, Multi-country Office in Jamaica through financing from the Government of India will support the Government of Bahamas in strengthening its resilience to the impacts of hurricanes through the construction of a Multi-Purpose Community Shelter in the Abacos. The project will be directly implemented by The Disaster Reconstruction Authority in conjunction with the Office of the Prime Minister and the Ministry of Public Works.</p>

<p>Contributing Outcome (UNSDCF, CPD, RPD):</p> <p>MSCDF Outcome 5: Caribbean people, communities, and institutions have enhanced their adaptive capacity for inclusive, gender responsive disaster risk management and climate change adaptation and mitigation.</p> <p>CPD outcome: Outcome 4.1: Policies and programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy in place.</p> <p>Indicative Output(s) with gender marker¹:</p> <p>CPD Outputs : Output 3.2: Disaster management authorities have strengthened systems to enable gender-responsive and risk informed development investments, including for response to and recovery from crisis</p> <p>Gender Marker: GEN1</p>	Total resources required:	US \$2,234,000	
	Total resources allocated:	UNDP TRAC:	
		Donor: India UN Partnership Fund	US \$1,000,000
		Donor: Pledge Fund	US \$138,000
		Government: Government Co-financing	US \$1,096,000
		In-Kind:	
	Unfunded:		

Agreed by (signatures)²:

Government	UNDP	UN RCO	Implementing Partner
Permanent Secretary Carl Smith Disaster Preparedness Unit, Office of the Prime Minister	Denise Antonio UNDP Resident Representative	Garry Conille UN Resident Coordinator	Chairman H. Alex Storr Disaster Reconstruction Authority
Date: 31/05/2022	Date: 31/05/2022	Date: 31/05/2022	Date: 31/5/22

¹ 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)

² Note: Adjust signatures as needed

DEVELOPMENT CHALLENGE

Bahamas has a human development index (HDI) of 0.814 positioning the country in the very high human development category. Despite many areas of progress, the Bahamas continues to be faced with several challenges, which have been exacerbated by the COVID-19 pandemic and the ongoing recovery from the Hurricane Dorian in 2019 which threatens to hinder development gains. These include undesirable levels of poverty, gaps in human rights, social exclusion, gender based violence, rising unemployment and an increase in challenges concerning the environment and climate change. Developmentally, there is a substantial distinction between the islands of New Providence, Grand Bahama and the rest of the country, known as the Family Islands¹. Most of the Bahamas' population and economic activity is situated in coastal areas, leaving communities, assets, and infrastructure highly exposed to hydrometeorological hazards. The geographical characteristics of the Bahamas and its dispersed population in the Family Islands complicates coordinated efforts for disaster planning and recovery. The coordinated disaster response is also heavily impacted by the varying poverty rates across the islands. With a population of approximately 350,000, the most inhabited islands in the Bahamas are Grand Bahama and New Providence, the administrative capital. The 2013 Household Expenditure Survey² indicated an overall poverty rate of 12.5% in the Bahamas but was higher in the Family Islands (17.2%) than in New Providence or Grand Bahama. Island-specific poverty rates were not provided in the most recent survey conducted. However, in 2013, a Poverty Map³ of the country was created using data from the Household Expenditure Survey 2006 and Housing and Population Census 2010. That analysis displayed an overall incidence of poverty calculated at 7.1%, however this figure increased exponentially when looking specifically at the Abacos (14.4%). This may be partially due to the larger proportion of Haitian migrants living in the Abacos (26% according to the 2010 Census, compared to 11.1% nationally). In 2013, Haitians migrants were three times more likely to be living in poverty than those not identifying as Haitian (37.7% versus 12.5%), thus raising the overall vulnerability of the Abacos' population.

Located in the Atlantic hurricane belt with eighty per cent of its landmass lying within 1.5m above sea level, the Bahamas is comprised of some 700 islands and dispersed over 800 square kilometers of ocean (ECLAC, 2021). The Bahamas's location, geology and geography make the island highly exposed to several natural hazards with the country experiencing an increase in the frequency and intensity of climate and weather-related events impacting climate sensitive industries and vulnerable communities. The Bahamas is a high-income service centric economy heavily dependent on tourism services. While its GDP has risen steadily over the past three decades, there was an unprecedented fall in GDP in 2020. As a result, the economy registered a downward trend and is expected to further contract due to COVID-19 pandemic and Hurricane Dorian recovery.

Gender inequality and gender-based violence remain challenges in The Bahamas. These challenges are further exacerbated by extreme weather events and climate change. Disasters such as Hurricane Dorian tend to displace

¹ Abaco, Andros, Bimini, Eleuthera, Long Island, and Cat Island, collectively known as the Family Islands

² Department of Statistics. The Bahamas 2013 Household Expenditure Survey. 2016.

³ Otter T and Barría CV. BAHAMAS CENSUS-BASED POVERTY MAP: Strata and District Level Results. August 2013

persons, disproportionately impacting vulnerable groups, including women and girls, LGBTQIA+ persons and female Haitian migrants. Globally, men and women face differentiated burdens associated with increasing frequency of extreme weather events and other climate change impacts. Women and girls bear the responsibility for unpaid household work, this becomes increasingly time-consuming given climate impacts on water availability and food production. In the aftermath of disasters, women carry out most of the care and reproductive work. As a result, women have less time for paid employment and “participate in community decision-making, gain knowledge on adaptation strategies, or invest in new resilient livelihoods” (UNDP, 2020). Women, the elderly, and children are also the most vulnerable among the population. Women account for 48.3%, whilst the elderly and children account for 6.1% and 27.2% of the population, respectively. The socioeconomic data indicate that women are disproportionately impacted by hurricanes as they have access to fewer resources to prepare for weather events. They also have the added responsibility of caring for their children, aging parents, and other family members, including Persons with Disabilities. Children are also considered one of the most vulnerable populations as they account for 30.5 percent of the population below the poverty line.

Caribbean Small Island Developing States (SIDS), such as the Bahamas are more vulnerable to exogenous shocks. The 1992 United Nations Framework Convention on Climate Change (UNFCCC) drew special attention to SIDS with low-lying coastal areas, indicting the increased risk to sea level rise, changing rainfall and temperature patterns and extreme weather events. In September 2019, the Bahamas was directly impacted by Hurricane Dorian, which has been recorded as one of the strongest Category 5 Atlantic hurricanes in history. While the hurricane impacted the entire archipelagic state, islands in Northern Bahamas have been disproportionately impacted. Damage and flooding on the islands of Grand Bahama and the Abacos resulted in widespread loss of lives, homes and livelihoods. Hurricane Dorian is not an isolated occurrence, but the latest example of recurrent extreme climate events that have changed the Bahamian landscape and impacted its economy. Since 2005, the Bahamas has been impacted by four major storms. The most notable impact being the economic decline, as evidence by the Bahamas’ debt increasing by 33 percentage points in 2007, from 32% to 65% of the island’s GDP. The Inter-American Development Bank determined that hurricane Dorian resulted in \$3.4 billion in damage with an estimated loss of seventy (70) lives, and more than two hundred people missing. Moreover, natural disasters have exacerbated the country’s national budget and plans within the social and economic sectors impacting National Development priorities. The Government of Bahamas recovery efforts have been comprehensive and centres on strengthening local resilience and capacity to plan, respond and recovery from extreme weather events. A key strategy to improving the resilience of the Bahamas is the provision of suitable shelters to safeguard residents from the impacts of disasters.

According to the Government of The Bahamas 2010, the Abacos accounted for 4.9% of the national population with 17,224 residents. The majority of the island’s population was dispersed among the settlements that constitute Central Abaco, the area most affected by Hurricane Dorian. The 2020 IDB Report on the impacts of Hurricane Dorian estimates that of the 6,331 dwellings and public structures impacted in Abaco, 27.6 percent of dwellings and public structures were decimated, 46.6 percent had significant structural damage, 15.5 percent had minor damage and 10.3 percent had

minimal damage⁴. Table shows categories of house damage in the most impacted settlements in the Abacos. This includes the destruction of furnishing, appliances, and miscellaneous equipment. Level 1 shows the number of homes with no significant damage and the structure is habitable. Level 2 contains the number of homes that are usable and are habitable with urgent temporary mitigation. Level 3 shows homes with major damage with an unusable structure but can be repaired. Level 4 refers to structures that are destroyed, not usable and cannot be repaired (must be cleared and rebuilt). The high level of damage indicated throughout the Central Abaco and Cays area, indicated the extreme need for a Category-5 rated hurricane shelter in that area in order to protect loss of life. Most impacted homes fell under the category of catastrophic level of damage.

Table 1: Damaged Homes - Abaco⁵

Area	Houses with no Damage	Level of Damage				No. of Damaged Houses
		Level 1	Level 2	Level 3	Level 4	
Treasure Cay	200	56	84	270	126	536
Central Abaco	127	315	472	1446	1125	3358
North Abaco	854	65	97	137	90	389
Hope Town	614	187	281	934	614	2016
South Abaco	77	-	-	31	-	31
Totals	1871	623	934	2819	1955	6331

Source: United Nations and Inter-American Development Bank (2020)

Disaster Preparedness and Response

The Bahamas has robust policy and legislative framework for Disaster Response Management. The Disaster Preparedness and Response Act 2006 (amended in 2011) frames the country's mitigation of, preparedness for, response to, and recovery from emergencies and disasters. Following the devastation from the Hurricane, the Disaster Reconstruction Authority (DRA) was established in the Bahamas under the Disaster Reconstruction Act 2019. In order to ensure the construct post-Dorian is disaster-responsive, the Bahamas has developed improved and modernized building codes and hard engineering structures demonstrating a commitment to resilience programming.

⁴ Zegarra, MA et al. Impact of Hurricane Dorian in The Bahamas: A View from the Sky. TECHNICAL NOTE No IDB-TN-1857. January 2020.

⁵ <https://publications.iadb.org/publications/english/document/Assessment-of-the-Effects-and-Impacts-of-Hurricane-Dorian-in-the-Bahamas.pdf>

Notwithstanding, the passage of Hurricane Dorian demonstrates national and sub-national needs for strengthening, particularly related to the enforcement and verification of compliance with building codes in the Family Islands. Prior to Hurricane Dorian, the Abacos did not have a shelter suitable to withstand major hurricanes. The islands collectively had thirteen (13) official shelters with a capacity to provide housing to 1,676 people (9.7% of the population). These shelters included: nine schools; two churches; and two community halls. One such emergency shelter was the Central Abaco Primary School, that could house approximately 10,000 persons, however, only 438 persons were housed during the storm. This shelter suffered severe damages, resulting in an evacuation during the storm. An additional 3,000 persons sought shelter for two days at the Government’s Administrative Complex and the main clinic in Marsh Harbour⁶. Post-Dorian, the islands now house seven structures with a capacity to provide shelter for 1,200 persons whilst the remaining shelters are undergoing repairs or awaiting funding.

Table summarizes the damage sustained by the various hurricane shelters throughout Abaco during Hurricane Dorian.

Table 2: Building properties and Damage during Dorian for Abaco Emergency Shelters

Name	Roof Type	Beams	Windows	Shutters	Shutter Condition	Damage during Dorian
Central Abaco Primary School, Dundas Town	Gable, Shingles	Timber	No glass, Louvred	Metal Shutters	Destroyed	Catastrophic damage to roofs, windows, doors, evacuated
Abaco Central High School, Murphy Town	Gable, Shingles	Timber	No glass, Louvred	Metal Shutters	Destroyed	Catastrophic damage to roofs, windows, doors, evacuated
Sandy Point Community Centre	Gable, Shingles	Timber	Plain Glass	Yes	Adequate	Minor roof & window damage
Crossing Rocks Primary School	Gable, Shingles	Timber	No glass, Louvred	Metal Shutters	Adequate	No damage
Assemblies of God Church, Cherokee Rocks	Gable, Shingles	Timber	Plain Glass	No	Insufficient	Minor roof & window damage
Amy Roberts School Green Turtle Cay	Gable, Shingles	Timber	Plain Glass	Some	Destroyed	Significant damage to roofs, windows, doors

⁶ Marsh Harbour, the main settlement, accounts for approximately sixty percent (60%) of the population in the Abacos.

Faith Walk Church of God, Coopers Town	Gable,	CGI Timber	Plain Glass	No	Insufficient	Minor roof & window damage
Pink Church (Haitian), Treasure Cay	Gable, Shingles	Timber	Plain Glass	Yes	Adequate	Minor roof & window damage, significant flooding
Casuarina Point Fire Station & Town Hall	Gable, Shingles	Timber	Plain Glass	No	Insufficient	No damage
Man-O-War Public Primary School	Gable, Shingles	Timber	Plain Glass	No	Insufficient	Significant roof & window damage
Hope Town Community Centre	Gable, Shingles	Timber	Plain Glass	Yes	Adequate	Significant damage to roofs, windows, doors, evacuated
Great Guana Cay All Age School	Gable, Shingles	Timber	Plain Glass	Yes	Adequate	Significant damage to roofs, windows, doors, evacuated
Moore's Island All-Age School	Gable, Shingles	Timber	No glass. Louvred	Metal Shutters	Adequate	Significant roof & window damage
Soul Seeking Ministries Moore's Island	Gable, Shingles	Timber	Plain Glass	No	Insufficient	Minor roof & window damage
Bahama Palm Shores Fire Station	Gable,	CGI Timber	Plain Glass	Yes	Excellent	No damage ⁷

I. STRATEGY

The project **objective is to support the reduction of disaster and climate risks in the Bahamas through strengthening the country's capacity to provide increased access to resilient shelters during climate events.** The intent is to support the Government of Bahamas with the construction of a community shelter in the Abacos to ensure the protection of individuals threatened by natural disasters. The project's theory of change, assumes that if investments are made in building resilient shelters and is coupled with the Government's ongoing implementation of national and subnational

⁷ <https://kmhub.iom.int/sites/default/files/publicaciones/bahamas - hurricane season 2020.pdf>

disaster risk reduction strategies and plans, then, the Bahamas would have improved disaster and climate risk capacity to prepare and recover from disaster events.

In designing the proposed shelter, focus will be placed on applying resilient designs and construction practices to Build Back Better (BBB) in the construction sector, ensuring more robust and resilient buildings. Capitalising on the momentum and awareness created by the devastating impacts of Hurricane Dorian, this intervention will be a critical part of the national dialogue for a policy change regarding responsive disaster risk resilience.

The project will be implemented by the Disaster Reconstruction Authority (DRA), which oversees the reconstruction process in partnership with the Ministries of Public Works, Office of the Prime Minister, National Emergency Management Agency, Ministry of Finance, and other agencies. UNDP in coordination and close collaboration with the national authorities will support with technical supervision and ensure the achievement of the intended results.

In order to ensure the effectiveness and sustainability of the initiative, the project will be build on the findings of the UNDP Building Damage Assessments (post Dorian) and BBB approach . The project strategy will ensure that:

- i. **Prioritised Interventions are Advanced:** The Government has cited the need for a Hurricane Shelter in Central Abaco. Given the lack of any dedicated Hurricane Shelters the Abacos and the ongoing rebuilding efforts following Dorian, the construction of this shelter is paramount. This facility will also serve as a Community Centre during non-Hurricane times, acting as a multi-use recreational facility for the residents of Central Abaco. The Community Center will provide space for community activities; public gatherings; educational, craft and other recreational activities; administrative support; food and beverage (storages, preparation, serving, clean up); sanitary accommodations, and laundry facilities.
- ii. **Technical assistance and supervision leveraged:** The construction of all aspects of the Abaco Hurricane Shelter and Community Centre will be in accordance with the Bahamas Building Code and additional resilient and sustainable building components for hurricane-responsive shelters.

The project will ensure technical assistance is provided through the supervision of engineers and architects to enforce the building codes as well as through the utilization of safe construction techniques, planning quantities of materials that will required for repairs and conducting monitoring visits. UNDP has supported the Ministry of Public Works and the DRA in the operation of a Technical Assistance Centre following Hurricane Dorian and has provided webinar training series on Resilient Building techniques as well as construction of a model home frame in Abaco. UNDP worked on the ground immediately following Dorian to complete the Building Damage Assessment and has developed experience with the nature of the sector as it evolved during the recovery and reconstruction phases. These experiences and technical knowledge will be leveraged to ensure the achievement of the project results.

iii. **Quality purchases:**

Procurement of Personal Protective Equipment (PPE), other equipment and reconstruction materials: The use of good quality and safe constructions materials is crucial for the BBB approach. Reconstruction materials and tools will meet national requirements according to the revised standards, and will be purchased utilising the following criteria:

- **Best Value for Money:** which consists of the selection of the offer that best meets the end-users' needs and that presents the best return on investment. Best Value for Money is the result of several factors, including quality, experience, the vendor's reputation, life-cycle costs and benefits, and parameters that measure how well the good or service allows the organisation to meet its social, environmental, or other strategic objectives.
- **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.
- **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 absolutely necessary to achieve UNDP development goals

iv. **Quality assurance:** UNDP in it's oversight capacity will be support the Implementing Partner ensuring the project results are achieved and delivered aligned to the UNDP's standards for quality, these include:

- Access to the site during working hours.
- Regular site visits - random visits 2 or 3 times a week to walk the site and observe on going work.

- Inspections – more formal visits at key points to check placement of re-bar, observe the placement of concrete etc.
 - At least two visits by UNDP engineers to the site, ideally around the completion of the foundation and near substantial completion.
- **Building on prior UNDP experience and partnerships:** UNDP’s support will be anchored in the resilience-based approach as expressed in UNDP’s Strategic Plan 2018-2021. This involves supporting resilient building, creating gender-balanced 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 take into account that UNDP has gained vast experience previously in similar sectors and has drawn many lessons learned during these responses such as:

- Use of good quality construction materials.
- Good installation techniques promoting building back better
- Build back better to avoid replicating vulnerabilities and promote resilience
- Knowledge management and experience exchange among countries is very enriching

The Abaco Centre will be the first dedicated Hurricane Shelter in The Bahamas capable of withstanding a major hurricane. While, shelters are typically churches, schools, and auditoriums, with the increased intensity and frequency in storms – due to climate change – improved structures are necessary as evacuations are a necessary response. The current shelter facilities are challenged by space and capacity to withstand a Category 5 storm as evidenced by the previous response. The project will therefore be deployed in The Abacos, which was most affected by Hurricane Dorian and is need of resilient infrastructure and investment. The Abaco Centre will therefore serve as a multi-functional disaster-responsive shelter and community centre for the islands of Central Abaco. This 10,000 square foot multi-use recreational facility will be located in a Central Abaco community, the Central Pines Subdivision. The construction of the shelter will be co-financed by the Government of Bahamas and the India-UN Development Partnership Fund.

Identification of Siting Criteria

There was several site considerations when determining the location of the Abaco Centre. A preference analysis was done using a list of criteria to determine the most suitable area that could fulfill the intended purpose of the Abaco Centre. These criteria were of equal importance and detailed in the tables below.

Table 3. Preference Criteria for Site Selection of Disaster Responsive Shelter and Community Centre

Criteria	Variable	Description
Proximity to Islands in Central Abaco and Major Travel Ports	<ul style="list-style-type: none"> ● Location closest to large population centre ● Located in a central part of the Abaco islands ● Location closest to the ferrying point for residents transiting from adjacent cays ● Location closest to airports and port facilities 	The closer sites are better to reduce transportation costs.
Proximity to Social and Emergency Facilities	<ul style="list-style-type: none"> ● Location closest to utilities (power generation and potable water facilities) 	The closer sites will reduce allow the Government to be

	<ul style="list-style-type: none"> • Location closest to medical facilities • Location closest to law enforcement • Location closest to food and pharmacy vendors • Location closest to telecommunication resources 	more responsive to related emergencies during the Centre's use.
Proximity to Competent Geology and Geography	<ul style="list-style-type: none"> • Location on competent limestone bearing geology • Location on high ground 	The site should be farther away from environmentally sensitive areas and reduce conflict with sensitive land use .

Table 4. Criteria for Disaster Responsive Construction with suitability factors for the most vulnerable populations

Responsiveness Criteria	Variable	Description
Persons with Disabilities (PWDs)	<ul style="list-style-type: none"> • Accessible to PwDs including those with physical and visual impairments • Accessible to those with limited mobility such as the elderly . 	In compliance with National Commission for Persons with Disabilities building accessibility requirements .
Youth Engagement	<ul style="list-style-type: none"> • Hard Surfaces including walking paths . • Multiple Exterior Spaces . 	The Centre should have these spaces to house recreational facilities for youth engagement such as playgrounds, basketball, volleyball, tennis, etc.
Community Engagement and Development	<ul style="list-style-type: none"> • Sanitary Accomodations • Food and Beverage Storage • Laundry Facilities 	The Centre should have these spaces to host activities; public gatherings; educational activities; and hobby and craft activities.
Disaster Risk Reduction	<ul style="list-style-type: none"> • Independent Power/Energy Source (including access to cooking gas) • Access to Potable Water • Conversion-Ready Facilities for: <ul style="list-style-type: none"> a. Medical Use 	In compliance with disaster responsive construction that can withstand a Category 3 Hurricane, or higher.

	<ul style="list-style-type: none"> b. Mass Feeding c. School/Education d. Command Centre e. Accommodations 	
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Table 5. Selected Construction Materials and Methods

Construction Materials Criteria	Variable
Structural Resilience and Storm Resistance Design	<ul style="list-style-type: none"> • Reinforced Concrete/Concrete Blocks • Truss Systems (Timber, Light Gauge Steel, Structural Steel)
Storm-Resistant Windows and Doors	<ul style="list-style-type: none"> • Impact Windows • Shuttering Systems • Wind-resistant installations
Interiors	<ul style="list-style-type: none"> • Traffic resistant and loading appropriate specification • Flooring, wall and ceiling finishes • Equipment specifications consistent with environmental and performance expectations
Inclusion-Oriented Equipment and Accommodations	<ul style="list-style-type: none"> • Accommodations for speciality for cremains, woodwork, photography, robotics, martial arts, gymnastics and weight training equipment

II. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Expected Results

The project objective is to support the reduction of disaster and climate risks in the Bahamas through strengthening the country's capacity to provide increased access to resilient shelters during climate events. Specifically the project the UNDP Multi-Country Office will support the Government of the Bahamas in the construction of a hydrometeorological resilient Hurricane Shelter and Community Centre in Central Abaco. The project will be advanced through one primary output as follows:

Output 1: Hurricane-safe shelter built employing the build back better approach

The aim of this output is to strengthen the Bahamas "Build Back Better" (BBB) Initiative using a targeted approach. Through the oversight of technical experts in the UNDP and DRA, construction completed will be robust and responsive to the needs of Bahamian citizens and provide protection for residents of Central Abaco before, during and after a storm. The activities included in this output will be guided by the recommendations and needs identified through consultations with the Government; the Resilient Recovery Project Coordinator and the completed BDA. This will be complementary to other initiatives on going in The Bahamas and in coordination with other development partners active in the Hurricane Dorian rehabilitation process.

The project will support the recovery process in key infrastructure sector ensuring BBB approach which includes the enforcement of building codes, use of adequate construction materials, the application of proper building construction techniques and communication with the affected population about the process.

The design and planning of project implementation will feature coordination with other donor partners to facilitate improved cohesion.

Resources Required to Achieve the Expected Results

The project investment is primarily financial resources for the construction and of the shelter. Human and institutional resources for provision of technical services from UNDP and the Government entities will also be required to support quality assurance and timely completion of the project. The primary financial investment of the project will be for the procurement of materials, and payments to the awarded contractor. India-UN Development Partnership Fund and the Government of Bahamas will co-fund the construction of the Abaco Shelter.

Partnerships

The project will be implemented by the national authorities, particularly the Disaster Reconstruction Authority in partnership with the Ministries of Public Works, National Emergency Management Agency and Office of the Prime Minister. Due to the nature of this project, consultations with local stakeholders, beneficiaries and other IDPs will be advanced to the extent possible to support the achievement of the project results.

Risks and Assumptions

There are multiple risk factors associated with this project, due to the ongoing impact of Hurricane Dorian and the unpredictable nature of COVID-19 which has impacted construction projects globally in a number of ways. Dorian resulted in widespread destruction of houses and infrastructure, leading to shortages in numerous building materials and labour shortages in the construction sector. These are still ongoing and costs of the project have been impacted as a result. COVID-19 has further exacerbated these challenges, with ongoing restrictions in terms of lockdowns and curfews, and increases in the costs of shipping and materials as the world's supply chains have seen impacts of the pandemic. The risks associated with the project are further detailed in the Annex 3: Risk Log.

A number of key assumptions when considering the project activities would include:

- The materials needed for the construction of the shelter can be easily sourced and transported to the Abacos within a reasonable time frame
- The Disaster Reconstruction Authority will frequently liaise with the UNDP Multi-Country Office to ensure quality assurance and guarantee the requisite project activities are completed
- The UNDP Multi-Country Office can and will provide the technical support and oversight needed as well as the engineering expertise to ensure the buildings are up to code
- The materials used for the construction of the shelter would ensure the building is responsive to hydrometeorological hazards
- The constructed building would allow for inclusive considerations for elderly, persons with disabilities and other vulnerable populations
- The structure will be erected in a timely manner that would allow for a strengthened response from the government when the next natural disaster occurs
- The construction of the shelter will lead to a strengthened response from the Government of the Bahamas consistent with the BBB approach and disaster-responsive construction
- The construction of the shelter will not lead to significant environmental degradation as considerations around the environment will be taken throughout the building process

Stakeholder Engagement

The project responds to an urgent local need within the Abacos for the provision of a resilient shelter, The DRA and relevant Government entities would have engaged with local stakeholders and partners in the conceptualisation, development of the project. It is expected that the DRA will directly engage stakeholders guided by the organisations Communication & Engagement Strategy for the construction project. Further a participatory and inclusive decision making process will be advanced by the DRA with technical support from UNDP in engaging stakeholders. Due to the

COVID-19 pandemic and restrictions on movement, stakeholder engagement will be delivered via virtual platforms and blended forums where possible. The DRA will utilise suitable channels and methodologies to advance robust communication with beneficiaries of the project.

- *Target Groups: Residents of the Abacos, Government Ministries Departments & Agencies, Haitian Population and other minority groups, women, youth and Persons with Disabilities*

Construction projects present inherent social and environmental risks which require mechanisms to be established to address Grievances. In line with UNDP standard procedures, the Project will set up and manage a grievance redress mechanism (GRM) as recommended by UNDP (2014) that would address project affected persons' (PAP) grievances, complaints, and suggestions. The GRM will be managed and regularly monitored by the DRA and oversight of the Project Steering Committee. The grievance mechanism will be finalized during the inception phase and detailed in the a Stakeholder Involvement Plan.

The intent of the GRM is to (i) receive and address concerns, complaints, emerging situations or conflicts, grievances and any harm arising from the project; (ii) assist in resolution of grievances between and among stakeholders, including project implementing agencies; and (iii) ensure flexibility, transparency and collaboration with the aim of problem solving and consensus building.

The functions of the GRM would be to: (i) receive, log and track grievances; (ii) provide regular updates on grievances resolution; (iii) engage all necessary stakeholders to facilitate grievance resolution; (iv) propose solutions to resolve grievances in a defined timeframe (around 60 days); (v) recommend possible precautionary measures to avoid the more common grievances; (vi) make available bi-annual reports on grievances and resolution measures via easily accessible public website; (vii) Increase awareness, accessibility, transparency and credibility to the GRM process; (viii) collaborate with partner institutions and CSOs to increase awareness to the GRM and its access; (ix) ensure continuing education of project entities to laws and policies related to GRM; and (x) monitor grievance resolutions and solutions.

Management of GRM: The GRM will be managed by DRA

Communicating a Grievance through multiple locations and channels from grassroots level up to the National Level:

A simplified system of informing about the grievance redress system and also actual management of grievances will be developed under the project. Multiple ways (manual as well as virtual) of submitting complaints or suggestions at various levels will be provisioned in the project. Grievances and suggestions will reach the DRA in person, via mail, email, via special page of the Project website, and phone. These channels will be locally-appropriate, widely accessible, and publicized in written and verbal forms on all project communication materials, and in public locations in the project areas. Since the project will be dealing with local community members, natural resources based small entrepreneurs and producers of non-farm products and services at the local level, they will be facilitated to communicate their problems through their collectives like CBOs, NGOs, community groups, etc. They will also be able to communicate directly to the DRA. The DRA **will be responsible for the functioning as an interface for the grievance redress mechanism.**

Process of informing and registering grievances at various levels: All grievances will be registered by the DRA. The complaint will be assigned a unique tracking number upon its submission. The DRA will maintain a database with full information on all submitted complaints, responses taken and solutions of the problems.

Complaint Resolution System: A clear system of complaint resolution will be developed to ensure timely resolution of grievances of the stakeholders. The grievances of the stakeholders will be of different types therefore the grievance will be classified into three types -

- Local level problems related to compensation/payments etc.
- Project implementation related problems
- Grievances / Problems that require policy decisions/decisions

Procedures will be developed and observed, and personnel will be assigned to handle the grievances. DRA will follow nationally developed clear and strict grievance redress procedures and assign responsibilities. Difficult situations and conflicts will be brought to the attention of DRA and UNDP CO if the local entities are unable to find appropriate solution.

Repository of grievances and solutions and sharing it on the project website: A repository of all the grievances received from the different stakeholders will be maintained at DRA for monitoring and evaluation purposes and also for learning. The grievances and their solutions will be shared through the project website so that each province will be able to learn from the other. This aspect will be facilitated through Outcome 3 relating to communication and knowledge sharing. Further, this information will be used to assess trends and patterns of grievances across the project landscapes and for monitoring and evaluation purposes.

Maintaining Communications and Status Update and provision of feedback about the compliance of grievances: A system of giving feedback will be developed to give responses to all registered grievances. DRA will provide feedback by contacting the complainant directly or their community representatives so that complainants are aware about the status of their complaint. Once some decisions/actions are taken on the complaint, the complainant will be informed about the same. If complainants are not satisfied with DRA response to their grievance, they will be able to appeal to the UNDP CO via mail, e-mail or the Project website.

Investigation and Consensus Building: (i) within one week of receiving a Grievance, the implementing partner will notify the relevant manager of the GRM of the receipt of the grievance; (ii) the relevant manager of the GRM will identify a specific team of individuals to develop a response to the Grievance; (iii) this team will engage the Complainant and any other relevant Stakeholders deemed appropriate, to gather all necessary information regarding the Grievance; (iv) make a request to the appropriate institutions for any information (documents or otherwise) relevant to resolving the Grievance and avoiding future Grievances of the same nature; (v) convene a meeting with relevant individuals and credible local institutions as needed; (vi) develop a thorough understanding of the issues and concerns raised in the

Grievance and facilitate consensus around a proposed solution and way forward; and (vii) seek any advice required to resolve the Grievance (viii) obtain consensus on how the proposed resolution will be monitored and evaluated by all parties.

Making proposed actions and solutions public and overseeing implementation: Communicate to the Complainant proposed actions or resolutions and clearly articulate reasons and basis and way forward, and suggest alternative options if the Complainant is not satisfied with the proposed actions.

Mediation: If mediation is required ensure professional expertise and impartial mediation; ensure mediation in local language; and ensure that mediators are willing to mediate without prejudice to personal relationships and interests.

Monitoring and evaluation: The performance of the GRM will be regularly monitored. All information about the grievances and their resolution will be recorded and monitored. This data will be used to conduct in-depth analyses of complaint trends and patterns, identify potential weaknesses in the Project implementation, and consider improvements. Environmental and social grievances will be reported to the GEF in the annual PIR. The full Social and Environment Screening Procedures (SESP) report is included in Annex 5.

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 comes from the India-UN Development Partnership Fund which is a dedicated facility within the United Nations Fund for South-South Cooperation (UNFSSC). It is supported and led by the Government of the Republic of India, and implemented in collaboration with the United Nations system. This invaluable contribution from the Government of India to The Bahamas' climate resilience will be recognised in project's communications, including at all public and media engagements, as well as through prominent display of the flag, logo or relevant partnership signage at all relevant occasions and opportunities.

In an effort to promote South South Cooperation amongst The Bahamas and other countries, the UNDP global network will be leveraged to access lessons learned and best practices associated with the construction of disaster-responsive buildings in Small Island Developing States.

Building on the ongoing efforts under UNDP's Build Forward Better approach, the UNDP Multi-Country Office will look to engage in regular exchanges and dialogues with other countries that would enable the project to cater to the specific needs and demands of the targeted beneficiaries in order to successfully erect a disaster responsive building. Through the Small Island Developing States (SIDS) Network and organizations such as the South-South Cooperation Assistance Fund, successful practices and experiences in the Global South can be utilized. For example, the project can leverage lessons learnt a project completed in Pakistan that rehabilitated community infrastructure; additionally, a knowledge exchange session could be arranged with a similar project completed in other territories in the Global

South prior to the construction of the building. These SSC sessions have been programmed under Output 1 of the project.

Digital Solutions

The project will focus primarily on the construction of a shelter and will not employ digital solutions in this regard. Where applicable, however, project communications and stakeholder engagement will be facilitated through digital and virtual mechanisms in light of the ongoing COVID-19 pandemic.

Knowledge

Lessons learnt from the project as well the results of the project's implementation will be collected, documented disseminated to enhance sharing of knowledge and visibility of results. The project will utilise both UNDP and DRA's communication and KM strategies and platforms to ensure knowledge is produced and disseminated in a systematic and culturally appropriate manner.

Sustainability and Scaling Up

Sustainability is a fundamental concept in the project design, as local and national capacities and community well-being is central to achieving results. The outputs of this project will have a lasting impact in the continuity of the learning of beneficiaries during emergencies, contributing to durable solutions at community level and the improvement of the shelter itself. As a NIM project, the Government of The Bahamas will lead the project ensuring the scaling up of all activities and the strengthening of government capacities. It will stand as a model for potential roll-out to the other Family Island locations.

III. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

Cost Efficiency and Effectiveness

As the budget for this construction project is fixed, it is imperative that the materials and materials sourced by the implementing agency have a lower whole life cost or total cost of ownership. Components of the whole life cost include the initial design and construction cost, on-going operations and maintenance, parts replacement, disposal cost or salvage cycle and the useful life of the building.

The project will source materials and machineries by employing a procurement process in line with the Government of Bahamas' procurement modalities, the procurement plan will be provided by the government during the Inception Phase of the programme. UNDP will ensure to conduct all quality assurance measures to ensure the modalities used are the most cost-effective. UNDP will also leverage lessons learnt by sharing good practices and other resources with the DRA so that the most and effective efficient tools are used.

Project Management

The DRA will be responsible for the implementation of the project with technical support from the the Office of the Prime Minister and the Ministry of Public Works. A technical officer/project consultant based at the DRA in Abaco to ensure the successful implementation of the project. UNDP will onboard a liaison focal point and engage engineering specialists to provide routine oversight and programmatic assurance. The project will be audited as per UNDP Financial Regulations and Rules and applicable audit policies. Audit cycle and process must be discussed during the Inception workshop.

IV. RESULTS FRAMEWORK⁸

Intended Outcome as stated in the regional Programme Results and Resource Framework: Caribbean people, communities, and institutions have enhanced their adaptive capacity for inclusive, gender responsive disaster risk management and climate change adaptation and mitigation.

Applicable Output(s) from the Country Programme Document: Output 3.2: Disaster management authorities have strengthened systems to enable gender-responsive and risk informed development investments, including for response to and recovery from crisis

Project title and Atlas Project Number: The Abaco Community Shelter | Project Number : 00136301

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE	TARGETS (by frequency of data collection)	DATA COLLECTION METHODS & RISKS			
			Value	Year	2022	2023		
Output 1: <i>Hurricane-safe shelter built employing the build back better approach leveraging South-South cooperation.</i>	1.1 Extent of completion of foundation	TBC	Not started	2021	<i>Completed</i>		<i>Completed</i>	<i>Data collection methods: Observation, stakeholder consultations</i> <i>Risks:</i>
	1.2 Extent of completion of the exterior to belt beam	TBC	TBC					
	1.3 Number of beneficiaries able to use the facility, disaggregated by sex	TBC	0	2022	800	800 (M 396; F 404)	800 (M 396; F 404)	Certification by the National Emergency Management Agency
	-1.4. Number of South-South cooperation knowledge exchanges facilitated by the project	TBC	0	2022	1	1	2	Recorded Minutes from Knowledge Exchange Sessions Knowledge Product Developed

⁸ 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.

V. MONITORING AND EVALUATION

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

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	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. ⁹	Monthly	Slower than expected progress will be addressed by project management.	To be subsumed under the costs of technical team support
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 Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	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.	
Learn	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.	At least annually	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	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 Reports	A quarterly 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 project completion	Quarterly, and at the end of the project (final report)		

⁹ With respect to reporting, the DRA will submit a monthly narrative report to UNDP every month highlighting progress, changes in scope or schedule, or additional challenges. Overall financial status will be submitted quarterly. Given the continued travel limitations present due to COVID-19, it is recommended that regular (bi-weekly) meetings are held via Zoom or Teams, a photolog of site inspections be made available through DropBox or other file sharing site weekly and the daily Site Log be shared on a regular basis, as well as the use of WhatsApp video calls from the site.

Monitoring Activity	Purpose	Frequency	Expected Action	Cost (if any)
	report consisting of a quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.			
Final Evaluation Report	An evaluation report will be done to review the project and assess performance and document lessons learnt throughout the project.	At the end of the project		
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 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.	Twice Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	

Due to the nature of the construction project, the UNDP and the Project Board may request additional monitoring activities to facilitate Quality Assurance and results monitoring. The Disaster Reconstruction Authority will be expected to monitor project activities in line with UNDP policies and procedures. Additional monitoring could be conducted by partnering donor representatives accredited in/for the partner country and, where applicable, UNOSSC as fund manager and secretariat of the Board of Directors.

Within reasonable timeframes and frequency, additional progress updates may be requested as needed from project teams to the fund Secretariat. They may include best available financing delivery figures, description of progress and challenges in project implementation and pictures or other materials on project activities. Projects and small grants may be independently evaluated at mid-term and/or completion, and audited, in accordance with the policies and procedures of UNDP. Projects financial and narrative reports will be summarized, analyzed and incorporated in portfolio-wide reporting for the India – UN Development Partnership Fund. In addition, these will be reflected in the reports of the United Nations Fund for South-South Cooperation.

The project will also ensure visibility and credit to the India-UN Development Partnership Fund for its support to this project. This will be achieved through various communication tools such as: (i) physical notices on the construction sites, (ii) a plaque of acknowledgement on the finished building; and (iii) explicit mention in media engagements. Additionally, the project will seek to actively engage India's representatives in this project through attendance at inaugural ceremonies, or any other ceremonial meetings as well as at any stakeholder or project engagements. The project also commits to ensuring any online media coverage includes the participation and visibility of the India-UN Development Partnership Fund.

EXPECTED OUTPUTS AND RESULT ACTIVITIES	PLANNED ACTIVITIES	PLANNED BUDGET BY YEAR	PLANNED BUDGET BY YEAR	RESPONSIBLE PARTY	PLANNED BUDGET			
		2022	2023		Funding Source	Budget Description	Amount in USD	
Output 1 Hurricane-safe shelter built employing the build back better approach	Activity 1.1. Completion of Foundation with modification and testing	\$335,000	-	DRA	India-UN partnership	72100 – Contractual Services	\$335,000	
	Activity 1.2. Substantial Completion of the Floor Slabs and Roughing	\$94,650	-		India-UN partnership	72100 – Contractual Services	\$94,650	
	Activity 1.3. Completion of the exterior walls and belt beam	\$60,000	\$200,000		India-UN partnership	72100 – Contractual Services	\$260,000	
	Activity 1.4. Completion of the Roof	\$10,000	\$160,000		India-UN Partnership	72100 – Contractual Services	\$170,000	
	Activity 1.5: South-South Exchange and Knowledge Symposium	\$6,000	-	UNDP	India-UN Partnership	75700 – Training, Workshops and Conferences	\$6,000	
	Output Total	\$505,650	\$360,000				\$865,650	
	Project Management Costs							
	UNDP Project Development & Implementation Costs	\$50,500	-	UNDP	India-UN Partnership	71200 – International Consultants	\$50,500	
	Quality Assurance (Travel for Quality Assurance & Monitoring)	\$15,000	\$16,000	UNDP	India-UN partnership	71600 - Travel	\$31,000	
	Communications & Visibility	\$1,000	\$4,000	UNDP	India-UN partnership	74200 – Audio, Visual and Print Production Costs	\$5,000	
	Direct Project Costs	\$10,000	\$8,723.79	UNDP	India-UN partnership	74500 – UNDP Cost Recovery	\$18,723.79	
	Total PMC Cost	\$76,500	\$28,723.79				\$105,223.79	
TOTAL	\$582,150	\$388,723.79				\$970,873.79		

¹⁰ 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

¹¹ 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.

General Management Support (3%)							\$29,126.21
TOTAL (India-UN Development Partnership Fund Resources ONLY)							\$1,000,000¹²

¹² In January 2020, the UNDP Multi-country office in Jamaica supported the Government of The Bahamas' (GoB) in hosting a pledging conference for donor to support the country's recovery efforts from Hurricane Dorian. UNDP received a total of US\$138,000 in donations, which the current Government has asked to be used to offset the cost for the construction of the Abaco Hurricane Shelter and Community Centre.

VI. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Implementing Partner: The implementing partner for this project is the Disaster Reconstruction Authority (DRA) in the Bahamas.

The Implementing Partner is responsible for executing this project. Specific tasks include:

- Project planning, coordination, management, monitoring, evaluation and reporting. This includes providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes and is aligned with national systems so that the data used and generated by the project supports national systems.
- Overseeing the management of project risks as included in this project document and new risks that may emerge during project implementation.
- Procurement of goods and services, including human resources.
- Financial management, including overseeing financial expenditures against project budgets;
- Approving and signing the multiyear workplan.
- Approving and signing the combined delivery report at the end of the year; and,
- Signing the financial report or the funding authorization and certificate of expenditures.

Project Board: All UNDP projects must be governed by a multi-stakeholder board or committee established to review performance based on monitoring and evaluation, and implementation issues to ensure quality delivery of results. The Project Board (also called the Project Steering Committee) is the most senior, dedicated oversight body for a project.

The two main mandatory roles of the project board are as follows:

- a) High-level oversight of the execution of the project by the Implementing Partner.** This is the primary function of the project board and includes annual (and as-needed) assessments of any major risks to the project, and decisions/agreements on any management actions or remedial measures to address them effectively. The Project Board reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, evaluations, risk logs and the combined delivery report. The Project Board is responsible for taking corrective action as needed to ensure the project achieves the desired results.
- b) Approval of strategic project execution decisions of the Implementing Partner** with a view to assess and manage risks, monitor and ensure the overall achievement of projected results and impacts and ensure long term sustainability of project execution decisions of the Implementing Partner.

Requirements to serve on the Project Board:

- Agree to the Terms of Reference of the Board and the rules on protocols, quorum and minuting.
- Meet annually; at least once.
- Disclose any conflict of interest in performing the functions of a Project Board member and take all measures to avoid any real or perceived conflicts of interest. This disclosure must be documented and kept on record by UNDP.
- Discharge the functions of the Project Board in accordance with UNDP policies and procedures.

- Ensure highest levels of transparency and ensure Project Board meeting minutes are recorded and shared with project stakeholders.

Responsibilities of the Project Board:

- Consensus decision making:
 - The project board provides overall guidance and direction to the project, ensuring it remains within any specified constraints, and providing overall oversight of the project implementation.
 - Review project performance based on monitoring, evaluation and reporting, including progress reports, risk logs and the combined delivery report;
 - The project board is responsible for making management decisions by consensus.
 - In order to ensure UNDP's ultimate accountability, Project Board decisions should 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 UNDP representative on the board will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed.
- Oversee project execution:
 - Agree on project manager's tolerances as required, within the parameters outlined in the project document, and provide direction and advice for exceptional situations when the project manager's tolerances are exceeded.
 - Appraise annual work plans prepared by the Implementing Partner for the Project; review combined delivery reports prior to certification by the implementing partner.
 - Address any high-level project issues as raised by the project manager and project assurance;
 - Advise on major and minor amendments to the project within the parameters set by UNDP and the donor;
 - Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily and according to plans.
 - Track and monitor co-financed activities and realisation of co-financing amounts of this project.
 - Ensure commitment of human resources to support project implementation, arbitrating any issues within the project.
 - Review and must endorse any requests for extension of the project timeline, if necessary.
- Risk Management:
 - Provide guidance on evolving or materialized project risks and agree on possible mitigation and management actions to address specific risks.
 - Review and update the project risk register and associated management plans based on the information prepared by the Implementing Partner. This includes risks related that can be directly managed by this project, as well as contextual risks that may affect project delivery or continued UNDP compliance and reputation but are outside of the control of the project. For example, social and environmental risks associated with co-financed activities or activities taking place in the project's area of influence that have implications for the project.

- Address project-level grievances.
- Coordination:
 - Ensure coordination between various donor and government-funded projects and programmes.
 - Ensure coordination with various government agencies and their participation in project activities.

Composition of the Project Board: The composition of the PSC must include individuals assigned to the following three roles:

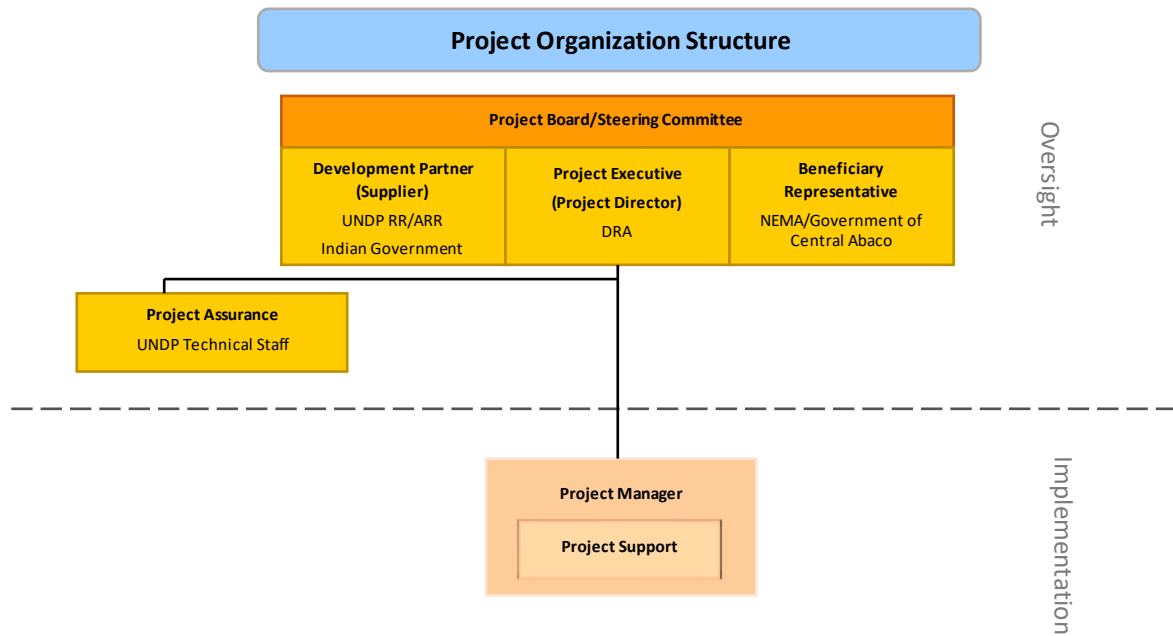
1. **Project Executive:** This is an individual who represents ownership of the project and chairs (or co-chairs) the PSC. The Executive usually is the senior national counterpart for nationally implemented projects (typically from the same entity as the Implementing Partner), and it must be UNDP for projects that are direct implementation (DIM). In exceptional cases, two individuals from different entities can co-share this role and/or co-chair the Project Board. If the project executive co-chairs the project board with representatives of another category, it typically does so with a development partner representative. The Project Executive is: DRA
2. **Beneficiary Representative(s):** Individuals or groups representing the interests of those groups of stakeholders who will ultimately benefit from the project. Their primary function within the PSC is to ensure the realization of project results from the perspective of project beneficiaries. Often representatives from civil society, industry associations, or other government entities benefiting from the project can fulfil this role. There can be multiple beneficiary representatives in a Project Board. The Beneficiary representatives are: NEMA
3. **Development Partner(s):** Individuals or groups representing the interests of the parties concerned that provide funding and/or technical expertise to the project. The Development Partner in this Project is: Denise Antonio, Resident Representative, the United Nations Development Program (UNDP) Jamaica Multi-Country Office and the Indian High Commissioner accredited to the Bahamas, or applicable representative to the Government of India.

Project Assurance: Project assurance is the responsibility of each project board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports the Project Board (and Project Management Unit) by carrying out objective and independent project oversight and monitoring functions, including compliance with the risk management and social and environmental standards of UNDP. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Focal Point. Project assurance is totally independent of project execution.

A designated representative of UNDP playing the project assurance role is expected to attend all board meetings and support board processes as a non-voting representative. It should be noted that while in certain cases UNDP's project assurance role across the project may encompass activities happening at several levels (e.g. global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend board meeting and provide board members with the required documentation required to perform their duties. The UNDP representative playing the main project assurance function is: Kimberley Wilson, Programme Analyst, Monitoring and Evaluation, UNDP Jamaica Multi-Country Office. Further technical/engineering oversight will be provide by UNDP experts based in the Regional Office and HQ.

Project Management – Execution of the Project: A technical officer within the DRA will be responsible for the overall day-to-day management of the project on behalf of the Implementing Partner, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants, and sub-contractors. The technical officer

typically presents key deliverables and documents to the board for their review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk registers. UNDP will onboard a local liaison officer to provide oversight of the project’s implementation in Bahamas. The technical officer is expected to attend all board meetings and support board processes as a non-voting representative.



VII. 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 Bahamas and UNDP, signed on 12 July 1974. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by the Disaster Reconstruction Authority (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

VIII. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) 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;
- b) assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.

2. 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 Implementing Partner’s obligations under this Project Document.

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>.

4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

(a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General’s Bulletin

ST/SGB/2003/13 of 9 October 2003, concerning “Special measures for protection from sexual exploitation and sexual abuse” (“SEA”).

(b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment (“SH”). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

- i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
- ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;
- iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
- iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
- v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

6. 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>).

7. The Implementing Partner shall: (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.

8. 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.

9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds.

10. In the implementation of the activities under this Project Document, UNDP places reasonable reliance upon the Implementing Partner for it to apply its laws, regulations and processes, and applicable international laws regarding anti money laundering and countering the financing of terrorism, to ensure consistency with the principles of then in force the UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy.

11. The Implementing Partner will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

12. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner 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.

13. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', 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 the Implementing Partner to find a solution.

14. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, credible allegation of fraud or corruption or other financial irregularities with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

15. *Choose one of the three following options:*

Option 1: UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud, corruption or other financial irregularity, 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 Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Option 2: The Implementing Partner agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularity, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Option 3: UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud, corruption or other financial irregularity, 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 Implementing Partner under this or any other agreement.

Where such funds have not been refunded to UNDP, the Implementing Partner 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 the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularity, 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.

16. Each contract issued by the Implementing Partner 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 the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

17. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, 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.

18. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

Special Clauses. In case of government cost-sharing through the project, the following clauses should be included:

1. The schedule of payments and UNDP bank account details.
2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 6 above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) 13% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
- (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.”

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening Template**
- 3. Risk Analysis.**
- 4. Capacity Assessment:** Results of capacity assessments of Implementing Partner (including Partner Capacity Assessment Tool (PCAT) and HACT Micro Assessment)
- 5. Project Board Terms of Reference and TORs of key management positions.**
- 6. Detailed Construction work schedule**
- 7. Full Workplan & Budget for the Completion of the Shelter**

Annex 1- Project Quality Assurance Report (to be added after Local Project Appraisal Committee Meeting)

Annex 2- Social and Environmental Screening Template

1. SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE

Project Information

Project Information	
1. Project Title	The Abaco Centre - A Hurricane Shelter-Post Dorian in Central Abaco Bahamas
2. Project Number (i.e. Atlas project ID, PIMS+)	N/A
3. Location (Global/Region/Country)	The Abaco Islands, Bahamas
4. Project stage (Design or Implementation)	Design
5. Date	21 December 2021

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

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the project mainstreams the human rights-based approach

The Abaco Centre project focuses primarily on the construction of a Hurricane Shelter in the Abacos which was severely impacted by Category 5 Hurricane Dorian in 2019. Hurricane Dorian has been a major socioeconomic disruptor, displacing communities and increasing the number of residents who have either evacuated or sought shelter with increasing hydrometeorological threats. The construction of the shelter represents a key component in the Government of Bahamas’ reconstruction efforts and will contribute to resilience building of The Abacos to future extreme weather events. The proposed hurricane shelter project will mainstream a human rights-based approach throughout its development and implementation. It will not directly contribute to or lead to any infringements on Human Rights of project beneficiaries or advance any discriminatory practices. The project will advance an HRBA approach through the establishment of a hurricane shelter which helps the Government in realizing human rights of the citizens of the Abacos, particularly improving access to lifesaving services. The project through its development and

implementation will also ensure the meaningful involvement of critical stakeholders and beneficiaries. The Project and Implementing Partner's Communication Plan for the construction of the shelter articulates the critical need to create a shelter which is inclusive and responsive to the needs of the community. Engagement of stakeholders across all settlements in the project area including marginalized populations; women and girls; ethnic minorities; LGBTQIA+, and other vulnerable communities will be sought to participate in training and workshops, consultative meetings, and public awareness campaigns.

Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment

Humanitarian crises including hurricanes and other extreme weather events impact women and men differently. Underlying factors including adaptive capacities, access to resources, needs, decision-making power, access to adequate pre-storm/event preparations will impact the extent to which women, girls, men, boys, and vulnerable populations are able to react, respond and recover from events. The proposed project will therefore contribute to gender equality and women's empowerment through the establishment of a shelter which will provide a safe space and requisite facilities to reduce vulnerabilities and loss of life during extreme weather events. The project design also ensures that women and girls are explicitly accounted for in the sustainability plan follow the completion of the Abaco Centre. Women will be equally targeted in the operation, utilization, and maintenance of the Centre. Women will also be included in the decision-making in regard to the Centre.

Briefly describe in the space below how the project mainstreams sustainability and resilience

The project and its objective to construct a shelter with the ability to withstand the impacts of Hurricanes will directly contribute to reduced vulnerabilities and the improved resilience of residents in The Abacos. Bahamas like most Caribbean States have increasing risk of intense climate related events, like Hurricane Dorian. The construction of the shelter will therefore contribute to the Government of Bahamas's Post-Dorian reconstruction efforts directly benefiting the most vulnerable residents of The Abacos. In designing the project and considering the susceptibility to extreme climate events, the materials used for this building will be climate-resistant. Additionally, the Government of Bahamas undertook the requisite environmental, social, and engineering related assessments to: 1. mitigate against potential unintended harm to the natural environment including loss of biodiversity, pollution, disruption of ecosystem services and other adverse environmental impacts and 2. define the construction requirements construction for a resilient and hurricane proofed shelter including: (i) sufficient foundation using reinforced concrete; (ii) redundant services (city and well water with reverse osmosis treatment, city and solar electricity provision, backup power generators, security installations and energy saving LED light fixtures, propane and solar water heating, efficient air conditioning systems, allowed sewerage disposal systems), firefighting and life safety systems; and (iii) hurricane proof windows – impact windows, shuttering systems and wind resistant installations.

Briefly describe in the space below how the project strengthens accountability to stakeholders

The project managers will take proactive and reactive steps that will address the needs of the key stakeholders. The objectives are listed below:

- Establish mechanisms that enable stakeholders to provide input into decisions that impact them (they have a say in how and what decisions are made)
- Transparency in activities and decision-making process (provide an explanation for decisions and how the stakeholders' needs, and perspectives are reflected in them)

- Transparency in responding to requests for information from stakeholders
- Ongoing engagement in dialogue with key stakeholders
- Engage key stakeholders in the decision-making process around policies and practices
- Engage key stakeholders to evaluate the project's performance, policy and practices
- Enable stakeholders to seek and receive a timely response for grievances and any alleged harm
- Engage all level of the project's management with a clear understanding of the benefits of compliance and accountability to stakeholders (Use appropriate incentives and sanctions)

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Complete SESP Attachment 1 before responding to Question 2.</i>	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 5</i>			QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High
Risk Description (broken down by event, cause, impact)	Impact and Likelihood (1-5)	Significance (Low, Moderate, Substantial, High)	Comments (optional)	Description of assessment and management measures for risks rated as Moderate, Substantial or High
Risk 1: The project will be focused on construction that might impact biodiversity and related community health	I = 3 L = 3	Moderate	This risk is directly linked to the project as it seeks to construct a shelter for the community.	The project intends to erect a climate-responsive structure. Due to the nature of the project, trees and shrubs must be cleared to adequately complete the building.

<p>Standard 1: 1.1 Standard 3: 3.6</p>			<p>This is a risk that will be triggered as the construction site requires the clearing of some surrounding vegetation.</p>	<p>The sited area was selected has several low shrubs. The project will ensure to guarantee minimal impact on the surrounding environment.</p> <p>The strategy to mitigate the disruption to the ecosystem is to replace the vegetation with similar shrubbery once the construction is completed.</p>
<p>Risk 2: Climate and Disaster related impacts to areas subject to exogenous shocks, outputs and outcomes or potential impacts of shocks</p> <p>Standard 2: 2.1, 2.2</p>	<p>I = 5 L = 4</p>	<p>High</p>	<p>This risk is directly linked to the project as it seeks to construct a shelter for the community.</p> <p>This is a risk that would be triggered exogenous climate shocks. As the construction will take place on the Abacos, there is a considerable risk as the islands of the Bahamas are increasingly susceptible to extreme weather events.</p>	<p>The construction of the shelter will ensure the building is responsive to this risk through mitigation strategies focused on the building material. These measures include:</p> <ul style="list-style-type: none"> (i) the inclusion of a foundation that can withstand floods; (ii) foam blocks and concrete to make a superstructure that is fortified to combat a Category Three or Category Four Hurricane; (iii) backup power generators (iv) hurricane proof windows. <p>There is also an extensive water drainage system to avoid flooding or additional disasters.</p>
<p>Risk 3: The project is aimed at erecting a building and will engage in construction and infrastructure development.</p> <p>Standard 3: 3.1</p>	<p>I = 1 L = 5</p>	<p>Low</p>	<p>This risk is directly linked to the project as the main objective is to construct a shelter that will serve the community.</p> <p>This risk would be triggered as the project objective is to erect a building.</p>	<p>The project nature is one of construction, however, the Government of Bahamas will be leveraging technical assistance from UNDP as engineers will be able to offer sound technical advice to ensure the building is both responsive to the needs of the community and built safely.</p>

<p>Risk 4: The project will erect a shelter building; this may lead to harm or losses due to failure of structural elements of the project (e.g., collapse of buildings or infrastructure)</p> <p>Standard 3: 3.3</p>	<p>I = 5 L = 2</p>	<p>Substantial</p>	<p>The risk is directly linked to the project.</p> <p>This is a risk that would be triggered if the structure erected is not sound or poor materials were used to complete the requisite infrastructure.</p>	<p>To mitigate the risk of collapse of building or infrastructure, careful consideration will be made for the procurement of construction materials to ensure the highest quality possible.</p>
<p>Risk 5: The construction will require the transport, storage, and use/or disposal of hazardous or dangerous materials.</p> <p>Standard 3: 3.5</p>	<p>I = 4 L = 1</p>	<p>Low</p>	<p>The risk is directly linked to the project.</p> <p>The construction of the shelter does require the transportation of materials to and from the site. There are also several hazardous materials that will be used.</p>	<p>To ensure the mitigation of transport, storage and disposal of hazardous materials:</p> <ol style="list-style-type: none"> 1. All hazardous materials will be carefully stored 2. These materials will belong in a designated area 3. The disposal will be handled by a private company on a frequent collection schedule
<p>Risk 6: The construction of the shelter will engage labourers to complete the activities outlined. This construction may not meet national labour laws and international commitments.</p> <p>Standard 7: 7.1</p>	<p>I = 3 L = 1</p>	<p>Low</p>	<p>The risk is directly linked to the project.</p>	<p>The project will ensure that the staff engaged meet national labour conditions, prevent the use of child and forced labour consistent with the Employment Act.</p>
<p>Risk 7: The project will focus on construction that may cause occupational health and safety risks,</p>	<p>I = 3 L = 2</p>	<p>Moderate</p>	<p>The risk is directly linked to the project.</p>	<p>The mitigation measures adopted are:</p>

<p>release pollutants, generate waste or apply pesticides that may have a negative effect on the environment or human health</p> <p>Standard 3: 3.2 Standard 8: 8.2 and 8.5</p>				<ol style="list-style-type: none"> 1. The engagement of a private waste management company to regularly collect and dispose of waste 2. The Bahamian water supply is done so by reverse osmosis to prevent contamination or pollution 3. The construction site is isolated from the general population on the Abacos to reduce any substantial risk to health and safety 															
QUESTION 4: What is the overall project risk categorization?																			
Low Risk <input type="checkbox"/>																			
Moderate Risk <input type="checkbox"/>																			
Substantial Risk <input checked="" type="checkbox"/> <p>The proposed overall risk category for this project is substantial as there are two moderate risks, one high risk and a substantial risk due to the nature of the project.</p> <p>The project will seek to erect a community centre that can act as a disaster shelter. This project will include on-the-ground activities with direct impacts for nature and the surrounding community.</p>																			
High Risk <input type="checkbox"/>																			
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)																			
Question only required for Moderate, Substantial and High Risk projects																			
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;"><u>Is assessment required? (check if "yes")</u></td> <td style="width: 5%; text-align: center;">X</td> <td style="width: 40%;"></td> <td style="width: 5%;"></td> <td style="width: 20%;">Status? (completed, planned)</td> </tr> <tr> <td style="text-align: center;"><i>if yes, indicate overall type and status</i></td> <td></td> <td style="text-align: center;"><input type="checkbox"/></td> <td>Targeted assessment(s)</td> <td></td> </tr> <tr> <td></td> <td></td> <td style="text-align: center;">X</td> <td>ESIA (Environmental and Social Impact Assessment)</td> <td>Completed</td> </tr> </table>					<u>Is assessment required? (check if "yes")</u>	X			Status? (completed, planned)	<i>if yes, indicate overall type and status</i>		<input type="checkbox"/>	Targeted assessment(s)				X	ESIA (Environmental and Social Impact Assessment)	Completed
<u>Is assessment required? (check if "yes")</u>	X			Status? (completed, planned)															
<i>if yes, indicate overall type and status</i>		<input type="checkbox"/>	Targeted assessment(s)																
		X	ESIA (Environmental and Social Impact Assessment)	Completed															

		<input type="checkbox"/>	SESA (Strategic Environmental and Social Assessment)	
Are management plans required? (check if "yes")	X			
<i>If yes, indicate overall type</i>		X	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)	Project Management Plan Completed
		<input type="checkbox"/>	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	
		<input type="checkbox"/>	ESMF (Environmental and Social Management Framework)	
Based on identified risks, which Principles/Project-level Standards triggered?			Comments (not required)	
Overarching Principle: Leave No One Behind				
Human Rights		<input type="checkbox"/>		
Gender Equality and Women's Empowerment		<input type="checkbox"/>		
Accountability		<input type="checkbox"/>		
1. Biodiversity Conservation and Sustainable Natural Resource Management		X	The Abaco Shelter project will ensure that initial removal of elements of the natural environment (e.g. shrubs and trees) and ecosystems be rehabilitated upon conclusion of construction through re-planting efforts. To mitigate this risk, the de-shrubbing of the area will also be minimal to ensure the entire ecosystem is not disrupted.	

	2. Climate Change and Disaster Risks	x	Specific measures are being installed to ensure the intended building will be responsive to various climate shocks through climate-resistant materials and renewable energy deployment.
	3. Community Health, Safety and Security	x	Specific precautions and measures will be taken to adequately safeguard against potential community health, safety, and security concerns.
	4. Cultural Heritage	<input type="checkbox"/>	
	5. Displacement and Resettlement	<input type="checkbox"/>	
	6. Indigenous Peoples	<input type="checkbox"/>	
	7. Labour and Working Conditions	x	The procurement of services to advance the construction of this shelter will be in line with the standard rules and regulations outlined under the Employment Act by the Government of the Bahamas.
	8. Pollution Prevention and Resource Efficiency	x	The construction site has employed a private waste management company to ensure the frequent removal of waste, debris, and wastewater.

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

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.
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SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.	
Overarching Principle: Leave No One Behind Human Rights	Answer (Yes/No)
P.1 Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	NO
P.2 Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	NO
P.3 Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	NO
<i>Would the project potentially involve or lead to:</i>	
P.4 adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	NO
P.5 inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? ¹³	NO

¹³ Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, 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 and transsexual people.

P.6	restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	NO
P.7	exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	NO
Gender Equality and Women's Empowerment		
P.8	Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	NO
<i>Would the project potentially involve or lead to:</i>		
P.9	adverse impacts on gender equality and/or the situation of women and girls?	NO
P.10	reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	NO
P.11	limitations on 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
P.12	exacerbation of risks of gender-based violence? <i>For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.</i>	NO
Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below		
Accountability		
<i>Would the project potentially involve or lead to:</i>		

P.13	exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	NO
P.14	grievances or objections from potentially affected stakeholders?	NO
P.15	risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	NO
Project-Level Standards		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
<i>Would the project potentially involve or lead to:</i>		
1.1	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>	YES
1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) 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?	NO
1.3	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	risks to endangered species (e.g. reduction, encroachment on habitat)?	NO
1.5	exacerbation of illegal wildlife trade?	NO
1.6	introduction of invasive alien species?	NO
1.7	adverse impacts on soils?	NO
1.8	harvesting of natural forests, plantation development, or reforestation?	NO
1.9	significant agricultural production?	NO
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	NO

1.11 significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	NO
1.12 handling or utilization of genetically modified organisms/living modified organisms? ¹⁴	NO
1.13 utilization of genetic resources? (e.g. collection and/or harvesting, commercial development) ¹⁵	NO
1.14 adverse transboundary or global environmental concerns?	NO
Standard 2: Climate Change and Disaster Risks	
<i>Would the project potentially involve or lead to:</i>	
2.1 areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	YES
2.2 outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? <i>For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes</i>	YES
2.3 increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping 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
2.4 increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	NO
Standard 3: Community Health, Safety and Security	
<i>Would the project potentially involve or lead to:</i>	

¹⁴ See the [Convention on Biological Diversity](#) and its [Cartagena Protocol on Biosafety](#).

¹⁵ See the [Convention on Biological Diversity](#) and its [Nagoya Protocol](#) on access and benefit sharing from use of genetic resources.

3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	YES
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	YES
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	YES
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	NO
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	YES
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	YES
3.7	influx of project workers to project areas?	NO
3.8	engagement of security personnel to protect facilities and property or to support project activities?	YES
Standard 4: Cultural Heritage		
<i>Would the project potentially involve or lead to:</i>		
4.1	activities adjacent to or within a Cultural Heritage site?	NO
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	NO
4.3	adverse impacts to 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
4.4	alterations to landscapes and natural features with cultural significance?	NO
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	NO

Standard 5: Displacement and Resettlement		
<i>Would the project potentially involve or lead to:</i>		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	NO
5.2	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	risk of forced evictions? ¹⁶	NO
5.4	impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	NO
Standard 6: Indigenous Peoples		
<i>Would the project potentially involve or lead to:</i>		
6.1	areas where indigenous peoples are present (including project area of influence)?	NO
6.2	activities located on lands and territories claimed by indigenous peoples?	NO
6.3	impacts (positive or negative) to 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 screening question 6.3 is “yes”, then the potential risk impacts are considered significant and the project would be categorized as either Substantial Risk or High Risk</i>	NO
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands,	NO

¹⁶ Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

	resources, territories and traditional livelihoods of the indigenous peoples concerned?	
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	NO
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 5 above</i>	NO
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	NO
6.8	risks to the physical and cultural survival of indigenous peoples?	NO
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.</i>	NO
Standard 7: Labour and Working Conditions		
<i>Would the project potentially involve or lead to: (note: applies to project and contractor workers)</i>		
7.1	working conditions that do not meet national labour laws and international commitments?	YES
7.2	working conditions that may deny freedom of association and collective bargaining?	NO
7.3	use of child labour?	NO
7.4	use of forced labour?	NO
7.5	discriminatory working conditions and/or lack of equal opportunity?	NO
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	NO

Standard 8: Pollution Prevention and Resource Efficiency	
<i>Would the project potentially involve or lead to:</i>	
8.1 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
8.2 the generation of waste (both hazardous and non-hazardous)?	YES
8.3 the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	NO
8.4 the 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 Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention</i>	NO
8.5 the application of pesticides that may have a negative effect on the environment or human health?	YES
8.6 significant consumption of raw materials, energy, and/or water?	NO

Annex 3: Risk Analysis

#	Description	Risk Category	Impact & Likelihood = Risk Level	Risk Treatment / Management Measures	Risk Owner
1	Limited involvement of implementing agency in strategic project activities	Operational	<p>Given that the UNDP MCO is based in Jamaica and the project bis to take place in the Bahamas there are several coordination concerns</p> <p>P = 3</p> <p>I = 3</p> <p>Moderate Risk</p>	<p>UNDP will maintain dialogue with the DRA through weekly meetings in alignment with the construction schedule and reporting deadlines.</p> <p>UNDP will request access to all construction documents (work narrative, specifications, bill of quantities). These will include:</p> <ul style="list-style-type: none"> • Verified drawings by the design-builder. • Up-to-date Project Management Plan • Updated construction schedule • Copies of signed approvals, permits, and any waivers to regulations • The updated list of key individuals 	UNDP
2	Monitoring	Regulatory	<p>Issues in monitoring and evaluation</p> <p>P = 3</p> <p>I = 3</p> <p>Moderate Risk</p>	<p>UNDP requests:</p> <ul style="list-style-type: none"> • Access to the site during working hours. • Regular site visits - random visits 2 or 3 times a week to walk the site and observe ongoing work. • Inspections – more formal visits at key points to check the placement of re-bar, observe the placement of concrete, etc. A specific inspections list will be created in conjunction with the construction schedule 	UNDP

				Depending on the pace of work an estimated 10 to 20 hours per time are requested when UNDP personnel are in the country for the site visits and inspections	
3	Material Availability and Procurement	Financial	<p>Constraints in securing heavy equipment and machinery malfunction, availability of raw materials and building materials including aggregates</p> <p>P = 4 I = 4</p> <p>High Risk</p>	<ul style="list-style-type: none"> Review with the DRA and other partners around transportation and logistics options for moving goods and supplies to and within Abaco to support reconstruction activities and provide special emergency procedures for clearing customs. Have contractors consider establishing a small concrete batching operation. <p>Have contractor increase lead time for the procurement, shipment, and delivery to site on the project schedule</p>	UNDP
4	Susceptibility to Natural Disasters	Social and Environmental	<p>The occurrence of a disaster may require urgent emergency measures and change of priorities due to response and recovery actions.</p> <p>P = 3 I = 5</p> <p>Substantial Risk</p>	<p>The focus will be on accelerating implementation as we are at the peak of hurricane season to ensure a level of preparedness for possible impacts. In the event of a disaster, coordinated managed support will be given.</p>	UNDP

5	Ministerial Changes	Political	<p>The Ministry that housed the DRA previously had been dissolved and now the DRA is placed under OPM.</p> <p>P = 2 I = 4</p> <p>Moderate Risk</p>	<p>For the implementation phase, project staff will continue to liaise with national authorities and established national coordinating bodies to provide regular updates regarding project implementation. Assets and liabilities are secured.</p>	UNDP
6	Equipment Malfunction	Operational	<p>The equipment procured runs the risk of malfunctioning</p> <p>P = 2 I = 4</p> <p>Moderate Risk</p>	<p>Contractor to source and replace as quickly as possible</p>	DRA
7	Timelines not met	Organizational	<p>Project does not finish according to timelines/project does not finish due to insufficient funding or budgets not being met.</p> <p>P = 3</p>	<p>Regular meetings through Project Board to understand timing and status of project along with updates on the status of other donors.</p>	UNDP

			I = 5 Substantial Risk		
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Annex 4 – Capacity Assessments

DRA HACT Assessments – Separate Attachment

DRA Partner Capacity Assessment – Separate Attachment

Annex 5- Terms of Reference for Project Board

UNDP Standard Terms of Reference (ToR) for the Project Steering Committee of Abaco Hurricane Shelter/Community Centre Project

I. Background

All UNDP projects must be governed by a multi-stakeholder board or committee established to review performance based on established monitoring and evaluation metrics and high-level implementation issues to ensure quality delivery of results. For the purpose of this ToR and to ensure standardization, henceforth, as regards project documentation, such a body shall only be referred to by one of two names: 'Project Board' or 'Project Steering Committee.'¹⁷ The [Project Board or Project Steering Committee] is the most senior, dedicated oversight body for a UNDP 'Development Project', which is defined in the PPM as an instrument where UNDP "Delivers outputs where UNDP has accountability for design, oversight and quality assurance of the entire project."

II. Duties and Responsibilities

The two prominent (mandatory) roles of the [Project Board or Project Steering Committee] are as follows:

- 1) **High-level oversight of the project** (as explained in the "[Provide Oversight](#)" section of the PPM). This is the primary function of the [Project Board or Project Steering Committee]. The [Project Board or Project Steering Committee] reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, monitoring missions' reports, evaluations, risk logs, quality assessments, and the combined delivery report. The [Project Board or Project Steering Committee] is the main body responsible for taking corrective actions as needed to ensure the project achieves the desired results. And its function includes oversight of annual (and as-needed) assessments of any major risks to the programme or project, and related decisions/agreements on any management actions or remedial measures to address them effectively.

The [Project Board or Project Steering Committee] also carries the role of quality assurance of the project taking decisions informed by, among other inputs, the project quality assessment. In this role the Board is supported by the quality assurer, whose function is to assess the quality of the project against the corporate standard criteria. This function is performed by a UNDP programme or monitoring and evaluation officer to maintain independence from the project manager regardless of the project 's implementation modality.

The [Project Board or Project Steering Committee] reviews updates to the project risk log.

- 2) **Approval of key project execution decisions** (as explained in the "[Manage Change](#)" section of the PPM). The [Project Board or Project Steering Committee] has an equally important, secondary role in approving certain adjustments above provided tolerance levels, including substantive programmatic revisions (major/minor amendments), budget revisions, requests for suspension or extension and other major changes (subject to additional funding partner/donor requirements).

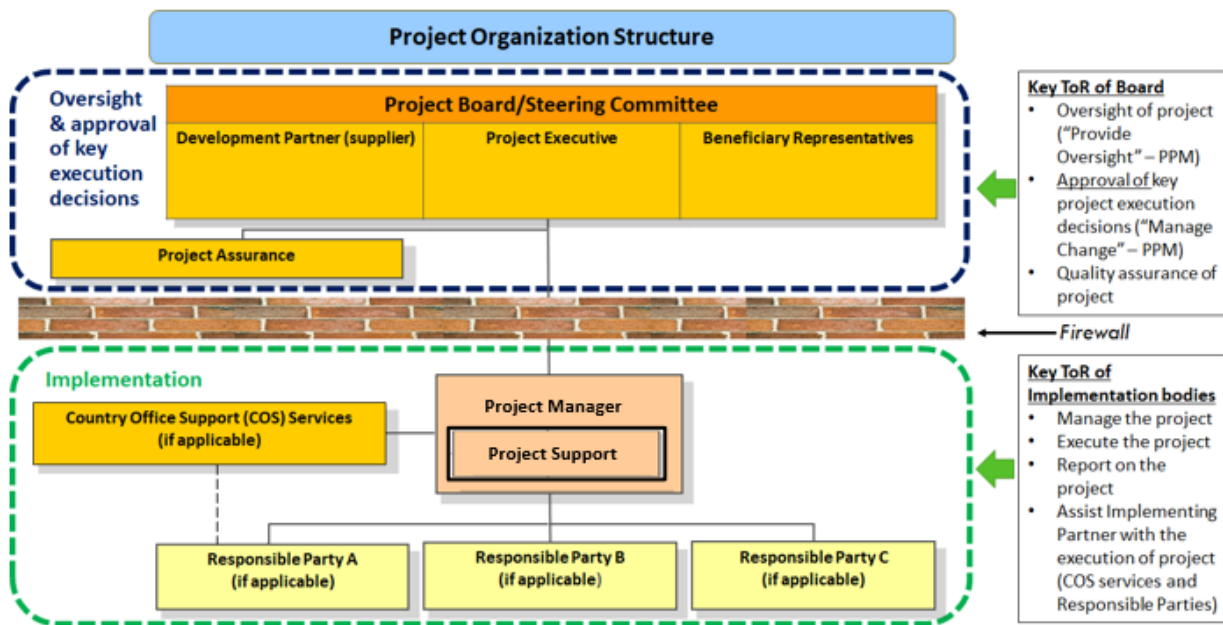
The [Project Board or Project Steering Committee] is responsible for making management decisions by consensus when required, including the approval of project plans and revisions, and the project manager's tolerances. The [Project Board or Project Steering Committee] approves annual work plans and reviews updates to the project risk log.

Within the overall governance and management arrangements of the project, the role of the [Project Board or Project Steering Committee] as regards these two key functions (*'High-level oversight of the project' and 'Approval of key project execution decisions'*) is distinct from the roles of entities involved in the implementation of the project, namely the implementing partner (IP), responsibilities parties (if applicable), service providers and project staff.

The diagram below outlines the main entities involved (and their respective responsibilities) in the 'oversight/approval of key execution decisions' layer and the 'implementation' layer of the project structure.

¹⁷ Please insert the appropriate entity name in the relevant sections in the document. Where this ToR refers to "Board" it is intended to apply to both these entities and should be changed accordingly to match the entity chosen for the specific project

Diagram 1 – Standard Figure of Project Organization Structure vis-à-vis oversight & approval and implementation roles



Optional text in NIM with COS and DIM project modalities: In cases where UNDP or a national government entity are concurrently playing roles and represented in both layers of the project organization structure, the entity must seek to separate its project oversight and implementation duties and describe in the relevant project document a: 1) satisfactory internal institutional arrangement for the separation of oversight and implementation functions in different departments of said entity and; 2) clear lines of responsibility, reporting and accountability within the entity between their oversight and implementation functions.

In order to ensure UNDP's ultimate accountability, the [Project Board or Project Steering Committee] decisions should be made in accordance with [the Quality Standards for Programming](#) that shall ensure management for development results, best value money, fairness, integrity, transparency and effective national and international competition. An effective [Project Board or Project Steering Committee] needs credible data, evidence, quality assurance and reporting to aid decision making (see next section on supporting functions to the Board). The [Project Board or Project Steering Committee] also needs to be accountable to protect against conflicts of interest and fraud.

Specific responsibilities of the [Project Board or Project Steering Committee] include the following [this must be included in all ToRs – do not modify]:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints, and promote gender equality and social inclusion (LNOB) in the project implementation;
- Review project performance based on monitoring, evaluation and reporting, including standard quality assurance checks, progress reports, risk logs, spot checks/audit reports and the combined delivery report;
- Address any high-level project issues as raised by the project manager and project assurance;
- Provide guidance on emerging and/or pressing project risks and agree on possible mitigation and management actions to address specific risks (including ensuring compliance with UNDP's Social and Environmental Standards, Fraud/corruption, Sexual Exploitation and Abuse and Sexual Harassment);
- Agree or decide on project manager's tolerances as required, within the parameters set by UNDP ([Manage Change](#) in the PPM) and the donor, and provide direction and decisions for exceptional situations when the project manager's tolerances are exceeded;
- Advise on major and minor amendments to the project within the parameters set by UNDP and the donor;
- Agree or decide on a project suspension or cancellation, if required;
- Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Receive and address project level grievance, including overseeing whatever specific compliance and stakeholder response (or grievance) mechanisms have been put in place so that individuals and communities

potentially affected by the project have access to effective mechanisms and procedures for raising concerns about the social and environmental performance of the project¹⁸.

- Engage in the low value grant selection process where there is no Grant Selection Committee, as guided by the [Low Value Grants – UNDP Operational Guide](#).

Additional responsibilities of the [Project Board or Project Steering Committee] can include, but are not limited to, the following [please include in the ToR as applicable]:

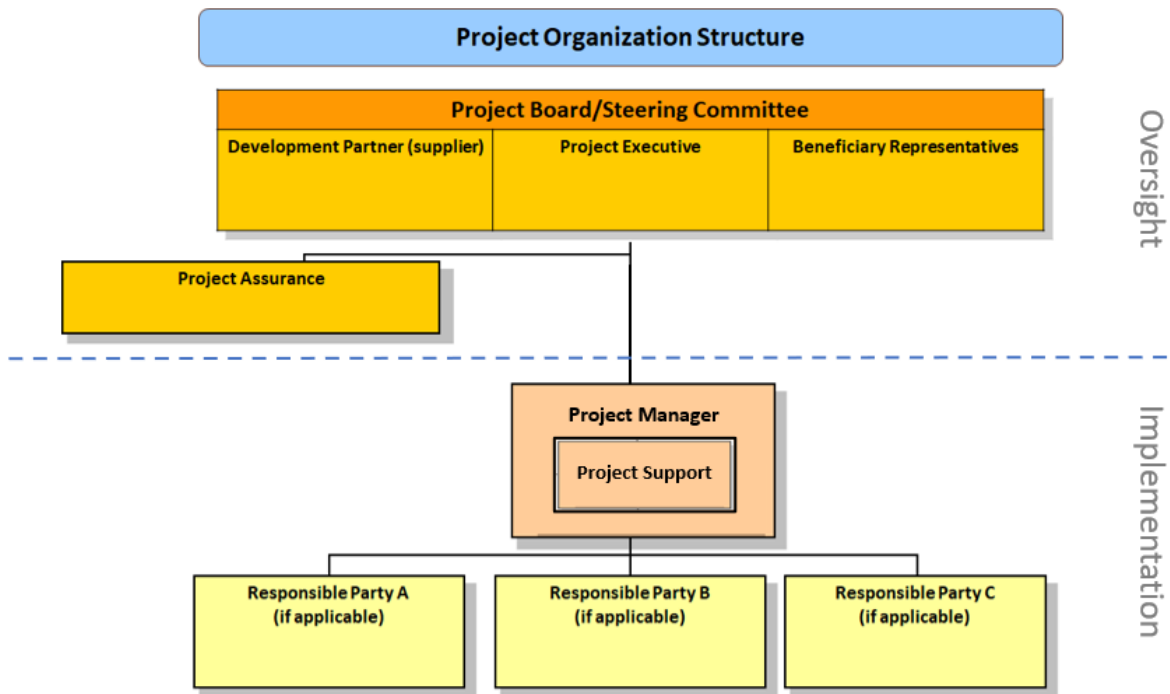
- Ensure coordination between the various donors and government-funded projects and programmes;
- Report to relevant inter-ministerial bodies or higher-level oversight bodies;
- Ensure coordination with multiple government agencies and their participation in project activities;
- Track and monitor co-financing for this project;
- Appraise the annual project implementation report, including the quality assessment rating report;
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
- Act as an informal consultation mechanism for stakeholders;
- Approve the Project Inception Report, Mid-term Review and Terminal Evaluation reports and corresponding management responses;
- Review the final project report package during an end-of-project review meeting to discuss lessons learned and opportunities for scaling up;
- Providing guidance or reporting protocols to technical committees or sub-bodies reporting to the Board (if applicable);

III. Composition of the [Project Board or Project Steering Committee]

As noted in the diagram below, every [Project Board or Project Steering Committee] in a UNDP project has three categories of formal members (e.g. voting members). The role of every formal [Project Board or Project Steering Committee] member must correspond to one of these three roles and be identified accordingly in the project documentation.

Diagram 2 – Standard Figure for a Project Organization Structure

¹⁸ The responsibilities of the board in this regard should follow [UNDP's Social and Environmental Standards](#) (SES) as codified in the PPM. It should be noted that while a project board can play a role in addressing or assisting with the compliance and stakeholder response (or grievance) mechanisms put in place for a given project (as part of their quality assurance and oversight function), this will be in addition to and does not substitute for UNDP's core responsibility to ensure compliance with the SES throughout the project management cycle as part of UNDP's Programming Quality Assurance system.



The three categories of [Project Board or Project Steering Committee] members are the following:

- 1) **Project Director/Executive(s):** This is an individual(s) who represents ownership of the project and chairs (or co-chairs) the [Project Board or Project Steering Committee]. The executive usually is the most senior national counterpart for nationally implemented projects (typically from the same entity as the Implementing Partner), and it must be UNDP for projects that are direct implementation (DIM). In exceptional cases, two individuals from different entities can co-share this role and/or co-chair the [Project Board or Project Steering Committee]. If the project executive co-chairs the [Project Board or Project Steering Committee] with a representative of another category, it typically does so with a development partner representative.
- 2) **Beneficiary Representative(s):** This is an individual(s) representing the interests of those groups of stakeholders who will ultimately benefit from the project. Their primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. Often representatives from civil society, industry associations, community groups or other government entities benefiting from the project can fulfil this role. If the project has a specific geographic focus, often representatives from the government entities in the targeted area/region will play this role. There can be multiple beneficiary representatives in a [Project Board or Project Steering Committee].
- 3) **Development Partner(s):** Individuals representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project¹⁹. There can be multiple development partners representatives in a [Project Board or Project Steering Committee]. The Development Partner(s) representative(s) is: *Add titles here (names are optional)* (note: in NIM and NGO-implementation projects, this is typically the UNDP Resident Representative or Deputy Resident Representative. Other funding partners can also jointly hold this role. As noted below, responsible parties cannot play this role)

A **UNDP representative must always be represented in the [Project Board or Project Steering Committee]** in either the project executive or development partner role. [In NIM and NGO-implementation projects, UNDP will typically occupy the role of development partner in the Board. In DIM projects, a UNDP representative will always play the role of project executive. The level of representation by UNDP on the Board is determined on a case-by-case basis but typically, for national projects, the board member is either the Resident Representative or the Deputy Resident Representative.]

Where applicable, representatives from responsible parties to the project cannot sit on the [Project Board or Project Steering Committee] as a formal voting member; they can (if requested) attend board meetings as observers. Since the

¹⁹ With the exception of responsible parties or any firms/entities engaged by the project to provide technical expertise with project funds

chief responsibility of the Board is to provide high-level oversight of project implementation, to avoid any conflicts of interest, it is not appropriate for representatives of third party entities engaged by the project to provide services – whether responsible parties or contractors/service providers – to concurrently sit on the Board. Representatives of responsible parties can attend board meetings (as observers) but can have no official role in board decision-making. The same principle applies to the project manager who in attending and presenting at board meetings, does so in a non-voting capacity.

In cases where the inputs and guidance of responsible parties or other entities formally engaged in providing goods or services to the project are needed by the Board on a recurring basis, it is recommended to establish appropriate advisory or technical committees or working groups composed of those entities that can formally report to the Board, while ensuring the impartiality and integrity of board decisions happening independent of those bodies (see Section V of the ToR).

A representative from the Indian High Commission must always be represented in the [Project Board or Project Steering Committee] in either the project executive or development partner role. [In NIM and NGO-implementation projects, UNDP will typically occupy the role of development partner in the Board. In DIM projects, a UNDP representative will always play the role of project executive. The level of representation by UNDP on the Board is determined on a case-by-case basis but typically, for national projects, the board member is either the Resident Representative or the Deputy Resident Representative.]

Where applicable, representatives from responsible parties to the project cannot sit on the [Project Board or Project Steering Committee] as a formal voting member; they can (if requested) attend board meetings as observers. Since the chief responsibility of the Board is to provide high-level oversight of project implementation, to avoid any conflicts of interest, it is not appropriate for representatives of third party entities engaged by the project to provide services – whether responsible parties or contractors/service providers – to concurrently sit on the Board. Representatives of responsible parties can attend board meetings (as observers) but can have no official role in board decision-making. The same principle applies to the project manager who in attending and presenting at board meetings, does so in a non-voting capacity.

In cases where the inputs and guidance of responsible parties or other entities formally engaged in providing goods or services to the project are needed by the Board on a recurring basis, it is recommended to establish appropriate advisory or technical committees or working groups composed of those entities that can formally report to the Board, while ensuring the impartiality and integrity of board decisions happening independent of those bodies (see Section V of the ToR).

[Board representation in crisis setting: TBD]

IV. Standard [Project Board or Project Steering Committee] Protocols

The [Project Board or Project Steering Committee] must meet one time annually at a minimum. It is recommended that the timing of board meetings be agreed upon in advance and corresponds to key project reporting or work planning milestones. This [Project Board or Project Steering Committee] will meet four (4) times annually according to this provisional schedule (insert scheduled meeting times if known).

[Project Board or Project Steering Committee] members cannot receive remuneration from project funds for their participation in the Board. However, it is allowable for board members to be reimbursed from project funds for certain reasonable, qualified expenses related to travel or lodging to attend board meetings. Such protocols are outlined in this ToR and the benefits are applicable to all eligible board members.

All [Project Board or Project Steering Committee]s must have rules for quorum and documentation/minuting of board decisions. All board decisions and minutes should be kept by the project management unit and UNDP. Guidelines on decisions taken in between board meetings or virtually should be clearly elaborated in the Terms of Reference (ToR) of the [Project Board or Project Steering Committee].

Unless otherwise specified, [Project Board or Project Steering Committee] decisions are made by unanimous consensus. If a consensus cannot be reached within the Board, the final decision shall rest with the UNDP representative on the [Project Board or Project Steering Committee] or a UNDP staff member with delegated authority as the programme manager.²⁰

²⁰ UNDP has this special right since the ultimate legal and fiduciary

It is required that as per internationally recognized professional standards and principles of sound governance, conflicts of interest affecting board members in performing their duties must be formally disclosed if not avoidable. Where a board member has a specific personal conflict of interest with a given matter before the board, he/she must recuse oneself from their participation in a decision. No board member can vote or deliberate on a question in which he/she has a direct personal or pecuniary interest not common to other members of the board.

All board members should be presented with a ToR for the [Project Board or Project Steering Committee], which will include the responsibilities already outlined and indicate agreed board practices and logistics.

Note: Designated Board members must sign or otherwise indicate written acceptance of the final ToR (via formal signature of the ToR, an exchange of letters or e-mail acknowledgment) for the [Project Board or Project Steering Committee] as a precondition for serving on the [Project Board or Project Steering Committee]. Please see Annex A for possible options to codify this acceptance (which preferably would be done at the appraise and approve stage but which could also be done early in implementation). The formal written acceptance of the ToR by all board members will be documented and kept by UNDP.

V. Standard Outputs of [Project Board or Project Steering Committee] Meetings

In its oversight function, the [Project Board or Project Steering Committee] will (at a minimum) review and assess the following project-related evidence at each meeting:

- Assessment of project progress to date against project output indicators (as documented in the project document results framework)
- Approval/review of annual work plans
- Assessment of the relevant Monitoring & Evaluation mechanisms, including all evaluations²¹
- Review and assessment of the Project Risk Log (with updating/amendments as needed)
- Assessment of project spending, based on a review of the combined delivery report
- Review of required resources versus available funding (if applicable) and steps taken to reduce funding gap identified at the project design stage

This will be in addition to the review and approval of any required project execution decisions.

The output of every [Project Board or Project Steering Committee] should be a written record (minutes) that captures the agenda and issues discussed and the agreed upon action items and decisions (if applicable). Each report should clearly document the members attending the meeting (as well as all participants in the meeting) and the modality used to agree on a certain action or decision (whether formal voting or no-objection or other mechanism). All records of board meetings should be documented and kept by UNDP in their quality assurance function (see next section).

VI. Support Functions to the [Project Board or Project Steering Committee]

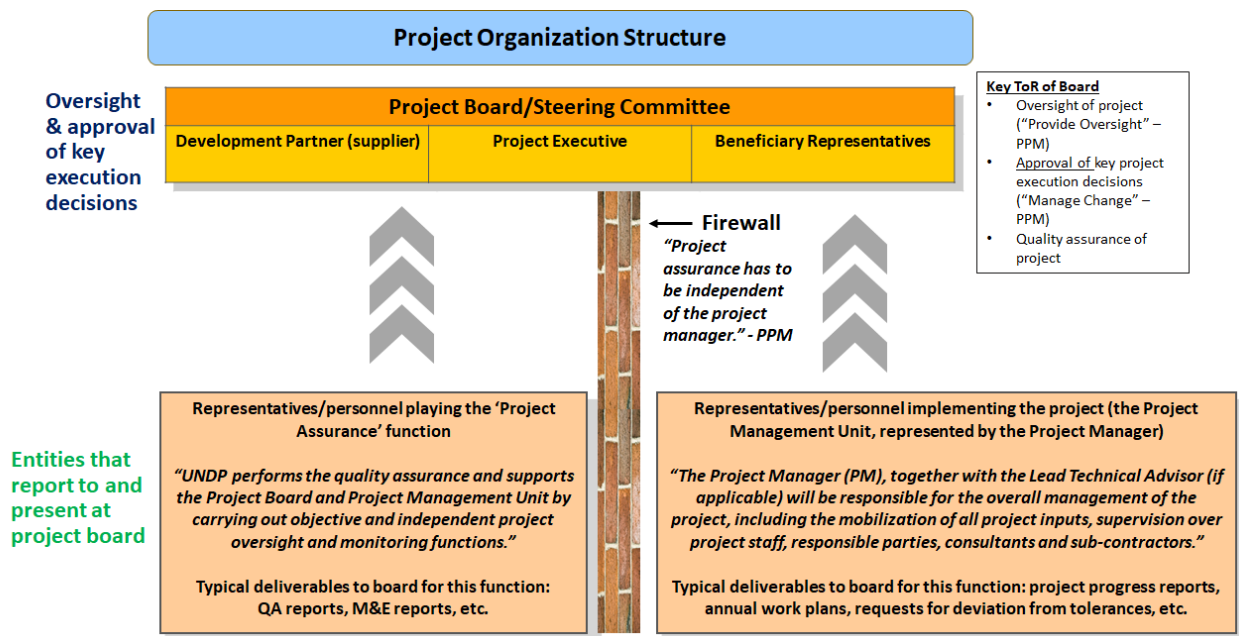
There are two main entities/functions outside the [Project Board or Project Steering Committee] structure whose role is to report to the [Project Board or Project Steering Committee] and support board members in effectively fulfilling their roles: project assurance and project management.

The diagram below explains the primary role of these two entities in the context of their support to Board operations. A description of these two entities follows.

Diagram 3 – Standard Figure of Project Organization Structure – Board Support Entities

accountability for a UNDP project, irrespective of modality, rests with UNDP and UNDP must (in line with its obligations to donors and to the Executive Board) be able to ensure that no action is taken by any body in a UNDP project that contravenes UNDP rules and regulations.

²¹ Including audit reports and spot checks.



Project Assurance: Project assurance is the responsibility of each [Project Board or Project Steering Committee] member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports the [Project Board or Project Steering Committee] (and Project Management Unit) by carrying out objective and independent project oversight and monitoring functions, including applying UNDP's social and environmental management system to ensure the SES are applied through the project cycle. The [Project Board or Project Steering Committee] cannot delegate any of its quality assurance responsibilities to the project manager. Project assurance is totally independent of project execution. [In the case where UNDP is also supporting project implementation, protocols should be put in place ensuring proper segregation between UNDP's role in the Board and in the function of project assurance, and any concurrent role in implementation].

A designated representative of UNDP playing the project assurance role is expected to attend all [Project Board or Project Steering Committee] meetings and support board processes as a non-voting representative. It should be noted that while in certain cases UNDP's project assurance role across the project may encompass activities happening at several levels (e.g. global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend board meetings and provide board members with the required documentation required to perform their duties.

The UNDP representative playing the main project assurance function is: *(Add name and title here. For NIM projects, this is typically CO programme manager/officer or monitoring & evaluation officer)*

Project Support, this function is often covered by the Project Management Unit: The Project Manager (PM) (also called project coordinator) is the senior most representative of the Project Management Unit (PMU) and is responsible for the overall management of the project on behalf of the Implementing Partner, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants and sub-contractors. The project manager typically presents key deliverables and documents to the Board for review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk logs.

A designated representative of the PMU is expected to attend all board meetings and present the required progress reports and other documentation needed to support board processes as a non-voting representative.

The primary PMU representative attending board meetings is: *(Add title here, name are optional)*

Annex 6- Detailed workplan from Contracted

Detailed workplan from the Contractor/ DRA as of _____. Workplan and schedule will be updated monthly.:

Site Works	Thu 10/22/20
Layout and excavation of footer	Wed 9/9/20
Install base fill for concrete slab	Thu 10/22/20
Concrete	Tue 1/26/21
Install rebar for footer and starter columns	Fri 9/18/20
Pour concrete for footer	Mon 9/21/20
Pour concrete for stem wall block cells	Tue 9/29/20
Install formwork & prep for concrete slab	Mon 10/19/20
Pour concrete concrete slab	Tue 10/20/20
Installation of ICF block walls	Thu 12/17/20
Install rebar for ICF block walls	Fri 1/15/21
Pour concrete for ICF block walls	Tue 1/26/21
Masonry	Mon 9/28/20
Install of 8" block stem wall	Mon 9/28/20
Metals	Mon 12/7/20
Installation of McElroy Standing Seam Metal Roof	Fri 11/6/20
Installation of McElroy Standing Mega-Rib Steel Siding	Mon 12/7/20
Woods, Plastics & Composites	Wed 6/9/21
Installation of all kitchen cabinets, bathroom countertops, etc.	Wed 6/9/21
Thermal & Moisture Protection	Thu 2/11/21
Installation of prefabricated roof truss	Thu 2/4/21
Installation of grace ice and water shield	Thu 2/11/21
Doors & Windows	Fri 6/18/21
Installation of all exterior doors and windows	Mon 2/22/21
Installation of all interior doors and windows	Fri 6/18/21
Installation of all interior door hardware	Mon 6/14/21
Finishes	Wed 6/9/21
Installation of 2" - 4" - 6" metal studs	Wed 3/3/21
Installation of sheet-rock/cement board on walls	Mon 4/12/21
Interior taping, hardcoat/joint compound plastering to ceilings and walls	Thu 5/20/21
Installation of acoustical drop ceiling	Mon 5/31/21
Installation of selected floor tile throughout	Wed 6/9/21
Installation of selected wall tile for bathrooms throughout	Mon 5/31/21
Prepare drywall ceilings and wall for sanding, prime and paint	Wed 6/9/21
Mechanical	Wed 2/24/21
Installation of all underground mechanical rough in	Mon 10/26/20
Installation of all air conditioning ductwork	Wed 2/24/21
Installation of all air conditioning units	Tue 9/15/20
Electrical	Wed 6/9/21
Installation of all underground electrical rough in	Thu 10/29/20
Installation of all framing electrical and data rough in	Tue 3/23/21

Installation of all electrical fixtures	Wed 6/9/21
Plumbing	Wed 6/9/21
Installation of all underground plumbing rough in	Thu 10/29/20
Installation of all framing plumbing rough in	Tue 3/23/21
Installation of all plumbing fixtures	Wed 6/9/21

High level workplan from DRA's last update:

Foundation (Layout, excavate, reinforce concrete)	1-Sep-21
Foundation walls, cast, Floor.	15-Oct-21
Roof (Trusses, Plywood, Sheathing, Water Proofing, Membrane)	15-Jan-22
Exterior windows, doors, rib steel siding	30-Jan-22
Interior Framing (studding, walls, electrical and plumbing framing, ac duct.)	30-Apr-22
Interior Walls (ceiling, sheet rock walls, taping and plastering, Painting)	30-Aug-22
Finishes (tiling cabinetry, doors, hardware, electrical and plumbing)	30-Dec-22