**Project Title**: Regional Recovery Plan for the Caribbean Post Hurricanes Irma and Maria

**Project Award:** 00106254

**Implementing Partner:** UNDP

**Start Date:** September 2017 **End Date:** September 2018

**PAC Meeting date:** October 25, 2017

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| **Brief Description** |
| UNDP´s Bureau for Latin America and the Caribbean (RBLAC) in collaboration with its Caribbean Country Offices in Barbados and the OECS, Trinidad and Tobago, and Jamaica will support governments and the population in recovery in the aftermath of Hurricanes Irma and Maria in Turks and Caicos, Antigua and Barbuda, Sit Maarten, British Virgin Islands, and Dominica. This project aims to create the conditions to build back better (BBB) and to facilitate investments in resilience building on the affected islands. Early recovery interventions will be key steps in this process and will serve as an entry point for long-term engagement aimed at addressing the fundamental drivers of vulnerability to disaster events. While these interventions are critical at the national level, it is also important to engage, discuss and support recovery processes at a regional level to encourage and sustain a transformative approach across the Caribbean. The project will do this through the following 4 outputs:* Output 1: Recovery strategy for national/local government and strengthen the partnership for long term engagement
* Output 2: Regional partnership engagement and knowledge promotion
* Output 3: Support on housing repair/reconstruction to easy recovery (China)
* Output 4: Restoration of economic activity through debris and waste management (CERF)

The project will be implemented in close collaboration with national governments (Output1) (Output 3) (Output 4) and partners (Output 4), with support to the CARICOM Secretariat (Output 2. UNDP´s Regional Hub in Panama and Crisis Response Unit will contribute with technical assistance and expertise to the project activities. Proposed activities include technical expertise and know-how in debris/waste management, development of capacity to assess, plan, implement and coordinate recovery, support the CARICOM Secretariat to organize and convene a high-level Donor Conference for resource mobilisation, promotion of knowledge on disaster preparedness, response and recovery, and targeted support to Dominica and Barbuda to restore housing and priority buildings. |

Outcome 4 (RPD). Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change (Strategic Plan outcome 5).

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| **Total resources required:** | ***6,779,461* USD** |
| **Total resources allocated:** | **China Aid:** | 5,000,000 |
| **New Zealand** | 180,115 |
| **OCHA-CERF** | 307,000 |
| **CRU TRAC** | 500,000 |
| **Regional TRAC** | 450,000 |
| **In-Kind:** |  |
| **Unfunded:** | 342,346 |

Agreed by (signatures):

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| Government | UNDP | Implementing Partner |
| Print Name: | Print Name: | Print Name: |
| Date:  | Date:  | Date: |

# Development Challenge

***PROBLEM***

The 2017 hurricanes season in the Atlantic has been particularly active. Of the 13 named tropical storms this year, eight were hurricanes; of those, four were major hurricanes. While the hurricane season is expected to continue for another six weeks, the season has already seen more hurricanes than average (12 for a ten-year average). The season has been marked not only by the frequency of the hurricanes, but also for their intensity. Of the five category 3 and greater hurricanes, three made landfall in the Caribbean and two on continental US causing tragic loss of life and widespread devastation. Irma and Maria, both category 5 when they made landfall, were the most devastating hurricanes for the Caribbean Islands for the 2017 hurricane season.

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| **IRMA most impacted Islands** | **Need for Assistance (ACPAS)** | **Impact (ACAPS)** |
| Anguilla | Low | Major |
| Antigua | Moderate | Very low |
| Barbuda | Major | Major |
| Bahamas | Not required | Very low |
| BVI | Low | Major |
| Sint Maarten | Low | Significant |
| Turks and Caicos | Low | Significant[[1]](#footnote-2) |
| *Dominica*  | *Significant* | *Major[[2]](#footnote-3)* |

Irma, the most powerful hurricane recorded over the Atlantic, made landfall as a category 5, hitting Anguilla, Antigua and Barbuda, British Virgin Islands, Cuba, Saint Martin, Bahamas, Sint Maarten, Saint Barthelemy, and Turks and Caicos Islands most severely. 169,000 people and 75,000 buildings were exposed to wind speeds higher than 252km/h. and 5.5 million people were exposed to winds greater than 120km/h. At least 37 people have been reported dead.

In Saint Martin and Saint Barthélemy, 11 people lost their lives; more than 100 have been reportedly injured, while 95 per cent of the residential dwellings were destroyed. Thousands of people have been evacuated to Guadeloupe. In Sint Maarten, four casualties have been reported and 90 per cent of the buildings have been damaged, according to the Dutch Red Cross. In Turks and Caicos Islands, initial reports after the passage of the hurricane suggested that up to 90 per cent of houses have sustained moderate to severe damaged. The initial United Nations Disaster Assessment and Coordination (UNDAC) report indicated electricity and water supply in the islands has been seriously affected. The islands of Dominica, Guadeloupe, Saba, Saint Kitts and Nevis and Sint Eustatius suffered minor impact, though damage to health facilities and services were reported in the case of Saint Kitts and Nevis.[[3]](#footnote-4)

Hurricane Irma: regional response plan for the Caribbean region

The situation has further deteriorated as Hurricane Maria also made landfall as category 5 in Dominica, Guadeloupe, Martinique, Puerto Rico, St. Kitts and Nevis, Montserrat, and the US and British Virgin Islands between September 18th and 20th. Dominica was the most affected Caribbean nation where Maria caused widespread damage and destruction. On 25 September, the UN estimated that the entire population suffered direct damage to housing and livelihoods (65,000 people affected). Estimations[[4]](#footnote-5) mentioned that 98 per cent of roofs have been damaged, leaving entire communities homeless; approximately 50 per cent of house frames have sustained damage. Initial reports indicate that nearly all of Dominica’s crops have been destroyed, in a country where25 per cent of Dominica’s workforce depends on export agriculture of root crops, bay oil and bananas. The island’s growing tourism sector, worth 16.5 per cent of the island’s GDP, was also critically impacted, as the rainforests were its main attraction. Furthermore, Dominica was still in the recovery process from the impact of Tropical Storm Erika in 2015; the vulnerable communities worst affected by Tropical Storm Erika have faced the brunt of Hurricane Maria, compounding the impact and recovery process.

In both events, critical infrastructure - including electrical lines, houses, public buildings as government offices, schools and hospitals and private structures key to the economy and people’s livelihoods (ie. hotels and fish processing plants) were significantly damaged. Between 70-90% of houses have been damaged in Barbuda, Anguilla, Bahamas, Turks and Caicos, Dominica, and British Virgin Islands. 1.2 million people have been impacted by damage to water infrastructure, resulting in significant challenges to food security, health and hygiene. In Anguilla and Barbuda, 70-90% of infrastructure has been destroyed;

While not yet quantifiable, the impact on tourism, fishery and agriculture is severe. Most road networks, although small on most islands, have also been interrupted by the storm surge floods and fallen trees.

Across the Caribbean it has been estimated that 17,000 people need immediate shelter assistance. The island of Barbuda in Antigua and Barbuda has been rendered uninhabitable with the entire population of approximately 1,600 evacuated to Antigua, while one person was killed. In Barbuda, health concerns have also arisen because of the large numbers of animal carcasses in the flood waters. In the territory of Anguilla, significant damage to water supply and electricity has been reported and one person has been killed. According to the Caribbean Disaster and Emergency Management Agency (CDEMA) and the British Red Cross (BRC), hospitals and the island’s main port in Sandy Ground are now operational. In the British Virgin Islands, five fatalities have been reported by the National Emergency Operations Centre. Sewage in the streets has been identified as a health risk, and incidents of looting reported[[5]](#footnote-6).

*Economic and fiscal status of the impacted islands*

Most of the countries, territories and islands impacted by the hurricanes are middle to high income countries; some are overseas territories of the UK, France and the Netherlands. Thus, Caribbean Small Islands Developing States (SIDS) are often not eligible to favourable concessional financing or Official Development Assistance (ODA) from major donors given that revenue per capita often exceeds the maximum established criteria.

However, as highlighted by a report published by UNDP, the Caribbean SIDs have limited fiscal capacity and flexibility to meet investment requirements for risk informed development. Most Caribbean countries are facing high ratios of government debt to GDP, at unsustainable levels in some instance. Caribbean SIDS presently allocate less than 4% of fiscal expenditures to capital investment, which is below existing trends and at variance with expanded investment requirements for economic transformation, climate change adaptation and mitigation, and expansion of economic and social infrastructure, among others. Against this financial backdrop, the islands remain highly vulnerable to climatic hazards and require serious investment to reduce risks and vulnerabilities, and mitigate the impact of such events. The accumulated toll of climatic and disaster events impact the economic wellbeing and growth of the SIDS; Dominica, for instance, has an average annual loss from disasters of 2.1% of its GDP.

As a result, the impacted countries find themselves in a situation where they cannot receive traditional post-disaster support from the International Financial Institutions and do not have the appropriate fiscal reserves to invest in recovery and build back better. Most of the Governments, for instance, did not insure critical infrastructure; the costs of rebuilding will exceed existing resources, leading potentially to further debt. For those insured, the regional mechanism, Caribbean Catastrophe Risk Insurance Facility (segregated portfolio company) has provided immediate financial relief to impacted member states but the amounts remain limited.

1. **RESPONSE TO DATE**

Following the hurricanes, the Caribbean Catastrophe Risk Insurance Facility (CCRIF) has been providing pay-outs to the affected countries with insurance. For example, Antigua and Barbuda has received USD 6.8 million, while Dominica will likely receive USD 19.3 million. Additional funds may be available through the CCRIF excess rainfall policy, pending assessments as to whether that policy will be triggered. Similarly, Turks and Caicos has received a combined pay-out of USD 13.6 million for excess rainfall in advance of Hurricane Irma and for the damages wrought by Irma. These funds will contribute to recovery processes at the island level.

On the humanitarian front, OCHA developed a regional response plan for the Irma impacted countries but did not launch a regional flash appeal. The OCHA Regional Response Plan for the Caribbean[[6]](#footnote-7) includes early recovery as one of the four objectives, whereby UNDP is designated as the lead agency for early recovery activities (estimated budget required is 1.7 million USD). The UN’s Central Emergency Response Fund (CERF) allocated USD 2 million to the Caribbean response, of which UNDP and UN Women received 300,007 USDfor the restoration of economic activity in Turks and Caicos Islands, Sint Maarten, Antigua and Barbuda, British Virgin Islands mostly through debris and solid waste management emergency employment.

In the case of Dominica, OCHA launched a country-specific flash appeal calling for USD 31.1M, with an USD 3,666,795 appeal for Early Recovery activities . The CERF for Dominica released USD 3 million, of which UNDP has been allocated USD 300.007 to lead and support economic recovery and infrastructure activities as part of the Early Recovery sector.

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| Countries / territories | UNDP Funding  |
| Antigua and Barbuda | USD 25,000 |
| Dominica | USD 100,000 |
| Turks and Caicos | USD 25,000 |
| Sint Maarten  | USD 25,000 |
| Regional TRAC Funds | 100,000 |
| CRU Programmatic Funds  | USD 500,000 |

UNDP’s response has included the immediate deployment of first responders to the most impacted island (Turks and Caicos, Sint Maarten and Antigua and Barbuda), providing support to the governments. In Dominica, UNDP has been called upon to lead the Crisis Management Unit linking relief and recovery at the request of the Secretary General. UNDP has also made resources available to each country to assess recovery needs and coordinate early recovery processes. In TCI, UNDP participated in the UNDAC assessment mission and initiated early recovery coordination; in Antigua and Barbuda, UNDP has supported a PDNA exercise, and provided coordination and sectorial expertise as will be the case in Dominica; in Sint Maarten, UNDP is coordinating the preparation of a UN wide recovery proposal for the consideration of the Dutch Government.

*Institutional context*

All the impacted countries/territories fall under the UNDP Programming responsibility of a Country Office located in another country. Three offices and different Resident Coordinators cover the impacted islands: Barbados and the OECS Sub-regional office covers Antigua and Barbuda, British Virgin Islands, and Dominica; Trinidad and Tobago Country Office provides support to Sint Marten; Jamaica Country Office covers Turks and Caicos. There are differing levels of programming taking place in these islands. For example, whereas UNDP did not have ongoing programmatic activities in Turks and Caicos before the hurricanes hit, there was presence and programming on Sint Maarten (support to a national Development Plan), Antigua and Barbuda (Global Environment Facility (GEF) Small Grants Programme, and a GEF Medium-Sized Projects (MSP under development), and Dominica Small Grants Programme, 2 GEF MSPs, Japan-Caribbean Climate Change Partnership and Green Climate Fund Readiness Support Programme operating).

The United Nations has adopted a regional approach in the Caribbean, in fulfilment of the Multi-Country Sustainable Development Framework (UNMSDF) which guides UN programming in the region towards supporting a sustainable and resilient Caribbean (4th result area). The UNMSDF provides an existing institutional architecture at the regional (through a Regional Steering Committee) level and helps to facilitate a coordinated approach to recovery across the different Resident Coordinators and Offices.

***RISK FACTORS- RISK AND MITIGATION MEASURES***

There are multiple risk factors associated with Hurricane Irma and María response and recovery. These events have created widespread destruction of houses and infrastructure, disruption of basic service provision, and extensive damage and losses in income generating activities. In several islands, coordination at local level has been difficult despite the efforts of relevant authorities. Debris has presented challenges to accessibility of relief supplies to some areas as well as created an immediate health risk, with stagnation of water, decaying animals, and potential leakage of chemicals contributing to mosquito population, resurgence of rodents, and contamination of water and soils. Additionally, given the specific context of some of these countries, logistics are challenged by damage to airports, ports and roads.

In Dominica, specifically, the conditions are extremely difficult due to a total disruption of basic service provision. The road network around the island has been significantly impacted; logistics and telecommunications are challenged by compromised air and seaports; many communities in the southern part of the island remain isolated.

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| # | Risks | Mitigation measure |
| 1 | Reputational risk: depending on the islands, the political/ governance environment might result in limited governmental engagement for long-term resilience building initiatives and this induces important reputational risk for UNDP. (Institutional) | A Senior Recovery Advisor has been deployed to each of the islands to support early recovery and engage in dialogue with the government. The Advisor will regularly update the RC and advise on issues, solutions, and next steps. Capacity at regional level is being reinforced by the deployment of a Senior Resilience Advisor to CARICOM Secretariat. |
| 2 | Reputational risk: the purchase of roofs and materials for housing recovery is not accompanied by earmarked financing for installation, creating a risk that the materials are not used and final result (shelter) will be delayed. (Institutional)  | UNDP will make efforts to negotiate a written agreement with the respective governments, whereby the national counterparts will guarantee roofing/material installation; this agreement will include arrangements for delivery and handover, and a timeline for installation actions. UNDP will make efforts to mobilize additional resources to support installation as necessary.  |
| 3 | UNDP role: as the situation on the ground evolves, UNDP will need to re-evaluate its role vis-à-vis other players, particularly with regard to emerging areas of work as insurance and finance. The minimal presence of UNDP in the countries covered by this framework could also pose challenges to UNDP’s positioning. (Institutional) | UNDP will engage in close coordination and information exchange with other international organisations on the ground.The COs and the Regional Bureau will share up-to-date information on the UN configuration and implication for programming;UNDP will reinforce its presence and capacity at national level though the deployment of Senior Recovery Advisors in each island. Similarly, at regional level, capacity will be reinforced by the deployment of a Senior Resilience Advisor to CARICOM Secretariat.  |
| 4 | Resource availability: The recovery framework has been constructed on the assumption that the additional resources necessary to move forward long-term engagement and programmes will be mobilized from donors. (operational) | The Country Offices need to engage in continuous resource mobilization at country/regional level. UNDP HQ needs to ensure support to resource mobilisation with donor capital. UNDP needs to be strategically positioned within and coordinate with the humanitarian and aid community. |
| 5 | Ownership: The expertise provided by this recovery framework is limited in time. (Operational)  | The recovery framework must be sequenced to ensure appropriate appropriation by the Country Offices.Recovery Advisors and technical expertise might need to be embedded in the CO structure for the duration of the intervention. |
| 6 | Disaster Event: Occurrence of a disaster, particularly during the hurricane season, at national or regional level that may require urgent emergency measures and change of priorities due to response and recovery actions.(Environmental) | Plan project activities mainly during the off-season. In case that a disaster occurs, support will be provided for coordination in the management of emergencies. |
| 7 | Participation: Limited participation of institutions (Political) | Promote constant dialogue and involvement of institutions for strengthening their commitment |
| 8 | Decision-Making: Weak involvement of decision makers in strategic project activities (Political) | Maintain a direct dialogue with the national decision-makers so that communication and coordination channels are open, and alternative solutions can be sought in a timely manner during the project. |

***PRIORITY AREAS OF INTERVENTION***

Hurricanes Irma and Maria have caused widespread devastation across many countries and territories in the Caribbean. Destruction of houses and livelihoods has reached up to 95% in islands such as Barbuda and Dominica. According to initial rapid assessments, the situation in Sint Maarten and Turks and Caicos are also of concern. Impact on other islands such as Anguilla and British Virgin Islands is also being closely monitored.

UNDP’s support to Hurricane Irma and Maria recovery in the Caribbean will be anchored in the resilience-based approach as expressed in UNDP’s Strategic Plan. This involves providing temporary facilities and roofing or basic living conditions for the most vulnerable identified population, provide immediate assistance to debris management, support the immediate restoration of basic services, supporting resilient housing, creating gender-balanced emergency employment and livelihoods through supporting key economic sectors, including markets and micro and small enterprises to revive economic activities. In addition, UNDP support includes technical assistance and implementing capacity in areas related to damage and needs assessments and support to authorities in the formulation of recovery strategies focusing on resilience and Climate Change adaptation, Building Back Better and the achievement of the Sustainable Development Goals[[7]](#footnote-8). This approach enables the bridging of humanitarian and long-term development efforts, reduce risks, and build resilience.

The primary objective of UNDP recovery programme is to provide comprehensive support to address the immediate and long-term recovery needs of individuals, households and communities affected by the Hurricanes while enhancing capacities within the Government and communities to manage risks arising from disasters and climate change. The interventions aim to respond to immediate needs and build resilience to multiple shocks contributing to sustainable development processes. UNDP will implement a programme for recovery that has three distinct strands: the first to provide advisory services for the National and Local government to plan, implement and coordinate recovery; the second to help communities “build back better’ from the impacts of the disaster; and the third to improve disaster risk reduction systems and preparedness for recovery.

***UNDP’S ROLE***

UNDP helps national and local governments address the underlying vulnerabilities that cause susceptibility to disasters and moves communities toward risk-informed actions and trajectories. In the immediate aftermath of a disaster, UNDP facilitates recovery by combining the community re-establishment with injecting financial resources at a household level, through emergency employment in debris management, reconstruction and/or community infrastructure rehabilitation. This approach to recovery not only meets the immediate needs in the affected regions to kick-start recovery, but also creates conditions for long-term recovery, resilience to multiple shocks and sustainable development. In response to Hurricanes Irma and Maria. This approach emphasizes the need to bridge relief efforts with actions that lead to recovery and development.

UNDP brings its core mandate of sustainable and inclusive development to support recovery processes: the community-based and capacity building approach, the focus on gender equality and the empowerment of women, the support to human rights for development, and the focus on institutionalizing processes at a national and sub-national level and its multidisciplinary work – including governance, livelihoods and environment.

The approach is guided by the two international frameworks: The Outcome of the World Humanitarian Summit and the Sendai Framework for Disaster Risk Reduction 2015-2030.The World Humanitarian Summit Framework reached 32 core commitments through 7 round tables, including calls for strengthened gender perspective in humanitarian crisis settings.[[8]](#footnote-9) In particular, the 6th round table, “Natural disasters and climate change, managing risks and crises differently,” concluded with core commitments that are significant to this project.

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

# Strategy

Beyond the immediate impact in the affected islands, the 2017 hurricane season highlighted existing gaps in the overall disaster preparedness/risk reduction and in the resilience levels of the Caribbean region. With the increasing frequency and intensity of the hurricanes due to climate change, it becomes even more compelling to adopt a long-term approach and invest in strengthening resilience to these events. To this end, UNDP’s recovery strategy will be twofold: to create the conditions to build back better (BBB) and to facilitate investments in resilience building in the affected islands. With development as its core mandate, UNDP engages in recovery with the very purpose of putting countries back on the path of sustainable development and strengthen their resilience. Early recovery interventions are a key step in this process and need to serve as an entry point for long-term engagement to address the fundamental drivers of vulnerabilities. UNDP needs to engage rapidly on the ground and sustain its investment to become a relevant partner for the long-term.

UNDP will pursue its strategy at both national and regional level. Through in-country interventions, UNDP will seek to establish a presence in countries/territories where the organisation has so far had none or little presence and will seize the opportunity for long-term strategic engagement with governments. Capitalizing on the political momentum and awareness created by the current hurricane season, the immediate support through early recovery interventions will be critical to open a national dialogue for policy change toward strengthening resilience. While this is key step at national level, it would be essential to create a similar dynamic at regional level to sustain the adoption of a transformative approach across the Caribbean. The recurrent disaster and its impact on the island will likely intensify and it is critical that countries seize the “terrible opportunity” to adapt to these new realities through risk transfers, mitigation measures and a strong public-private partnership.

**Political engagement**

**Innovative Financing Instruments**

**Build Back Better Solutions**

**UNDP comparative**

**advantages**

**Quick impact activities**

**Assessment and diagnostics**

**Support to National Planning**

**A more resilient Caribbean**

The issues observed in the affected countries are mostly related to governance. Specifically:

* Limited integration of climate and risk reduction measures into policies and of their implementation;
* Old-dated or inadequate building codes and/or inconstant application in the infrastructure and housing sectors;
* Land use not informed by risk assessment and/or standards not applied;
* Presence of pockets of vulnerable population - comprising poor people, migrants and undocumented persons.
* Lack of access to concessional financing, resilience funding and climate and disasters funds

## National level

UNDP’s intervention will focus on those islands among the worst affected islands by Irma and Maria that have either requested UNDP’s assistance or where UNDP has been part of the initial response - namely: Barbuda, British Virgin Islands (BVI), Dominica, Sint Maarten, and Turks and Caicos (TCI).

The commitment in each affected island will be initially up to a period of 6 months, with the exact duration depending on the island and governments’ needs/interest in continued support. UNDP will provide immediate support to national and local authorities to bring affected communities back to “normalcy” through early recovery interventions. These interventions will also provide the opportunity to establish a dialogue with respective governments toward medium-long term engagement and collaboration in the recovery process and resilience building. Based on individual context, UNDP will extend its support to provide guidance and technical assistance for recovery planning and implementation. The main proposed areas of interventions are listed below and details on the specificities for each island is provided under their respective section.

* **Provide technical expertise and know-how in debris/waste management to open the path to recovery**:

UNDP will provide technical assistance to the relevant sector ministries and local authorities seconding experts in debris and waste management while supporting skills development in these areas. Activities will include assessments, planning and coordinating debris and waste removal, technical assistance for safe waste disposal and recycling of debris to support micro-enterprises and small and medium businesses.

* **Provide microgrants to local organizations to enable social and economic recovery of vulnerable groups**:

Vulnerable groups - mostly the poor, migrants and undocumented people - will have none or limited access to cash during the first month or so after the hurricane having their means of livelihoods being destroyed (ex. agriculture/fishing equipment, etc.) or due to closure/suspension of businesses in which they are employed undergoing restoration (mostly hotels and tourist services). Therefore, in addition to emergency employment schemes, UNDP will also provide temporary economic support to these groups by providing small grants through local organisations for the purpose of economic revitalization. The organizations will be proposed by the CO management and authorized by the Regional Director, or designate; grants will be managed through a Standard Grant Agreement, under POPP guidelines.

* **Provide short term emergency employment opportunities for affected families. (cash-for-work schemes)**

This approach will help to ensure that affected families become direct recovery agents while serving to inject cash in the communities and facilitate the procurement and distribution of tools, building supplies, equipment, training and technical capacity (engineers, architects).

* **Support to national/local authorities to assess, plan and implement recovery**:

UNDP will assist governments to conduct Post-Disaster Needs Assessments (PDNAs) and/or other assessments as requested in collaboration with other international partners (WB and EU for the PDNA). Assistance will also extend to the development of recovery frameworks to plan recovery. Depending on the context and government’s interest and needs, UNDP will provide advice and technical support in setting up the institutional arrangements suited to a small island country to undertake a recovery process. Similarly, UNDP can also assist the government in drafting policies and guidelines for recovery.

* **Diagnosis of disaster management systems**:

UNDP, in collaboration with CDEMA, will facilitate the conduct of a diagnosis of the disaster management system in each island. The diagnosis will comprise three main components: i. an *After-Action Review (AAR)* of the preparedness and response mechanisms to the current hurricanes; ii. An assessment of the DRM architecture in the country with a broad approach to all types of hazards and with a particularly regard to the integration of climate and disaster risk reduction measures into national policies; iii. Identification of lessons learnt and recommendations/entry points for strengthening governance arrangements for climate and disaster risk, including: enhancing early warning systems and associated operating procedures to improve preparedness and response; strengthening local data-collection and risk assessment capacity; capacity for risk-informed development among key national and local actors; promoting an integrated approach to climate and disaster risk. This will be considered an informal diagnosis process, to support analysis of lessons learned.

* **Housing policy**:

With the objective of BBB, UNDP will provide technical guidance in the revision and/or development of a housing policy - including the update/development of building codes/standards and land use regulations. Depending on the specific country context and opportunities, UNDP might also provide technical expertise during the housing reconstruction process - for instance through the provision of technical assistance in implementing low-cost hurricane-resistant housing.

* **Housing repair and reconstruction to easy recovery:**

In Dominica and Barbuda there is a clear and urgent requirement for major rehabilitation of homes, community structures and public buildings including schools. The need for safe and resilient roofing, house repairs and resilient reconstruction of destroyed buildings will be highlighted in this activity through purchase of good quality roofing materials and tools to install the roofs as well as trainings on adequate installation of the roofs.

In case of Dominica, it is important to mention that the recovery process that was started after Tropical Storm Erika was only partially implemented when Maria hit the territory and so the resettlement strategy after Erika will be considered for this new housing initiative.

UNDP will seek opportunities for **collaboration and coordination with other UN agencies and the International Financing Institutions** on the ground. Particularly, UNDP will engage with IOM on housing reconstruction to ensure building back better principles are integrated, and with UNWOMEN in both emergency employment and housing reconstruction for gender sensitive interventions. UNDP will also seek to work in close relationship with the Caribbean Development Bank (CDB) and the World Bank (WB) in assessing the needs, elaborating recovery frameworks and looking into financing options.

## Regional level

In addition to the national governments, UNDP will also engage with regional institutions as CARICOM to mobilise consensus on and action toward *how to pursue and finance resilience in the Caribbean*. While recognising the importance of supporting recovery through concrete in-country interventions, there is also a recognition of the necessity to focus on long-term resilience building in the region capitalising on the current political momentum.

UNDP envisages this as a multiple steps process as follows:

* **High level engagement with CARICOM on Building Back Better & Resilience:**

As part of the resilience dialogue in the OECS region, UNDP will specifically engage with CARICOM. A Senior Resilience Advisor is currently deployed by UNDP to the CARICOM Secretariat to engage in such dialogue and define the steps forward. As part of part of this engagement, UNDP is also providing guidance in the organisation of a high-level conference on building back better and resilience (tentative dates: end of November/early December). The purpose of the conference will be twofold: to mobilise resources for the current recovery in the affected islands and to discuss on a roadmap for enabling resilience in the Caribbean. To this end, UNDP will support CARICOM in two different ways:

1. UNDP will prepare **an aggregated account of the post-hurricanes damages and losses** in the region to provide solid evidence of the actual recovery needs for financing.
2. UNDP will undertake an **in-depth analysis to explore partnership opportunities** for long-term political engagement toward resilience building in the region. The conference will serve to validate establishment of a resilience roadmap for the Caribbean and proposed concrete areas of action.
* **The implementation of partnership engagement for resilience in the Caribbean:**

UNDP will undertake an analysis of the concrete partnership opportunities and those for new financing tools to build resilience in the region. Consultations will be undertaken with all relevant partners on the ground - namely: regional organisations (CARICOM, CDEMA, CDB, OECS, etc.), national governments, donor community (DFID, Netherlands, EU, ACP, etc), private sector (including insurance companies) and other international organisations engaged in the Caribbean (UN system, WB, etc). The analysis aims to clearly identify the entry points for regional action and investigate whether there is space to create a different kind of partnership in the form of a “resilience consortium” for the Caribbean. The consortium would bring together national governments, regional entities, the private sector, experts and relevant international organisations. Building on the political momentum of the current hurricane season, the consortium would serve to define the approach and the implementation modalities for building resilience in the region. It will also mobilise political engagement and technical expertise to implement national policy reforms to this end. Differently from similar past or existing initiatives in the region, the consortium aims to pursue a substantive engagement of the private sector, particularly the tourism and the insurance, and leverage its influence to demand policy changes. The appointment of champions from the political arena and the private sector (both international and regional) to drive forward the resilience agenda in the region will also be pursued. Additionally, the consortium will focus on the identification of innovative financing instruments to address the financing gap for recovery and climate risk reduction.

Suggested areas of engagement for the consortium are as follows:

* Private sector - including the insurance;
* Governance arrangements for climate and disaster risk reduction (building on the national diagnostics);
* Financing recovery and resilience;
* Investing in renewable energy.

In order to drive this process forward, UNDP will establish **regional capacity** under the oversight of the Regional Bureau for Latin America and relevant Country Offices. The modality in which this capacity will be set-up needs to be further discussed.

UNDP’s investment in the above is considered as seed financial investment on which to capitalise for long-term engagement on resilience in the region. Based on the outcomes of the conference, UNDP and other relevant actors’ engagement should be discussed as to providing advice and technical support in designing and implementing a resilience roadmap for the Caribbean.

In addition to the above, UNDP will also engage in the following regional activities:

* **Promoting knowledge on recovery and BBB through the** **Aruba Centre of Excellence**:

UNDP will capitalise on its knowledge centre for the Sustainable Development of Small Island Development States based in Aruba to facilitate exchange of practices and expertise to build back better among the islands in the region and thus help accelerate recovery. Initial support will be provided to establish a specific knowledge hub around recovery and reconstruction. The centre will provide services to the whole region under the oversight of the UNDP Country Office in Trinidad.

* **Support CDEMA in undertaking an After-Action Review (AAR) of the regional preparedness & response:**

Following each disaster response, CDEMA’s internal procedures demand an internal AAR to identify lessons learnt and entry points for improvement. UNDP can support this process and act as a convener of other interested organisations, particularly OCHA and other UN agencies with a humanitarian mandate, and donors. As UNDP is either undertaking or proposing a similar exercise in each of the most affected islands (refer to national component of the framework), contributing to the CDEMA’s ARR could be an excellent opportunity to identify concrete actions to ensure greater coherence and integration between the regional and national emergency preparedness and responses mechanism.

# Results and Partnerships

***KEY OUTPUTS***

In response to the needs and priority areas identified, the project will provide support to national governments receive immediate technical expertise and know-how in debris/waste management and housing repair/reconstruction to early recovery, as well will ensure that the community-oriented initiatives are gender sensitive and that support is provided to strengthen the integration of gender and inclusion dimensions in government responses.

In parallel, working in a high level political engagement at regional level will enable the implementation of concrete measures to strengthen resilience and build back better.

The project principal objective is “To strengthen the partnerships with Caribbean Government for long-term engagement” and will contribute to Regional programme outcome 4. “Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change” (Strategic plan outcome 5).

The project objective will be achieved through 4 expected results:

**Output 1: Recovery strategies for national/local governments and strengthened partnerships for long term engagement for risk-informed development**

Under this output the project will support Dominica, Antigua and Barbuda, British Virgin Islands, Sint Maarten, and Turks and Caicos governments with immediate technical support to facilitate a post hurricane early recovery process by implementing early recovery priority actions and encouraging a long- term engagement approach.

The primary emphasis will be placed on bringing back the affected communities to the “normality” through debris management actions which will improve sanitary conditions, facilitate the reconstruction activities (R3), and early to longer term recovery. In this sense, the output will provide Dominica, Antigua and Barbuda, and Saint Maarten support on planning and coordinating debris and waste removal, practical clearance through gender-balanced emergency employment and technical assistance for safe waste disposal for the longer term. In Turks and Caicos, activities will also include livelihood diversification, with a focus on the private sector.

In addition, efforts will be made to strengthen national and local coordination capacity of the recovery process. This involves supporting governments conducting informal diagnosis of the disaster management system and reviewing governance arrangement on recovery processes. Note that these efforts complement the PDNAs that were conducted in collaboration with other UN agencies, the WB and the EU; in Dominica and Antigua and Barbuda the PDNA was financed through TRAC 1.1.3. funds allocated to these countries.

There will be a focus on enhancing standards and approaches for resilience to disaster and build back better in current recovery efforts. Particular attention will be paid to include measures for BBB in plans and sectorialsinterventions, leveraging ongoing relevant activities and expertise. Consideration will also be given to support disaster risk reduction into key sector and improving multi-hazard risk assessment, where feasible.

Furthermore, to strengthen the logic of BBB, in this output will be given support to the governments on the revision of the housing codes and in the establishment of a Community Center for housing repair and reconstruction in Dominica and Barbuda.[[9]](#footnote-10) Efforts will be made to involve women in training and emergency employment related to housing reconstruction.

In addition, in Dominica this output will provide recycling of debris, support micro-enterprises and small and medium businessesand, and support the national government in recovery coordination, with an emphasis on gender-sensitive strategies and interventions. A Crisis Management Unit (CMU) in the office of the Prime Minister will be esbalished to support the planning and coordination of relief and recovery.

In the case of British Virgin Islands , the activitiey will be focused on conducting a scoping mission to assess potential UNDP support in British Virgin Islands.

**Output 2. Regional partnership engagement and knowledge promotion**

UNDP will support a high level political engagement at the regional level to enable the implementation of concreate measures to strengthen resilience and Build Back Better. To achieve this goal, UNDP will engage with regional institutions to develop consensus on and action toward *how to pursue and finance resilience in the Caribbean*. In this regard, UNDP at the request of CARICOM Secretariat will make available the services of a Senior Advisor who will support CARICOM through identification and recommendation of strategic approaches, preparing plans and documentation for donor and stakeholder engagement, and undertaking missions in the region to meet with governments, regional institutions, donors, and other stakeholders, providing technical and policy support among others.

As part of the Senior Advisor´s responsibility, the project will support the CARICOM Secretariat to organize and convene a high-level Donor Conference to mobilize support and elicit longer-term assistance to help build resilience in the Caribbean. Activities will also include the undertaking of studies to aggregate and analyse post hurricane damages and losses in the region to inform recovery financing, as well as identify appropriate financial instruments for risk transfer; a study on the gender differential impacts of the Hurricanes with a focus on recommendations for future actions, given the disaster propensity in the region, is recommended.

At the regional level, exchange of practices and expertise for building back better will be promoted to facilitate recovery. An After-Action Review process on regional preparedness and response mechanism will be conducted, with CDEMA, with the aim of learning from and improving, based on the experience of Irma and Maria.

The project will establish a project management unit (PMU), complete with a project coordinator and supported by a financial assistant, monitoring and evaluation specialist, and communications specialist. The PMU will ensure synergies and articulation between the different responsible parties, strategic oversight and regional coherence in UNDP’s interventions, orientation and liaison with the Country Offices, technical assistance as necessary, and support to resource mobilization, in addition to project management, financial administration and monitoring of activities and results.

**Output 3. Housing recovery through support to repair/reconstruction (China)[[10]](#footnote-11)**

The high velocity winds wreak significant damage on critical infrastructure and housing stock in Barbuda and Dominica in particular. This output will aim to build back better in the housing sector, ensuring more robust and hurricane-proof roofing. The BBB approach is based on post disaster risk assessments and consists on ensuring the purchase of good quality constructions materials and the promotion of safe and resistant installation techniques for strong houses, as well as the promotion of a participatory reconstruction making best use of local skills, institutions and resources.

In Dominica, this output will facilitate the procurement of roofing material for 600-650 building, comprising 600 homes, 6 schools, 6 hospitals and 15 government buildings, among others; it will include training and equipment to local beneficiaries and quality assurance for the installation process. These activities will have direct impact on approximately 5,000 people and indirectly benefit all the families affected.

In Barbuda, UNDP will procure roofing materials for 250 buildings comprising homes, schools, government buildings and other priority structures; provide training during installation to ensure the use of safe construction techniques and limit risks, and equipment to local beneficiaries; and, oversee and promote quality assurance during the government-led installation process. These activities will have direct impact on approximately 1,250 people and indirectly benefit the entire population of the island.

This output will promote the engagement of local institutions and/or both the male and female populations in the installation process, to be conducted by institutions such as the Ministry of Housing, Lands and Water Resource Management or possibly local contractors, as per Government request; the engagement process will ensure government commitment to roof installation. In this regard, training of men and women in roof installation and other relevant skills will be important to ensure sustainable and disaster-resilient structures. Emphasis on resilient roof designs and materials will be another component of the project.

A critical requirement for achieving results of this output will include the full engagement of the national government, community representatives and women’s organizations of Dominica and Antigua and Barbuda. It is therefore anticipated that a period of engagement, to confirm the priorities and approach to realizing implementation, is necessary as a first step. There will also need to be some coordination with other partners to facilitate improved cohesion.

Finally, there will be a clear communication component, noting this is a South-South initiative of the Government of the People´s Republic of China, adopting the standard practices of such projects. In close collaboration with the Government of Antigua and Barbuda, Dominica, and the People´s Republic of China, UNDP will develop an advocacy and communication plan that will include a press release, press conference, visibility materials and production of a knowledge management product including a video.

Output 3 and the housing recovery support to Dominica and Antigua and Barbuda will require careful planning and close monitoring to ensure that the housing and roofing materials are installed. The installation of roofs should be guaranteed with the national counterparts through written agreement.

**Output 4: Restoration of economic activity through debris and waste management (CERF)**

Under this output, the project will assist the communities and governments of Turks and Caicos, Antigua and Barbuda, Sint Maarten and British Virgin Islands in cleaning up the debris, bricks, cement, rubble and vegetation from the destroyed towns, market places, homes and streets to pave the way to rebuilding these areas.

The weekly wages/stipends will enable those most at risk to access critical goods and services while they await reconstruction of their homes and reestablishment of substantive economic activity. Essential services (e.g. health facilities) and transport networks are at varying levels of operability among the countries; in some islands, the entire population has had to relocate. The debris is also posing an immediate health risk, including growing mosquito populations and pollution of water and soils. This initial action will aim to employ 160 persons across the 4 countries as part of wider debris management and early recovery plans.

The design and implementation of the short-term employment opportunities will be undertaken in collaboration with UNWOMEN and various Red Cross Societies in each country. Using a gender-responsive approach, the project will seek to empower women to take a proactive role through their participation in the cash for work programme and ensure an inclusive design and evaluation of the process towards its improvement, contributing their unique expertise and local knowledge.

The restoration of road access and removal of health hazards directly benefits the internally displaced and remaining affected populations as well as relief and assessment teams by allowing safe access to or safer habitation of affected communities. Emergency livelihoods will also be important in supporting and increasing a measure of security for vulnerable affected households.

***RESOURCES REQUIRED***

The project aims to build national and regional engagement to plan, manage and monitor the post-Irma and Maria recovery processes, addressing short, medium and longer-term activities, integrating BBB measures and increasing overall resilience.

The Project investment is primarily in human and institutional resources who can offer tools and technical assistance. These include international and local experts in debris and waste removal, communication specialists, procurement and logistics specialists, senior advisors, and housing experts.

The second most important investment of the project would be in material purchase for early recovery local actions focused in housing repair and debris and waste removal as well as in stipends for workers:

* Purchase of good quality construction material
* Procurement of tools (hammers, shovels, buckets, wheel barrels, etc.)
* Procurement of Personal Protective Equipment (gloves, boots, helmets and masks)
* Procurement of equipment: wood chippers, chain saws
* Stipends for workers for the cash for work programmes.

***GOVERNING PRINCIPLES***

The following principles will govern management and implementation arrangements:

* The initial focus of UNDP assistance is on rapid delivery of assistance within the context of meeting immediate and early recovery needs of affected communities. However, from the outset the aim will be to promote approaches and activities that go beyond initial recovery towards more sustained social and economic recovery.
* A flexible approach to development and implementation of recovery activities will be employed, through partnerships with UN agencies, and with options for engaging a range of implementing partners including national and local NGOs, international NGOs and others;
* Implementation of recovery activities will seek to employ modalities that strengthen sustainable local level capacities.
* The management of recovery activities will promote strong collaboration and complementarities with other national and international assistance in the affected area.
* The early recovery approach will be gender sensitive and this will be reflected on how gender issues will be mainstreamed in all 4 outputs.

***COORDINATION WITH COUNTERPARTS***

At the national level, the main counterpart will include Government partners including the Offices of the Prime Ministers, Line Ministries such as Public Works, Infrastructure, Labor and Environment, National Disaster Management Office and Local Authorities. UNDP will also collaborate with municipal Public Works Departments and other departments providing Community Services.

***PARTNERSHIP ARRANGEMENTS***

There are partnership possibilities at the national and local levels on the basis of their mandate and responsibility, and presence in the program areas. These include:

* The design and implementation of the short-term employment opportunities will be undertaken in collaboration with UNWOMEN and draw on the expertise of UNDP’s Gender Advisor.
* PDNA for the recovery and reconstruction will be conducted with the participation of WB, the EU, OCHA and other relevant UN agencies where there is a demand.

***STAKEHOLDER ENGAGEMENT***

The project will make particular efforts to engage with national and local stakeholders in all components related to planning and managing recovery processes.

At local level, efforts will be taken to support local leadership and accountability in recovery implementation, administration and financial management of recovery processes.

For Output 3, focused on housing repair, in Antigua dn Barbuda the project will work with the National Office of Disaster Services (NODS), Ministry of Health and Environment, Ministry of Public Works and the Council of Barbuda. In Dominica, the project will work with the Office of Disaster Management (ODM), Ministry of Housing, Lands and Water Resource Management or similar agency and/or engineers to ensure appropriate design of roofing to be meet agreed standards.

***KNOWLEDGE AND SOUTH-SOUTH COOPERATION***

At a regional level knowledge products will include post hurricane damages and losses reports in the region; exploration of partnership opportunities to address resilience findings (2.1.2) and identify appropriate financing instruments; and an after-Action review of the regional and preparedness response (2.2.1). All these products will support the Donor Conference and the political dialogue at strategic level with CARICOM Secretariat.

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.

In this sense, it is important to highlight that the Output 3 of the Regional recovery project which refers housing repair and reconstruction comes from an important South-South Cooperation Assistance Fund of the Government of the People´s Republic of China and there will be a clear communication component adopting the standard practices of such projects, including the production of a video.

***SUSTAINABILITY AND SCALE-UP***

Sustainability is a fundamental concept in the project design, as local and national capacities and community well-being is central to achieving results. Building on existing capacity, the project will strengthen the existing national recovery coordination systems in different countries, through diagnosis of disaster management systems, and capacities to address vulnerability, gender differentiated impacts and excluded groups as well as a review of governance arrangements, which will ensure effective progress. In each island, capacity for recovery will be strengthened through provision of technical advisory services, development of a recovery strategy and orientation towards building back betters. Training related to housing construction and debris management will also contribute to durable solutions at the community and national level. For example, a Community Centre for housing restoration will be established in Dominica and Barbuda, with government involvement. In addition, efforts will be also taken for recovery of local businesses and entrepreneurs, including women and youth in Dominica.

***GENDER MAINSTREAMING***

In several respects, females face disproportionately higher vulnerability than males with regard to disaster risk and capacities to cope. For instance, female unemployment is typically higher than for males, single female-headed households are more likely to be poor, and there are notable disparities in the dependency ratio for such households, with women primarily carrying the burden of care. This impacts their ability to prepare for and respond to risks, as well as potentially hindering their capacities to recover after an event.

This initiative, as a core principle, will ensure that gender considerations are fully mainstreamed and integrated into all 4 outputs. A gender-responsive survey has already commenced to analyze the needs and profiles of the families and households of the internally displaced persons in the affected countries. This will aim to understand differentiated impacts between men and women and determine the most vulnerable groups to form the target beneficiaries for emergency employment.

In addition, hand in hand with the After Action Review, UNDP will prepare a lessons learned report on lessons learned on addressing the gender dimensions of the disaster in the response.

# Project Management

Project implementation will be closely coordinated by the UNDP´s Bureau for Latin America and the Caribbean, Regional Hub in Panama and the Country Offices of Barbados and the OECS, Trinidad and Tobago, and Jamaica. Coordination and collaboration will be mainstreamed across the project, with specific areas for leadership and support.

The Regional Hub will be the lead on this project, ensuring the overall implementation of the project to meet the four result areas.

* UNDP Barbados and the OECS will be responsible for early recovery and engagement actions in Dominica, Antigua and Barbuda, and the British Virgin Islands (Output1 – 1.1, 1.2. 1.5) (Output 4 – 4.3, 4.4) as well as Output 3 (3.1, 3.2) corresponding to the South-South co-operation on Barbuda and Dominica with funds from the People´s Republic of China. For Output 3, RBLAC and UNDP Barbados and the OECS will be responsible for monitoring and managing the results. Procurement support will be provided from the Regional Hub in Panama.
* For Output 4, the UNDP Barbados and the OECS Office will work in close collaboration with UNWOMEN in the design and implementation of the cash for work programmes in Antigua and Barbuda and the British Virgin Islands. UNWOMEN is currently conducting a gender responsive analysis of number and demographics of households in need of income support, which will form the basis for engagement and selection of direct beneficiaries. It will be critical to define how UN Women can complement the work and role of a UNDP Gender Advisor in supporting country level and project activities.

UNDP Jamaica and TT will be responsible for local implementation, monitoring and communication with national counterparts, ensuring the implementation of the corresponding activities in islands under their coverage.

* UNDP Trinidad and Tobago will be responsible for the actions in Sint Maarten (in Output 1 and 4, 1.4 and 4.2 respectively.
* UNDP Jamaica will be responsible for the actions in Turks and Caicos Islands (in Output 1 and 4, 1.3 and 4.1 respectively).

Where possible, direct linkages will be sought with existing activities and projects within Turks and Caicos Islands, Sint Maarten, Antigua and Barbuda, Dominica, and the British Virgin Islands.

CRU will provide technical support and guidance related to Output 1 by providing direct and immediate support to governments and local counterparts in the recovery and coordination of the emergency with long term engagement approach.

In collaboration with CARICOM Secretariat and other potential partners, RBLAC - through a Senior Advisor - will implement Output 2 (2.1) for greater political partnership engagement.

Where there is an advantage to working with NGOs or CSOs who have field presence, knowledge of the local context and established engagement with the communities, UNDP can consider collaborating with them for emergency employment schemes or providing micro-grants for the purpose of economic revitalization. The organizations will be proposed by the CO management and authorized by the Regional Director, or designate; grants will be managed through a Standard Grant Agreement, under POPP guidelines.

# Results Framework[[11]](#footnote-12)

|  |
| --- |
| **Intended Outcome as stated in the Regional Programme Results and Resource Framework:** 2014 -17 Strategic Plan Outcome 6. Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settingsOutcome 4: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including those resulting from climate change (Regional Program)  |
| **Outcome indicators:** 2014 – 2017 Strategic Plan Outcome Indicator 6.1. Number of countries meeting critical benchmarks for social and economic recovery within 18 months after a crisis |
| Applicable Outputs from the UNDP Strategic Plan:Output 6.1. From the humanitarian phase after crisis, early economic revitalization generates jobs and other environmentally sustainable livelihoods opportunities for crisis affected men and womenOutput Indictor: 6.1.2 Percentage of crisis-affected countries where critical benchmarks (to be refined) are identified and actions implemented for local economic revitalization within eighteen months after the start of crisis and/or UNDP intervention |
| Project title and Atlas Project Number: Regional Recovery Plan for the Caribbean Post Hurricanes Irma and Maria  |
| **EXPECTED OUTCOME** | **OUTCOME INDICATORS** | **DATA SOURCE** | **BASELINE** | TARGETS | DATA COLLECTION METHODS & RISKS |
| **Value** | **Year** | **Year1** | **Year2** |  | TOTAL |
| **To strengthen the partnerships with Caribbean Government for long-term engagement on build back better and enable resilience** | Total # of technical assistance for coordination and gender sensitive recovery processes including integration of key elements to build back better  | BTORs; project | Project | 0 | 2017 | 8 |  | 8 | Gender sensitive Recovery Plans and/ornational development plans, institutional modalities for recovery and sectorial intervention plans integrating BBB elementsCMU establishment act |
| **EXPECTED OUTPUTS** | **OUTPUT INDICATORS** | **DATA SOURCE** | **BASELINE** | TARGETS (by frequency of data collection) | DATA COLLECTION METHODS & RISKS |
|  |  |  | **Value** | **Year** | **Year 1** | **Year 2** |  | TOTAL |  |
| **Output 1: Recovery strategies for national/local governments and strengthened partnerships for long term engagement for risk-informed development** | Total # of men and women beneficiaries from target countries engaged in emergency employment | Project | 0 | 2017 |  |  |  |  | Beneficiary registry |
| Total # post disaster assessment are coordinated in collaboration with other UN agencies, the WB and the EU | Project | 0 | 2017 | 3 | 0 |  | 3 | Assessment report  |
| Total # of informal diagnosis of disaster management systems and reviews of governance arrangements conducted, in collaboration with CDEMA | Project and consultation with CDEMA | 0 | 2017 | 4 | 0 |  | 4 | Diagnosis reports |
| **Output 2: Regional partnership engagement and knowledge promotion** | # High-level conference on building back better and resilience conducted | Project | 0 | 2017 | 1 | 0 |  | 1 | Conference report |
| # After-Action Review (AAR) of the regional preparedness & response is undertaken by CDEMA | Project | 0 | 2017 | 1 | 0 |  | 1 | AAR report |
| **Output 3: Support on housing repair/reconstruction to easy recovery** | # of housing units benefitted from roofing materials and tools procured by the project | Consultations with DRM National System | 0 | 2017 | Dominica600Barbuda250 | 0 |  | Dominica600Barbuda250 | List of materials and tools procured |
| # of trainings facilitated for housing reconstruction in Dominica and Barbuda | Consultations with DRM National System | 0 | 2017 | Dominica 3Barbuda1 | 0 |  | Dominica 3Barbuda1 | Training reportsParticipants list |
| **Output 4: CERF support on restoration of economic activity through debris and waste management** | # of households provided with income support | Project | 1,060 | 2017 | 47,745 | 0 |  | 47,745 | Project beneficiary list |

# Monitoring And Evaluation

**Monitoring and reporting Plan**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Monitoring Activity** | **Purpose** | **Frequency** | **Expected Action** | **Partners** **(if joint)** | **Cost** **(if any)** |
| **Track results progress** | Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs. | Quarterly Report | Indicator monitoring; field visits; slower than expected progress will be addressed by project management. |  | 20,000 |
| **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 | Risk logs updated and maintained; risks are identified by project management and actions are taken to manage risk.  |  | 15,000 |
| **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. |  | 15,000 |
| **Project Report** | A progress report will be presented to the Project Board and key stakeholders.  | Annually, and Final Report  | Compilation of results achieved against annual targets at output level, quality rating summary, updated risk log, and any evaluation or review reports over the period.  |  | 5,000 |

# Multi-Year Work Plan

| **EXPECTED OUTPUTS****AND ACTIVITY RESULTS** | **PLANNED ACTIVITIES** | **Planned Budget by Year** | **RESPONSIBLE PARTY** | **PLANNED BUDGET** |
| --- | --- | --- | --- | --- |
| 2017 | 2018 |  | Funding Source | Budget Description | Amount |
| **Output 1. Recovery strategies for national/local governments and strengthened partnerships for long term engagement for risk-informed development** |
| **Activity Result 1.1 Dominica Government has the appropriate capacity to assess, plan, implement and coordinate recovery process** | ***1.1.1 Provide with immediate technical expertise and know-how in debris/waste management the national government of Dominica**** Assessments, planning and coordinating debris and waste removal, using sex disaggregated data
* Gender-balanced emergency employment in waste clearance
* Recycling of debris to support micro-enterprises and small and medium businesses
* Technical assistance for safe waste disposal for the longer term
 |  |  |  | Barbados and the OECS S RO | Trac 1.1.3 CRU Programatic Funds 50,000 | 71200 Intl Consultants | 20,000 |
| 71300 Local Consultants | 15,000 |
| 71600 Travel | 4,000 |
| 72200 Equip and Furniture | 10,000 |
| 74500 Misc | 1,000 |
|  |  |
| ***Subtotal*** | **50,000** |
| ***1.1.2 Support National/local authorities of Dominica having the appropriate capacity to assess, plan, implement and coordinate recovery**** Set-up of a Crisis Management Unit (CMU) in the office of the Prime Minister for the planning and coordination of relief and recovery
* Coordinate a PDNA in collaboration with other UN agencies, the WB and the EU
* Provide guidance and technical support in the formulation and implementation of a recovery framework following the PDNA
* Provide advice for integrating BBB measures in sectorial interventions
* Support the revision of the building codes
* Support the establishment of a Community Centre for housing repair and reconstruction
* Conduct an informal diagnosis of the disaster management system in the country and review of governance arrangements
 |  |  |  | Barbados and the OECS SRO | Trac 1.1.3 CRU Programatic Funds 50,000TRAC Reg55,000 | 71200 Intl Consultants | 45,000 |
| 71300 Local Consultants | 20,000 |
| 71600 Travel | 15,000 |
| 74500 Misc | 2,000 |
| 72200 Equip and Furniture | 8,000 |
| 75700 Training | 15,000 |
|  |  |
| ***Subtotal***  | ***105,000*** |
| ***Subtotal Activity Result 1.1*** | ***155,000*** |
| **Activity Result 1.2 Antigua and Barbuda Government had the appropriate capacity to assess, plan, implement and coordinate recovery process** | ***1.2.1 Provide with immediate technical expertise and know-how in debris/waste management the national government of Barbuda (complemented by 4.3)**** Planning and coordinating debris and waste removal
* Gender-balanced emergency employment in waste clearance
* Technical assistance for safe waste disposal for the longer term
 |  |  |  | Barbados and the OECS SRO | Trac 1.1.3 CRU Programatic Funds 47,700 | 71200 Intl Consultants | 8,000 |
| 71300 Local Consultants | 7,700 |
| 71600 Travel | 4,000 |
| 72300 Materials and Goods | 10,000 |
| 72500 Supplies | 8,000 |
| 74500 Misc | 10,000 |
|  |  |
| ***Subtotal***  |  | ***47,700*** |
| ***1.2.2 Support National/local authorities of Barbuda having the appropriate capacity to assess, plan, implement and coordinate recovery**** Support the National Office for Disaster Services (NODS) to conduct a PDNA in collaboration with the WB, the EU and other UN agencies
* Support the identification of appropriate implementation and coordination institutional modalities for the recovery process
* Advise on the integration of BBB measures in sectorial interventions
* Support to revision of building codes
* Support the establishment of a Community Centre for housing repair
* Conduct an informal diagnosis of the disaster management system in the country and review governance arrangements
 |  |  |  | Barbados and the OECS SRO | Trac 1.1.3 CRU Programatic Funds 53,300TRAC Reg 55,000 | 71200 Intl Consultants | 45,000 |
| 71500 UN Volunteers | 23,300 |
| 71600 Travel | 15,000 |
| 74500 Misc | 10,000 |
|  75700 Training | 15,000 |
|  |  |
|  |  |
| ***Subtotal*** | ***108,300*** |
| ***Subtotal Activity Result 1.2*** | ***156,000*** |
| **Activity Result 1.3 Turks and Caicos Government had the appropriate capacity to assess, plan, implement and coordinate recovery process** | ***1.3.1 Medium-term recovery through livelihoods diversification, skills training and other mechanisms strengthened (complemented by 4.1)**** Support the implementation of an immediate gender balanced emergency employment initiative, with a focus on small and medium enterprises
 |  |  |  | Jamaica CO | Trac 1.1.3 CRU Programatic Funds 70,000 | 71300 Local Consultants | 7,500 |
| 71600 Travel | 2,000 |
| 74500 AV and Print | 3,000 |
| 72500 Supplies | 2,000 |
| 74500 Misc | 2,500 |
| 75700 Training | 3,000 |
| 72600 Grants | 50,000 |
| **Subtotal**  |  | ***70,000*** |
| ***1.3.2 Support Turks and Caicos to have appropriate capacity to assess, plan, implement and coordinate recovery**** Support the consolidation of recovery needs assessment for the private sector and development of a Recovery Plan for the private sector
* Conduct an informal diagnosis of the disaster management system in the country and review governance arrangements, which take into account the differentiated needs of populations
 |  |  |  | Jamaica CO | Trac 1.1.3 CRU Programatic Funds 17,000NZ 10,115TRAC Regional 17,500 | 71300 Local Consultants | 10,000 |
| 71200 International Consultants | 19,500 |
| 72500 Supplies | 2,115 |
| 75700 Training | 3,000 |
| 71600 Travel | 10,000 |
| ***Subtotal*** | ***44,615*** |
| 1***.3.3 Disaster Risk Reduction and Sustainable Environment Strengthened**** International UNV Advisor recruited
* Disaster risk reduction is mainstreamed into key sectors of post-hurricane recovery and development planning
* Training in multi-hazard risk assessments undertaken
 |  |  |  | Jamaica CO | Trac 1.1.3 CRU Programatic Funds 22,000TRAC Reg 37,500 | 71500 UNV | 30,000 |
| 71300 Local Consultants | 5,000 |
| 75700 Training | 14,500 |
| 71600 Travel | 10,000 |
|  |  |
| ***Subtotal*** | ***59,500*** |
|  | ***Subtotal Activity Result 1.3*** | ***174,115*** |
| **Activity Result 1.4 Sint Maarten Government had the appropriate capacity to assess, plan, implement and coordinate recovery process** | ***1.4.1 Provide with immediate technical expertise and know-how in debris/waste management the national government of Sint Maarten (complemented by 4.2)**** Technical assistance for safe waste disposal over the longer term
 |  |  |  | Trinidad and Tobago CO | Trac 1.1.3 CRU Programatic Funds 10,000NZ Funds 39,500 | 71200 Intl Consultants | 30,000 |
| 71600 Travel | 13,500 |
| 74500 Misc | 6,000 |
| ***Subtotal*** |  | ***49,500*** |
| ***1.4.2 Support National/local authorities of Sint Maarten having the appropriate capacity to assess, plan, implement and coordinate recovery**** Support the Government in the conduct of a thorough gender-sensitive assessment of the hurricane impact
* Work with the Recovery Committee to develop a recovery plan integrating BBB measures
* Support a revision of the National Development Plan to ensure that it reflects build back better principles and strengthens resilience to future shocks
* Conduct an informal diagnosis of the disaster management system in the country and review governance arrangement s
 |  |  |  | Trinidad and Tobago CO | TRAC Regional 55,000NZ Funds 10,000 | 71200 Intl Consultants | 25,000 |
| 71300 Local Consultants | 10,000 |
| 71600 Travel | 13,000 |
| 74500 Misc | 2,000 |
| 75700 Training  | 15,000 |
| ***Subtotal*** | **65,000** |
| ***Subtotal Activity Result 1.4*** | ***114,500*** |
| **Activity Result 1.5 British Virgin Islands Government had the appropriate capacity to assess, plan, implement and coordinate recovery process** | ***1.5.1 Conduct a scoping mission to assess potential UNDP support in British Virgin Islands***  |  |  |  | Barbados and the OECS SRO | NZ Funds20,000Trac 1.1.3 CRU Programatic Funds 10,000 | 71200 Intl Consultants | 20,000 |
| 71600 Travel | 8,000 |
| 75700 Training | 2,000 |
| ***Subtotal Activity Result 1.5*** | ***30,000*** |
| ***SUBTOTAL 1*** | ***599,615*** |
| **OUTPUT 1**  | **QUALITY ASSURANCE** | 5,000 |
| **MONITORING** | 5,000 |
| **COMMUNICATION** | 5,000 |
| **SUBTOTAL** | 15,000 |
| ***TOTAL OUTPUT 1*** | ***614,615*** |
| **Output 2. Regional partnership engagement and knowledge promotion** |
| **Activity Result 2.1 High level engagement with CARICOM obtained on Building Back Better & Resilience** | ***2.1.1 Support the CARICOM Secretariat to organize and convene a high-level Donor Conference for resource mobilization and long-term assistance*** * Hold a high-level Donor conference to support the Caribbean´s recovery and resilience building post hurricanes
* Maintain political dialogue at the strategic level with CARICOM Secretariat
 |  |  |  | RBLAC NY | Trac 1.1.3 CRU Programatic Funds 30,000Regional TRAC100,000 | 71200 Intl Consultants | 50,000 |
| 71300 Local Consultants | 10,000 |
| 71600 Travel | 30,000 |
| 74500 Misc | 10,000 |
| 75700 Workshop; Training | 30,000 |
| ***Subtotal***  | ***130,000*** |
| ***2.1.2 Technical assistance on financing studies**** Prepare an aggregated account of the post-hurricanes damages and losses in the region to provide solid evidence of the actual recovery needs for finance
* Conduct a review of gender-differential impacts of the Hurricanes for future recovery planning
* In-depth exploration of partnership opportunities to address resilience funding gaps and identify appropriate financing instruments for risk transfer
 |  |  |  | RBLAC NY | NZ funds 20,500TRAC Reg 34,500 | 71600 Travel | 20,000 |
| 74500 Misc | 5,000 |
| 71200 Intl Consultants | 30,000 |
| ***Subtotal***  | **55,000** |
|  | ***Activity Result 2.1 Subtotal*** | **185,000** |
| **Activity Result 2.2 Knowledge on gender-sensitive disaster preparedness, response and recovery promoted at regional level** | ***2.2.1 Promotion on gender-senstive disaster preparedness, response and recovery**** Facilitate exchange of practices and expertise to build back better among the islands in the region and thus help accelerate recovery
* Support CDEMA in undertaking an gender-sensitive After-Action Review (AAR) of the regional preparedness & response
 |  |  |  | RBLAC NY | NZ 80,000TRAC Reg20,000  | 71300 Local Consultants | 20,000 |
| 71200 Intnl Consultants | 35,000 |
| 71600 Travel | 25,000 |
| 75700 Workshop; Training | 20,000 |
| ***Activity Result 2.2 Subtotal*** | **100,000** |
| **Activity Result 2.3 Project Coordination and Monitoring** | ***2.3.1 Effective coordination, management and monitoring of project activities, responsible parties and results*** * Establish PMU, supported by financial assistant, monitoring and evaluation specialist and communications specialist
* Provides strategic oversight and further resource mobilization support
* Retain gender advisor to support gender-sensitive project planning and implementation
 |  |  |  | ***Regional Hub*** | Trac 1.1.3 CRU Programatic Funds 130,000TRAC Reg75,500Unfunded9,500 | 71200 Intl Consultants | 120,000 |
| 71300 Local Consultant | 30,000 |
| 71600 Travel | 25,000 |
| 72200 Equip and Furniture | 10,000 |
| 72800 ITC | 10,000 |
| 73100 Rent | 15,000 |
| 74500 Misc | 5,000 |
| ***Activity Result 2.3 Subtotal*** | **215,000** |
| ***SUBTOTAL 2*** | **500,000** |
| **OUTPUT 2** | **QUALITY ASSURANCE** | 5,000 |
| **MONITORING** | 5,000 |
| **COMMUNICATION** | 5,000 |
| **SUBTOTAL**  | 15,000 |
| **TOTAL OUTPUT 2** | **515,000** |
| **Output 3. Housing recovery through support to repair and reconstruction (China)** |
| **Activity Result 3.1 Targeted support to Dominica to restore roofing on houses and priority buildings** | ***3.1.1 Local and/or regional procurement of roofing materials to restore up to 650 buildings*** |  |  |  | Barbados and the OECS SRO | China Aid | 64300Staff costs | 43,208 |
| 71300 Local Consultants | 142,000 |
| 71600 Travel | 6,525 |
| 72300 Material | 2,371,425 |
| 74700 Transport, shipping and handling | 69,870 |
| 75100 GMS | 210,642  |
| ***Subtotal*** | **2,843,670** |
| ***3.1.2 Procurement of tools and basic equipment to install the roofs.*** |  |  |  | Barbados and the OECS SRO | China Aid | 72200 Equipment and Furniture | 89,750 |
| 75100 GMS | 7,180 |
| ***Subtotal*** | **96,930** |
| ***3.1.3 Training and quality assurance for adequate installation of the roofs, Build Back Better techniques and implementation of building codes***  |  |  |  | Barbados and the OECS SRO | China Aid | 72400 Communication and Audio Visual  | 20,000 |
| 75700 Training and Workshops | 35,000 |
| 75100 GMS | 4,400 |
| ***Subtotal*** | **59,400** |
|  | ***Activity Result 3.1 Subtotal*** | **3,000,000** |
| **Activity Result 3.2 Targeted support to Barbuda to restore roofing on houses and priority buildings** | ***3.2.1 Local and/or regional procurement of roofing materials to restore up to 250 buildings, including storage facilities*** |  |  |  | Barbados and the OECS SRO | China Aid | 64300Staff costs  | 31,454 |
| 71600 Travel | 6,642 |
| 72300 Material | 1,559,125 |
| 74700 Transport, shipping and handling | 53,381 |
| 71300 Local Consultants | 100,000 |
|  75100 GMS | 140,048 |
| ***Subtotal*** | **1,890,650** |
| ***3.2.2 Procurement of tools and basic equipment to install the roofs.*** |  |  |  | Barbados and the OECS SRO | China Aid | 72200 Equipment and Furniture | 56,250 |
| 75100 GMS | 4,500 |
| ***Subtotal*** | **60,750** |
| ***3.2.3 Training and quality assurance for adequate installation of the roofs, Build Back Better techniques and implementation of building codes*** |  |  |  | Barbados and the OECS SRO | China Aid | 72400 Communication and Audio Visual | 10,000 |
| 75700 Training and Workshops | 35,000 |
|  75100 GMS | 3,600 |
| ***Subtotal*** | **48,600** |
| ***SUBTOTAL 3.2*** | **2,000,000** |
| **OUTPUT 3** | **QUALITY ASSURANCE** | 5,000 |
| **MONITORING** | 5,000 |
| **COMMUNICATION** | 5,000 |
| **SUBTOTAL**  | 15,000 |
| **TOTAL OUTPUT 3** | **5,015,000** |
| **Output 4: Restoration of economic activity through debris and waste management (CERF)** |
| **Activity Result 4.1. Emergency livelihoods facilitated through debris and waste management activities in Turks and Caicos Islands**  | ***4.1.1 Technical scoping and advisory missions, identification of needs, planning and execution***  | X |  |  | JAM CO  | CERF | 71600 Travel | 2,900 |
| 72200 Equipment and Furniture  | 23,113 |
| ***4.1.2 Procurement and distribution of tools, equipment and PPE*** | X |  |  | JAM CO | 74500 Misc | 500 |
| 71300 Local Consultants (cash for work) | 34,650 |
| ***4.1.3 Debris clearance, sorting, reuse, separation for recycling and safe disposal through emergency employment (cash for work)*** | X |  |  | JAM CO | 71200 International Consultants | 14,000 |
| 75100 GMS | 5,261 |
| ***Activity Result Subtotal 4.1*** |  ***80,424***  |
| **Activity Result 4.2. Emergency livelihoods facilitated through debris and waste management activities in Sint Maarten** | ***4.2.1 Technical scoping and advisory missions, identification of needs, planning and execution***  | X |  |  | TT CO | CERF | 71200 Intl Consultants | 14,000 |
| 72200 Equipment and Furniture | 23,113 |
| ***4.2.2 Procurement and distribution of tools, equipment and PPE*** | X |  |  | TT CO | 74500 Misc | 500 |
| 71300 Local Consultants | 28,812 |
| ***4.2.3 Debris clearance, sorting, reuse, separation for recycling and safe disposal through emergency employment (cash for work)*** | X |  |  | TT CO | 71600 Travel  | 3,000 |
|  | 75100 GMS | 4,859 |
| ***Activity Result Subtotal 4.2*** |  ***74,284***  |
| **Activity Result 4.3. Emergency livelihoods facilitated through debris and waste management activities in Antigua and Barbuda** | ***4.3.1 Technical scoping and advisory missions, identification of needs, planning and execution***  | X |  |  | Barbados and the OECS SRO | CERF | 71200 Intl Consultants | 14,000 |
|  72200 Equipment and Furniture | 23,113 |
| ***4.3.2 Procurement and distribution of tools, equipment and PPE*** | X |  |  | Barbados and the OECS SRO | 74500 Misc | 500 |
| 71300 Local Consultants | 21,168 |
| 71600 Travel | 2,800 |
| ***4.3.3Debris clearance, sorting, reuse, separation for recycling and safe disposal through emergency employment (cash for work)*** | X |  |  | Barbados and the OECS SRO |  75100 GMS |  4,311 |
| ***Activity Result Subtotal 4.3*** |  ***65,892*** |
| **Activity Result 4.4. Emergency livelihoods facilitated through debris and waste management activities in British Virgin Islands** | ***4.4.1 Technical scoping and advisory missions, identification of needs, planning and execution***  | X |  |  | Barbados and the OECS SRO | CERF | 71200 Intl Consultants | 14,000 |
|  72200 Equipment and Furniture | 23,113 |
| ***4.4.2 Procurement and distribution of tools, equipment and PPE*** | X |  |  | Barbados and the OECS SRO | 74500 Misc | 500 |
| 71300 Local Consultants | 33,600 |
| ***4.4.3 Debris clearance, sorting, reuse, separation for recycling and safe disposal through emergency employment (cash for work)*** | X |  |  | Barbados and the OECS SRO | 71600 Travel  | 3,000 |
| 75100 GMS | 5,194 |
| ***Activity Result Subtotal 4.4*** | **79,407** |
| ***SUBTOTAL 4*** | **300,007** |
|  | **QUALITY ASSURANCE** | 5,000 |
|  | **MONITORING** | 5,000 |
|  | **COMMUNICATION** | 5,000 |
|  | **SUBTOTAL** | **15,000** |
| ***TOTAL OUTPUT 4*** | ***315,007*** |
| **Evaluation** |  | 0 |
| **SUB-TOTAL** |  | 0 |
| **Audit** |  | 0 |
| **GOE/Billing (5%)** |  | ***322,231*** |
| **General Management Support (4.4 % for China; 7% for CERF already inserted; 0% for TRAC/CRU. 7% for NZ = 12,608)** |   | ***12,608 \*see notes*** |
| **TOTAL** |  |  |  |  |  |  |  | ***6,779,461*** |

# Governance and Management Arrangements

The project is managed under Direct Implementation Modality (DIM) by UNDP´s Bureau for Latin America and the Caribbean (RBLAC) in Headquarters in collaboration with UNDP Regional Hub based in Panamá as well as the Country Offices from Barbados, Trinidad and Tobago, and Jamaica.

This project will be implemented by UNDP in accordance with its financial regulations, rules, practices and procedures. Within this framework, the project will be implemented in accordance with the conditions established in the CERF and People´s Republic of China project agreement.

UNDP Country Offices are responsible for implementation, monitoring and provide support, inputs and supervision of consultants for national-level activities, to ensure maximum complementarity and relevance.

The project will be entered in ATLAS with an Award number and 5 Outputs[[12]](#footnote-13), as per the Results Framework of the project. Where relevant, UNDP offices are jointly involved in each output implementation, with different responsibilities in the implementation of the activities, as specified in the Work Plan.

Having responsibility for project implementation, RBLAC and Regional Hub will recruit a Project Coordinator, , who will support the delivery of the outputs outlined in this document and ensure coordination, communication, monitoring, and reporting with UNDP Barbados and OECS, UNDP Jamaica, UNDP Trinidad and Tobago.



1. **Management Structure: Project Board**

1) The **Project Board** will be a key mechanism for ensuring coordination and planning of activities across national and regional stakeholders, and providing strategic guidance and advice for the implementation of the project. The Project Board will consist of a panel with the Bureau for Latin America and the Caribbean (RBLAC), donors and beneficiary regional partners and countries. This approach ensures that the perspectives and synergies are captured and that there is ownership, promotion of sustainability and coordination with regional and national strategies. Its main functions will be to: a) provide general advice to the project and maintain its alignment with early recovery objectives; b) provide advice on linking the project to regional and national priorities for achieving recovery; c) analyze results and outputs of project implementation and provide recommendations and technical assistance to the development of activities, d) review the project intervention plan.

The Project Board will be led by the representative of the UNDP Regional Bureau for Latin America and the Caribbean at HQ and will consist of:

* Executive: individual representing the project ownership to chair the group: The Director of the Regional Center for Latin America and the Caribbean (RC-LAC) or his delegate, representing the Regional Bureau for Latin America and the Caribbean
* Countries and CARICOM Beneficiaries: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. Nominated representatives of the beneficiary countries will serve on the Project Board in this capacity.

A representative from CARICOM Secretariat will be consider a Project Board member for overall strategic approach with a special relevance on regional level activities (R2).

Development Partners: individuals or group of individuals representing the interests of the donors will provide overall strategic guidance and input.

The meetings can be face-to-face or online. After the meetings, the Project Board will send out minutes within 10 working days. The Project Board will be responsible for providing recommendations for project management decisions, including approvals of Workplans and requests for substantive revisions to the project. The final decision will be responsibility of the Directorate of the Regional Bureau for Latin America and the Caribbean, as the responsible party for the execution of the project.

**b. Project Management Team**

2) The **Directorate of the Regional Bureau for Latin America and the Caribbean in HQ**, or its deputy, will authorize the project implementation under the DIM. In addition, it will approve and sign the Project Document, and its eventual substantive revisions. The Directorate of the Bureau will lead the Regional Project Board, through the Directorate of the Regional Center for LAC, or its deputy. The Directorate of the Bureau will delegate the project implementation functions to the Directorate of the Regional Hub for LAC and provide overall oversight to the technical, logistical, procurement and administrative processes related to the project.. The project approval in ATLAS and the revisions will be carried out by RBLAC or by the delegated person, who will have the authority to fulfil this function.

3) The partner involved in the implementation of the output 4, **UNWOMEN**, is responsible together with UNDP Barbados and OECS SRO of the design and implementation of the cash for work programmes in Antigua and Barbuda and the British Virgin Islands. UNWOMEN is currently conducting a gender responsive analysis of number and demographics of households in need of income support, which will form the basis for engagement and selection of direct beneficiaries. This role would complement UNDP’s expertise in gender, drawing on a gender advisor to support integration and mainstreaming of gender in the project and providing technical assistance. Where possible direct linkages will be sought with existing activities and projects within Turks and Caicos Islands, Sint Maarten, Antigua and Barbuda, British Virgin Islands.

4) **UNDP Country Offices** involved in the project will be responsible for their corresponding implementation activities, planning and executing planned activities, providing technical assistance, monitoring progress and achieving the expected targets. To achieve this, the project will provide the necessary resources for hiring staff, acquiring goods and services, as well as managing payments, according to a Workplan. Each CO budget will be decentralized; RBLAC will retain oversight, establish expenditure limits, and be responsible for budget revisions. RBLAC or designate will review expenditure on a quarterly basis. COs are responsible for financial management, ensuring that all project process are in line with UNDP Programme and Operations Policies and Procedures (POPP). Each CO is accountable for project hiring processes, the procurement and supplier processes, the organization of travels and workshops, the preparation of payment requests (SPD) and requisitions in ATLAS, and implementation of project activities.

5)The **UNDP Crisis Response Unit** will support with technical assistance and guidance in the project.

6) The Project Guarantor will be the **Project Coordinator**. Her/his function is to ensure and support the monitoring of annual Workplans, progress reports, substantive and budget revisions, and proposals for equipment transfer at the end of the Project. She/he will also be responsible for monitoring the ATLAS system, ensuring that the information is updated, at least every three months (when receiving the quarterly reports from other COs). She/He will ensure that the funds for project implementation are available, and used properly. She will also monitor the quality of the project implementation and the risk indicators every year.

8) The Project coordinator will receive support on the development of his/her functions from a **Monitoring and Evaluation specialist** and a **communications specialist**. Supervised by the Regional Hub, the Regional Programme Coordinator, finance and procurement teams will support the coordination of the project through technical and operational support. It is recommended that a **Gender Advisor** be contracted to provide technical assistance and training on gender integration into the all project dimensions, and all affected island activities.

9) **National coordinators and teams**, either staff or consultants, hired for - or assigned to - the project by UNDP, will be responsible for conducting technical, logistical and administrative processes in order to implement the activities in each country of intervention, to monitor the implementation of the National Work Plans, and to achieved the desired outputs. The national coordinator will report to their respective unit supervisor at the CO and will have the following functions:

* To ensure the achievement of the objectives, goals and results of the project in the country assigned (technical, budgetary, financial and legal components).
* Ensure the inclusion of the gender perspective in project products.
* Inter-institutional coordination with government agencies, NGOs, civil society etc.
* Elaboration of Terms of Reference for hiring national consultants

10) A **Senior Advisor:** The Short-Term Senior Advisor will be based at the CARICOM Secretariat in the Office of the Secretary General with a reporting line to the Director, UNDP’s Regional Bureau for Latin America and the Caribbean. The Short-Term Senior Advisor will submit a workplan to RBLAC in the first week of the assignment. RBLAC will provide comments on the proposed work plan within one week of receipt. The Short-Term Senior Advisor will also provide regular email and/or verbal updates at least on a weekly basis to the Regional Bureau for Latin America. The Senior Advisor will submit reports every four weeks for the duration of the short-term assignment with a Final Report including an implementation action plan for follow-up to be submitted within one week of completing the assignment in Georgetown, Guyana.

# Legal Context and Risk Management

**Legal Context Clauses**

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

**Risk Management Clauses**

**UNDP (DIM)**

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [hthttp://www.un.org/sc/committees/1267/aq\_sanctions\_list.shtml](http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Consistent with UNDP’s Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).
4. 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.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
1. ACAPS, Irma brief [↑](#footnote-ref-2)
2. Mission assessment, ACAPS not available [↑](#footnote-ref-3)
3. OCHA – Regional Response Plan for the Caribbean region: http://www.unocha.org/sites/unocha/files/Hurricane\_Irma\_Regional\_Response\_Plan.pdf [↑](#footnote-ref-4)
4. Information from the Caribbean Disaster Emergency Management Agency (CDEMA) and the International Federation of the Red Cross and Red Crescent Societies (IFRC) [↑](#footnote-ref-5)
5. OCHA – Regional Response Plan for the Caribbean region: http://www.unocha.org/sites/unocha/files/Hurricane\_Irma\_Regional\_Response\_Plan.pdf [↑](#footnote-ref-6)
6. https://www.unocha.org/story/hurricane-irma-regional-response-plan-seeks-us27-million-assist-265000-people-over-next-three [↑](#footnote-ref-7)
7. OCHA Regional response Plan <http://www.unocha.org/sites/unocha/files/Hurricane_Irma_Regional_Response_Plan.pdf>

Flash Appeal for Dominica <http://www.unocha.org/sites/unocha/files/Dominica_FlashAppeal_EN_20170929.pdf> [↑](#footnote-ref-8)
8. Core WHS commitments include: 1) empower Women and Girls as change agents and leaders; 2) ensure universal [↑](#footnote-ref-9)
9. These activities will support the reconstruction and roofing restoration that will be carried out under the output 3 [↑](#footnote-ref-10)
10. This output will be strengthened and cross-referenced with Output 1 as far as the BBB approach is concerned; it should include building code review and the establishment of a Community Centers for housing repair and reconstruction in Barbuda and Dominica. [↑](#footnote-ref-11)
11. [↑](#footnote-ref-12)
12. Noting that in ATLAS the “Housing recovery through support to repair and reconstruction (China)” output 3 is divided into 2 separate outputs [↑](#footnote-ref-13)