

Project Document



United Nations Development Programme

Project Title Capacity Development for Disaster Risk Management

UNDAF Outcome(s): Outcome 1: Effective Public Participation in Governance Structures at all Levels

Expected Country

Programme Outcome(s): Outcome 4: An enhanced Level of Human Security

Expected Output(s): 1. Improved DRM framework of Policies and Strategies drafted for at least 4 sectors or Ministries
 (Those that will result from the project) 2. Well-functioning Emergency Communications System

Executing Partner: Ministry of National Security/ODPM

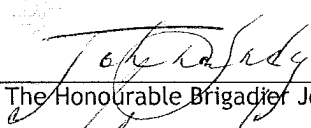
Responsible Parties: Ministry of National Security, ODPM, UNDP

Brief Description:

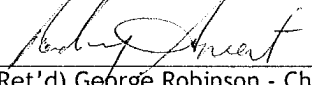
ODPM has been given the national mandate for Trinidad and Tobago (T&T) as lead agency for disaster risk management including responsibility for implementing the policy and programme for protection of critical infrastructure. The institutional framework and organisational structure have been established and building national and community resilience to natural and technological hazards is an overarching objective. Operational plans for ~~Vision 2020~~ are to be updated to reflect the alignment of T&T with the Hyogo Framework for Action and the MDGs, and ODPM is to lead the process of mainstreaming disaster management into the plans and operations of the GoTT. This project will make a contribution to improved Disaster Risk Management (DRM) Policy, Strategy and Operations for T&T, and will assist development of a well-functioning DRM public education and early warning system. A capacity assessment for both above major outputs will inform critical areas for improvement of the framework and emergency communications system. UNDP has a lot of experience in working with ODPM and has a worldwide network of expertise in disaster management and will support this project directly with best practices, technical advice and operational support.

Country	2008-2011, Country Programme Document	Total resources required:	US\$ 318,860
Programme Period:	Programme Document	Total allocated resources:	US\$ 318,860
Key Result Area (UNDP Strategic Plan):	Enhancing conflict and disaster risk management capabilities	Ministry of National Security/ODPM	US\$ 227,000
Atlas Award ID:	TBD	UNDP programme cost Sharing	US\$ 71,000
Start date:	Q3, 2010	Cost Recovery UNDP	US\$ 20,860
End Date:	Q4, 2012 TBD		
PAC Meeting Date	22 March 2010		
Management Arrangements	Co Support to National Execution		

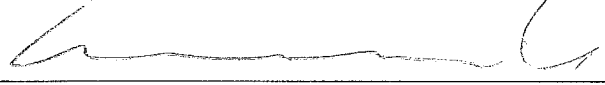
Agreed by:


 Senator The Honourable Brigadier John Sandy, Minister of National Security

Agreed by:


 Colonel (Ret'd) George Robinson - Chief Executive Officer Office of Disaster Preparedness and Management - Ministry of National Security

Agreed by:


 Dr. Marcia De Castro - Resident Representative, UNDP

Date:

I. SITUATION ANALYSIS

Trinidad and Tobago (T&T) has been experiencing a phase of continued economic growth driven primarily by expansion in the energy sector. Rapid urban development has resulted, and this urbanisation together with the pattern of economic investment over the past several years, has occurred in the context of the high vulnerability of the twin island Republic to multiple natural hazards, and increasing technological and human-induced hazards. Industrialisation and high levels of technological hazard have induced socioeconomic vulnerability, which is urgently in need of assessment and mitigation.

Trinidad and Tobago's national policy statement 2010 speaks to a people centred government with "the highest mission...[being] the development of its citizens.". The policy has at its center seven development pillars. Of particular relevance is pillar number 3 " National and Personal Security" which envisions national disaster preparedness as an important aspect of crime reduction and human security.

The Office of Disaster Preparedness and Management (ODPM) was established by Cabinet in January 2005, and is responsible for leading the National effort in protecting public health and safety; restoring essential government services; and providing emergency relief to those affected severely by hazards. At the time of establishment Public education & awareness and community-based disaster reduction were identified as its main areas of work. More recently in 2009, ODPM has been designated as the National lead agency for emergency and disaster management with defined operational, coordination, policy and accountability roles. The mandate of the Agency has been further elaborated to include leading the process of mainstreaming disaster management into the plans and operations of the Government of T&T (GoTT), as well as implementing the policy and programme for protection of critical infrastructure.

Governments around the world including the GoTT have committed to take action to reduce disaster risk, and have adopted a guideline to reduce vulnerabilities to natural hazards, called the Hyogo Framework for Action (Hyogo Framework). The Hyogo Framework assists the efforts of nations and communities to become more resilient to, and cope better with the hazards that threaten their development gains. Collaboration is at the heart of the Hyogo Framework: disasters can affect everyone, and are therefore everybody's business. Disaster risk reduction should be part of every-day decision-making: from how people educate their children to how they plan their cities. Each decision can make us either more vulnerable, or more resilient¹.

UNDP's 1992 Human Development Report described the linkages between poverty, the bio-physical environment and human development in an interesting fashion corresponding to UNDP's current thinking on the nexus between environment and poverty: "... one of the greatest threats to sustainable human and economic development comes from the downward spiral of poverty and environmental degradation that threatens current and future generations... the poor are disproportionately threatened by the environmental hazards and health risks posed by pollution, inadequate housing, poor sanitation, polluted water and a lack of other basic services. Many of these already deprived people also live in the most ecologically vulnerable areas". The links between the nexus and the Hyogo Framework can be clearly established and further integrated into national planning processes.

Operational plans for Vision 2020 are to be updated, with respect to Disaster Risk Reduction and the role of ODPM, to reflect the alignment of T&T with the Hyogo Framework for Action (HFA) and the Millennium development goals (MDGs). Capacity development within ODPM, government agencies, and communities, is essential for ODPM to deliver effectively on its mandate, and for T&T to achieve the objective of sustainable development. .

¹ See <http://www.unisdr.org/eng/hfa/docs/HFA-brochure-English.pdf> for a good brochure on the Hyogo Framework and see <http://www.preventionweb.net/english/hyogo/gar/report/> for the Global Assessment Report on Disaster Risk Reduction from 2009.

II. STRATEGY

UNDP's work in the area of Natural Disaster Risk Reduction spearheaded by its Bureau for Crises Prevention and Recovery is well positioned to respond to the needs articulated in the situational analysis.

Disaster risks need to be effectively managed as an integral part of development. This entails understanding and identifying the risk factors that cause disasters such as the exposure and vulnerabilities of society to natural hazards. High-risk countries that include Small Islands Developing States (SIDS) such as T&T need the capacity to put in place effective measures to reduce these risks, such as early warning systems, building codes or disaster sensitive local development plans. The rush for growth can trigger haphazard urban development that increases the risk of large-scale fatalities during an earthquake. Trends such as increasing human settlement and investment in high-risk coastal areas are placing greater numbers of people and economic assets in danger of being affected by cyclones, storm surges and flooding, especially given the prospect of climate change. On a global level UNDP supports national counterparts to develop both a disaster risk perspective and the human, financial, technical and legislative capacity; civil society preparedness; and coordination systems required to effectively manage and reduce risk.

The project objectives are development of clear contributions to the Disaster Risk Management Policy, Strategy and Operations in Trinidad and Tobago (TT), and to assist in the development of a well-functioning Disaster Risk Management public education and early warning system. A capacity assessment for both above major outputs will inform identification of the gaps and the inputs required to achieve the key results that have been identified. The strategy is for the ODPM and its key partners in the management of risk relating to disasters to learn by doing in achievement of the two project outputs as specified above in the R&R framework below.

For this project UNDP will support through the provision of technical advice on disaster risk management and capacity development sourced through its global network of experience and will provide operational assistance to the project as specified in the section on management arrangements.

This project is part of the the national Disaster Risk Management (DRM) Framework that has been developed separately in an earlier assistance of UNDP to ODPM. The DRM document is annexed to this document and provides the socio-economic and institutional context for disaster management in Trinidad and Tobago, and pays particular attention to the Caribbean Regional CDM Strategic Framework 2007, as well as the imperatives of the Caribbean Platform for the Hyogo Framework for Action.

Adequate gender sensitive approach will be provided to the program, from its design to implementation and especially through its pilot applications. This approach will be based on the Gender Mainstreaming Manual for Community Based Environmental Projects and on the UNDP's Eight-Point Agenda for Women's Empowerment and Gender Equality in Crisis Prevention and Recovery that will be incorporated with emphasis in two major elements:

To promote gender equality in disaster risk reduction.

- Incorporate gender analysis in the assessment of disaster risks, impacts and needs.
- Address women's unique needs and value women's knowledge in disaster reduction and recovery policies, plans and programs.
- Strengthen women's networks and organizations to facilitate women's active engagement.

To ensure Gender-Responsive Recovery.

- Infuse gender analysis into all post-disaster planning tools and processes.
- Ensure recovery efforts provide equal economic opportunities for women including access to assets, such as land and credit.
- Promote social protection and sustainable livelihoods.
- Prioritize women's needs in key sectors such as transportation, shelter and health care.

These gender considerations are particularly important for public awareness and capacity building in sector agencies, and in their work at the community level.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: Outcome 4: An enhanced Level of Human Security			
Outcome indicators as stated in the UNDP Country Programme Results and Resources Framework, including baseline and targets: <u>Baseline</u> : Worrying levels of crime and violence and continuing vulnerability to disasters, particularly floods. <u>Indicators/Targets</u> : Institutional arrangements for disaster management in place. Government enabled to use existing data to monitor and respond effectively to crime and violence.			
Applicable Key Result Area (from Global UNDP 2008-11 Strategic Plan): Enhancing conflict and disaster risk management capabilities			
Project title and ATLAS ID: Capacity Development for Disaster Risk Management, ATLAS Award ID TBD			
Partnership Strategy			
T&T has Net Contributing Country (NCC) status in the UN system and therefore GoRTT will provide the major resources required for implementation of the project. Funds will be transferred to UNDP as the agreed cost-sharing schedule stipulates.			
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES
<p>Output 1: Improved DRM framework of Policies and Strategies drafted for at least 4 sectors or Ministries</p> <p>Baseline: Inadequate capacity and systems to provide quality data for evidence based prevention & mitigation, preparedness & response and rehabilitation and recovery.</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Number of awareness initiatives implemented in key agencies 2. Training modules and subject area materials developed for each of at least 4 sectors 	<p>2010: Gender sensitive Capacity Development program for DRM designed and initiated in selected agencies</p> <p>2011:</p> <ol style="list-style-type: none"> 1. Delivery of Capacity Development Program for DRM Continued in Selected Agencies. 2. 	<ol style="list-style-type: none"> 1. Completed gender sensitive consultations and sensitisation to DRM and capacity development framework 2. Completed National Institutional capacity assessments for DRM in key sectors for each phase of the disaster cycle-preparedness & response; prevention and mitigation; rehabilitation & recovery². Review findings and identify training priorities. Capacity development programme delivery initiated in selected govt agencies/ministries. Gender analysis done. 3. Natural and technological hazard vulnerability information garnered for respective agencies and integrated into policies and work programs 4. Identify and source expertise and ensure gender sensitive knowledge transfer to ODPM and key govt agencies and Ministries. 5. Develop training modules and materials. Specify gender sensitive considerations 	<p>ODPM - CEO and assigned Snr Managers</p> <p>Consultancies</p> <p>UNDP DRM experts</p> <p>Ministry/Key sector focal point(s) from Ministries for (1) National Security, (2) Works and Transport, (3) Public Utilities, (4) Energy and Energy Industries, (5) Agriculture, (6) Finance, (7) Health, (8) Community Development & Gender</p> <p>INPUTS in US\$</p> <p>UNDP - \$32,000 Travel & Field expenses</p> <p>TT /ODPM \$88,000 Professional fees and Misc expenses</p> <p>Total Output 1: \$120,000</p>

² Includes consultants for capacity assessment for DRM in selected Govt Ministries

<p>3. Capacity increased for at least 4 sectors/Ministries to gather data for DRM and based on data to draft policies and strategies.</p> <p>4. Interagency collaborative framework operational in the area of DRM.</p> <p>5. Gender analysis done in capacity assessment</p>	<p>Initiation of main-streaming DRM procedures into sector policies, laws, development planning and operations, and decision-making in key agencies taking into gender considerations.</p>	<p>6. Establish framework for interagency collaboration.</p>	<p>Affairs, (9) Local Government.</p>	
<p>Output 2: Well-functioning Emergency Communications System established</p> <p>Baseline: Existing emergency communications system</p> <p>Indicators:</p> <p>1. Targeted messaging being delivered to the different constituencies of citizens e.g. Elected officials, Man in the street, Community, School Children, Teachers</p> <p>2. Materials disseminated and being used for Citizen-based Prevention & Mitigation; Preparedness & Response; Recovery</p> <p>3. Emergency Communication system functional for at least 3 categories of critical infrastructure</p> <p>4. Gender implications taken into account for an effective ECS.</p>	<p>2010:</p> <p>1. a gender sensitive DRM Public Education and Awareness (PubEd) Program Materials and modalities designed, for multi-hazard exposure and delivery to target audiences initiated</p> <p>2. Emergency communication System strengthened for at least three categories of critical infrastructure taking into account gender.</p> <p>2011:</p> <p>1. Continuing Public Education and Awareness</p>	<p>1. A gender sensitive DRM Public Awareness and Education completed.</p> <p>2. Based on consultations with target groups and stakeholders determine optimal approach for roll out emergency communications system incl. development of targeted messages and design supporting materials. Care taken to obtain gender balanced feedback from consultations.</p> <p>3. Build emergency (crisis) communication procedures - general and specific to critical facility taking into account gender for best results in communication procedures.</p> <p>4. Emergency communication program strengthened through participatory consultation between selected Ministries, Agencies and business enterprises including Early Warning System (EWS) operational incl. target groups, stakeholders, and geographical areas including monitoring and feedback mechanism.</p> <p>5. Develop and conduct Training of Trainers program</p> <p>6. Conduct pilot simulation exercises for each selected category and garner feedback for process improvement.</p> <p>7. Develop template for replication with additional critical facilities including audit and evaluation of the project</p>	<p>ODPM CEO and Senior Managers</p> <p>ODPM Technical Expert</p> <p>UNDP Technical Expert(s)</p> <p>ODPM IT Specialist</p> <p>Emergency Communications specialist(s)</p> <p>Selected agencies</p> <p>Consultant Auditor and Consultant Evaluation</p>	<p>UNDP 39,000 Emergency Communication and Public Education</p> <p>TT/ODPM 139,000 Emergency Communication and Public Education</p> <p>Total Output 2: US \$178,000</p>

Program			
2. Refine and Expand Emergency communication system			US\$ 298,000
Sub Total			US\$ 20,860
Cost Recovery GMS			US\$ 318,860
Total			

IV. ANNUAL WORK PLAN

		Year 2010				PLANNED BUDGET				
EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	Amount (US\$)	Total Amount per sub item (US\$)	Total Amount per Output per year (US\$)
		Q1	Q2	Q3	Q4					
Output 1: Contribution to DRM Policy, Strategy and Operations Baseline: Inadequate capacity and systems to provide quality data for evidence based prevention & mitigation,	(number corresponding to output and activity from section III, i.e. 1.3 is output 1, activity 3) 1.1: Review existing reports. Select pilot stakeholder agencies from among Ministries. Hold consultations. Take into account gender balance in consultations. Conduct sensitization to DRM and capacity framework and include consideration of critical infrastructure. 1.1: Develop mechanisms for communicating DRM messages for public sensitization and education. Take into account gender.					Project Manager, ODPM Staff, Ministry/Key sector focal points, Project Support, UNDP Expert	ODPM UNDP	10,000	10,000	20,300
						Project Manager, Technical expert	ODPM UNDP	5,000	5,000	

preparedness & response and rehabilitation and recovery	1.2: Develop TORs, advertise and select Technical Expertise for capacity assessment for DRM in selected Govt Ministries	Project Manager, UNDP	Preparation of TORs Procurement (incl. Advertisements, Interviews, contracting etc.)	300	300	
	1.4: Determine knowledge transfer requirements. Take into account gender. Identify and source expertise Develop subject area training modules and Prepare materials	Project Manager, Project Teams,	ODPM UNDP	Training materials, Program development, Admin & field support	5,000	5,000
	1.6 Establish gender sensitive framework for interagency collaboration.	Ministry/Key sector focal points, ODPM, Technical expert	ODPM UNDP	Establish framework for interagency collaboration.	0	0
	2.1: Develop TORs, Advertise and select Technical Expertise to develop capacity for emergency communications within ODPM and partner agencies including key installations/critical infrastructure	Project Manager, UNDP	UNDP	TORS 1. Emergency Communications Expertise 2. Public Education expertise 3. DRM expertise Procurement	600	
Output 2: Well-functioning Emergency Communications System established Baseline: No baseline exists. To be developed through capacity assessment.	2.1: Examine best practice from elsewhere and assess suitability for T&T - multi-hazard, high level technological exposure in country. Take into account lessons learned re gender approaches.	Project Manager, UNDP	Research Best Practices	-	10,700	
	2.1: Develop TORs, Advertise and select Technical Expertise to assess capacity and develop program for DRM public education and awareness programming and EWS at national and community levels.	Project Manager, UNDP	TORS - 1. DRM specialist 2. Communications expertise (Public education & awareness building), Procurement, Travel & Admin support	400		
	2.1: Establish baseline of existing awareness programs - past & planned projects. Include gender factors into baseline.	Project Manager, Project Teams	ODPM, UNDP, Sector Partners	Document review, Stakeholder consultations, Travel, Field & admin support	9,700	46,700

2.2: Identify and consult with key stakeholders, examine location and operations of critical facilities. Have appropriate gender balance in consultations.		Project Manager, Technical experts ODPM, Sector Partners	ODPM UNDP	Technical Experts, Document review, Stakeholder Meetings, Report Preparation, Travel field and Admin	10,000 5,000	15,000
2.3: In consultation with ODPM and respective Ministries /Agencies and private enterprise select categories of critical infrastructure for emergency communication program. Prioritize program development		Project Manager, Project Teams, ODPM, Sector Partners	ODPM UNDP	Select Critical Infrastructure	-	21,000
2.3: Identify communication focal points / coordinators for each geographical area and for critical installations. Have appropriate gender balance for focal points.		Project Manager, Technical experts	ODPM UNDP	Field reconnaissance Stakeholder discussions	1,000	
2.3: Prioritise geographical areas and installations. Develop training/sensitisation schedules Initiate training/sensitisation sessions Establish and implement monitoring and evaluation framework. Take into account gender factors and gender representation.		Project Manager, Project Teams, Technical experts	ODPM UNDP	Technical experts M&E Field travel Materials Audiovisual support	15,000 1,000 4,000	

67,000

Total 2010 US\$

		Year 2011				PLANNED BUDGET				
EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	Amount (US\$)	Total Amount per sub item (US\$)	Total Amount per Output per year (US\$)
		Q1	Q2	Q3	Q4					
Output 1: Contribution to DRM Policy, Strategy and Operations Baseline: Inadequate	1.1: Upon completion of consultations summarise results and prioritise needs. Highlight gender factors.					Project Manager, Technical expert	ODPM UNDP	5,000 3,000	8,000	64,500

capacity and systems to provide quality data for evidence based prevention & mitigation, preparedness & response and rehabilitation and recovery	1.2: National Institutional capacity assessment completed for DRM in key sectors - preparedness & response; prevention and mitigation; and rehabilitation & recovery. Highlight gender factors.				Project Manager, Ministry/Key sector focal points, Project Support	ODPM UNDP	Expert Consultant, Travel, field & Admin Support, Misc. Expenses	17,000 6,000	23,000
	1.3: Adapt and apply capacity assessment tool to est. 8 ODPM partner agencies Summarise results and include SWOT analysis and determine training needs and modalities for delivery - web-based, workshops, train the trainer , partnerships with tertiary institutions. Highlight gender factors				Project Manager, Consultants/Tech. Experts	ODPM UNDP	Administer Cap Assessment tool, Reporting, Travel, field and admin support	10,000 3500	13,500
	1.3: Gender sensitive capacity development program defined				ODPM, Ministry/Key sector focal points, Technical expert	ODPM UNDP	Professional fees, Travel, field & Admin Support	15,000	15,000
	1.5 Develop training modules and materials taking into account gender factors.				Project Manager. Project Teams	ODPM UNDP	Develop training modules and materials.	5,000	5,000
	1.6 Establish gender sensitive framework for interagency collaboration.				Ministry/Key sector focal points, ODPM, Technical expert	ODPM UNDP	Establish framework for interagency collaboration.	0	0
Output 2: Well-functioning Emergency Communications System established Baseline: No baseline exists . To be developed through capacity assessment.	2.1: Capacity development and operational program defined for Public Education				Project Manager. Project Teams	ODPM UNDP	Professional fees	25,000	25,000
	2.1: Public education and awareness & emergency(crisis) communication program delivery initiated according to priorities identified, take into account gender factors.				Project Manager, Project Teams, Technical Experts, Sector Partners		Professional fees, Travel, field & Admin Support	15,000 3,000	18,000
	2.3: Disaggregate emergency communication needs by geographical area, gender, critical facility, by sector, and by knowledge management requirements. Conduct participatory planning with selected Ministries, Agencies and Business enterprise.				Project Manager, Project Teams, Technical Experts, Sector Partners	ODPM UNDP	Conduct Planning	-	0
	2.3: Confirm and rank hazard exposure, vulnerable areas and installations.				Project Manager, Technical experts, Sector partners	ODPM	Field reconnaissance, Sector consultations, Community consultations	5,000	5,000
									116,500

2.4: Gender sensitive emergency communications system established with selected critical facilities and communities			Project manager, Project Teams, Technical Experts	ODPM UNDP	Professional fees, Supporting expenses, Materials development, Communication Media, Field expenses	30,000 15,000	45,000	
2.4: Develop emergency (crisis) communication procedures - general and specific to critical facility. Take into account gender.			Project manager, Project Teams, Technical Experts	ODPM UNDP	Technical Expertise Supporting Material	10,000 3,000	13,000	
2.6 Conduct pilot simulation exercises for each selected category and garner feedback for process improvement.			Project Manager, Project Teams	ODPM UNDP	Technical Expertise, Field Expenses(travel, etc)	4,000	4,000	
2.7 Audit Conducted of Project			Project Manager, UNDP	UNDP	Audit	6,500	6,500	
Total 2011 US\$							181,000	

Total 2011 US\$

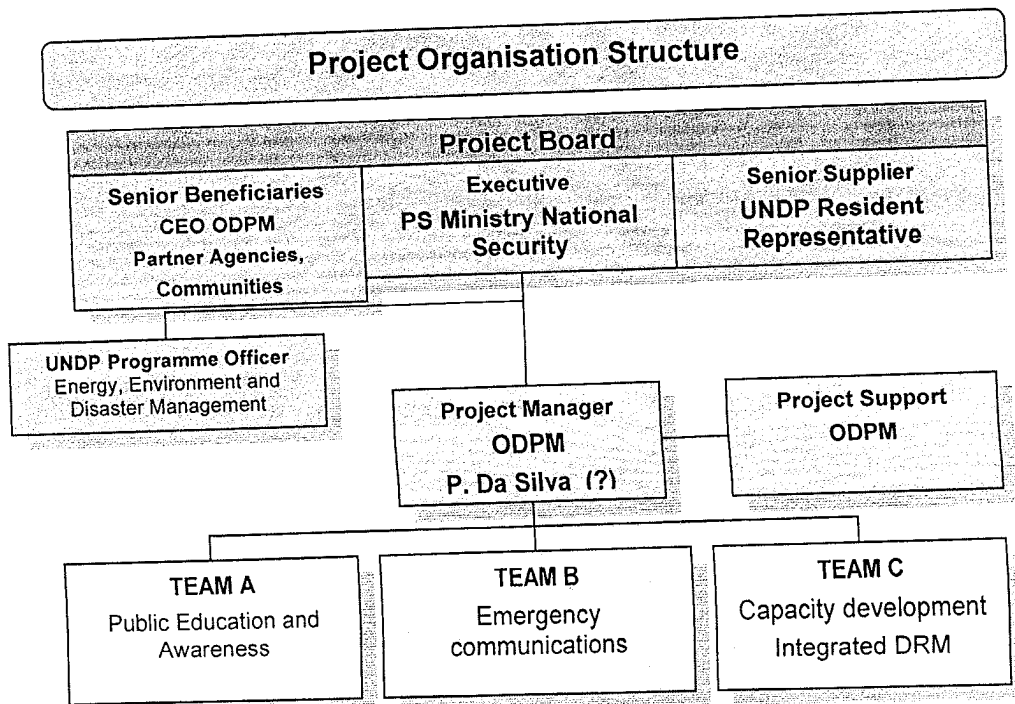
		Year 2012				PLANNED BUDGET					
EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	Budget Description	Amount (US\$)	Total Amount per sub item (US\$)	Total Amount per Output per year (US\$)
		Q1	Q2	Q3	Q4						
Output 1: Contribution to DRM Policy, Strategy and Operations Baseline: Inadequate capacity and systems to provide quality data for evidence based prevention & mitigation, preparedness & response and rehabilitation and	(number corresponding to output and activity from section III, i.e. 1.3 is output 1, activity 3)					ODPM, Ministry/Key sector focal points, Technical expert	ODPM UNDP	Professional fees, Travel, field & Admin Support	15,000	15,000	15,000
	1.3: Gender sensitive capacity development program defined and delivery initiated in Selected Agencies including consideration of critical infrastructure					Ministry/Key sector focal points, ODPM, Technical expert	ODPM UNDP	Establish framework for interagency collaboration.	0	0	15,000
	1.6 Establish gender sensitive framework for interagency collaboration.										

recovery									
Output 2: Well-functioning Emergency Communications System established	2.5: Develop and conduct Training of Trainers program. Have appropriate gender balance for Trainers. Develop schedule for agency/sector training and initiate training in selected agencies								
Baseline: No baseline exists. To be developed through capacity assessment.	2.7 Develop template for replication with additional critical facilities incl. an Evaluation of the project and gender factors.								
	Project Manager. Project Teams	ODPM UNDP	Supporting Material, Partner discussions, Training Schedule, Workshops	5,000	5,000				
	Project Manager. Project Teams	ODPM UNDP	Develop template for replication Conduct project evaluation	20000 10000	30,000				35,000

Total 2012 US\$

50,000

V. MANAGEMENT ARRANGEMENTS



The project will be managed as a nationally executed project (NEX) with Country Office support provided by UNDP, Port of Spain. The Ministry of National Security will act as the Executing Agency. For the day to day coordination and administrative procedures a project manager will be assigned from within ODPM and for specialized guidance on aspects related to key requirements the Programme Officer based at UNDP will provide technical guidance and assurance of the project. In addition, it is expected that ODPM will provide additional technical and administrative support for the operation of the project.

The financing of this project will be met by the Ministry of National Security and UNDP through Programme Cost Sharing Funds. Project Expenditure Reports will be generated and submitted by UNDP to the Executing Agency on a quarterly basis or upon request. Annual Expenditure Reports, also known as Combined Delivery Reports (CDRs), will be submitted by UNDP to the Ministry of National Security for review and signature in the first quarter of the following year. As mandated by the UNDP Executive Board's Cost-recovery guidelines for the provision of services, UNDP will charge a 7 percent (7%) general management support fee on the actual cost of services delivered. This fee will contribute to the costs incurred by UNDP in the provision of technical advice, procurement and financial management services to the project.

Furthermore, this project will be included into UNDP's audit schedule for the year 2011.

In keeping with UNDP's policy for promoting national ownership and leadership the project will be nationally executed with the Ministry of National Security as the Executing Agency. Project implementation will be in line with the PRINCE 2 methodology and as such a Project Board will be set up to make all management decisions related to the project including all decisions related to directional change and timing for delivery of outputs. To ensure effective and efficient project management, a project manager will be appointed to undertake the day to day implementation of the project.

Project Assurance

UNDP will assume the project assurance role. (See roles and responsibilities of UNDP below)

Executing Agency - Ministry of National Security

1. Obtain and allocate resources for the project in a timely manner
2. Certification of any deposits
3. Participation in the Project Board
4. Certification of annual expenditure reports prepared by UNDP
5. Participation in Project Board meetings
6. Provides guidance to the project manager in the execution of monitoring and evaluation activities
7. Participation in monitoring and evaluation of project activities and outcomes
8. Collaborate with the Project Manager and UNDP in drafting Terms of Reference for any expert or adviser

UNDP- Senior Supplier

To facilitate implementation of the project, UNDP's Trinidad and Tobago Country office will provide the following services in accordance with UNDP procedures:

1. Identification and recruitment of both national and international experts, and International UNVs with prior agreement of the Executing Ministry. The Ministry of National Security will liaise with UNDP on any matters of concern.
2. Participate in meetings of the Project Board
3. Provide thematic and technical backstopping
4. Payment of experts upon certification by the project manager
5. Regularly review the status of project objectives, activities, outputs, risks and emerging issues and when necessary convey concerns to the project manager or other relevant parties
6. Financial management of the project and preparation of financial reports

UNDP will process payments after confirming the following:

- o Activities financed are within the scope of the project
- o The project manager has certified payment within an appropriate time frame
- o Project funds are available to facilitate disbursements

Project Manager

The Project Manager will have the following core tasks and duties:

1. Manage the realization of project outputs through activities
2. Provide direction and guidance to project team /responsible parties
3. Liaise with the Project Board to ensure overall direction and integrity of the project
4. Responsible for project administration
5. Liaise with UNDP, Project Supplier
6. The supervision of project consultants
7. Convening of quarterly project board meetings or ad hoc project board meetings when deemed necessary by the project board
8. Reporting to the Project Board
9. Preparation of Annual project Report

VI. MONITORING FRAMEWORK AND EVALUATION

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

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Upon completion of the project, an end of project report shall be prepared by the project manager detailing achievements of the project, lessons learned during the duration of the project and suggestions for new projects and ideas for implementation in the future both in collaboration with the government and for further involvement of the private sector in sustainable development for T&T in the future.

VII. QUALITY MANAGEMENT FOR PROJECT ACTIVITY RESULTS

OUTPUT 1: Contribution to DRM Policy, Strategy and Operations Baseline: Inadequate capacity and systems to provide quality data for evidence based prevention & mitigation, preparedness & response and rehabilitation and recovery

Activity Result 1 (Atlas Activity ID)	National Institutional capacity assessment completed for DRM in key sectors - preparedness & response; prevention and mitigation; rehabilitation & recovery.	Start Date: January 2010 End Date: June 2010
Purpose	To establish baseline for development of capacity building program for DRM	
Description	<ul style="list-style-type: none"> Develop TORs, Advertise and select Technical Expertise for capacity assessment for DRM in selected Gov't Ministries Select pilot stakeholder agencies from among Ministries. Review existing reports Hold consultations. Conduct sensitisation to DRM and capacity framework. Include consideration of critical infrastructure. Adapt and apply capacity assessment tool to key ODPM partner agencies Summarise results through SWOT analysis 	
Quality Criteria Capacity assessment of Preparedness & response; prevention & mitigation; rehabilitation & recovery	Quality Method Capacity Assessment report	Date of Assessment July 2010
Activity Result 2 (Atlas Activity ID)	Capacity development program defined for sector-based DRM institutional strengthening and mainstreaming, and delivery initiated in Selected Agencies including consideration of critical infrastructure	Start Date: July 2010 End Date: Dec. 2011
Purpose	Build institutional and mainstreaming capacity for DRM at the sector level	
Description	<ul style="list-style-type: none"> Review findings of Capacity Assessment and determine and prioritise training needs and modalities for delivery - web-based, workshops, train the trainer , partnerships with tertiary institutions. Determine knowledge transfer requirements. Identify and source expertise Develop subject area training modules and Prepare materials Develop schedule for agency/sector training and initiate training in selected agencies 	
Quality Criteria <ul style="list-style-type: none"> Number of awareness initiatives implemented in key agencies At least 4 sectors with DRM policy and programming framework Training modules and subject area materials developed for each of at least 4 sectors Web based data management system and instruction modules Number of training sessions/ workshops Interagency collaborative framework operational 	Quality Method <ul style="list-style-type: none"> ODPM records of training, consultations Policy documents for sectors Training modules for respective subject matter M&E records 	Date of Assessment Jan 2011 Jan 2012
OUTPUT 2: Well-functioning Emergency Communications System established		
Activity Result 1 (Atlas Activity ID)	DRM Emergency communication system strengthened including Early Warning	Start Date: Jan 2010 End Date: Dec 2010
Purpose	Establishment of mechanism to facilitate DRM communications for public education,	

	emergency warning and notification, knowledge management ,	
Description	<ul style="list-style-type: none"> • Source Well-trained DRM and communications experts to help develop public education, awareness and build emergency communications programs. • Review best practices in region and elsewhere • Identify and consult with key stakeholders, examine location and operations of critical facilities, and vulnerable communities. • Assess existing operations of emergency services. Assess equipment and operating modalities. Complete needs assessment for program design. • Disaggregate emergency communication and early warning system needs by geographical area, critical facility, by sector, and by knowledge management requirements. 	
Quality Criteria		
Functional Emergency communications system including DRM public education, awareness and early warning system State of the art systems for interagency communication and knowledge management	Quality Method Reports within ODPM and key partners t national and community levels within public and private sectors .	Date of Assessment Jan 2011
Activity Result 2 (Atlas Activity ID)	Capacity development and operational program defined and implemented for Public Education	Start Date: Jan 2010 End Date: Dec 2011
Purpose	Strengthen Public awareness and education for DRM and facilitate system for linkages for emergency communication	
Description	Conduct capacity assessment to develop baseline and design development program based on needs identified	
Quality Criteria		
<ul style="list-style-type: none"> • Targeted messaging being delivered to the different constituencies of citizens • Materials disseminated and being used for Citizen- based Prevention & Mitigation; Preparedness & Response; Recovery • Emergency Communication system functional for at least 3 categories of critical infrastructure 	Quality Method <ul style="list-style-type: none"> • Records in ODPM on materials developed, modules prepared and delivered • Communication system reports in ODPM and selected agencies /communities 	Date of Assessment Jan 2012

VIII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed in 1976.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII. RISK LOG

Project Title: Capacity Development for Disaster Risk Management						ATLAS Award ID: TBD ATLAS Project ID: TBD	
#	Description of the Risk	Date Identified	Type	Impact/ Probability (scale 1 to 5 with lowest)	Countermeasures / Mngt response	Owner	Submitted, updated by
1	Inadequate human resources allocated for DRM in partner sector organizations.	May 2010	<i>Institutional</i>	P = 4 I = 4	High level Government commitment to DRM will support sector engagement and staffing, Timely Awareness sessions, Making use of formal mechanism to approach sr management.	Project manager	UNDP
2	Sustainability of the capacities built and personnel allocated to specific DRM tasks.	May 2010	<i>Institutional</i>	P = 3 I = 3	High level Government commitment to DRM will support sector engagement and staffing. Development of a roll out and strategic capacity development plan.	Project Manager	UNDP
3	Loss of sustained political support at the highest level	May 2010	<i>Operational</i>	P=3 I=5	Regular quarterly project board meetings. Regular bulletins prepared to document progress of project to high political support	Project Manager	UNDP
4	Allocation of adequate human resources for Disaster Risk Management in the participating agencies.	May 2010	<i>Financial</i>	P = 4 I = 5	Continuously demonstrate importance of financial resources and show return on investment to high level political decision makers	Project Manager	UNDP
5	Inadequate institutional capacity to manage decentralised and participatory processes.	May 2010	<i>Organizational</i>	P=3 I=4	Usage of experienced consultants and usage of best practices identified by UNDP	Project Manager	UNDP
6	Expansion of the budgetary allocation commitment of all partners to ensure the implementation of the policies.	May 2010	<i>Financial</i>	P=4 I-3	Continuously demonstrate importance of financial resources and show return on investment to high level political decision makers	Project Manager	UNDP
7	Appropriate planned and timely simultaneous funding to contribute to multi-sector interventions that assure the overall impact	May 2010	<i>Financial</i>	P=3 I=3	Continuously demonstrate importance of financial resources and show return on investment to high level political decision makers	Project Manager	UNDP

and progress against the established indicators.							
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ANNEX I

**COST SHARING AGREEMENT BETWEEN THE
UNITED NATIONS DEVELOPMENT PROGRAMME
AND
THE MINISTRY OF NATIONAL SECURITY**

WHEREAS the United Nations Development Programme (hereinafter referred to as "UNDP") and the Ministry of National Security (hereinafter referred to as the "Donor") have agreed to co-operate in the implementation of the project "Capacity Development for Disaster Risk Management" in Trinidad (hereinafter referred to as "the Project")

WHEREAS the Donor has informed UNDP of its willingness to contribute funds (hereinafter referred to as "the contribution") to the UNDP on a cost-sharing basis to increase the resources available for the Project;

WHEREAS the UNDP is prepared to receive and administer the contribution for the implementation of the project,

WHEREAS the Government of Trinidad and Tobago has been duly informed of the contribution of the Donor to the project;

NOW THEREFORE, UNDP and the Donor hereby agree as follows:

Article I

The Donor shall, in the manner referred to in paragraph 2 of this Article, place at the disposal of UNDP the contribution of US\$ 227,000

1. The Donor shall, in accordance with the schedule of payments set out below, deposit the contribution in UNDP's contribution account:

Chase Bank
International Agencies Banking
1166 Avenue of the Americas, 17th Floor
New York, NY 10036-2708
UNDP Contributions Account
No. 015-002284
SWIFT Address: CHASUS33

(In making the deposit please identify the project number: 00070141).

	<u>Date payment due</u>	<u>Amount(US\$)</u>
a)	01 June 2010	227,000

The above schedule of payments takes into account the requirement that contributions shall be paid in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

3. The UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
4. All financial accounts and statements shall be expressed in United States dollars.
5. The value of a contribution-payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by UNDP of the contribution-payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Donor with a view to determining whether any further financing could be provided by the Donor. Should such further financing not be available, the assistance to be provided to the Project under this Agreement may be reduced, suspended or terminated by UNDP.
6. Any interest income attributable to the contribution shall be credited to the UNDP Account and shall be utilized in accordance with established UNDP procedures.

Article II

1. In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the contribution shall be subject to cost recovery by UNDP related to the provision of support services, namely:
Indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the contribution shall be charged a fee equal to 5%
2. The aggregate of the amounts budgeted for the project, together with the estimated costs of reimbursement of related support services, shall not exceed the total resources available to the project under this Agreement as well as funds which may be available to the project for project costs and for support costs under other sources of financing.

Article III

1. The contribution shall be administered by the UNDP in accordance with UNDP regulations, rules and directives, applying its normal procedures for the execution of its projects.
2. Project management and expenditures shall be governed by the regulations, rules and directives of UNDP and, where applicable, the regulations, rules and directives of the Executing Entity/Implementing Partner.

Article IV

1. The implementation of the responsibilities of the UNDP and of the Donor pursuant to this Agreement and the relevant project document shall be dependent on receipt by the UNDP of the contribution in accordance with the schedule of payments set out in Article I, paragraph 2, above and to be in line with the attached Project Document.
2. If unforeseen increases in expenditures or commitments are expected or realized (whether due to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the Donor on a timely basis a supplementary estimate showing the further financing that will be necessary. The Donor shall use its best endeavours to obtain the additional funds required.
3. If the contribution-payments referred to in Article I, paragraph 2, above, are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 2, above, is not forthcoming from the Donor or other sources, the assistance to be provided to the Project under this Agreement may be reduced, suspended or terminated by UNDP.

Article V

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

Article VI

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

Article VII

UNDP shall provide the Donor on request with financial and other reports prepared in accordance with UNDP reporting procedures.

Article VIII

1. UNDP shall notify the Donor when all activities relating to the contribution have been completed.
2. Notwithstanding the completion of all activities relating to the contribution, UNDP shall continue to hold unutilized contribution-payments until all commitments and liabilities incurred in

- implementation of the activities financed by the contribution have been satisfied and these activities brought to an orderly conclusion.
3. If the unutilized contribution-payments prove insufficient to meet such commitments and liabilities, UNDP shall notify the Donor and consult with the Donor on the manner in which such commitments and liabilities may be satisfied.
 4. Any contribution-payments that remain unexpended after such commitments and liabilities have been satisfied shall be disposed of by UNDP in consultation with the Donor.

Article IX

1. After consultations have taken place between the two Parties to this Agreement and provided that the contribution-payments already received are, together with other funds available to the Project, sufficient to meet all commitments and liabilities incurred in the implementation of the Project, this Agreement may be terminated by UNDP or by the Donor. The Agreement shall cease to be in force thirty (30) days after either of the Parties may have given notice in writing to the other Party of its decision to terminate the Agreement.
2. If the unutilized contribution-payments, together with other funds available to the Project, are insufficient to meet such commitments and liabilities, UNDP shall notify the Donor and consult with the Donor on the manner in which such commitments and liabilities may be satisfied.
3. Notwithstanding termination of this Agreement, UNDP shall continue to hold unutilized contribution-payments until all commitments and liabilities incurred in implementation of the activities financed by the contribution have been satisfied and these activities brought to an orderly conclusion.
4. Any contribution-payments that remain unexpended after such commitments and liabilities have been satisfied shall be disposed of by UNDP in consultation with the Donor.

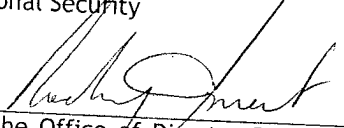
Article X

This Agreement shall enter into force upon signature and deposit by the Donor of the first contribution-payment to be made in accordance with the schedule of payments set out in Article I, paragraph 2 of this Agreement.

This Agreement shall be valid from the date it enters into force through 31 December 2010.

IN WITNESS WHEREOF, the undersigned, being duly authorized thereto, have signed the present Agreement in the English language in two copies.

 For the Ministry of National Security:
~~Mrs. Jennifer Boucaud-Blake, Permanent Secretary,~~
~~Senator the Honourable Brigadier John Sandy, Ministry of~~
 National Security



 For the Office of Disaster Preparedness and Management
 Colonel (Ret'd) George Robinson - Chief Executive Officer
 Office of Disaster Preparedness and Management -
 Ministry of National Security

 Date

16 Sep 2010

 Date

 For the United Nations Development Programme
 Dr. Marcia De Castro
 Resident Representative

 Date

ANNEX II: TERMS OF REFERENCE (TOR) FOR KEY PROJECT PERSONNEL

Capacity Development for Disaster Risk Management (DRM) Republic of Trinidad and Tobago

Task: Emergency Communications including Early Warning Systems for Key Installations/Critical Infrastructure, and Public Awareness and Education

TERMS OF REFERENCE FOR DRM AND COMMUNICATIONS SPECIALISTS

Contextual Background

The Office of Disaster Preparedness and Management (ODPM) under the Ministry of National Security within the Government of Trinidad and Tobago (GoTT) has been given the mandate as lead agency for disaster risk management in GoTT, including responsibility for a policy and programme to protect critical infrastructure. The institutional framework and organisational structure for ODPM have been established, and an overarching objective is for the Agency to build national and community resilience to natural and technological hazards. ODPM and the GoTT recognise that capacity development within ODPM, other Government agencies, and communities, is essential for ODPM to deliver effectively on its mandate, and for the GoTT to achieve its national development objectives.

Trinidad and Tobago's Vision 2020 Strategic Plan speaks to a citizen-centred government with an "overarching vision for Trinidad and Tobago... (of) successful national development resulting in a high quality of life for all our citizens." The strategy has articulated a goal of developed country status by the year 2020 that will be based on five pillars of development viz. Developing Innovative People; Nurturing a Caring Society; Governing Effectively; Enabling Competitive Businesses; Investing in Sound Infrastructure and Environment. Among the themes addressed under Sound Infrastructure and Environment are: Concern for economic development to occur in harmony with environmental protection; and Increased attention to natural disaster preparedness.

The UNDP has agreed with GoTT to support capacity assessment for selected aspects of DRM in the GoTT. The Republic of Trinidad and Tobago has Net Contributing Country Status within the UN system and therefore UNDP will assist with procurement and knowledge transfer by providing access to best practices and resource persons through its global network.

The two outputs to be supported under the Outcomes of UNDAF are: 1) Contribution to DRM Policy, Strategy, and Operations; and 2) Well-functioning Emergency Communications System.

This consultancy is in support of Outcome 2.

Objectives

The Results and Resources Framework which was developed as part of the Project document for the UNDP/ GoTT/ ODPM partnership details the respective results and activities required under Output 2.

1. Design Capacity development and operational program for DRM Public Awareness and Emergency communication
2. Emergency communication including Early warning System(EWS) initiated for selected critical infrastructure and vulnerable communities
3. Public awareness programming including support materials and linkages with the various communication media, initiated nationally and at community level.

Scope of work

(i) Initial Planning for Emergency Communication capacity development and programming design including Early Warning Systems

- Review some key documents, including: UNDP Prodoc for DRM Capacity Development; UNDP Capacity assessment Practice Notes; ODPM DRM Policy document; ; People Partnership National Policy, 2009-2012 CDM Results-based programming framework; ODPM organisational structure and key partner agencies

- Review best practices for early warning systems and public awareness programming in Caribbean region and elsewhere .
- Identify and consult with key stakeholders
- Identify and Examine location and operations of critical facilities, and vulnerable communities .

(ii) Data Collection and Analysis

- Design and conduct capacity assessment of mechanisms for communicating DRM messages for public sensitisation and education and for early warning systems
- Assess communication capacity of existing emergency services operations.
- Assess emergency communication equipment and operating modalities.
- Complete needs assessment for program design.
- Prioritise vulnerable critical facilities and communities
- Disaggregate emergency communication and early warning system needs by i) geographical area, ii) critical facility, iii) sector, and iv) knowledge management requirements.

(iii) Program design and delivery

- Establish baseline of existing awareness programs - past & planned projects
- Identify communication focal points / coordinators for each geographical area and for critical installations
- Design program to meet training needs identified and modalities for delivery. Include mentoring and professional exchanges to support capacity building
- In consultation with ODPM and respective Ministries / Agencies and private enterprise
- Develop emergency (crisis) communication procedures - general and specific to critical facility agencies.
- Discuss findings of capacity assessment with key stakeholders in ODPM, relevant Ministries and
- Conduct participatory planning for selection of categories of critical infrastructure for emergency communication program. Prioritise program development
- Conduct pilot simulation exercises for each selected category and garner feedback for process improvement
- Determine and prioritise target groups and geographical areas to be covered by the PubEd program
- Identify key stakeholders in the media , communities, schools etc. Discuss modalities for program delivery and select optimal approach
- Develop targeted messages and design supporting materials
- Develop and conduct Training of Trainers program
- Commence PubEd program according to proposed schedule.
- Design and implement monitoring and feedback mechanism .

Reporting and Interfacing

The Consultant will be contracted by the UNDP, and will interface directly with the Project coordinator from within ODPM with respect to:

- Development and implementation of the work program
- Liaison with key stakeholder/partner agencies for capacity assessment and program development
- Training of trainers and program delivery

Work Approach and Timing

The Consultant will prepare a detailed schedule of work to be implemented in Phases over a two year period . The Consultant should identify the expert professional team members who will deliver the respective components.

Key Deliverables

A clearly defined work plan and schedule for implementation for each component of the
(within first two weeks of contract signing)

Crisis Communications Procedures and Plan

Early warning systems for categories of critical facilities identified

Early warning systems for vulnerable communities selected

Training Materials

Training program and scheduling

Profile of Experts

The Emergency Communications consulting team will have a combination of the following qualifications:

- Proven Disaster Risk Management Expertise
- Proven experience in development of public education programs in DRM
- Proven experience in development of Early warning systems
- Proven experience in Crisis communications planning
- Demonstrated experience in working with, or supporting, the development of new and innovative approaches, particularly in all areas relating to disaster risk management in a multi-hazard environment
- Proven track record in performance management, innovative learning strategies and incentive programmes, knowledge management and goal alignment
- Familiarity with the changing development aid environment particularly aid delivery, donor harmonization and alignment and aid cooperation in general
- Experience in working in/with developing countries and in a cross-cultural setting
- Ability to translate strategic thinking and innovative ideas into practical operational recommendations
- Solid analytical and presentation skills
- Excellent interpersonal, communication and negotiating skills
- Excellent proficiency in written and spoken English
-

Location: Trinidad and Tobago

Duration : 2 years

ANNEX III Trinidad & Tobago CDM Strategy and Operating Framework (2009)

(Appended as separate document)