

**Country Programme Action Plan
(CPAP)
2006 - 2009**

Agreed by

The Government of

The Commonwealth of Dominica

and

The United Nations Development Programme



GOVERNMENT OF THE COMMONWEALTH OF DOMINICA/UNDP COUNTRY PROGRAMME ACTION PLAN,
2006-2009

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The Framework

The Government of the Commonwealth of Dominica (hereinafter referred to as "the Government") and the Sub-regional Office of the United Nations Development Programme for Barbados and the OECS (hereinafter referred to as "UNDP") are in mutual agreement on the content of this document and their responsibilities in the implementation of the Country Programme.

Furthering their mutual agreement and cooperation for the realisation of the Millennium Development Goals (MDGs) and the United Nations Conventions and UN Summits to which the Government and UNDP are committed, including: the International Covenant on Civil and Political Rights, the International Covenant on Economic and Social Rights, the Convention on the Elimination of Discrimination Against Women, the United Nations Conference on Environment and Development, the UN Framework Convention on Climate Change, the Convention on Biological Diversity, the Millennium Declaration, the Mauritius International Meeting to Review the Implementation of the Programme of Action for Sustainable Development of SIDS, the UN General Assembly Special Session on HIV/AIDS, the World Summit on Sustainable Development, the Stockholm Convention on Persistent Organic Pollutants, and the UN Convention to Combat Desertification.

Building upon the experience gained and progress made during the implementation of the previous Sub-regional Programme (2001-2004);

And entering into a new period of cooperation through the present Sub-regional Programme (2005-2009);

The parties declare that these responsibilities, which are further specified in this Country Programme Action Plan (hereinafter, "CPAP"), will be fulfilled in a spirit of close cooperation, and have agreed as follows:

Part 1. Basis of Relationship

- 1.1 Whereas the Government and UNDP entered into a basic agreement governing UNDP's assistance to Dominica, namely the Standard Basic Assistance Agreement (hereinafter, "SBAA"), which was signed by both parties on 5th November 1980, this CPAP together with agreed Annual Work Plans (hereinafter, "AWPs") concluded hereunder and annexed to this CPAP, constitute together the project document as referred to in the SBAA.
- 1.2 Some operations carried out by UNDP in the country will additionally be covered by separate project documents when these are required by particular funding agencies and/or other partners, for example, projects funded by the Global Environment Facility (GEF).

Part 2. Situation Analysis

2.1 Dominica is the largest of the Windward Islands (745 sq. km/290 sq. mi), and is known as "The Nature Isle of the Caribbean" with about 65% of the island still covered by original natural terrestrial ecosystems, consisting of spectacular, diverse flora and fauna and protected by an extensive national park system. There are three National Parks in Dominica, one of which is a UNESCO World Heritage Site, the only natural world heritage site in the Eastern Caribbean. Dominica is the most mountainous of the Lesser Antilles. Its volcanic peaks are cones of lava craters, one of which is the Boiling Lake, the second largest thermally active lake in the world.

2.2 According to the 2002 Country Poverty Assessment (CPA), Dominica's population size is approximately 69,925¹ and it consists of a small indigenous Carib population of about 3,000, (4% of the population), many of whom live in the Carib territory on the East Coast. In 2001, the population recorded was at 71,540 with a low population growth rate. In 2001, the population was

¹ Dominica Central Statistics Office

51% male and 49% female and the fertility rate was 2.05. Sixty three percent of the population was between 15-64 years of age, with 29% between 0-14 years and over 8% over 65 years. In the age group 59 to 69 years, there were more females than males (15.8% male and to 17.0% female of the total population), indicating higher levels of longevity among females.

2.3 The country is ranked 70th on the Human Development Index (UNDP, Human Development Report 2005)². The wide inter-annual variation in its ranking points to the socio-economic impact of the structural adjustment and macro-economic dislocation experienced in the recent past. Despite the general classification of OECS-SIDS as middle-income countries on the UNDP Human Development Index; the development challenges experienced by this grouping of countries are exacerbated by traditional vulnerabilities to natural disasters and highly sensitive responses to changes in the global economic and political environments.

2.4 In the Budget address of June 2002/2003, the Prime Minister and Minister of Finance & Planning launched a 'Programme for Economic Stabilisation and Recovery' to address the serious economic situation stemming from increasing fiscal deficits and difficulties in servicing the public debt. In August 2002, the International Monetary Fund (IMF) approved a one-year stand-by arrangement for SRD 3.3 million (US\$4.3 million) to address the country's short term funding gap. The first credit tranche amounting to SRD 2.3 million was made available upon approval. The region also responded to Dominica's short-term funding needs. In calendar year 2002, assistance was provided by Trinidad and Tobago, Barbados, Grenada and St. Vincent and the Grenadines, amounting to approximately US\$10.7 million. Additionally, funds were provided by the Eastern Caribbean Central Bank (ECCB), EC\$5 million (approx. value US\$1.85 million), Belize, US\$1 million, and the Bahamas US\$1.5 million. Technical assistance was also received from the donor community and participating governments through a coordinated programme of support from the Eastern Caribbean Donor Group³ to address the macroeconomic and fiscal crisis faced by Dominica.

2.5 2004 estimates of Dominica's per capita gross national income of \$US5,500 with growth in 2003 recorded at -0.6. Revenue increased from US\$197.6 million in 2002/2003 to a projected US\$211.1 million in 2003/2004. Recurrent expenditure for the year 2003/2004 is projected to be US\$226.6 million, compared with an actual expenditure of US\$235.6 million in 2002/2003, a difference of US\$9 million or 1.3% of GDP. A recent IMF Article 4 Review has expressed satisfaction with the country's progress in fiscal and economic reform⁴, despite the fact that, in 2003/2004, external debt rose to 70% of GDP with current public debt at now more than 110% of GDP.

2.6 In December of 2003, Dominica prepared an Interim Poverty Reduction Strategy Paper (IPRSP) which was accepted by the IMF and the World Bank for funding under Poverty Reduction and Growth Facility. This funding supported the implementation of a comprehensive programme to foster economic growth and private sector employment, and at the same time, maximise the effectiveness of Government's spending on pro-poor programmes and social protection under the SAP – Structural Adjustment Programme (SAP). UNDP funded the technical expertise to support the formulation of a medium-term *Growth and Social Protection Strategy (GSPPS)*.

²In the just released United Nations Human Development Index (HDI), Dominica has shown a dramatic improvement in 2005 over the previous year, rising by 25 places. Dominica is now ranked at number 70 from a total ranking of 177 countries. In 2004, the country was ranked at number 95. Dominica appears to be once again making some progress after the set back in 2004. In 2002, the country attained its highest ranking of 61.

³ CDB, United Nations Development Programme (UNDP), United States Agency for International Development (USAID), Canadian International Development Agency (CIDA), Department for International Development (DFID), European Union (EU), International Monetary Fund (IMF), International Bank for Reconstruction and Development (IBRD), and Agence Française de Développement (AFD)

⁴ In 2003 Dominica negotiated an extension of the stand by arrangement through to December 31, 2003. During that period, the Government implemented a package of politically difficult fiscal measures resulting in expenditure reduction of approximately 2.5% of GDP.

- 2.7 The GSPS was designed to detail and present the economic and social conditions in Dominica, the current and future poverty and vulnerability situation, current macroeconomic/structural measures to address growth and poverty reduction and the sectoral, policy, strategic, programme and projects components. The GSPS which articulates Dominica's strategy, programmes and projects geared at economic growth and poverty reduction was finalised in consultation with national development stakeholders and represents Government's main instrument for negotiating funding to undertake economic and social investments from the donor community for a period of five (5) years, 2005-2010.
- 2.8 The government began a comprehensive restructuring of the economy in 2003, including elimination of price controls, privatization of the state banana company, and tax increases, to address Dominica's economic crisis and to meet IMF targets. In an effort to diversify the island's production base the government is attempting to develop an offshore financial sector.
- 2.9 The phasing out of the preferential market access by the European Union has severely affected the predominantly agriculturally based economies of the region like Dominica. As a result, attempts have been made to diversify agricultural production to non-traditional crops, but the lack of organized markets and a weak entrepreneurial base have resulted in a slow transition process. However, tourism increased in 2003, due to promotion of Dominica as an "ecotourism" destination, and is now contributing 10-12% of GDP.
- 2.10 The economic contraction which began in 1999 has continued to result in social dislocation manifested by high levels of unemployment and migration. Unemployment exceeds 17% (2005 est)⁵. Of these 45% are between 15 and 24 years; and 24% are between 25 and 34 years. Many of the unemployed, particularly vulnerable groups, like youths have resorted to socially unacceptable means of maintaining livelihoods.
- 2.11 In 2002, Dominica undertook a Country Poverty Assessment (CPA) with the assistance of the Caribbean Development Bank (CDB). The CPA concluded that Dominica had a head count poverty of 39% with 15% indigent, and a household poverty of 29% with 11% indigent. The report attributed this level of poverty to the rapid loss of income in the banana industry, which has declined by over 80% since the late 1980s and early 1990s. In fact, the CPA recorded that the number of farmers had dropped from 6,675 to 1,155 between 1990 and 2002, which is a major reason for GDP declines. As demonstrated in the CPA, key factors causing extreme poverty in Dominica include rural conditions, ethnicity and age. It is noted that poverty levels are likely to increase further until the economy recovers. As part of an increased focus on rural development, the Government of Dominica in collaboration with the CDB and the International Fund for Agricultural Development (IFAD), implemented the Dominica Rural Enterprise Project (DREP) to address poverty reduction and rural enterprise development. In one community empowerment project, UNDP partnered with DREP and the community to build and establish a multi-purpose resource centre which would expand access to the internet in the community as well as eventually house other community services.
- 2.12 With universal access for boys and girls, MDG targets for the primary education levels are met but completion rate at the primary level is 84%; with access to secondary education recording lower rates. Approximately 70% of young children are not receiving pre-school education; and there are marked gender disparities in performance, with girls continuing to outperform boys by a very wide margin. Education quality needs to be addressed and improved as part of any strategy to reduce unemployment and poverty. In respect of the health-related MDGs, the country has already met the targets for malnutrition, maternal mortality, and tropical diseases. While the under-five mortality rate in Dominica is currently declining at about 1.8% per year, this is insufficient to meet the MDG under-five mortality target.
- 2.13 Baseline data on HIV prevalence and incidence is poor, and it is therefore difficult to assess the likelihood of reaching the MDG HIV/AIDS target. However, with increasing deaths from AIDS (299 deaths between 1984 and 2000) and a rising incidence of HIV/AIDS in people

aged 15-44, and given the scale of the epidemic in the Caribbean, the region requires continued vigorous and effective HIV prevention measures. In particular, the increasing incidence rate across the region in the 15-24 age group and the growing rate of infection of females in this cohort, are issues of particular concern. Dominica, recognises the significant challenge which HIV-AIDS presents to the country and its development, is part of an OECS Global Fund project on HIV-AIDS.

2.14 The institutional basis for taking gender considerations into account has been enhanced by the recent development of a National Gender Policy statement, which has specific action proposed to address gender imbalances. However, persistent limitations in the resources of the National Machinery for gender planning have resulted in a less systematic approach to gender analysis than would be desirable. The 2001 Population and Housing Census noted that 10.7% of all women were unemployed and that 66.7% of women between the ages of 15-24 were unemployed. In the CPA, 43% of the poorest households were headed by women. Very few, if any programmes are designed to improve gender equity and equality and the capacity of the Bureau of Gender Affairs is limited. The data point to the need for specific gender policy and analysis for long-term social development and poverty reduction.

2.15 There is a need to deepen dialogue processes for effective democratic governance and to focus on constitutional reform, judiciary and local government strengthening, and on making government more responsive and accountable. The Member States of the OECS grouping <http://www.oecs.org/>,⁶ have expanded functional cooperation programmes to support the repositioning of the OECS economies while strengthen systems of sub-regional governance to mitigate the negative impacts of globalization. To strengthen regional and national governance, strengthened information systems are needed to provide accurate and timely information for decision makers and the population in general to facilitate greater participation of citizens in community and national decision-making. At the wider regional level, the establishment of the Caribbean Single Market and Economy (CSME) with its objectives of deepening and widening economic integration within the region and enhancing the effectiveness of participation in the global trading and economic systems e.g. WTO negotiations of multilateral trade agreements for the region; the Free Trade Area of the Americas (FTAA), the ACP-EU Cotonou Agreement, among others, seeks to address the region's fragile economic status and ensure that the needs of small economies, like Dominica, are given special consideration.

2.16 Dominica is vulnerable to natural disasters, which can devastate the country's economy and its physical and social infrastructure. Between December 2004 and early 2005, the country suffered a number of earthquake tremors which caused landslides and slippages, and the loss of critical topsoil for agriculture. There is a need to further develop and implement risk assessment programmes and strategies. Beyond natural disasters there is a broader need for environmental sustainability, and preservation and conservation of natural resources is essential. Efforts are being made to manage marine resources, to control and manage land degradation and land use, to conserve soil and water, and to manage solid waste. Preservation of the environment is also closely linked to the country's tourism product, given their ecotourism emphasis in the global tourism market.

Part 3. Past cooperation and lessons learned

3.1 The first Sub-regional Cooperation Framework 2001-2004 (SCF) for the OECS and Barbados was formulated to address the priorities of (a) sub-regional cooperation and integration, (b) social policy and development planning; (c) capacity development; and (d) employment creation. Gender, environmental management and HIV/AIDS were crosscutting programming issues. Support provided at the sub-regional level reflected the national priorities of Dominica, as the priority areas of focus would have been identified through the ministerial mechanism of the OECS.

⁶ Dominica is a member of the Organisation of Eastern Caribbean States (OECS), which includes as well Anguilla, Antigua and Barbuda, the British Virgin Islands, the Commonwealth of Dominica, Grenada, Montserrat, St. Lucia, and St. Kitts and Nevis, and the Eastern Caribbean Currency Union.

3.2 Informed by interrelated national, regional and international policies, programmes and activities, including national budgets, medium term economic strategy papers, the MDGs, and various international sustainable development agreements, including Agenda 21 and the BPOA, the UNDP Sub-regional Office for Barbados and the Eastern Caribbean (hereinafter, "SRO") supported the formulation of the OECS Development Charter and Strategy as a sub-regional policy framework for OECS Member States. This was a significant outcome, which strengthened sub-regional planning, prioritisation and policy articulation capacities.

3.3 For the environmental sector, capacity was enhanced through the implementation of national enabling activities to facilitate the fulfilment of commitments under various multilateral environmental agreements (MEAs). In Dominica, the support provided by UNDP is through the implementation of projects funded by the GEF using the National Execution (NEX) modality. As the implementing Agency, UNDP provides technical support; financial management support; and undertakes monitoring and evaluation. In the previous programming period (2001-2004), the major initiatives were GEF Enabling Activities under the Convention on Biological Diversity (UNCBD) (1997 to present), and under the Framework Convention on Climate Change (UNFCCC) (1998 to present.)

Although the successes achieved under these initiatives were better than average, for Dominica, the project goals as formulated in the workplans, were not fully achieved. On completion of the monitoring exercise it was found that, although the projects addressed issues of national concern, they were not adequately linked to national financing or the national development plan, resulting in stagnation of the initiatives upon exhaustion of GEF funding.

In the upcoming period 2005 to 2009, there are three main initiatives to be implemented; the development and implementation of a project proposal for Sustainable Land Management under the United Nations Convention to Combat Desertification (UNCCD); the establishment of a unit to support the GEF Small Grants Programme; and the development and implementation of the Second National Communication under the UNFCCC. These projects have built in requirements for synergies with national work plans and programmes, dedicated national financing, and the involvement of private sector, civil society and selected groups, including NGOs.

3.4 The need to build capacity for effective systems to manage development assistance was addressed by UNDP-funded reviews of aid coordination systems. The main outcomes of the activities supported by this component of the SCF during the review period, included:

Development of an enhanced Information and Communications Technology (ICT) skills base through training of personnel at the OECS Secretariat;

Preparation of a comprehensive report on the progress of implementation of the BPOA in the OECS, as part of the sub-region's preparatory activities for the (Barbados + 10) Mauritius Meeting held in January 2005;

Support for updating and promoting the overarching objectives of the OECS Development Charter and Strategy as key development policy instruments that facilitate the sustainable use of physical, financial and human resources; and

Support for a study on the regionalisation of the OECS Prison Service which is a related area of support.

3.5 The major outcome of the poverty eradication and social sector development programme was the establishment of a social policy unit for the coordination and management of social development projects. Dominica completed its Interim PRSP with UNDP support. Other outcomes include:

Enhanced capacity of OECS Member States in the formulation of national poverty reduction strategies, including IPRSPs;

Formulation of the first OECS Human Development Report and the establishment of a baseline for human development in the sub-region

Established donor coordination support of UNDP interventions through the framework of the Poverty and Social Sector Development Donor Coordinating Group.

Policy level support complemented by focused assistance inputs on community development and empowerment, including emphasis on ICT and skills training, education and income generation and employment;

A framework for micro-enterprise development, through the CIDA co-funded Micro-Start Project which was piloted in St. Vincent and the Grenadines, Grenada, and St. Kitts and Nevis.

In the case of Dominica, support in the poverty reduction area focused on community poverty reduction and development initiatives. From 1999, UNDP provided support to five communities across the country targeting rural poverty and also enabling community development discussions. The project aimed to reduce poverty in the communities through income-generational activities, as well as building capacities for dialogue and planning at the community level.

On completing the Tri-partite review in August 2005, clear indications were made on the need for continuing dialogue and clarity about the roles of the various partners and actors in the project, the need for real engagement with the communities, and commitment to building of capacity at the community level in the Village Councils and in the management committees. The latter was seen as particularly critical to the sustainability of any intervention. The project will end in Dec. 2005 but support is expected to continue in the successful Community Resource and Internet Centres (CoRICs) Initiative, which builds on the income-generating activities, identifies other sources of income, enhances access to technology, and facilitates the development of new skills.

3.6 Risk reduction and disaster management was not identified as one of the programme areas in the 2001-2004 SCF. However, UNDP supported the development of a comprehensive approach for disaster management in the Caribbean, which sought to reduce vulnerability to loss of life and property damage in the Caribbean by embedding the approach as a viable strategy for disaster management; by strengthening the Caribbean Disaster Emergency Response Agency (CDERA; www.cdera.com) to implement the strategy at the regional level; and by building support at the national level.

3.7 A second disaster management initiative is supporting the Search and Rescue capability of CDERA with the provision of basic search and rescue equipment and training to the beneficiary states, including Dominica, as well as enhancing the coordinating capacity of CDERA. This project is funded by the United Nations Trust Fund for Human Security (www.mofa.go.jp/policy/human_secu/t_fund21/fund.html). The Caribbean Risk Management Initiative, which started in 2004, focused on managing and reducing risks associated with natural, environmental and technological hazards, particularly within the larger context of global climate change.

3.8 These initiatives complement the Caribbean Disaster Mitigation Project, which emphasises improving community preparedness, hazard assessments, risk mapping and vulnerability audits of lifeline infrastructure, hazard-resistant building practices, and the linking of property insurance to the quality of construction in all the countries in the sub-region.

3.9 Dominica has also benefited under the UNDP-funded OECS Regional Programme as one of the pilot countries for a new initiative to improve the integration of the MDGs at the country level. Many of the MDG goals remain global and broad, and have not been specifically tailored for relevance and implementation at the regional or country levels. Under this initiative, Dominica and St. Kitts and Nevis began an innovative process of analysis, dialogue and consultation to "localize" the MDGs and identify a plan of action for their achievement by 2015. Specific indicators and targets will result from this process, and are then to be replicated across the region by 2006.

3.10 Several more general lessons have been learned through past collaborative programmes and activities. A critical one of these is the need to apply new modalities to address capacity constraints in the development planning systems and processes in Dominica and the other OECS countries, especially in the formulation and implementation phases of macro-level policy. There is a general lack of integration between the economic, social and environmental aspects of planning, as well as between the national and sub-regional dimensions. There is also insufficient integration of the gender perspective in national policies and planning. The absence of appropriate, effective decision-support systems has affected the ability of planners to make informed policy recommendations and has inhibited civil society engagement in meaningful policy and development dialogue.

3.11 Many interventions during the review period highlighted the need for an analytical framework that addresses long-term issues such as the structure, scope and substance of poverty reduction; social development; and comprehensive disaster management strategies. UNDP will continue to combine its support of a mix of regional and national inputs with macro-level support that ensures that social policy is included in the formulation of macro-economic and environmental policies.

Part 4. Proposed programme

4.1 The Sub-regional Common Assessment (hereinafter, "SRCA") provides an overall review and analysis of the socio-economic situation in Barbados and the OECS. The draft SRCA was developed in 2004, and drew on various data sources, including the most recent and available national statistics, research reports, the Progress Report on the Millennium Development Goals in the OECS (2004), poverty assessments, and Poverty Reduction Strategy Papers (PRSPs) prepared for the Windward Islands, including St. Lucia, St. Vincent and the Grenadines and Grenada. Reference was also made to the OECS Human Development Report (2002), the OECS Development Charter and several relevant UN documents.

4.2 In the SRCA process, the major challenges were identified, analysed and prioritised in a participatory process, with UN Agencies for Barbados and the OECS. The SRCA identifies as key challenges for Dominica (1) diversifying its economy and stimulating economic growth; (2) improving the quality and availability of data for effective policy making and development planning; (3) developing human resources; and (4) increasing national capacity to efficiently manage development programmes and projects.

4.3 The United Nations Development Assistance Framework (UNDAF) is prepared based on the key elements identified in the SRCA for specific attention in the region, setting out the priority areas and a roadmap for progress in these areas. The UNDAF process then influences the preparation of the SPD and the CPAP. The UN agencies, taking into account the SRCA and the UNDAF matrices which reflect the development priorities for the sub-region, as seen by the UN System, have agreed on six areas for joint action between 2006 and 2009. These are (1) Integration of MDGs in the Planning Framework; (2) Data collection, information sharing, and capacity building; (3) HIV/AIDS; (4) Youth Development; (5) Food Security; and (6) Disaster Preparedness and Risk Reduction.

4.4 UNDP's Sub-regional Programme Document (SPD) for Barbados and the OECS is based on the SRCA and the UNDAF. The SPD was approved by the Executive Board in June 2005. The comments of the Executive Board were incorporated and the final SPD posted on the UNDP website at <http://www.undp.bb.org>. The SPD identifies 13 priority areas, termed outcomes, for particular attention as agreed to by the Governments of Barbados and the OECS member countries. In doing so, the SPD acknowledges that the development needs of Barbados and the OECS are not homogeneous and that sub-regional and national programme initiatives may vary to reflect different priorities. The SPD relates UNDP's comparative advantages to national priorities, and is consistent with UNDP's corporate strategy, as agreed by its Executive Board in the Multi-Year Funding Framework (MYFF). It also attempts to mainstream a number of key crosscutting themes including strengthening civil society participation; capacity building; gender mainstreaming; human resource development; and support to countries in the sub-region to work in a more integrated manner. The SPD also indicates likely contributions of UNDP and its associated funds, United Nations Volunteers and United Nations Fund for Women towards activities to address the 13 outcomes.

4.5 Of the 13 outcomes identified in the SPD, which UNDP will pursue in the period 2006 to 2009, eight are considered by the Government and UNDP to be most relevant for Dominica. In preparing the CPAP, which links the outcomes and outputs in the SPD, the SRO worked closely with the Government, particularly the main focal point for UN agencies, namely the Ministry of Finance, Planning and Development, as well as with the Office of the Prime Minister, other Government ministries and institutions, prospective civil society partners, the private sector, the University of the West Indies, and other UN agencies and international development partners. A national consultation was held with key partners to provide inputs to the CPAP preparation process from 7 November 2005 to 9 November 2005. The CPAP was later reviewed and finalized in consultation with the Government Coordinating Authority, the Ministry of Planning and Finance. Generally, the Outputs anticipated from UNDP's interventions in Dominica up to 2009 are intended to improve programming supporting the achievement of MDGs and other key development priorities. This approach is designed to: hasten the pace of development through

strengthening national capacity to develop national evidence-based plans, policies, and strategies to support implementation of the OECS Development strategy, which integrates the MDGs; facilitate the implementation of governance tools and approaches to deepen improved monitoring and evaluation, and hence improved strategic planning and implementation, at both the national and regional levels; promote development of systems and institutions of governance; enhance people's involvement in determining development directions; and enhance national capacities to respond to disasters and stimulate emergency recovery initiatives. The eight Outcomes chosen for Dominica are individually discussed below:

4.6 SP Outcome 1: "Democratic governance issues i.e. accountability, transparency, integrity, gender responsive initiatives addressed in the context of OECS Development Charter and MDGs".⁷

For Dominica it is expected that UNDP will support the generation of the following three outputs towards achieving this outcome:

- a) The National and Economic Social Council which when established will have policy, programme and donor implementation sub-committees and a secretariat supporting an institutionalised system of multi-stakeholder dialogue to strengthen national decision-making processes with greater participation of CSOs;
- b) New Public Information (GIS) Programmes and Resources and Documentation Centres created to increase access to information resources on Local Government, Gender Mainstreaming and other new development programmes; and
- c) Gender mainstreaming implementation plan approved based on gender policy.

4.7 The SRO will support the achievement of these outputs through the provision of capacity building support for the introduction of multi-stakeholder dialogue methodologies and public information inputs to increase and inform civil society participation. The SRO also will provide access to the technical and advisory resources of UNDP's Regional Democratic Dialogue Project, which supports consensus-building and strengthened democratic participatory governance to ensure the maintenance and promotion of good governance and the implementation of development agendas undertaken by the Government of the Commonwealth of Dominica.

4.8 SP Outcome 2: "Public Sector Modernisation and OECS Economic Union strengthened by HRD, ICT inputs, public/private dialogues, as well as enhanced support to transparency and accountability programmes".

For Dominica it is expected that UNDP will support the following output at the national level towards achieving this outcome:

- a) More efficient: public services/policy, strategic planning, management, IT, e-governance, procurement, monitoring and audit systems introduced to support:
 - Public sector rationalization and efficient service delivery
 - Innovative capacity building/ knowledge management inputs to enhance public sector performance i.e. local government, gender, legislative drafting
 - Integrated disaster management issues into national service delivery
 - Enhanced enabling environment for private sector development
 - Increased access to resources for social protection programmes
 - Decentralization of education & other social services & facilities

At the regional level, UNDP will support the following three outputs in cooperation with the regional multi donor funded initiatives – CARICAD and CARTAC:

- b) Improved macro-economic, fiscal, public finance, and debt management;
- c) Improved financial sector regulation and supervision, revenue policy formulation and effective revenue administration, including issues related to the introduction of VAT, reform of the tax consumption system and the modernisation of the customs operations; and

⁷ While the wording used in this CPAP may differ somewhat from that used in the RRF of the sub-Regional Programme Document in order to gain more precision and specificity in outcomes and outputs as they relate to Dominica, the original intentions and spirit of the RRF are still fully reflected in this CPAP.

- d) Improved capacity to collect, process, analyse, and publish economic statistics, and countries' capacity to undertake macroeconomic projections and policy analysis.

4.9 The SRO will support the production of these outputs through the provision of capacity building support through the multi-donor programming modality. This modality was used to successfully implement and establish the Caribbean Regional Technical Assistance Centre (CARTAC <http://www.cartac.com.bb/>) as a regional resource, based in Barbados, delivering technical assistance and training in core areas of economic and financial management at the request of its participating countries. The CARICOM Council of Ministers of Finance and Planning (COFAP) took the decision to establish the Centre in September 1999, which became operational in November 2001, facilitated by a UNDP cost-sharing project. A similar initiative is proposed to support Public Sector Modernisation, building capacities of the existing regional agency, CARICAD <http://caricad.net/>.

4.10 SP Outcome 3: "Developed capacity to monitor, formulate, and implement policies and strategies in poverty and social development".

For Dominica it is expected that UNDP will support generating four outputs towards achieving this outcome:

- a) MDGs integrated into the PRSP and other planning and reporting frameworks specifically targeting Goals 1, 3 and 6;
- b) Establishment and operationalisation of a comprehensive poverty and MDG monitoring system, including living conditions surveys such as the Core Welfare Indicators Questionnaire (CWIQ) Survey including the building of capacity amongst professionals in the public sector and academia in data collection, analysis, monitoring and evaluation of social phenomena;
- c) New initiatives implemented to promote economic diversification and reduce poverty; and
- d) Six community centres equipped to provide access to internet, and ICT skills training to improve employment opportunities for the rural poor.

4.11 These outputs will be achieved through a central strategy of partnership across government, civil society, the private sector including activist groups to strengthen dialogue and capacity to positively influence policy agenda. There will also be focus on enhancing the role and capacity of the SIMDG committee as a forum for dialogue and collaboration. The SRO will support the adoption of a systems approach to link capacity building across sectors beyond the CSO and also enhance linkages between the producers and the users of the information and ensure that it is available publicly for review and discussion. The SRO in collaboration with the government will enhance the opportunities for youth in productive sectors through promoting their involvement in agriculture and related activities. There will also be support for a study of the industry to develop a system whereby new sectors are well researched and presented for investment by the public and private sector. The SRO will continue to support ICT skills which will improve the chances of the population in the job market as well as highlight entrepreneurial opportunities.

4.12 SP Outcome 4: "Sustainable management of the environment and natural resource incorporated into poverty reduction and national development framework."

For Dominica it is expected that UNDP will support generating three outputs towards achieving this outcome:

- a) Establishment of Pilot Projects on Conservation and Sustainable Use of Biodiversity;
- b) Detailed inventory of Natural resources; and
- c) Developed capacity for sustainable management.

4.13 The SRO will encourage the provision of a role for community members in the protection and preservation of natural resources. UNDP will help to facilitate increased access to the GEF SGP to fund and implement pilot projects on conservation and sustainable use of biodiversity. UNDP will support the involvement of NGOs, CBOs, Village Councils and DALA in environmental management issues; and partner with the government to provide training of personnel in the Lands and Survey Department.

4.14 SP Outcome 5: "More effective use of land resources and reduction in factors causing land degradation."

For Dominica it is expected that UNDP will support generating four outputs towards achieving this outcome:

- a) Land use plan and policy developed and implemented, including amending and enacting policy and legislation, and addressing the issues of creating alternative livelihood areas;
- b) Improved management of crown lands and watersheds; and the development of management systems with roles and responsibilities to this effect;
- c) Greater use of Renewable Energy; and
- d) Enhanced capacity of CBOs, NGOs and Village Councils.

4.15 To achieve these outcomes, SRO will partner with the government to conduct training for relevant personnel and groups on the interpretation and application of the local area plans; conduct surveys of the persons using renewable energy; support awareness and training programmes at the CBO, NGO and Village Council level to build local capacity. The SRO will also support the removal of barriers through training of relevant personnel and groups and to facilitate legislative reform.

4.16 SP Outcome 6: "Reduce threat to biodiversity and proliferation of agriculturally important biodiversity".

For Dominica it is expected that UNDP will support generating the following output towards achieving this outcome:

- a) Major habitats and ecosystems identified and conservation strategies implemented; enforcement/implementation of legislation through participatory approach.

4.17 To reduce the threat to biodiversity, UNDP will provide some support to the NGOs and CBO community to conduct public debates and dialogue on the threats to and importance of biodiversity. UNDP will encourage and facilitate the registration of NGOs and provide some technical training to build their project management capacity, as well as strengthen their capacity in the design and implementation of GEF projects. The SRO will partner with the government to provide technical and financial support towards the implementation of the strategies as developed under the National Biodiversity Strategy and Action Plan for Dominica.

4.18 SP Outcome 7: "Enhanced regional and national capacities for disaster risk reduction and disaster management associated with natural, environmental and technological hazards, within the broader context of climate change".

For Dominica it is expected that UNDP will support generating seven outputs towards achieving this outcome:

- a) Pilot vulnerability and Capacity Assessment (VCA) regional initiative undertaken with specific recommendations for reducing vulnerability to disaster events and community based priorities;
- b) Up-scaled national VCA;
- c) The Comprehensive Disaster Management (CDM) reviewed and recommendations made for advancing this initiative;
- d) Institutional capacity developed and awareness enhanced in support of realising the national CDM goals;
- e) Mainstreaming of DRR into sector development plans, including PRSPs and Sustainable Development Plans;
- f) Country disaster preparedness reviewed and related plans improved; and
- g) Enhanced Community Adaptive Capacities through Innovative Environmental Management Approaches.

4.19 These outputs will be implemented under wider regional initiatives where lessons can be shared and human resources effectively applied. UNDP will coordinate these processes in collaboration with other partners such as the MACC Project and the GEF SGP. The VCA will focus on communities and involve working with a national steering committee and the lead agency. Support will be provided by the MACC and the UNDP for coordination, planning and assessment purposes with technical oversight by NOAA.

This activity also calls for drawing on other vulnerability and hazard mapping initiatives undertaken in the country. The enhanced community adaptive capacities will be linked to the VCA outcomes and recommendations, which will then be linked to a wider regional initiative, working with CBOs. Following the completion of the pilot VCA and also learning from the VCAs in other countries, a countrywide VCA project would be developed.

The CDM review will follow the process of others funded and directed by the UNDP in which competent consultants familiar with regional issues and structures will work with local authorities and in stakeholder meetings to identify progress made and challenges faced, as well as the opportunities. The UNDP will assist the Government the Commonwealth of Dominica in the application of mainstreaming tools largely through a regional workshop and within other disaster risk reduction initiatives.

4.20 SP Outcome 8: "Enhanced national capacity for effective disaster recovery".

For Dominica it is expected that UNDP will support generating two outputs towards achieving this outcome:

- a) Locally-based professionals trained in post-disaster recovery strategies and impact assessment methodologies; and
- b) Developed post disaster recovery activities in the event of a disaster.

4.21 UNDP is supporting capacity building in the UNECLAC post-disaster socio-economic and environmental assessment methodology in co-operation with the OECS Secretariat. In the event of a disaster, the UNDP will also support local activities in developing recovery strategies and plans. Capacity building in this area will be undertaken in annual regional workshops.

4.22 Crosscutting Themes: A number of key crosscutting programming strategies with linkages to the sub-regional initiatives have been integrated into the CPAP. These include capacity building to strengthen civil society participation; gender mainstreaming; human resource development; HIV/AIDS and youth development. In the case of gender, a gender adviser was retained to develop a Gender Mainstreaming Strategy, with Guidelines to strengthen integrating Gender issues into programming support. This will ensure that Government and UNDP staff incorporate these guidelines and action plan into programme implementation. Additionally, programme planning and specific initiatives will include or reflect analysis of the gender implications and ensure that these issues are addressed and monitored, as well as being reflected in the success indicators for programmes. Steps will be taken to nurture synergies across outcomes in implementing the country programme, and it is expected that annual reviews, monitoring and evaluation will systematically seek and identify evidence of the extent to which all of the cross cutting themes have been effectively mainstreamed.

4.23 Annual targets and indicators for each output, as well as indicative resource allocations to each output by year, are detailed in the CPAP Results and Resources Framework (RRF) in the Annex. In summary, resources are expected to be allocated as shown in the following table:

	Regular Resources	Other Resources	Regional Resources ¹⁰	Potential Gov. Co-funding ¹¹	Total
1 Democratic governance issues i.e. accountability, transparency, integrity, gender responsive initiatives addressed in the context of OECS Development Charter and MDGs	50				50
2 Public Sector Modernisation and OECS Economic Union strengthened by HRD, ICT inputs, public/private dialogues, as well as enhanced support to transparency and accountability programmes	150		2100		2250
3 Developed capacity to monitor, formulate and implement policies and strategies in poverty and social development	330	165	405	75	975
4 Sustainable management of the environment and natural resource incorporated into poverty reduction and national development framework		750		400	1,150
5 More effective use of land resources and reduction in factors causing land degradation		600		400	1,000
6 Reduce threat to biodiversity and proliferation of agriculturally important biodiversity		200			200
7 Enhanced regional and national capacities for disaster risk reduction associated with natural, environmental and technological hazards, within the broader context of climate change	92.5	275	12.5	15	395
8 Enhanced national capacity for effective disaster recovery	7.5		17.5		25
Total	630	1,990	2,535	890	6,045

Part 5. Partnership Strategy

5.1 The complexity and high cost of addressing the development challenges of Dominica compared with limited UNDP resources make sustained partnerships, donor coordination, and resource mobilisation critical to achievement of the country programme outcomes. The results targeted by the programme are

⁸ Includes Target for Resources Allocated from Core (TRAC)¹

⁹ Includes TRAC 2 & 3, cost-sharing, trust funds, GEF, UNAIDS and all other resources

¹⁰ Includes TRAC & cost-sharing. The figures depicted here are notional figures based on the average allocation per country under the regional project. In practice, it could be more or less.

¹¹ Government Co-funding can be Government's own resources or resources made available by other donors.

ambitious and can only be achieved through close collaboration with Government, civil society, the private sector, UN agencies and other development partners. UNDP will leverage its proven technical leadership in poverty monitoring and analysis, social policy development, deepening civic/participatory dialogue processes, and constitutional support to build sustained and effective partnerships for resource mobilisation.

5.2 UNDP: UNDP will use its comparative advantage in brokering partnerships to mobilise resources and its advantages in political neutrality and as a locally trusted partner to implement directly particularly sensitive areas of the programme. UNDP will also make available to its partners the wealth of knowledge accumulated from its own experience as well as that of others through its network country offices. Where appropriate, UNDP (and its associated funds UNV and UNIFEM) may also implement selected components of the programme.

5.3 Government of the Commonwealth of Dominica: UNDP's key partner and stakeholder, as well as its primary client for building capacity, will be the Government – at both national and local levels. As most results expected from the programme will involve building capacity in government ministries and agencies, these institutions will, subject to minimum capacities being present, be the main implementing partners in the programme. This should ensure ownership and sustainability of results. The Ministry of Finance, as the Government's Coordinating authority for UN agencies including UNDP, will play a key role in the CPAP, providing overall policy direction and the lead in monitoring progress towards expected results.

5.4 The UN system: UNDP and other UN agencies that support the development agenda of Dominica are committed to develop the UNDAF to respond to the challenges that have been identified in the SRCA, and to manage their respective programmes so as to contribute to the outcomes expected from the UNDAF by 2009. Notably, the UN System has already agreed, even before finalisation of the UNDAF, to undertake joint programmes in 6 areas:

- (1) Integration of MDGs in the Planning Framework;
 - (2) Data collection; information sharing and capacity building;
 - (3) HIV/AIDS;
 - (4) Youth Development;
 - (5) Food Security; and
- Outputs in these 5 areas will contribute to outcome 3.

- (6) Disaster Preparedness and Risk Reduction.

Outputs in this area will contribute to outcome 7

The Resident Coordinator will endeavour to mobilise resources for the UN system as a whole in working towards the UNDAF outcomes. Progress towards the UNDAF outcomes will be jointly monitored and evaluated by the UN country team and the monitoring and evaluation of UNDP's country programme will feed into and be guided by this process. Key UN partners for the UNDP programme include UNAIDS, UNICEF, UNFPA, PAHO/WHO, UNV, UNOCHA, UNDP/BCPR.

5.5 Civil society: Recognising the pivotal role of civil society in deepening democratic governance, in Dominica the programme envisages important partnerships with civil society organisations including NGOs, CSO, academia and others. Civil society organisations can serve as valuable partners in community mobilisation and community level interventions. Accordingly, civil society organisations, including both NGOs and community-based organisations, are expected to implement selected components of the programme.

5.6 Other donors: UNDP will closely coordinate its interventions with significant development partners in Dominica, such as the European Union, CDB, USAID, CIDA, and DFID, with a view to ensure consistency and maximise impact. Programme co-financing may be sought with some such partners.

5.7 Private Sector: UNDP will deepen its dialogue with private sector companies with a view to mobilising resources and other support for the programme. Some companies are beginning to view a "corporate social responsibility" in doing business and adhere to the principles of the Global Compact.

5.8 The following table lists potential partners in each of the above categories. Implementing partners for each programme output are identified in the annexed results and resources framework.

Key Partners in the Implementation of the UNDP Country Programme		
Government/Parastatals	Civil Society	UN System
AIDS Unit Bureau of Gender Affairs, Disaster/Emergency Management Unit, Dominica Council for the Aging, Environmental Coordinating Unit, Fisheries Division, Forestry Division, Housing Division, Lands and Surveys Division, Local Government Commission of the Ministry of Community Development, Ministry of Agriculture, Ministry of Community Development and Gender Affairs, Ministry of Education, Youth and Sports, Ministry of Health, Ministry of Labour and Immigration Ministry of Legal Affairs, Ministry of Planning and Economic Development, Ministry of Public Utilities, Ministry of Telecommunications, Ministry of Telecommunications, Ministry of Tourism, Ports and Employment, National Environmental Advisory Board, NEMO, Office of the Prime Minister, Ministry of Finance, Physical Planning Department, Reform Management Unit, Social Welfare Department, Women's Bureau, Youth Division,	Selected NGOs and CBOs that have been formally registered with Government including National Organization of Women and Life Goes On Network	CCCCC GEF OCHA UNDP UNEP UNIFEM UNICEF ITU FAO UNESCO
	Regional Institutions CARDI CARICOM CDERA CEHI IICA OECS	Other Donors Canadian International Development Agency (CIDA) Caribbean Development Bank (CDB) Department for International Development (DFID) World Bank Commission of the European Communities (EC) Inter-American Development Bank (IADB) United States Agency for International Development (USAID)
	Private Sector Cooperatives Association Internet Service Providers	

Part 6. Programme Management

6.1 The programme will be nationally executed under the overall coordination of the Ministry of Finance, as the Government Coordinating Authority for UNDP. Government ministries, NGOs, UN agencies including UNDP itself will implement the programme activities. The AWP's describe the specific results to be achieved and will form the basic agreement between UNDP and each implementing partner on the use of resources. In the absence of signatures, expenditures cannot be initiated.

6.2 In programme design and implementation, UNDP works closely with key partners. The country programme builds on the United Nations reform principles, especially simplification and harmonisation, by operating in line with the harmonized common country programming instruments such as the UNDAF results matrix, monitoring and evaluation, programme resources frameworks, the CPAP and the AWP. To the extent possible UNDP and partners will use the minimum documents necessary, namely the signed CPAP and signed AWP to implement programmatic initiatives. However, when necessary, project documents would be prepared using, *inter alia*, the relevant text from the CPAP, and AWP. UNDP will sign the project documents with partners to satisfy local requirements. In line with the new joint programme guidelines, the scope of inter-agency cooperation is strengthened to cultivate new programme and geographical convergence.

6.3 ATLAS (the UN financial system) contributes to timely, efficient delivery of activities and more effective financial monitoring will be used in the management of projects and the UNDP programme.

6.4 Under this programme, audits will be organised as an integral part of sound financial and administrative management and of the UNDP accountability framework. Audit observations/findings will be used together with monitoring, evaluation and other reports to continuously improve the quality of the activities and of management.

6.5 Results of assessments of the capacity of Implementing Partners will be used to inform decisions on resource transfer.

6.6 Cash transfers for activities detailed in AWP can be made by UNDP using the following modalities:

1. Cash transferred to the Ministry of Finance, for forwarding to the Implementing Partner:
 - a. Prior to the start of activities (direct cash transfer), or
 - b. After activities have been completed (reimbursement)
2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner.
3. Direct payments to vendors or third parties for obligations incurred by UN agencies in support of activities agreed with Implementing Partners

Where cash transfers are made to the Ministry of Finance, the Ministry of Finance shall transfer such cash promptly to the Implementing Partner.

6.7 Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorised expenditures shall be requested and released quarterly or after the completion of activities. The UNDP shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorised amounts.

6.8 Following the completion of any activity, any balance of funds shall be reprogrammed by mutual agreement between the Implementing Partner and UNDP, or refunded to UNDP.

6.9 Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner. A qualified consultant, such as a public accounting firm, selected by UNDP may conduct such an assessment, in which the Implementing Partner shall participate.

6.10 Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

6.11 Resource mobilisation efforts will be intensified to support the RRF and ensure sustainability of the programme. Mobilization of other resources in the form of cost sharing, trust funds, or government cash counterpart contributions will be undertaken to secure funding for the programme.

Part 7. Monitoring and Evaluation

7.1 Monitoring and evaluation of the CPAP will be undertaken in line with the UNDAF results matrix and monitoring and evaluation plan, once developed. The Government and UNDP will be responsible for ensuring continuous monitoring and evaluation of the CPAP to ensure efficient utilisation of programme resources as well as accountability, transparency and integrity. Implementing partners will provide quarterly reports on the progress, achievements and results of their projects, outlining the challenges faced in project implementation as well as resource utilisation as foreseen in the AWP. Reporting will use UNDP's standard formats and will be harmonised with other UN agencies to the extent possible.

7.2 The results-based management approach, as reflected by the indicators, benchmarks, baselines and targets in the attached RRF, will be used to track progress towards programme outcomes and each expected output.

7.3 Multi-stakeholder annual reviews of the country programme will be convened and led by the Government to track progress towards the programme's expected outcomes and its contributions to UNDAF outcomes. These reviews will recommend changes to the CPAP as necessary, and provide the basis for the preparation of AWPs for the following year as well as for the country office's reporting of its annual results. The first such review will take place in November 2006 and subsequent reviews will take place every year thereafter.

7.4 If the CPAP is supplemented by project documents for specific interventions, detailed results frameworks will be developed in partnership with government and other key stakeholders. Monitoring and evaluation instruments at output (and project) level will include quarterly progress reporting, joint field visits, tri-partite review mechanisms, baseline and other surveys as appropriate and output/project evaluations. Evaluations may be combined in outcome, cluster and/or thematic evaluations and will use national expertise to the largest extent possible. Partners surveys will continue on an annual basis to help assess perceptions on the extent to which UNDP is making a difference in Dominica, where and how and how it might do better.

7.5 Implementing partners will be required to agree to cooperate with UNDP for managing and monitoring all activities supported by UNDP and to facilitate UNDP's access to relevant financial records and personnel responsible for the administration of resources provided by the UNDP. To that end, Implementing Partners will be required to agree to:

- a) Prepare annually, with UNDP, and sign an annual work plan, to which will be attached a comparable annual plan for monitoring;
- b) Implement the project in accordance with the agreed annual work plan;
- c) Periodic on-site reviews and spot checks of their financial records by UNDP or its representatives;
- d) Monitoring of activities following the standards and procedures of UNDP and its funding agencies (e.g. the Global Environment Facility);
- e) Special or scheduled audits. UNDP, in collaboration with other UN agencies, in joint programmes, and in consultation with the Ministry of Finance, will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by UNDP, and those whose financial management capacity needs strengthening.

7.6 To facilitate assurance activities, implementing partners and UNDP may agree to use a programme monitoring and financial control tool allowing data sharing and analysis.

7.7 The Supreme Audit Institution may undertake the audits of government implementing partners. If the SAI chooses not to undertake the audits of specific implementing partners to the frequency

and scope required by UNDP, UNDP will commission the audits to be undertaken by private sector audit services.

7.8 Assessments and audits of non-government implementing partners will be conducted in accordance with the policies and procedures of UNDP.

Part 8. Commitments of UNDP

8.1 Regular resource allocation (TRAC 1.1.1) for the country programme for 2006-2009 is estimated at US\$630,000. The regional resource allocation, which consists of UNDP and cost-sharing funds, for the period will be approximately US\$2,535,000; the latter subject to resource mobilization efforts. UNDP will mobilise at least an additional US\$1,990,000 as non-core resources, subject to interest by funding partners. These resource allocations do not include emergency funds that may be mobilised in response to any humanitarian or crisis situation. It is also expected that Government funding to UNDP projects developed in partnership will reach approximately US\$890,000 in 2006-2009, which brings the total estimated funding for the Country Programme duration to approximately US\$8,045,000.00 These resources will be utilised for policy advice, technical assistance, capacity building, systems development and knowledge generation and sharing in the areas covered by this CPAP.

8.2 UNDP will ensure coherence between the CPAP/AWP, UNDAF results matrix and MDGs, including monitoring and evaluation reporting. Through annual reviews and quarterly progress reporting, joint responsibilities between UNDP, the Government and implementing partners will be emphasized.

8.3 At the Government's request, UNDP will provide support services for activities in the CPAP including, but not necessarily limited to the following:

- a) Identification and assistance with and/or recruitment of project and programme personnel; procurement of goods and services in accordance with the UNDP regulations, rules, policies and procedures;
- b) Identification and facilitation of training activities, including fellowships and study tours;
- c) Access to UNDP-managed global information systems, the network of UNDP country offices and specialized information systems, including rosters of consultants and providers of development services; and
- d) Access to the support provided by the network of UN specialized agencies, funds and programmes.

8.4 In case of direct cash transfer or reimbursement, UNDP shall notify the implementing partner of the amount approved by UNDP and shall disburse funds to the implementing partner in three working days, subject to prior receipt by UNDP of documentation fully meeting its standard procedures.

8.5 In the case of direct payment to vendors or third parties for obligations incurred by the implementing partners on the basis of requests signed by the designated official of the implementing partner; or to vendors or third parties for obligations incurred by UNDP in support of activities agreed with implementing partners, UNDP shall proceed with the payment within three days, subject to prior receipt by UNDP of documentation fully meeting its standard procedures.

8.6 UNDP shall not have any direct liability under the contractual arrangements concluded between the implementing partner and a third part vendor.

8.7 Where more than one UN agency provides cash to the same implementing partner, programme monitoring, financial monitoring and audits will be undertaken jointly or coordinated with those UN agencies.

8.8 In providing the above mentioned and other services, UNDP will levy charges to ensure that its costs are fully recovered, in line with UNDP's standard cost recovery policies.

Part 9. Commitments of the Government

9.1 The Government will honour its commitments in accordance with the provisions of the Standard Basic Assistance Agreement (SBAA) of 5 November 1980. The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations agencies to UNDP's property, funds and assets and to its officials and consultants. In addition, the Government will accord to UNDP, the privileges, immunities and facilities as set out in the SBAA.

9.2 As a contribution to the programme, Government cost sharing arrangements will be pursued to reach the amount of US\$830,000 as indicated in the Results and Resources Framework.

9.3 Mechanisms for participatory planning, monitoring and evaluation on the progress of the country programme involving civil society and other development partners will be implemented. The Government is also committed to organise periodic programme review, planning and joint strategy meetings and where appropriate, coordination of sectoral and thematic development partners groups to facilitate the participation of donors, civil society, private sector and UN agencies. In addition, the government will facilitate periodic monitoring visits by UNDP staff and/or designated officials for the purpose of monitoring, meeting beneficiaries, assessing the progress and evaluating the impact of the use of programme resources. The Government will make available to UNDP in a timely manner any information about policy and legislative changes occurring during the implementation of the CPAP that might impact on cooperation.

9.4 A standard Fund Authorisation and Certificate of Expenditures (FACE) report, reflecting the activity lines of the Annual Work Plan (AWP), will be used by implementing partners to request the release of funds, or to secure the agreement that UNDP will reimburse or directly pay for planned expenditure. The implementing partners will use the FACE to report on the utilisation of cash received. The implementing partner shall identify the designated official(s) authorised to provide the account details, request and certify the use of cash. The FACE will be certified by the designated officials(s) of the implementing partner.

9.5 Cash received by the Government and national NGO implementing partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities agreed in the AWP, and ensuring that reports on the full utilisation of all received cash are submitted to UNDP within six months after receipt of the funds. Where any of the national regulations, policies and procedures is not consistent with international standards, the UN agency regulations, policies and procedures will apply.

9.6 To facilitate scheduled and special audits, each implementing partner receiving cash from UNDP will provide UNDP or its representative with timely access to:

- a) All financial records which establish the transactional record of the cash transfers provided by UNDP;
- b) All relevant documentation and personnel associated with the functioning of the implementing partner's internal control structure through which the cash transfers have passed.

GOVERNMENT OF THE COMMONWEALTH OF DOMINICA/UNDP COUNTRY PROGRAMME ACTION PLAN
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9.7 The findings of each audit will be reported to the implementing partner and UNDP. Each implementing partner will furthermore:

- a) Receive and review the audit report issued by the auditors.
- b) Provide a timely statement of the acceptance or rejection of any audit recommendation to the UNDP that provided cash and to the State Audit Institution (SAI).
- c) Undertake timely actions to address the accepted audit recommendations.
- d) Report on the actions taken to implement accepted recommendations to the UN agencies, and to the SAI, on a quarterly basis.

Part 10. Other Provisions

10.1 This CPAP supersedes any previously signed CPAP between the Government of the Commonwealth of Dominica and UNDP and may be modified by mutual consent of both parties on the recommendations of the joint strategy meeting.

10.2 Nothing in this CPAP shall in any way be construed to waive the protection of UNDP accorded by the contents and substance of the United Nations Convention on Privileges and Immunities to which the Government is a signatory.

IN WITNESS THEREOF the undersigned, being duly authorised, have signed this Country Programme Action Plan on this day 31st March 2006 in Roseau, Dominica.

For the Government of the Commonwealth of Dominica

For the United Nations Development Programme, Dominica

Signature: [Signature]

Signature: [Signature]

Name: ROSEAU FORTES

Name: ROSINA WILTSHIRE

Title: Human Resources Secretary

Title: RESIDENT REPRESENTATIVE

Demilitarized CPAP - Results and Resource Framework (RRF)

UNDP Programme Component (1)	Expected Outcomes (Quoted from SPD) (2)	Expected Outputs (Quoted from SPD) (3)	Annualised Output Targets and Indicators (4)	Implementing Partners	Indicative Resources by Programme Output (per year, US\$000)					
					Year	TRAC	Other ¹	Regional	Govt Cost Sharing	Total
Policy Support for Democratic Governance (2:1)	1. Democratic governance issues (i.e. accountability, integrity, gender responsive initiatives) addressed in the context of OECS Development Charter and MDGs	1a. National and Economic Social Council with policy, programme and donor implementation sub-committees established with a secretariat supporting an institutionalised system of multi-stakeholder dialogue to strengthen national decision-making processes with greater participation of CSOs. 1b. New Public Information (GIS) Programmes and Resources and Documentation Centers created to increase access to information resources on Local Government, Gender Mainstreaming and other new development programmes.	-Establishment of the Secretariat. -Introduction of dialogue memorandum. - Policies formulated with inputs from the NESC. - Establishment of public information programmes linked to implementation of public sector reform. - Establishment of resources and documentation centers for local government, gender and other sectoral programmes. -Formulation of gender mainstreaming plan. - Implementation of gender mainstreaming plan.	Ministry of Finance (lead), CSOs, sectoral Ministries & private sector rep. Reform Management Unit (lead), GIS, Ministry of Comm. Dev., Gender	2006	17				17
					2006					
					2007-2009					
					2006	17				17
		1c. Gender mainstreaming implementation plan approved based on gender policy.		Min. of Com. Dev. & Gender Affairs (lead), sectoral Ministries	2006-2009					
					2006	18				18
					2007-2009					

¹ Figures in this column include firm commitments and funds to be mobilised.

Dominica CPAP: Results and Resource Framework (RRF)

UNDP Programme Component (1)	Expected Outcomes (Quoted from SPD) (2)	Expected Outputs (Quoted from SPD) (3)	Annualised Output Targets and Indicators (4)	Implementing Partners	Indicative Resources by Programme Output (per year, US\$000)					
					Year	TRAC	Other	Regional	Govt Cost Sharing	Total
Public Administration reform and anti-corruption (2.7)	2. Public Sector Modernisation and OECs Economic Union strengthened by HRD, ICT inputs, public/private dialogues, as well as enhanced support to transparency and accountability programmes	2a. More efficient public sector: strategic planning, management, IT, e-governance, procurement, monitoring and audit systems introduced to support: <ul style="list-style-type: none"> Public sector rationalization and efficient service delivery; Innovative capacity building/ knowledge management inputs to enhance public sector performance (e.g. local government tender, legislative drafting, Integrating disaster management issues into national service delivery; Enhanced enabling environment for private sector development; Increased access to resources for social protection programmes; Decentralization of education & other social services & facilities. 2b. Improved macro-economic, fiscal, public finance, and debt management.	To be determined from the Public Sector Reform Review scheduling and timelines.	Reform Management Unit (lead)	2008-2009	37.5		CARICAD 50		87.5
						37.5	CIDA, DFID, USAID, Ireland, EU, Govts.	Regional TRAC, CARICAD 50		87.5

1. Figures in this column include firm commitments and funds to be mobilised. 2

Dominica GPAP: Results and Resource Framework (RRF)

UNDP Programme Component (1)	Expected Outcomes (Quoted from SPD) (2)	Expected Outputs (Quoted from SPD) (3)	Annualised Output Targets and Indicators (4)	Implementing Partners	Year	Indicative Resources by Programme Output (per year, US\$000)				
						TRAC	Other	Regional	Govt Cost Sharing	Total
MDG Country Reporting and Poverty Monitoring (1.1)	3. Developed capacity to collect, process, analyze, and publish economic statistics, and countries capacity to undertake macroeconomic projections and policy analysis.	2c. Improved financial sector regulation and supervision, revenue policy formulation and administration, including issues related to the introduction of VAT, reform of the tax consumption system and the modernization of the customs operations.	- Review of off-shore financial services with policy options and recommendations. - Modernization of customs system, including computerization & capacity building. - Review of VAT implementation.	Ministry of Finance (lead)	2006	37.5	CARTAC 1000			1037.5
					2006-2007					
					2007					
Pro-Poor Policy Reform (1.2)	3a. MDGs integrated into the PRSP and other planning and reporting frameworks specifically targeting Goals 1, 3 and 6.	3a. MDGs integrated into the PRSP and other planning and reporting frameworks specifically targeting Goals 1, 3 and 6.	- Modernization of national accounts techniques & methodologies.	Ministry of Finance (lead)	2006-2007	37.5	CARTAC 1000		1037.5	
					2008					
Pro-Poor Policy Reform (1.2)	3. Developed capacity to formulate, monitor, and implement policies and strategies in poverty and social development	3a. MDGs integrated into the PRSP and other planning and reporting frameworks specifically targeting Goals 1, 3 and 6.	- Review of off-shore financial services with policy options and recommendations. - Modernization of customs system, including computerization & capacity building. - Review of VAT implementation.	Ministry of Finance (lead)	2006	TRAC: 1.1 90 TRAC 1.1.2 30	DFID, UNDP BDP	DECS, COB, CARICOM	20	140
					2008		DFID, EU	COB 30		30

1. Figures in this column include firm commitments and funds to be mobilised. 3

Dominica CPAP: Results and Resources Framework (RRF)										
UNDP Programme Component (1)	Expected Outcomes (Quoted from SPD) (2)	Expected Outputs (Quoted from SPD) (3)	Annualised Output Targets and Indicators (4)	Implementing Partners	Year	Indicative Resources by Programme Output (per year, US\$000)				
						TRAC	Other	Regional	Govt Cost Sharing	Total
			Strengthened capacity for addressing Youth, Culture and Gender linkages to HIV-AIDS and the advocacy capability of the Aids Unit.	Aids Unit, Youth Department	2006		UNAIDS, UN Theme Group RAMP Project 15	CARICOM OECS		15
			Home and Care Treatment for PLWHAs strengthened and training and enhanced social protection measures.	Aids Unit, Ministry of Health, CSOs Incl. Life Goes On Network	2007		UNAIDS	CARICOM / PANACAP OECS 40 Expanded		45
			Strengthened partnership framework for social development between trade unions, private sector and civil society – Social Protocol (Poverty and Governance).	Min. of Finance, Min of Community Development	2006		EU, DFID			
			Gender policy strengthened and mainstreamed in the GSPS.	Gender Bureau (lead), MoFP, DRCW	2006-2007		CDB, UNIFEM	OECS \$		
		3b. Establishment and operationalisation of a comprehensive poverty and MDG monitoring system with enhanced human capacity in the public sector and academia in data collection, analysis, monitoring and evaluation of social phenomena.	MDG monitoring system adopted, with a specific dissemination strategy.	MoFP (lead), Stats Dept, MDG Monitoring Committee, Ministry of Community Development	2006	60	UN System, DFID, EU, UWI	OECS 19 CARICOM 10 CDB 80 Expanded OECS \$	30	205
			Enhanced information on welfare and gender poverty through 2 CWIQ surveys		2006, 2008		CDB EU	OECS 60 SPARK 160 Expanded		215

1. Figures in this column include firm commitments and funds to be mobilised. 4

Dominica CPAP: Results and Resource Framework (RRF)

UNDP Programme Component (1)	Expected Outcomes (Quoted from SPD) (2)	Expected Outputs (Quoted from SPD) (3)	Implementing Partners	Year	Indicative Resources by Programme Output				
					TRAC	Other (per year, US\$000)	Regional	Govt Cost Sharing	Total
		45 professionals trained including the MDG Monitoring Committee in data analysis and interpretation, poverty measurement and analysis, SPSS and Teleform by 2009.		2008-2009			DECS 6		
	3c. New initiatives implemented to promote economic diversification and reduce poverty.	Income generation activities initiated and strengthened through personal development and business training and documentation of best practices Youth entrepreneurship and linking to new sector development/agro-processing in rural Dominica Non-banana agricultural products identified and developed for niche markets.	Local Government Division (lead)	2006	90	EU, Rwanda, UNESCAP, IFAD 23		15	128
			Ministry of Agriculture, Small Business Association	2007		BYBT, UNESCO	IICA, CARDI		
			Ministry of Agriculture, Farmers Organizations, Cooperatives Development	2008		FAO, Govt of France, IFAD	IICA, CARDI, CARICO M, DECS		
		Diversification strategy for non-traditional agriculture and agr-tourism identified.	Ministry of Agriculture, Min of Finance	2007		FAO, Govt of France, EU, USAID, IFAD	IICA, CARDI, CARICO M, DECS		

1. Figures in this column include firm commitments and funds to be mobilised. 5

Dominica CIPAP- Results and Resource Framework (RRF)

UNDP Programme Component (1)	Expected Outcomes (Quoted from SPD) (2)	Expected Outputs (Quoted from SPD) (3)	Annualised Output Targets and Indicators (4)	Implementing Partners	Year	Indicative Resources by Programme Output (per year, US\$000)				
						TNAC	Other	Regional	Govt Cost	Total
Frameworks and strategies for sustainable development	4. Sustainable management of the environment and natural resource incorporated into poverty reduction and national	3c. 8 community centres equipped to provide access to internet, and ICT skills training to improve employment opportunities for the rural poor.	CORICA in Good Hope, Pab Bouche and Petit Soufriere fully operational, sustainable and independent.	Local Government Commission (lead), Ministry of Telecommunications Youth Division and the Social Centre	2008	80	Govt of France 7, ITU UNV/UNI TES	OIECS	10	77
					2006-2009		ITU 20, EU UNESCO 20 UNDP Social Activity Prog 15	OIECS		50
					2008		UN System 70 yrs, DFID	CDERA		70
	4a. Establishment of Pilot Projects on Conservation and Sustainable Use of Biodiversity.		Skills enhancement and personal development training for urban poor youth and indigenous population through CORICs. Community Centres enhanced in areas of public awareness for health, HIV-AIDS, agriculture and disaster management. At least 2 projects per year approved for funding.	ECU, NGO, University, Fisheries Division, CBOs UNDP UNEP CCCCC	2007		GEF 200 SGP 250		200	650

1. Figures in this column include firm commitments and funds to be mobilised. 6

Dominica CPAP: Results and Resource Framework (RRF)

UNDP Programme Component (1)	Expected Outcomes (Quoted from SPD) (2)	Expected Outputs (Quoted from SPD) (3)	Annualised Output Targets and Indicators (4)	Implementing Partners	Indicative Resources by Programme Output (per year, US\$000)					
					Year	TRAC	Other	Regional	Govt Cost Sharing	Total
Sustainable land management to combat desertification and land degradation (3.4)	5. More effective use of land resources and reduction in factors causing land degradation	Sa. Local area plans developed and implemented including amending and enacting policy and legislation, and addressing the issues of creating alternative livelihood areas.	GIS maps of at least two areas available showing resource location.	Physical Planning Dept. Lands and Surveys, Forestry, Fisheries Div., Educ Insts., Regional & UN agencies.	2006		GEF 200		200	400
					2007-2009		GEF 100			100
					2007					
Sustainable land management to combat desertification and land degradation (3.4)	5. More effective use of land resources and reduction in factors causing land degradation	Sb. Local area plans developed and implemented including amending and enacting policy and legislation, and addressing the issues of creating alternative livelihood areas.	Additional opportunities in training and employment, including ICT.	ECU, Ministries of Ed., Community Development & Gender Affairs, and Agriculture, Local Government Department, Women's Bureau, Youth Division, NGOs & CBOs, IICA	2006-2009		GEF 200 SGP 100 OECs 100		200	600
					2007					

1. Figures in this column include firm commitments and funds to be mobilised. 7

Dominica CPAP - Results and Resource Framework (RRF)

UNDP Programme Component (1)	Expected Outcomes (Quoted from SPD) (2)	Expected Outputs (Quoted from SPD) (3)	Annuelised Output Targets and Indicators (4)	Implementing Partners	Indicative Resources by Programme Output					
					Year	TRAC	Other	Regional	Govt Cost Sharing	Total
			Alternative livelihood activities developed – eco-tourism activities.	Affairs, Community Development, UNDP, NGOs & CBOs CEHI (OAS), OECS (CPAAU)	2008					
	5b. Improved management of crown lands and watersheds; development of management system with roles and responsibility.	Forest cover increase and buffer zones developed. This will reduce land slippage, increase water retention and hence agricultural yields.	Ministry of Agril., Surveys, Planning	2007-2009	GEF 200				200	400
	5c. Greater Use of Renewable Energy.	1% of the general population using renewable energy in some form.	Ministry of Public Utilities, Sustainable Living Initiative, Mariner Enterprise, Other renewable energy organizations	2008	GEF SGP	OAS	French Government			Proposal being developed
	5d. Enhanced capacity of CBOs, NGOs, Village Councils.	Directory of persons using solar energy.	Ministry of Community Development, Local Government Department, NANGO, DALA,	2008						
		SGP project target met.		2006-2008	GEF SGP					Proposal being developed
		80% success rate of project implementation.		2008						

1. Figures in this column include firm commitments and funds to be mobilised. 8

Dominica CPAP: Results and Resource Framework (RRF)									
UNDP Programme Component (1)	Expected Outcomes (Quoted from SPD) (2)	Expected Outputs (Quoted from SPD) (3)	Announced Output Targets and Indicators (4)	Implementing Partners	Year	Indicative Resources by Programme Output (per year, US\$000)			
						TRAC	Other	Regional	Total
Conservation and sustainable use of biodiversity (3.5)	6. Reduce threat to biodiversity and proliferation of agriculturally important biodiversity	6a. Major habitats and ecosystems identified and conservation strategies implemented; enforcement/implementation of legislation through participatory approach.	GIS maps showing biologically sensitive areas available and status reports published. Zones of demarcation clearly delineated and caution published.	ECU, Forestry Division UNDP CCCCC	2007	200	GEF		200
Natural disaster reduction (4.5)	7. Enhanced regional and national capacities for disaster risk reduction associated with natural, environmental and technological hazards, within the broader context of climate change	7a. Pilot vulnerability and capacity assessment (VCA) regional initiative undertaken with specific recommendations for reducing vulnerability to disaster events and community based priorities.	Report detailing adaptation/mitigation recommendations including capacity building.	ECU/ODM; Local Govt; CSOs; Women's Bureau; CDERA; IFRC	2006	30	MAACC	5	35
		7b. CDM reviewed and institutional capacity development and awareness building in support of realising the national CDM goals.	Report with recommendations for CDM advancement Budget allocation to CDM related areas increased (imp).	CDM; Min. of Lands & Housing; CDERA;	2007	20			20
		7c. Mainstreaming of DRR into sector development plans, including PRSPs and Sustainable Development Plans.	Gender analysis research and training programs. Clearly defined DRR goals, activities and budgetary allocations in sector development plans – incl GSPS Paper. Regional workshop targeting 20 participants.	Min. of Finance and Planning; ODM; Committee of Pss; BCPR	2007	20		5	30
		7d. Up-scaled national VCA.	Project document prepared and approved.	ODM; Local Govt; IFRC;	2006	10	140		150

1. Figures in this column include firm commitments and funds to be mobilised. 9

Dominica CSAP: Results and Resource Framework (RRF)									
UNDP Programme Component (1)	Expected Outcomes (Quoted from SPD) (2)	Expected Outputs (Quoted from SPD) (3)	Annualised Output Targets and Indicators (4)	Implementing Partners	Year	Indicative Resources by Programme Output			
						TRAC	Other	Regional	Total
6. Enhanced national capacity for effective disaster recovery	7a. Enhanced Community Adaptive Capacities through innovative environmental management & gender based approaches.	Preparation of National mitigation plan (imp).		CDERA	2006	35	105	10	150
		Development and approval of Project including budget and implementation schedule. Initiation of community related activities. Skills training in non-traditional areas and support systems for vulnerable groups developed.		Local Govt; ECU; Women's Organisations; Women's Bureau; Min of Education; Min of Health; ODM	2006	35	105	10	150
	7b. Country disaster preparedness reviewed and related plans improved.	Country preparedness assessment and recommendations. Updated national development plans.	ODM; OCHA; CDERA; NEPO	2007	7.5		2.5	10	
	8a. Locally-based professionals trained in post-disaster recovery strategies and impact assessment methodologies.	2 persons from each year. Corps of regional expertise available to Dominica.	ODM; NGOs; Women's Organisations; Social Welfare Dept; Min of Agriculture; Min of Housing; Min of Finance and Planning; NGOs Inc; IFRC; Private Sector Organisations; CSOs; BCPR; ODM	2006 - 2009	7.5		17.5	25	
	8b. Post disaster recovery activities in the event of a disaster.	Project document approved. Assessment and support activities implemented.			2006 - 2009				

1. Figures in this column include firm commitments and funds to be mobilised. 10

Dominica CPAP: Results and Resource Framework (RRF)

UNDP Programme Component (1)	Expected Outcomes (Quoted from SPD) (2)	Expected Outputs (Quoted from SPD) (3)	Annualised Output Targets and Indicators (4)	Implementing Partners	Year	Indicative Resources by Programme Output (per year, US\$000)				
						TRAC	Other	Regional	Govt Cost Sharing	Total
		8c. Post-disaster relief activities in the event of a disaster.	Requests prepared and Financial and activities report.	OPM; Local & Intl NGOs incl. IFRC; OCHA; CDERA	2006 - 2009					
				TOTAL		830	1980	2535	890	8045

1. Figures in this column include firm commitments and funds to be mobilised. 11