

**PROJECT DOCUMENT**  
**Commonwealth of Dominica**

**Project Title:** Dominica Development and Reconstruction Facility (DDRF)

**Project Number:**

**Implementing Partner:** Ministry of Finance, Economic Affairs, Investment, Planning, Resilience, Sustainable Development, Telecommunications & Broadcasting.

**Start Date:** 1 May 2020    **End Date:** 31 April 2022    **PAC Meeting date:** 23 April 2020

**Brief Description**

The objective of the Development and Reconstruction Facility is to provide a transparent, predictable and coordinated mechanism to fast track development finance, recovery, reconstruction and development interventions in support of Dominica’s vision to become the first Climate Resilient Country in the world. This will be achieved through:

- a) The operationalization of a multi-donor cost-sharing framework and implementation structure to align financial resources to the National Resilience Development Strategy (NRSD), the Climate Resilience Recovery Plan (CRRP), and the 2019-2020/21 Public Sector Investment Programme (PSIP) and to support monitoring for adaptive management.
- b) Delivery of support to accelerate gender sensitive rehabilitation and reconstruction of critical infrastructures, with focus on resilient housing and public works.
- c) Delivery of support for the implementation of critical government social protection programmes, prioritizing adaptive social protection mechanisms in support of vulnerable groups, including youth, women and the elderly.
- d) Delivery of support for the implementation of short-term immediate response and medium-term recovery programmes to mitigate the adverse impacts of the COVID-19 pandemic.

Contributing Outcome (UNDAF/CPD, RPD or GPD): MSDF priority: An inclusive, equitable and prosperous Caribbean. Outcome 1.2.: Access to equitable social protection systems, quality services and sustainable economic opportunities improved.  Indicative Output(s) with gender marker <sup>2</sup> : GEN2- Gender equality as a significant objective	<b>Total resources required:</b>	100,000,000	
	<b>Total resources allocated:</b>	<b>UNDP:</b>	
		<b>Donor:</b>	
		<b>Government:</b>	45,000,000
		<b>In-Kind:</b>	
<b>Unfunded:</b>	55,000,000		

Agreed by (signatures)<sup>1</sup>:

Government	UNDP
Print Name: Date:	Print Name: Date:

<sup>1</sup> Note: Adjust signatures as needed

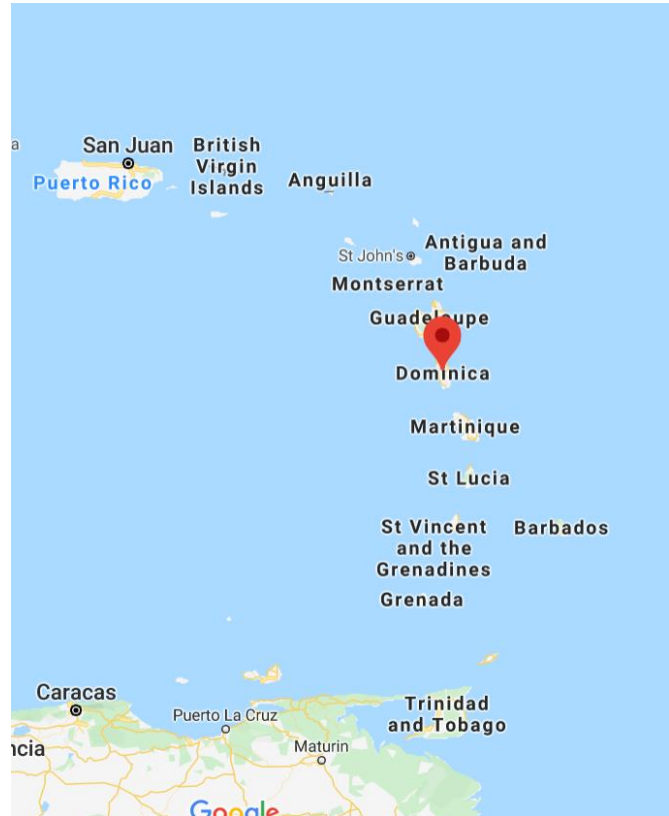
<sup>2</sup> The Gender Marker measures how much a project invests in gender equality and women’s empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

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## I. OVERVIEW

### 1.1. Dominica in Context

The Commonwealth of Dominica is part of the Windward Islands in the Lesser Antilles archipelago in the Caribbean Sea. Dominica is an upper-middle-income small island state, with an estimated population of 71,293 (2011 census) and a gross development product per capita of US\$7,144. The country's land mass is 750 sq. km consisting primarily of mountainous terrain with 90% of the country's inhabitants residing along the coastal areas. The population is mostly of African and mixed African/European descent, with European, Syrian and Indigenous minorities. Dominica ranks as one of the top five countries in the world with the highest nets of emigration, with the size of the Dominican diaspora more than double the country's existing population. The Dominican diaspora is an active set of individuals and organizations that are instrumental to the development of the island.



Dominica produces a narrow range of goods and services for export namely, agricultural products and educational services through the establishment of international medical schools. In 2016, the top exports of Dominica were refined petroleum, soap, medical instruments, low-voltage protection equipment and gravel and crushed stone. Dominica's main export agricultural goods include bananas, cereal and pellets, tropical fruits, cassava, citrus, beer, pasta, spices, and vegetables. Although the economy is described as predominantly agricultural, the country is actively exploring prospects in tourism, and is also developing the production of geothermal energy.

The 2015 United Nations Development Program Human Development Index ranked Dominica as 96 of 187 countries – poverty remains a pervasive development issue. Dominica continues to work towards improving the social conditions of its citizens through infrastructural investments, economic diversification and employment generation, yet its population and economy remains highly exposed to natural disaster events and catastrophic risk. Disasters stemming from natural hazards such as high wind exposure, floods and landslides have destroyed or damaged critical infrastructure and set back hard-earned development gains – disaster recovery and reconstruction have absorbed an increasingly large share of annual budgets imposing substantial costs on the country's economy.

#### 1.1.1. Disaster Risk Profile

The Dominica Post Disaster Needs Assessment indicates that Dominica is vulnerable to numerous natural disasters arising from meteorological events (high wind, excess rainfall and hurricanes) and geophysical events (earthquake, volcano and tsunami). Recurrent events have significantly harmed both the population's socioeconomic well-being and the country's general economic and fiscal stability. Particularly damaging are events associated with excessive or prolonged rainfall, which provokes flooding and landslide activity. Between 1925 and 2015, 35 people lost their lives due to landslides. Slide clearance and road repair has a long-term cumulative economic impact.

A significant proportion of Dominica's population as well as assets are highly vulnerable to hurricanes, as well as high-intensity rainfall, wind and storm surge events. The island's mountainous, rugged landscape presents significant engineering challenges. Nine volcanic mountains, each with their own radial drainage system, pose a challenge for the construction of a safe build environment, particularly for road construction.

In addition to the island's steep topography, underdeveloped and damaged infrastructure has been a key challenge to reducing vulnerability to disasters. This vulnerability arises, in part, from the failure to consider natural hazard and disaster risk in infrastructure design and construction. With regards to physical vulnerability, the steep topographic conditions and rugged interior mean human settlements and physical development are highly concentrated along narrow coastal areas (particularly in the south and west). Additionally, Dominica is geologically young and almost completely volcanic in origin, with nine active volcanoes: Morne au Diable, Morne Trois Pitons, Morne Diablotins, Morne Watts, Morne Anglais, Wotten Waven Caldera, Valley of Desolation, Grande Soufriere Hills and Morne Plat Pays. There have been two steam explosions in the Valley of Desolation, in 1880 and 1997.

## **1.2. Dominica's Development Challenges**

### **1.2.1. The Reconstruction Agenda**

On September 18, 2017, Hurricane Maria hit Dominica with catastrophic effect. Hurricane Maria was one of the most rapidly intensifying storms in recent history, intensifying to a category 5 hurricane, roughly 24 hours after being upgraded from a tropical storm. As the hurricane passed over the center of the island, Dominica was exposed to extraordinary winds for more than three hours. This was accompanied by intense rainfall, which provoked flash floods and landslides. The impacts of Hurricane Maria were severe for both the country's economy as well as the human development of its citizens. As of November 8, 2017, 30 persons had lost their lives as a result of Hurricane Maria (26 identified and 4 unidentified), and 34 were declared missing. A significant proportion of the labor force is unemployed as an immediate consequence of Maria, with estimates that the decline in the production of goods and services may continue for one to two years.

On October 9, 2017, the Government of the Commonwealth of Dominica presented an official request for a Post-Disaster Needs Assessment (PDNA), coordinated by the World Bank in conjunction with the UN, ECCB, the CDB, and the EU to assess the disaster impact to inform recovery and reconstruction needs. The main objective of the PDNA is to produce a reliable estimate of the disaster effects and impact of Hurricane Maria and define a strategy for recovery. Specifically, the assessment aims to: (i) quantify damages and losses, including physical damages and socio-economic aspects; (ii) evaluate the overall impact of the disaster on the macro-economic and human development context of a country; and, (iii) identify recovery needs, priorities, and costs for a resilient recovery strategy.

The Post-Disaster Needs Assessment (see table 1) concluded that Hurricane Maria resulted in total damages of EC\$2.51 billion (US\$931 million) and losses of EC\$1.03 billion (US\$382 million), which amounts to 226 percent of 2016 gross domestic product (GDP). The identified recovery needs for reconstruction and resilience interventions, incorporating the principle of 'building back better' (BBB) where possible, amount to EC\$3.69 billion (US\$1.37 billion).

	DAMAGES (M)		LOSSES (M)		NEEDS (M)	
	US\$	EC\$	US\$	EC\$	US\$	EC\$
<b>PRODUCTIVE SECTOR</b>	<b>177.95</b>	<b>480.47</b>	<b>202.49</b>	<b>546.73</b>	<b>188.52</b>	<b>509.03</b>
Agriculture	55.27	149.23	124.37	335.80	88.46	238.83
Fisheries	2.41	6.52	0.50	1.35	2.54	6.87
Forestry <sup>1</sup>	29.72	80.24			14.87	40.15
Commerce and Micro Business	70.40	190.08	6.85	18.50	73.01	197.14
Tourism	20.15	54.40	70.77	191.08	26.19	70.72
<b>SOCIAL SECTOR</b>	<b>444</b>	<b>1199</b>	<b>42</b>	<b>112</b>	<b>638</b>	<b>1724</b>
Housing	353.96	955.70	28.50	76.94	519.75	1403.34
Education	73.98	199.74	3.21	8.66	94.20	254.33
Health	10.90	29.50	6.95	18.80	22.14	59.75
Culture	5.07	13.68	2.91	7.85	4.67	12.63
<b>INFRASTRUCTURE SECTOR</b>	<b>306</b>	<b>826</b>	<b>135</b>	<b>365</b>	<b>509</b>	<b>1375</b>
Transport	182.15	491.82	52.62	142.09	302.00	815.00
Electricity	33.18	89.59	32.94	88.94	80.68	217.84
Water and Sanitation	24.00	64.79	39.73	107.27	56.26	151.90
Telecommunication	47.74	128.88	8.31	22.43	47.84	129.17
Airports and Port	18.89	51.00	3.26	8.79	22.67	61.20
<b>CROSS-CUTTING</b>	<b>3</b>	<b>8</b>	<b>1</b>	<b>2</b>	<b>13</b>	<b>34</b>
Disaster Risk Management	3.00	8.11	0.80	2.17	10.22	27.60
Environment <sup>2</sup>					1.78	4.80
Gender <sup>3</sup>					0.79	2.12
<b>TOTAL</b>	<b>931</b>	<b>2513</b>	<b>380</b>	<b>1026</b>	<b>1368</b>	<b>3693</b>

Currently, Dominica is recovering from the damage caused by Hurricane Maria. Reconstruction is proceeding rapidly, with electricity and water services fully restored. Hotel capacity is 57 percent of pre-hurricane levels, up from about 30 percent in the period immediately following the hurricane. Employment and social conditions have improved with an uptick in activities related to construction, mining, public administration, and partial recovery of agriculture, manufacturing, tourism, real estate, and retail. Registered workers in Social Security are above pre-hurricane levels, partly reflecting the construction boom and government employment programs.

Furthermore, real GDP grew around 9.6 % for 2019 above the 2.2% growth in 2018. Tourism, imports, and construction and other activities have also resumed growth. For example, the 2018-2019 Government Expenditure Review, reveals that the Ministry of Housing and Lands; and the Ministry of Public Works, Water Resource Management and Ports concentrated 73% of the Governments Public Sector Investment Programme. Both Ministries led the implementation of 46 reconstruction and rehabilitation projects (13 within the Ministry of Housing and Lands, and 33 within the Ministry of Public Works), achieving delivery rates of 90.7% and 61.7% respectively. These programmes have targeted vulnerable communities, restoring basic social services and access to government social programmes in favor of youth, women and low-income families.

Inflation has also reported low, running near 2% in July-September on an annual basis and is expected to average about 2% for 2019. Trade indicators for Dominica from the ECCB shows total exports more than double in January-June compared to the same period of 2018 while imports increased by about 10% between the two periods. Stayover visitors also showed a high 71% increment, and electricity, water, and beverage production increased by significant amounts in the first half of 2019 compared to the first half of 2018 (45%, 12% and 29%, respectively).

Dominica's progress on recovery is also a result of heavy investments in social protection to improve the quality of life of families and individuals who, for various reasons - including disability,

gender, illness, low income or unemployment - cannot meet their basic living costs. This assistance has been delivered through more than thirty (30) safety net programs across several sectors and ministries, and include programmes such as the Rapid Response Programme; Public Assistance; Medical Services; the National Employment Programme; Child Welfare; Grants to Primary and Secondary School; the School Transfer Grant, among others; targeting vulnerable groups such as youth, women and the elderly. It is calculated that these programmes have benefited over 10% of Dominica's population.

Despite of progress achieved thus far the Commonwealth of Dominica's continues to face several challenges that have constrained further improvements in people's daily lives. Declining revenues coupled with sustained demands on recurrent expenditure driven by government's employment programme, critical investments in completing repairs and improving public infrastructure have lagged. Furthermore, grant financing and loan disbursements for rehabilitation have been low, partially explained by the administrative burden involved in securing access to these funds. Financing commitments from the World Bank and the Caribbean Development Bank (CDB) of US\$205 million remain largely untapped because of the urgency of post-hurricane spending need and the time required to process multilateral loan disbursement.

At the same time, while investments in social protection have been extensive, much of the support still requires an evaluation of the overall performance of the system. With over 30 social safety net programmes across several ministries, the system is in need of a review and while estimates show that over 10% of the population has benefited from it, it remains unclear whether the system is cost-effective and whether it is providing the highest level of social protection for the most vulnerable. Crucially, while fiscal space is significantly constrained due to Government's push to preserve employment, interest payments represent around 4% of revenue, among the lowest globally.

### **1.2.2. Theory of Change**

If Government of Dominica is equipped with a multi-donor cost-sharing facility to align and coordinate development resources to the National Resilience Development Strategy (NRSD), the Climate Resilience Recovery Plan (CRRP), and the 2019-2020/21 Public Sector Investment Programme (PSIP), the Commonwealth of Dominica will be able to fast track recovery and social protection interventions, reconstruct critical infrastructures and mitigate the social and economic impacts of the COVID19 pandemic, widely benefitting vulnerable groups (youth, women, single parent families and the elderly), and its population as a whole.

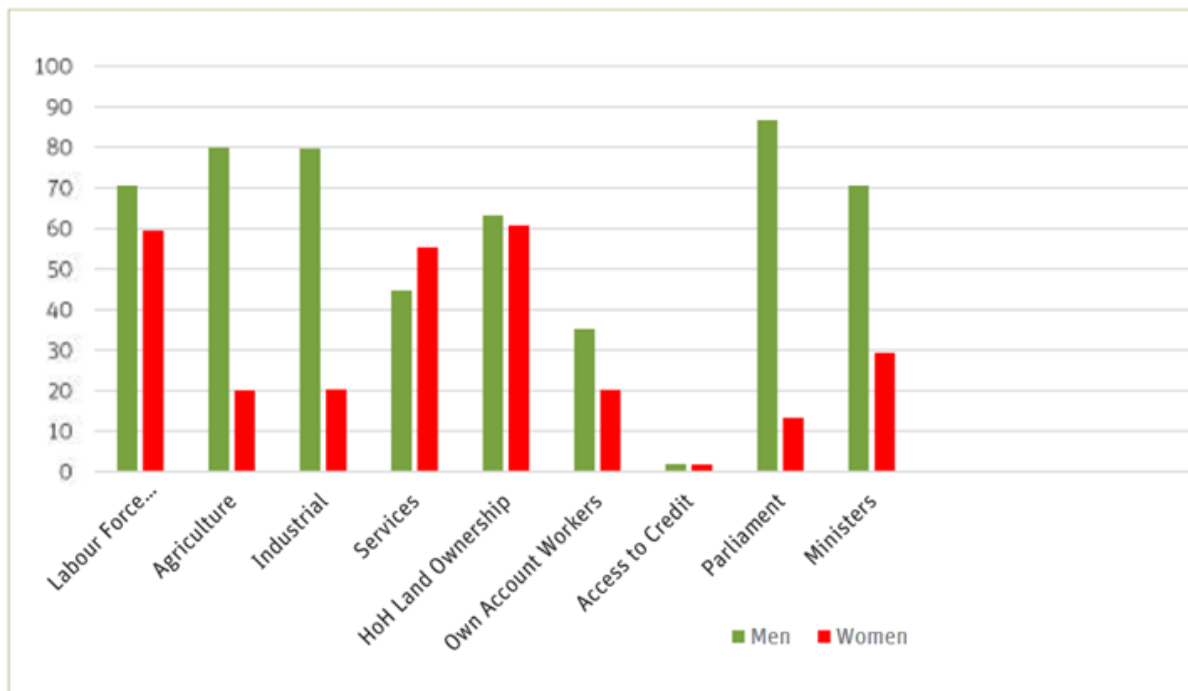
### **1.2.3. Gender and the Reconstruction Agenda**

A gender situational analysis conducted in 2013 to inform a review of the National Gender Policy of 2006 revealed that there are specific issues as it relates to the male population. This includes high prevalence of prostate cancer, higher rate of repetition at primary school level, higher rate of high school drop-out, and low participation in skills training programs and tertiary level educational programs, truncated performance at secondary level exit examinations. While there has been significant efforts have to provide universal secondary education, several of these issues have implications for how boys navigate the job market or access higher education.

With respect to females, the 2013 Labour Force Survey showed that women have substantially lower rates of labour market participation (59.5%) than men (70.6%); an inequality that is even more stark among the youth (41.3%). Furthermore, women in the formal economy are primarily in government services 55.7 percent, commercial services sector 55.3 percent followed by the agricultural sector 20.1 percent. Men represent 79.9 percent of the formal agricultural sector, and manufacturing. There is a wage gap across all sectors for men and women, with the largest gaps being between skilled agricultural and fishery workers and, craft and related trade. There are many women engaged in subsistence agriculture for the food security of their families, these women predominate in the 'informal economy'. These women who participate in the informal economy are

usually connected to agricultural sector as street and market vendors, ‘hucksters’ in the inter-island trade in agricultural produce and other commodities, as well as vendors at tourism sites.

**Key Baseline Data for the Sector, CARICOM Gender Equality Indicators: Dominica**



This high rate of unemployment and underemployment among women is compounded by the high burden of care facing women, as the level of female headed households stood at 38%. Although, participation in skills training programs continue to be subscribed by significantly larger proportions of women than men, female participation continues to be aligned to stereotypical female fields. Of noteworthy, women are increasingly becoming involved in the electoral and leadership process of the society, but the representation of Dominica’s women in political positions of power and decision making, particularly at the national level, has remained persistently minimal.

According to the PDNA (pp. 125), “Although Dominica has made significant strides towards gender equality the impact of Tropical Storm Erika and Hurricane Maria have exacerbated the challenges the country faces in this context. These challenges include, but are not limited to, access to resources for women farmers, access to health care for women and men, increasing levels of gender-based violence (GBV) and economic empowerment for women, especially those in lower socio-economic sectors.”

Government identifies that these gender considerations are cross-cutting and non-negotiable, and that women and men have different needs and experiences. The state is of the view that the success of its effected programs is more inspiring when society remains steadfast in its pursuit of greater gender equity and equality on all fronts, and when there is the active participation and inclusion of all income and social groups in national plans and programs.

Government commits to build on previous resolutions and advance the commitments made within national, regional, and international frameworks including the 2006 National Policy and Action Plan for Gender Equity and Equality, the Beijing Platform for Action, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), Commonwealth Plan of Action for Gender and Development, OAS/CIM Inter American Commission on Women, CARICOM Plan of Action and the Sustainable Development Goals (SDGs).

Several strategies throughout the NRDS account and reinforce the improvement of women's social status, protection of their rights and promotion of opportunities to improve their health and eliminate the feminization of poverty. Government will therefore advance gender equality through the following strategies:

- I. Accelerate the approval of the National Policy and Action Plan for Gender Equity and Equality which makes special consideration for emerging and relevant gendered issues specific to the national context;
- II. Strengthen capacity building opportunities for women, girls, and vulnerable groups to scale up their participation in decision making and in the labour market;
- III. Design gender-specific programs for men while ensuring these do not put women at a disadvantage;
- IV. Ensure sustainability of efforts by promoting gender sensitivity education and training to build a society that champions gender issues;
- V. Reinforce priorities around poverty reduction, promotion of justice, and economic and social empowerment of women and girls informal sector work and contraceptive use to ensure Sustainable Development;
- VI. Strengthen mechanisms to improve the management of gender issues;
- VII. Support gender sensitive research, analysis and development of a highly disaggregated statistical base and information for implementation strategies;
- VIII. Enhance capacity to monitor and assess progress in meeting gender equality commitments specified in international and regional treaties and conventions, as well as in the implementation of the recovery program;

#### **1.2.4. Government Response**

Dominica's recovery and reconstruction results are a clear outcome of governments capacity to plan and institutionalize a national recovery framework, consisting of the National Resilience and Development Strategy 2030 (NRDS), the Climate Resilience Act -which rendered the creation of the Climate Resilience Execution Agency for Dominica (CREAD)-, and the approval of the Climate Resilience and Recovery Plan (CRRP). All these instruments have been paramount to enhance planning, management and execution of Government's reconstruction agenda.

#### ***The National Resilience and Development Strategy 2030 (NRDS)***

In response to the destruction of Maria, in 2018, Dominica released a climate resilience policy framework to guide its recovery journey in the form of the National Resilience Development Strategy 2030 (NRDS). The NRDS articulates the overall policy framework of the Government and outlines 43 resilience goals aimed at ensuring that development is people centred.

The NRDS stipulates that, at the highest level, the Climate Resilience and Recovery Plan (CRRP) should reflect **three pillars** of resilience, namely:

1. **Climate Resilient Systems:** covers a wide range of systems and processes that must have the capacity for adjusting to, and absorbing the impacts of, climate change—for instance, a robust financial system that is able to support other core elements of resilience.
2. **Prudent Disaster Risk Management:** focuses on minimizing and managing, as best we can, the risks associated with climate-related disasters. This involves the development of a strong evidence base for decision-making.
3. **Effective Disaster Risk Response and Recovery:** Speaks to the post-disaster phase, minimizing disaster impacts and reducing the pain and the period of recovery.

The NRDS provides information on the high level policy approach of the Government of the Commonwealth of Dominica in its pursuit of a development agenda that will allow (i) for the achievement of the 2030 Development Agenda (the seventeen Sustainable Development Goals),



(ii) the transformation of Dominica into the first climate-resilient country in the world, and (iii) development that is visionary and people-centred.

### ***The Climate Resilience Act***

The Climate Resilience Act, a first of its kind globally, was developed and passed unanimously by Parliament in December 2018 to improve the legislative framework to deliver on the vision. The Key elements of the Act are the following:

1. To promote the swift and cost-effective recovery of Dominica from climate-related disasters.
2. To ensure that any physical and other infrastructure damaged or destroyed during a climate related disaster is reconstructed or restored to a state that is better than its state before the occurrence of that disaster.
3. To ensure that Dominica will be more resilient to natural hazards and better able to respond to climate-related disasters.
4. To assist the public and private sectors and civil society to be better equipped to manage and recover from climate-related disasters.
5. To ensure the climate resilience of the physical and other infrastructure of Dominica.
6. To coordinate recovery action following a climate related disaster, including the construction, reconstruction or restoration of physical or other infrastructure and the execution of projects aimed at building national climate resilience.
7. To prioritize and accelerate projects and, where necessary, to ensure that projects are properly sequenced.
8. To avoid duplicity and maximize economies of scale.
9. To identify and reduce critical gaps in funding.
10. To support Government Ministries to enable them to implement climate resilient policies and priority recovery projects.

### ***The Climate Resilience and Recovery Plan, CRRP***

Dominica's Climate Resilience and Recovery Plan (CRRP) is an accompanying document to the National Resilience Development Strategy (NRDS). The CRRP operationalizes the NRDS providing an outline that will guide the preparation of sector strategies and plans. Succinctly, the objective of the Climate Resilience and Recovery Plan is to translate Dominica's vision to "build the first climate resilient nation in the world" into a concrete set of actions.

It elaborates the objectives and strategies in the NRDS into specific initiatives and activities that will involve implementing and donor agencies, stakeholders in the public and private sectors and the population at large. The NRDS specifies forty-three (43) targets that must be achieved if Dominica is to become the first climate resilient nation in the world.

The CRRP converts these forty-three objectives into twenty (20) specific climate resilience targets framed within six (6) major results areas derived from the three (3) pillars of the NRDS. The six (6) major results are:

1. **Strong Communities**, which have the capacity to absorb stress or destructive forces through resistance or adaptation; the capacity to manage or maintain certain basic functions and structures during disastrous events; and the capacity to recover or 'bounce back'. Strong Communities focuses on key elements such as adequate access to shelter, food, water, power, telecommunications and other basic services, social cohesion, disaster preparedness and responsiveness.
2. **Robust Economy**, which has ability to limit the magnitude of immediate production losses for a given amount of asset losses and the ability to reconstruct and recover quickly. Robust Economy focuses on key elements such as access to skills, access to finance, diversification of revenue streams, and risk transfer.
3. **Well-planned and Durable Infrastructure** ensures that critical physical infrastructure can absorb shocks or can fail safely. A resilient infrastructure system has redundancy,



duplicating critical components allowing for back up or continuity. The key elements of focus include roads and bridges, utilities (power, water, communications), houses and shelters, schools, health facilities, ports and airports, and coasts and riverbanks.

4. **Enhanced Collective Consciousness** speaks to mind-sets and behaviours (spiritual, theological and culturally inclusive) that underpin respect, dignity and peace among all citizens, ensuring that no one is excluded or left behind. The key elements of focus include valuing national resilience and respect for people and environment.
5. **Strengthened Institutional Systems** is defined as the ability to effectively and efficiently deliver on Government's comprehensive socio-economic development mandate, and to continue to operate during and in the aftermath of a disaster. The key elements of focus are data and decision-making protocols, policies, strategies, procedures, skills and resilience-linked budget-setting and performance management.
6. **Protected and Sustainably Leveraged Natural and Other Unique Assets** reflects staying true to Dominica's Nature Island "brand" by valuing the unique assets of the country, maintaining a pristine environment, and carefully monetizing them to support the resilience agenda. It focuses on geological resources, fresh water, marine environment, lands and forests, as well as conceptually recognizing the value of Dominica's culture, history and knowledge of resilience gained through recent events.

### 1.2.5. The COVID-19 Global Pandemic

The Covid-19 pandemic constitutes a tremendous challenge from both a health and socio-economic perspective, and that "will severely impact the wellbeing of large parts of the population in the years to come"<sup>2</sup>. Dominica, like the rest of the Caribbean, is estimated to be negatively affected in the following ways:

- Endangering of human health;
- Weakening of the economy and contraction of GDP;
- Greater difficulties to pay debt service obligations;
- Rise in unemployment;
- Loss of income and profitability due to higher unemployment; and (vi) Increased number of vulnerable and poor persons<sup>3</sup>.

Additionally, COVID-19, threatens food security and access to markets; with this pandemic, the Caribbean's over reliance on food imports is no longer just a crisis of food security; it is a crisis of national and regional security.

The first case of COVID 19 in Dominica was confirmed on 22<sup>nd</sup> March 2020. During his address to the nation, the Honorable Prime Minister, Roosevelt Skerrit announced the intensification of screening on boarders; suspension of classes from schools; new measures and regulations on open ports and borders; and the need for citizens to stock up on vital supplies (medical and health related).

Government also established 6 quarantine centers in Portsmouth, that during the month of March have housed 185 asymptomatic Dominican returnees and that as of April 4<sup>th</sup> accommodates a total of 119 persons. In addition, 315 returnees are enduring home quarantine.

As of April 4<sup>th</sup>, Dominica has conducted 269 PCR tests; whereas 255 are negative and 14 are positive. Of the total positive cases, 3 are index patients and the remaining 9 have been traced through an aggressive contact tracing strategy deployed by Government. Of the 14-positive cases, 9 patients are male and 5 females, with ages ranging from 34 to 85 years. All patients have been reported clinically stable and there have been no deaths related to COVID19.

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<sup>2</sup> <https://bit.ly/39EYQ4J>

<sup>3</sup> Draft Socio/Macroeconomic Impact of COVID 19 On Dominica, Government of the Commonwealth of Dominica

On 1<sup>st</sup> of April Government announced a national curfew imposed from 6:00 p.m. to 6:00 a.m. of the 20<sup>th</sup> of April 2020.

Given the scale of the pandemic and its projected impacts on global growth, Dominica's tourism dependent economy is expected to be heavily impacted. The latest IMF projections point to a close to 5% contraction in economic activity, more than half of that experienced following hurricane Maria, and a 14% widening of the deficit on the current account of the balance of payments. This impact threatens to reverse many of the gains made over the past two years and will trigger higher levels of unemployment which, given the aforementioned labour market dynamics, will disproportionately affect women and the youth.

### **1.3. UNDP Engagement**

Working through its network of nearly 170 country offices, UNDP supports governments to develop recovery policies; formulate recovery guidelines; develop institutional arrangements; and assign technical resources for recovery support. Throughout the process, UNDP emphasizes the social-economic aspects of recovery and seeks to make recovery a more community-centred process, making the process inclusive with participation of all stakeholders. In particular, UNDP highlights the gender dimensions of recovery by promoting women as leaders and active participants in the recovery process, and works to ensure the participation of marginalized groups, such as indigenous peoples and people living with disabilities.

In an effort to further enhance resilience, UNDP draws upon its technical expertise on gender responsive climate change adaptation, disaster risk reduction and sustainable energy to ensure that recovery addresses climate and disaster risks, while also strengthening energy access, efficiency and sustainability. Through its support to governments, UNDP has helped recovery emerge as a distinct area of public policy, and together with the World Bank and the European Union, has developed a guide to developing Disaster Recovery Frameworks as an easy yet critical reference for affected governments.

In addition to providing support to governments, UNDP develops its own recovery programmes and mobilizes resources for their implementation. Since 2005, UNDP has spent more than US \$1 billion on recovery, providing technical and financial assistance for post-disaster recovery programming in 112 countries. UNDP supports Post Disaster Needs Assessments (PDNA) as the first step towards developing a holistic recovery programme. By partnering with national governments, NGOs, civil society groups and communities, UNDP emphasizes the human and social aspects of disaster recovery that help people build back better, reduce risks and build resilience.

### **UNDPs Global Response to COVID-19**

Working at the heart of the United Nations family and in close coordination with the World Health Organization (WHO), the UN Development Programme (UNDP) is responding to a growing volume of requests from countries to help them prepare for, respond to and recover from the COVID-19 pandemic, focusing particularly on the most vulnerable.

UNDPs response is framed around three objectives: Helping countries to prepare for and protect people from the pandemic and its impacts, to respond during the outbreak, and to recover from the economic and social impacts in the months to come. For most countries, these phases will happen simultaneously and are interlinked. How a country prepares for and responds to the pandemic, for example, will directly impact the type of recovery that will be necessary.

Alongside with UN sister entities, country partners, and civil society, UNDP will ensure gender equality is at the heart of our COVID-19 frontline objectives, priorities and service delivery. UNDP

has identified three immediate priorities. These will continue to evolve and expand as the crisis develops, responding to the demands surfaced and solutions created on the ground:

- **Health Support Systems:** UNDP is supporting countries to strengthen their health systems in the face of COVID-19, including procuring urgently needed health and medical supplies, strengthening health infrastructure, managing health waste, and ensuring salary payments to health workers. UNDP's work draws on its experience in delivering large-scale health programmes for the Global Fund and partners in more than 50 countries at highly competitive rates.
- **Inclusive and Integrated Crisis Management and Response:** UNDP is helping countries advance inclusive and integrated crisis management by supporting governments to maintain core functions, and to plan, coordinate, communicate and finance their responses. This builds on UNDP's global capacity in business continuity and our long experience in helping countries strengthen institutions, uphold rule of law and human rights, address exacerbated gender inequalities, mitigate the risks of disasters, overcome crises, and build resilience.
- **Social and Economic Impact Needs Assessment and Response:** UNDP is already working to understand the **social, economic and political impacts of the crisis**, and to find ways to mitigate them with sustainable, resilient and rights-based solutions crafted with the public and private sectors. This leverages our capacity on **innovation, digital solutions, social protection systems, response to increased gender-based violence, emergency job creation and economic restoration**. UNDP is currently producing **country-specific assessments of the COVID-19 economic impact**, policy options to contain it, and approaches to protect the most vulnerable. We are assessing **how existing instruments** in each country, including subsidies, transfers and existing social protection instruments, can be used for short-term response to the crisis. We ensure that gender data is available, integrated, and actionable.

### **UNDP in Barbados and the Eastern Caribbean**

UNDP's presence in the Barbados is a Multi-Country Office that covers the Eastern Caribbean, including Anguilla, Antigua and Barbuda, the British Virgin Islands, the Commonwealth of Dominica, Grenada, Montserrat, Saint Kitts and Nevis, Saint Lucia and Saint Vincent and the Grenadines.

Within the Eastern Caribbean, UNDP aims to create an enabling environment where our national governments have the capacities for inclusive and sustainable human development; meet their regional commitments, and internationally agreed goals including the Sustainable Development Goals (SDGs). Operating in a context where five out of ten (10) countries are considered Net Contributor Countries (NCC), UNDP focuses on policy and knowledge advisory services that facilitate poverty reduction, improved democratic governance, sound environmental management, climate resilience, options for sustainable energy and building resilience to natural and man-made hazards.

Recognising climate change as one of the challenges which compounds inherent vulnerabilities in the Caribbean and threatens the region's development, UNDP Barbados and the Eastern Caribbean supports countries in long-term sustainable development strategies on the principles of climate risk management and resilience building.

### **UNDP in Dominica**

UNDP's current work in Dominica includes a focus on recovery, resilience and sustainability. Strengthening national recovery frameworks, disaster preparedness and climate and community resilience is a part of that work, as is empowering women to take a more proactive role in emergencies.

Under the projects *Improving Recovery Planning & Capacities for Resilience in the Caribbean and Development of Climate Resilience & Recovery Plan*, UNDP along with the Dominican Office of Disaster Management advanced the creation of a Climate Resilience and Recovery Plan which bolsters national systems for preparedness and ensures the integration of gender equality. UNDP also provides implementation support to the Climate Resilience Execution Agency for Dominica (CREAD).

Dominica's goal of becoming the world's first climate resilient nation is an ambitious one, but through projects and programmes, UNDP is providing the support needed to accelerate and achieve this goal. The Green Climate Fund (GCF) *Readiness Support* project was created to enhance the capacity of the country to access climate change funding and financing available from the GCF.

Meanwhile the Enabling Gender-Responsive Disaster Recovery, Climate and Environmental Resilience in the Caribbean (*EnGenDER*) project is being implemented to ensure that climate change and post-disaster recovery actions are better informed by an analysis of gender inequalities, and to guarantee that inequalities are alleviated rather than exacerbated. Climate resilience and energy efficiency work in tandem therefore the Low Carbon Development Path (LCDP) project was developed with the aim of removing policy, technical and financial barriers to the use of energy-efficient applications and under the *Japan Caribbean Climate Change Partnership*, Dominicans were able to access alternative low-emission and climate-resilient technologies and strengthen their knowledge networks to further develop these technologies.

Restoration efforts in Dominica are conducted using UNDP's "build back better" approach to ensure resilience against future shocks. Employing this approach UNDP supported the resilient rehabilitation of two buildings at the *Salisbury Educational Facility* which were severely damaged by Hurricane Maria. Resilient reconstruction of this facility will accelerate the return of essential schooling for students and provide a safe haven in the event of future disasters. Recovery efforts, also included the provision of technical expertise in debris/waste management, the implementation of a short-term emergency employment programme that benefited 400 persons (in 18 communities), the re-roofing of 480 buildings (472 homes, 3 schools and 5 medical centres), and the successful implementation of a Building Damage Assessment (BDA) to evaluate the state of 29,431 structures throughout Dominica.

The need to improve post-disaster communication infrastructure is also critical given the physical isolation and communications' disruption experienced by villages and communities after Hurricane Maria. With support from national and international partners and input from three communities, UNDP is implementing an innovative community wi-fi network to provide communities with reliable access to emergency communications' systems.

Sustainable sectoral development is necessary to build resilience against shocks. The agriculture sector is Dominica's primary industry; however, it is constantly threatened by reoccurring disasters. The Strengthening Disaster Management Capacity of Women in the Cooperative Republic of Guyana and Commonwealth of Dominica aims to scale up the resilience of small farmers and female farmer groups by enhancing risk-informed decision making and community support. Similarly, the Supporting Sustainable Ecosystems initiative provides effective integrated landscape management of the Morne Trois Pitons National Park, establishing a buffer zone to reduce threats to biodiversity and ecological functioning.

The development of the blue tourism sector is essential to Dominica's sustainable economic growth. Through the donation of vital equipment, UNDP is supporting the livelihoods and economic recovery of the Portsmouth Association of Yachting Services (PAYS). This will directly and indirectly benefit over 100 persons by connecting farmers, fishers, laundry services, restaurants,

retailers, tour guides, tour operators, taxi operators and others within the yachting and tourism sector.

Currently, UNDP is supporting the COVID-19 emergency response in Dominica, partnering with the Government in the production of an Economic and Human Development Impact Assessment, with the collaboration of UNICEF and UN Women. The support package of UNDP will include assistance to SMEs who wish to reinvent themselves through online, digital and HomeSafe delivery business lines.

Finally, UNDP supported Government with a review of Dominica's fiscal outlook, which included an assessment and validation of the recommendations for expenditure reduction made by International Financial Institutions and the provision of additional feedback to assist with decision-making to inform the three-year budget process.

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## II. STRATEGY

The Dominica Development and Reconstruction Facility (DDRF), managed through a multi-donor and government cost-sharing project, will provide a transparent, predictable, coordinated and timely financial mechanism to accelerate recovery, reconstruction and development interventions in support of a). Accelerate Government of Dominica's reconstruction agenda and vision to become the first Climate Resilient country in the world; and b). Mitigate the adverse impacts of the COVID19 Pandemic on the general population, with specific emphasis on women, youth and other vulnerable groups.

The DDRF will provide a financial and operational solution for Government of Dominica and interested donors to align in support of the implementation of priorities set out in the 2030 National Resilience Development Strategy (NRSD), the Climate Resilience Recovery Plan (CRRP) and the 2019/2020 and 2020/2021 Public Sector Investment Programme (PSIP). Furthermore, the DDRF will allow government to institute a financial mechanism backed by UNDPs' global experience supporting the management and implementation of strategic level governmental and multi-donor reconstruction and development funds; based on the principles of national ownership and leadership of the Paris Declaration on Aid Effectiveness.

The strategy envisioned in support to the Dominica Development and Reconstruction Facility (DDRF) will support project management, technical assistance, policy advice and cash advances (development financing); and will ensure support to design and implement gender responsive climate change adaptation, disaster risk reduction and sustainable energy initiatives through the following interventions:

- a) **Set up of a multi-donor platform and management structure through a cost sharing project:** This responds to the need for the creation of a purpose-built, cost-sharing platform designed to allow Government and donors to contribute financial resources in support of the National Resilience Development Strategy (NRSD), the Climate Resilience Recovery Plan (CRRP), and the 2019-2020/21 Public Sector Investment Programme (PSIP). The multi-donor platform will be responsible for leading and coordinating financing for project management, technical assistance, policy advice and infrastructure work; prioritizing gender responsive recovery.
- b) **Support to accelerate the reconstruction of critical infrastructure, with focus on resilient housing and public works.** The DDRF will support Government with the implementation of priority actions within a broad portfolio of 69 strategic public investment projects addressing the reconstruction and development agenda. The projects are housed

within the Ministry of Public Works, Water Resource Management and Ports; and the Ministry of Housing and Lands and have been prioritized within the Dominica Budget Estimates 2019-2020.

Furthermore, prioritization and sequencing of transfer of funds will be determined by Government of Dominica's internal procedures that include coordination with lines ministries and in line with a transfer schedule agreed within the Project Steering Committee. The identification of beneficiaries for housing assistance will rely on government baselines with disaggregated data on gender, sex and age, and a second version of a Building Damage Assessment. UNDP will support Government with the provision of technical assistance in supporting gender responsive reconstruction. In case of other civil works (roads, streets, sea defences, etc), projects have been prioritized based on Governments needs assessments for the reconstruction of critical infrastructure.

- c) **Support for the implementation of critical government social programmes.** Technical Assistance, Policy Advise and Development Finance will be coordinated to improve social protection mechanisms and the system's capacity to deliver timely social programmes targeting vulnerable populations, including youth, single parents, women and the elderly. These social programmes include the National Employment Programme (NEP); The 70 non-contributory pensions; the Rapid Response Agency; the Public Assistance Programme and stabilization measures in support of educational institutions and tertiary education. These programmes benefit over 10% of the Dominica population. The identification of beneficiaries will rely on Governments social protection database, information systems and networks. The project will also focus on supporting Government in improving the capacity of a gender responsive social protection system to mitigate and respond to changing circumstances based on an adaptive social protection system.
- d) **Support for the implementation of short- and medium-term recovery programmes to mitigate the adverse impacts of the COVID-19 pandemic.** Government has launched and will strengthen the implementation of short-term immediate response and medium-term recovery interventions to mitigate health and socio-economic impacts of COVID-19. Technical assistance and cash advances will be coordinated in a swift and timely manner to prioritize early response interventions. Short- and medium-term interventions will target vulnerable groups, single mothers, women and at-risk youth, indigenous populations and the elderly. The identification of beneficiaries will rely on Governments social protection database, information systems and networks; and will draw upon gender differentiated socioeconomic impact assessments. UNDP will support the implementation of tools to design and incorporate gender responsive recovery.

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### III. PROGRAMMATIC PRIORITIES

The Programmatic priorities of the Dominica Development and Reconstruction Facility (DDRF) are the following:

#### 1. **Set up of a multi donor and government funding platform through a donor and government cost-sharing project**

A management structure headed by a Steering Committee composed of Government of Dominica senior officials appointed by the Financial Secretary and UNDP representatives will be set up and assisted by a Project Management Unit, which will support the DDRF. The set-up phase will require development of Terms of Reference for the different parts of the structure. National and international recruitment processes will be launched by UNDP to onboard the staff agreed to under this action.

The Project Management Team will also be responsible for the provision of technical assistance, policy advice, information on south-south cooperation opportunities and development finance to strengthen Government capacities with the planning, management and implementation of the Facility. At the request of the Implementing Partner, UNDP will also coordinate technical support and assistance in sourcing key technical expertise required by Government in areas related to resettlement, resilience, disaster risk reduction, gender responsive recovery and communications, among others. Funds from the DRRF have been earmarked towards this.

## **2. Support to accelerate the reconstruction of critical infrastructures, with focus on resilient housing and public works.**

Reconstruction and repairs will focus on robust structures that are capable of withstanding disasters and high levels of stress. The 69 selected projects have been identified by Government as priority projects within its 2019-2020<sup>4</sup> Public Sector Investment Programme (PSIP); and linked to the public sector investments portfolio within the Ministry of Housing and Lands and the Ministry of Public Works, Water Resource Management and Ports. The total financial envelope required for these 69 projects is equivalent to US\$ 64,844,454 and will allow Government to strengthen delivery of gender responsive social services while benefitting vulnerable groups by providing access to essential basic services and critical infrastructures (such as roads, bridges, housing) for economic development, livelihoods and mobility. Furthermore, that majority of the 69 projects are located in areas that were highly impacted by Hurricane Maria.

## **3. Support for the implementation of critical government social programmes.**

Assistance will be provided with the delivery of social programmes that include the National Employment Programme (NEP); The 70 non-contributory pensions; the Rapid Response Agency; the Public Assistance Programme and stabilization measures in support of educational institutions and tertiary education. These programmes benefit over 10% of the Dominica population and target vulnerable groups, single parents, women and at-risk youth, indigenous populations and the elderly. UNDP will coordinate Technical Assistance, Policy Advice and Financing, including Cash Advances. The identification of beneficiaries will rely on Governments social protection database, information systems and networks. The project will also focus on improving the capacity of the social protection system to mitigate and respond to changing circumstances by developing an adaptive social protection system that relies on a social protection floor. This framework will take into account underlying gender differentiated climate change and other vulnerabilities exacerbated by differential access to a broad range of social services. This will contribute to elaborating gender analyses of climate change and support the immediate relief and the sustainability of social outcomes.

## **4. Support to the implementation of short- and medium-term recovery programmes to mitigate the impact of the COVID-19 pandemic.**

Short-term immediate response and medium-term recovery interventions will be coordinated to mitigate and redress the threats on public health and the socio-economic impact of COVID-19. Technical assistance and finance will be coordinated in a swift and timely manner to secure early and rapid response interventions. Short- and medium-term interventions will be gender responsive and target vulnerable groups, single parents, women and at-risk youth, indigenous populations and the elderly. The identification of beneficiaries will rely on Governments social protection database, information systems and networks.

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<sup>4</sup> See Dominica 2019 - 2020 Draft Estimates: <http://finance.gov.dm/budget/estimates/26-2019-2020-draft-estimates>



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## IV. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

### *Expected Results*

#### **Output 1: Dominica Development and Reconstruction Facility (DDRF) implemented**

- **Activity 1.1: Establishment of Management Unit:** This activity consists in establishing a dedicated UNDP Project Management Unit to support the implementation of the different outcomes of the project. The Project Management Unit will be funded by UNDP's Direct Project Costs associated with the Dominica Development and Reconstruction Facility.
- **Activity 1.2: Monitoring, Evaluation and Audits DDRF:** The UNDP Project Management Unit will be responsible for providing the appropriate monitoring of activities and securing that the project outcomes are delivered<sup>5</sup>. Mid-term and terminal evaluations will be undertaken, and an independent audit will be coordinated by the Project Management Unit towards the end of the project. Disaggregated gender data and a gender assessment will be included to secure data collection and gender responsive results.

**Activity 1.3: Provision of strategic advice, technical and support services:** The UNDP Project Management Unit will be responsible for sourcing and procuring technical capacities and expertise required by Government for the implementation of the DDRF; as well as other priorities identified by the Ministry of Finance. Funds to support this component have been earmarked within the DDRF and will include technical assistance in resettlement, resilience, disaster risk reduction, gender responsive recovery, communications, among others.

#### **Output 2: Reconstruction of resilient critical infrastructures enabled**

The Government has selected 69 priority projects that are part of the approved 2019-2020 Public Sector Investment Programme (PSIP). The prioritization of works will consider gender criteria based on gender differentiated needs of the communities and gender differentiated impacts that the construction of these infrastructure could have. Activities under this outcome are structured as follows:

- **Activity 2.1. Support to the reconstruction of buildings:** Technical assistance and finance will be provided for the reconstruction of new office space for Ministry of Public Works & Ports.
- **Activity 2.2. Support to the reconstruction of Roads, Highways and Streets:** Technical assistance and finance will be provided for the reconstruction of 49 priority projects.
- **Activity 2.3. Support to the Reconstruction of Sea Defences:** Technical assistance and finance will be provided for the reconstruction of the Calibishie Sea Wall.
- **Activity 2.4. Support to the Reconstruction of Bridges:** Technical assistance and finance will be provided for the reconstruction of 9 bridges.
- **Activity 2.5. Support to the Reconstruction of Water Sewerage Systems:** Technical assistance and finance will be provided for the reconstruction of 2 systems.
- **Activity 2.6. Support to the Reconstruction of non-movable structures:** Technical assistance and finance will be provided for the Relocation of the Public Works Corporation and the Solar Street Lighting Project.
- **Activity 2.7. Support for House Renovation and Sanitation:** Technical assistance and finance will be provided to residential buildings in need of renovation and sanitation.
- **Activity 2.8. Support for the Construction of 1,000 Sustainable Houses:** Technical assistance and finance will be provided for the reconstruction of the 1,000 homes as part of the Government Housing Strategy.
- **Activity 2.9. Support to the implementation of the National Resettlement Program (NSP):** Technical assistance and finance will be provided for the launch and implementation of the NSP that aims to resettle communities located in highly vulnerable areas. The NSP will aim to

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<sup>5</sup> The current results framework includes generic indicators as final discussions between Government, donors and stakeholders are still ongoing regarding timing and scope for several key activities. As such, within 6 months of project operationalisation, both activity-level and output-level indicators will be developed to support tracking of Government milestones and targets for the delivery of project results

incorporate women's concerns, needs and preferences, gender responsive designs and other gender concerns.

- **Activity 2.10. Support to the implementation of Land Settlement and Development Interventions:** Technical assistance and finance for Land Settlement and Development intervention in connection to Housing and Resettlement, incorporating women's concerns, needs and preferences, gender responsive designs, and other gender concerns.
- **Activity 2.11. Support to the Construction of Residential Buildings and Infrastructural Development:** Technical assistance and finance will be provided for the reconstruction of residential buildings and infrastructural development.

### **Output 3: Critical government social programmes are supported**

- **Activity 3.1. Support to the implementation of the National Employment Programme (NEP):** Technical assistance and finance will be provided to secure the timely implementation of the NEP, securing livelihoods for vulnerable groups with focus on vulnerable groups, single parents, women and at-risk youth, indigenous populations and the elderly.
- **Activity 3.2. Support to the implementation of the 70 non-contributory pensions:** Finance will be provided for the timely implementation of the 70 non-contributory pension services focused on persons over 70 years of age and lacking another source of income.
- **Activity 3.3. Support to the implementation of the Rapid Response Agency:** Technical assistance and Finance will be provided for the implementation of the Rapid Response Agency, which will target vulnerable groups, single parents, women and at-risk youth, indigenous populations and the elderly.
- **Activity 3.4. Support to the implementation of the Public Assistance Programme:** Finance and technical assistance will be provided for the implementation of the Public Assistance Programme, with a focus on designing an adaptive social protection system that will target vulnerable groups, single parents, women and at-risk youth, indigenous populations and the elderly.
- **Activity 3.5. Support to the stabilization of educational institutions and tertiary education:** Finance will be provided to stabilize the functioning of educational institutions, including in tertiary education and will target youth with focus on girls, at-risk youth and low-income youth.
- **Activity 3.6 Support to a needs assessment of the existing social protection system:** Technical assistance will be provided to undertake an analysis of the current system to identify duplications, overlaps and gaps in the system and make recommendations on rationalisation and other options to boost efficiency and improve social outcomes. UNDP will work with Government to support the development of a gender analysis of the country's socio-economic situation (complemented by information provided by a diverse group of women on the ground) in order to ensure that the allocation of resources is gender responsive. This could include a gap assessment of gender capacities and recommendations to address these gaps.

### **Output 4: Short- and medium-term programmes to recover from COVID-19 pandemic are supported**

- **Activity 4.1. Support to the launch and implementation of short-term immediate response and recovery interventions:** Technical assistance in support of the design, launch and implementation of short-term recovery programmes, including the advancement of payments for proper operationalization and timely response. Beneficiaries will include vulnerable groups, single parents, women and at-risk youth, indigenous populations and the elderly.
- **Activity 4.2. Support to the launch and implementation of medium-term recovery intervention:** Technical assistance in support of the design, launch and implementation of long-term recovery programmes of the economic sectors more at risk from impacts. Beneficiaries will include vulnerable groups, single parents, women and at-risk youth, indigenous populations and the elderly.

### **Resources Required to Achieve the Expected Results**

The current project envelope is estimated at US\$ 100 million and the funds will be allocated as per existing project estimates for the realization of the 4 outputs and activities within. The current funded budget is equivalent to US\$ 45 million and will contribute to fund immediate priorities determined by the Government of Dominica. Prioritization and sequencing of transfer of funds will be conducted in line with a transfer schedule agreed within the Project Steering Committee and will follow UNDP HACT guidelines to secure accountability and transparency.

Additional contributions to fund the remaining balance of the project (US\$ 55 million) will be phased and sequenced following Government of Dominica's transfer schedule and specific intervention implementation schedule:

- Outcome 2: For each of the 69 priority projects, cash transfers will be earmarked and disbursed by specific project, securing each project has the enough resources to complete its implementation. This will guarantee that funded projects are duly completed. If funding gaps exist to complete a specific project, priority will be given to those projects that can be completed. Projects to be given priority as per available resources will be determined by Government of Dominica and approved by the Project Steering Committee.
- Outcome 3: Each social programme has already established specific phases, goals and performance indicators per phase that will guide the disbursement of funds. Phases have been determined by the Government of Dominica and will be approved by the Project Steering Committee.
- Outcome 4: Short term and medium-term interventions will be coordinated by Government of Dominica and will establish phases, goals and performance indicators that will guide the disbursement of funds. Phases will be determined by the Government of Dominica and will be approved by the Project Steering Committee.

Contributions to the Facility through cost-sharing financial agreements to the project, will be subject to cost recovery for indirect costs incurred by UNDP in providing General Management Support (GMS) services. To cover GMS costs, all contributions to the Facility will be charged a fee of 3%. Furthermore, all Direct Costs of Implementation (DPC) are identified in the project budget against a relevant budget line and borne by the project accordingly. To cover all Project-related management costs, a Direct Project Cost fee equal to 2.5% of the funded budget (US\$45M) will be levied during the first year, which will be reduced to 2% of the same sum annually, all years thereafter. The operating expenses to manage the project and the funding platform will not exceed the annual amount of 2% of the mentioned sum even if the project becomes totally funded, and UNDP will deliver the results within that project costs envelope.

UNDP and the Government of the Commonwealth of Dominica may amend the present project to increase the scope and resources available for the Project through an exchange of official letters between them. Additional contributions from third party Donors will require a tripartite agreement between the Government of the Commonwealth of Dominica, UNDP and the donor.

## Priority Projects

### Outcome 2: Reconstruction and repairs of resilient critical infrastructures implemented benefiting vulnerable communities

#	Name	Ministry	Type
1	Layout Reconstruction and Rehabilitation	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
2	Ophelia Reconstruction and Rehabilitation	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
3	York Valley to Pond Case Road Rehabilitation	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
4	Natural Disaster Remedial and Mitigation Measures Infrastructure Project	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
5	Panel Bridges	Ministry of Public Works, Water Resource Management and Ports	Activity 2.4. Reconstruction of Bridges
6	Rehabilitation of Stockfarm Road	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
7	Solar Street Lighting Project (GOCD/PRC)	Ministry of Public Works, Water Resource Management and Ports	Activity 2.6. Reconstruction of non-movable structures
8	Rehabilitation of Morne Prosper Road	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
9	Feeder Roads	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
10	Wave Overtopping Mitigation Measures (Douglas-Charles Airport)	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
11	Roseau Enhancement Project Phase 2	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
12	Wotten Waven/Copthall Road Improvement Project	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
13	Penville Road Protection and Reinstatement	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
14	Infrastructural Works at Douglas Charles Airport (Phase 1)	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
15	Installation of Bailey Bridges Post Hurricane Maria	Ministry of Public Works, Water Resource Management and Ports	Activity 2.4. Reconstruction of Bridges
16	Retaining Walls in Belles	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
17	Rehabilitation of Castle Comfort to Giraudel Road	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
18	West Bridge River Training Wall and River Dredging	Ministry of Public Works, Water Resource Management and Ports	Activity 2.4. Reconstruction of Bridges
19	Canefield Cliff Bypass	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
20	Rehabilitation of Stockfarm Road Phase II	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
21	Tropical Storm Erika - Rehabilitation and Reconstruction - CDB	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
22	Loubiere to Bagatelle Road Rehabilitation (RRL)	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
23	Edward Oliver Leblanc Highway Rehabilitation (West Coast)	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
24	Wotten Waven/Copthall Road Improvement Project Phase II	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
25	Rehabilitation and reconstruction of Tanetane Road	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
26	Morne Bruce Road Rehabilitation	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets

27	Cockrane Road Rehabilitation	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
28	Elmshall Bridge	Ministry of Public Works, Water Resource Management and Ports	Activity 2.4. Reconstruction of Bridges
29	Elmshall Road	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
30	Carholme Feeder Road Rehabilitation	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
31	Eggleston Road Rehabilitation Project	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
32	Dredging of Rivers	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
33	Infrastructural Works at Douglas Charles Airport (Phase 2)	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
34	Au Delices Slope Stabilization and River Protection Works	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
35	Calibishie Sea Wall	Ministry of Public Works, Water Resource Management and Ports	Activity 2.3. Reconstruction of Sea Defences
36	Cabanis Retaining Walls	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
37	Marigot to Portsmouth Road Feasibility Study	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
38	New Office Space for Ministry of Public Works & Ports	Ministry of Public Works, Water Resource Management and Ports	Activity 2.1. Reconstruction of Other Buildings
39	Reconstruction and Rehabilitation of Gardens Road	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
40	Repair to the China Friendship Bridge	Ministry of Public Works, Water Resource Management and Ports	Activity 2.4. Reconstruction of Bridges
41	Roseau Bridges - Guardrails & Lighting	Ministry of Public Works, Water Resource Management and Ports	Activity 2.4. Reconstruction of Bridges
42	Reconstruction of E.C Loblack Bridge	Ministry of Public Works, Water Resource Management and Ports	Activity 2.4. Reconstruction of Bridges
43	Roseau River Walls	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
44	Goodwill Road and Drainage Rehabilitation	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
45	Post Hurricane Maria Priority Interventions - Edward Oliver Leblanc Highway ; West Coast Road	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
46	Post Hurricane Maria Priority Interventions - Delices to Bois Diable	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
47	Post Hurricane Maria Priority Interventions - Bois Diable to Hatton Garden & Castle Brice to Good Hope	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
48	Post Hurricane Maria Priority Interventions - Marigot to Portsmouth	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
49	Post Hurricane Maria Priority Interventions - Roseau Valley to Scotts Head	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
50	Repair to Layou Bridge	Ministry of Public Works, Water Resource Management and Ports	Activity 2.4. Reconstruction of Bridges
51	Soufriere/Scotts Head Wall Reconstruction	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
52	Third Water Supply Project	Ministry of Public Works, Water Resource Management and Ports	Activity 2.5. Reconstruction of Water Sewerage Systems
53	PV Power Supply for Pichelin	Ministry of Public Works, Water Resource	Activity 2.5. Reconstruction of Water

	Pump Station	Management and Ports	Sewerage Systems
54	Drains and culverts Pointe Michel to Soufriere	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
55	Morne Daniel Road Interventions	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
56	Road Rehabilitation -River Estate main Road, Canefield	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
57	Replacement of two Culvert Structures - (E. O. Leblanc Highway- St. Joseph above Matthew Ferreira)	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
58	Retaining Wall - (E. O. Leblanc Highway above entrance to Syndicate)	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
59	Retaining Wall - (E. O. Leblanc Highway Grand Savanne east wall)	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
60	Dos D'Ane Interventions	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
61	Construction of Culvert Structure near Jungle Bay	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
62	Pointe Michel Wall Reconstruction (near Quarry)	Ministry of Public Works, Water Resource Management and Ports	Activity 2.2. Reconstruction of Roads, Highways and Streets
63	Construction of Dublanc Bridge	Ministry of Public Works, Water Resource Management and Ports	Activity 2.4. Reconstruction of Bridges
64	Relocation of Public Works Corporation	Ministry of Public Works, Water Resource Management and Ports	Activity 2.6. Reconstruction of non-movable structures
65	Residential Buildings	Ministry of Housing and Lands	Activity 2.7. House Renovation and Sanitation
66	Sustainable Housing 1000 Homes	Ministry of Housing and Lands	Activity 2.8. Construction of 1000 Sustainable Housing
67	National Resettlement Programme - Residential Buildings	Ministry of Housing and Lands	Activity 2.9. National Resettlement Program
68	Land-non produced Assets	Ministry of Housing and Lands	Activity 2.10. Land Settlement and Development
69	Residential Buildings - Infrastructural development	Ministry of Housing and Lands	Activity 2.11. Various Housing Estate

## ***Partnerships***

The UNDP partnership strategy is multi-pronged, including building synergies with various Government Ministries and Donors on the ground. The DDRF project will work primarily with the Ministry of Finance, Economic Affairs, Investment, Planning, Resilience, Sustainable Development, Telecommunications & Broadcasting; and develop a strong partnership with the Ministries of Housing and Lands; Public Works, Water Resource Management and Ports; Family and Gender Affairs and agencies such as CREAD with a view at long-term sustainability of the project outcomes, while maintaining top-notch financial oversight, quality assurance, coordination of technical assistance and support to resource mobilization.

## ***Risks and Assumptions***

The Project's logic is based on the following assumptions:

- National stakeholders support the DDRF objectives and are willing to cooperate to enable and facilitate project implementation - including willingness to a). coordinate and b). reach agreements to cover recurrent expenses/ maintenance and operations of rehabilitated or reconstructed infrastructure, as applicable, on a case-by-case basis.
- Adequate information on location-specific hazard and environmental risks is made available by relevant authorities in a timely manner to facilitate infrastructure reconstruction/ rehabilitation
- Qualified construction companies are a). available in the market, b) interested to engage in the implementation of the various components of the civil works/contracts, and willing to take part in competitive selection process, and c) are able to provide the required design, construction and supervision services as per required standards, including the required social, environmental and safety standards.
- Local communities engage with the project and develop a sense of ownership for project results, including rehabilitated/ reconstructed local community infrastructure.
- It is expected that the establishment of the Facility will have catalytic impact and serve to assist Government to access additional funding sources and increase programmatic portfolios associated to the scope of work related to this initiative.
- COVID-19 crisis does not prolong in time so activities planned in 2020 cannot be implemented. In that scenario, all preparatory work and desk reviews will be prepared so implementation of activities can take place in an accelerated mode as soon as the pandemic recedes.
- Government has a strong social protection information system and network that allows it to identify and target vulnerable groups by category (youth, women, elderly, etc) to secure that social programmes benefit those in most need of receiving government support.
- Lack of adequate SADD data to identify vulnerable groups that should be prioritized by social programmes

## ***Stakeholder Engagement***

The main stakeholders of the project include Government Ministries, Agencies and Donors. Of relevant importance are the Ministry of Finance, Economic Affairs, Investment, Planning, Resilience, Sustainable Development, Telecommunications & Broadcasting; and the Ministries of Housing and Lands; Public Works, Water Resource Management and Ports. Government agencies such as CREAD will also be engaged. Furthermore, eligible infrastructure projects will be identified in consultation with the Government with a view of obtaining community feedback throughout project implementation - before, during and after completion of the civil works; and to inform project interventions from an end-user or end-beneficiary perspective.

## ***South-South and Triangular Cooperation (SSC/TrC)***

One of the objectives of the DDRF is to promote Dominica's active participation and engagement as a key player in the Caribbean in matters related to reconstruction and development. To do so, exchanges and collaboration with other territories and countries of the region will be sought as part of output 4. Dominica's participation in regional and sub regional initiatives will be boosted through South-South and Triangular cooperation mechanisms, participation of Dominica representatives in



regional fora and, elaboration and publication of a Lessons Learnt document on Dominica's experience and good practices.

### ***Knowledge***

The project will produce a series of publications on Recovery and Development, and how Government has strengthened climate resilience throughout the territory. UNDP will also work with its Dominica communications specialist to enhance the visibility of all products for knowledge and lessons learned generated by the project so others can benefit.

### ***Communication***

All communications related to progress and status of the DDRF will be led by Government. UNDP may be requested to support Government in designing outreach, sensitization and public information campaigns for specific activities. All internal communications will be held directly between UNDP with the Financial Secretary.

### ***Sustainability and Scaling Up***

Reconstruction and repairs will focus on robust structures that are capable of withstanding disasters and high levels of stress.

The Facility presents an opportunity for consolidating development and recovery investments that different partners may want to invest in Dominica. This will allow the GoD to gain in predictability of development assistance flows and donors will have one instrument, with capacity and expertise to provide coherence, monitor results and report progress on their contributions.

Moreover, the fact that this is nationally led Facility fundamentally funded through government cost sharing presents a guarantee of its sustainability and alignment to national planning instruments for Recovery, Reconstruction and Development.

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## **V. PROJECT MANAGEMENT**

UNDP as Project Manager of the DDRF will establish a dedicated Project Management Unit to support the management and implementation of the activities. The Unit will assist a Steering Committee and will have the primary responsibility for providing technical support and quality assurance for the overall operations of the DDRF.

The Project Management Unit will operate under the overall guidance of the UNDP senior management in Barbados and the Eastern Caribbean and apply UNDP's rules and regulations. Additional support staff for processing finance, advances, direct payments, procurement support, technical assistance, policy advice and logistical aspects of the implementation of the project will be assigned by UNDP without increasing the project's direct costs.

Short-term expertise may be brought on board on a consultancy basis to support the technical work under the supervision of the Steering Committee and the Management Unit, should the need occur. In addition, the Project Management Unit will require rental and equipment of office spaces as well as purchasing of office equipment such as desks, chairs, laptops, printers, telecom equipment, etc. Economies will be made by using as much as possible of UNDP's Dominica Office existing infrastructure.

The Project Management Unit will consist of the following staff:

- Project Manager (P5)
- Programme Associate
- Administration Assistant
- An external auditor will be engaged as needed as part of the oversight structure

- An external gender advisor will be engaged as needed to support with assessments, baselines and training.

The PMU may require the short or medium-term support of specialised consultants and experts to support with the implementation of the DDRF (e.g. processing finance, advances, direct payments, procurement support, technical assistance, policy advice and logistical aspects, among others), who will be recruited within the cost envelope established for the management of the project and without additional budget requirements. Furthermore, members of the Project Unit will coordinate with Government to promote an initial gender capacity building training on the importance of addressing gender issues in relation to the project and specific training on specific issues such as gender responsive implementation, gender budgeting, and the importance of a gender sensitive M&E that include gender indicators and reports.

## VI. RESULTS FRAMEWORK<sup>6</sup>

<b>Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:</b> MSDF priority: An inclusive, equitable and prosperous Caribbean.								
<b>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:</b> Outcome 1.2.: Access to equitable social protection systems, quality services and sustainable economic opportunities improved.								
<b>Applicable Output(s) from the UNDP Strategic Plan:</b> Output 7.3. National development plans to address poverty and inequality are sustainable and risk resilient. Output 7.4. Countries enabled to gain equitable access to, and manage, ODA and other sources of global development financing. Output 7.5 South-South and Triangular cooperation partnerships established and/or strengthened for development solutions. Output 7.6. Innovations enabled for development solutions, partnerships and other collaborative arrangements.								
<b>Project title and Atlas Project Number:</b> Dominica Development and Reconstruction Facility Make it more general								
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	TOTAL	
Outcome:								
<b>Output 1</b> Dominica Development and Reconstruction Fund (DDRF) implemented	<b>Activity 1.1:</b> Set up and recruitment of Project Management Unit	UNDP	0	2020	100%	NA	1	Reports
	<b>Activity 1.2:</b> a). Number of Mid Term Reviews b). Number of Evaluations c). Number of End of Project Audit d). Number of Gender Reports	UNDP	0	2020	0	a). 1 b). 1 c). 1 d). 0	a). 1 b). 1 c). 1 d). 1	Evaluation, Reports, Site Visits, Financial Monitoring, Quality Assurance
	<b>Activity 1.3:</b> a). Timely provision of technical assistance b). Number of South-South collaboration opportunities leveraged c). Number of Lessons learned document	UNDP	0	2020	a). 100% b). 2 c). 1	a).100% b). 2 c).1	a). 100% b). 4 c). 2	Evaluation and Reports,

<sup>6</sup> Within six (6) months of project inception, the results framework will be revised to reflect decisions that are expected to be taken in the coming months on timing and scope of several activities. The revised framework will be presented to the Steering Committee for validation, after which it will replace any previous version of the results framework and will be used exclusively as the framework for monitoring and evaluation.

<b>Output 2</b> Reconstruction and of critical infrastructures enabled	<b>Activity 2.1.</b> Percentage of resources disbursed	GoCD/UNDP	0	2020	100%	100%	NA	Evaluation, Reports, Site Visits
	<b>Activity 2.2.</b> Percentage of resources disbursed	GoCD/UNDP	0	2020	100%	100%	NA	Evaluation, Reports, Site Visits
	<b>Activity 2.3.</b> Percentage of resources disbursed	GoCD/UNDP	0	2020	100%	100%	NA	Evaluation, Reports, Site Visits
	<b>Activity 2.4.</b> Percentage of resources disbursed	GoCD/UNDP	0	2020	100%	100%	NA	Evaluation, Reports, Site Visits
	<b>Activity 2.5.</b> Percentage of resources disbursed	GoCD/UNDP	0	2020	100%	100%	NA	Evaluation, Reports, Site Visits
	<b>Activity 2.6.</b> Percentage of resources disbursed	GoCD/UNDP	0	2020	100%	100%	NA	Evaluation, Reports, Site Visits
	<b>Activity 2.7.</b> Percentage of resources disbursed	GoCD/UNDP	0	2020	100%	100%	NA	Evaluation, Reports, Site Visits
	<b>Activity 2.8.</b> Percentage of resources disbursed	GoCD/UNDP	0	2020	100%	100%	NA	Evaluation, Reports, Site Visits
	<b>Activity 2.9.</b> Percentage of resources disbursed	GoCD/UNDP	0	2020	100%	100%	NA	Evaluation, Reports, Site Visits
	<b>Activity 2.10.</b> Percentage of resources disbursed	GoCD/UNDP	0	2020	100%	100%	NA	Evaluation, Reports, Site Visits
	<b>Activity 2.11.</b> Percentage of resources disbursed	GoCD/UNDP	0	2020	100%	100%	NA	Evaluation, Reports, Site Visits
<b>Output 3</b> Critical government social programmes are supported	<b>Activity 3.1.</b> Percentage of resources disbursed	GoCD/UNDP	0	2020	100%	100%	NA	Evaluation, Reports, Site Visits
	<b>Activity 3.2.</b> Percentage of resources disbursed	GoCD/UNDP	0	2020	100%	100%	NA	Evaluation, Reports, Site Visits
	<b>Activity 3.3.</b> Percentage of resources disbursed	GoCD/UNDP	0	2020	100%	100%	NA	Evaluation, Reports, Site Visits
	<b>Activity 3.4.</b> Percentage of resources disbursed	GoCD/UNDP	0	2020	100%	100%	NA	Evaluation, Reports, Site Visits
	<b>Activity 3.5.</b> Percentage of resources disbursed	GoCD/UNDP	0	2020	100%	100%	NA	Evaluation, Reports, Site Visits
	<b>Activity 3.5.</b> Percentage of resources disbursed	GoCD/UNDP	0	2020	100%	100%	NA	Evaluation, Reports, Site Visits
<b>Output 4</b> Short- and medium-term programmes to recover from COVID-19 pandemic are supported	<b>Activity 4.1.</b> Percentage of resources disbursed	GoCD/UNDP	0	2020	100%	100%	NA	Evaluation, Reports, Site Visits
	<b>Activity 4.2.</b> Percentage of resources disbursed	GoCD/UNDP	0	2020	100%	100%	NA	Evaluation, Reports, Site Visits

## VII. MONITORING AND EVALUATION

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

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly	Site inspections, beneficiary interviews, spot checks and stakeholder surveys will be undertaken to assess progress toward targets. Slower than expected progress will be addressed by project management.	With participation of project partners as required.	See project budget
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	With participation of project partners as desired	See project budget
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	With participation of project partners as desired	See project budget
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	With participation of project partners as desired	See project budget
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the Steering Committee and used to make course corrections.	With participation of project partners as desired	See project budget
<b>Project Report</b>	A progress report will be presented to the Steering Committee and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Quarterly and Annually, and at the end of the project (final report)	Narrative and financial reporting will be prepared according to UNDP's corporate requirements and will be presented to the Steering Committee at a frequency to be determined by the same	UNDP	See project budget
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project steering committee) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting	At least once in 2020 and two in 2021	Any quality concerns or slower than expected progress should be discussed by the Steering Committee and management actions agreed to address	With participation of project partners as desired	See project budget

	over the life of the project. In the project's final year, the Steering Committee shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.		the issues identified.		
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#### Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	TBD			2021	UNDP, Ministry of Finance and Partners	30,000
Final Evaluation	TBD			2021	UNDP, Ministry of Finance and Partners	50,000

#### Note on the oversight of works and monitoring of construction contracts

- Throughout project implementation, the financing of civil works will be subject to monitoring and quality assurance mechanisms established by the Project Steering Committee. UNDP will assist Government in aligning cash-flows with civil works needs so that contractors and vendors can implement and supply within the agreed schedules. When requested by the PSC, the PMU will deploy ad-hoc additional capacity to monitoring of civil works activities, assess progress and submit reports to the Project Steering Committee.
- The Project Management Unit will partner with the Implementing Partner to obtain community feedback throughout project implementation where possible and document such feedback in DDRF progress reports. Community feedback will be critical to inform project interventions from an end-user or end -beneficiary perspective - and will enable timely course corrections in planned activities before potential challenges arise. This will include developing the appropriate grievance mechanisms.

## VIII. MULTI-YEAR WORK PLAN <sup>78</sup>

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

### Multi-Year Plan for Allocated Resources (US\$ 45 Million)

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)		RESPONSIBLE PARTY	PLANNED BUDGET (USD)		
		Year 1	Year 2		Funding Source	Budget Description	Amount
<b>Output 1</b> Dominica Development and Reconstruction Fund (DDRF) implemented	Activity 1.1. Establishment of Project Management Unit	600,000	300,000	UNDP	DDRF	Charged to UNDP Direct Project Costs	900,000
	Activity 1.2. Monitoring, Evaluation and Audits	75,000	60,000	UNDP	DDRF	Charged to UNDP Direct Project Costs	135,000
	Activity 1.3. Strategic advice, technical and support services	250,000	250,000	UNDP	DDRF	Contractual services	500,000
	<b>Subtotal Output 1</b>	<b>925,000</b>	<b>610,000</b>				<b>1,535,000</b>
<b>Output 2</b> Reconstruction of critical infrastructures enabled	Activity 2.1. Support reconstruction of Buildings	185,010		GoCD	DDRF	Contractors, Materials & Inputs, Equipment	185,010
	Activity 2.2. Support reconstruction of Roads, Highways and Streets	3,580,664	2,680,664	GoCD	DDRF	Contractors, Materials & Inputs, Equipment	6,261,328

<sup>7</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>8</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.



	Activity 2.3. Support reconstruction of Sea Defences	57,353		GoCD	DDRF	Contractors, Materials & Inputs, Equipment	57,353
	Activity 2.4. Support reconstruction of Bridges	4,068,757	1,068,757	GoCD	DDRF	Contractors, Materials & Inputs, Equipment	5,137,514
	Activity 2.5. Support reconstruction of Water Sewerage Systems	367,800	367,800	GoCD	DDRF	Contractors, Materials & Inputs, Equipment	735,600
	Activity 2.6. Support reconstruction of non-movable structures	740,041	740,041	GoCD	DDRF	Contractors, Materials & Inputs, Equipment	1,480,082
	Activity 2.7. Support launch House Renovation and Sanitation	740,041	740,041	GoCD	DDRF	Contractors, Materials & Inputs, Equipment	1,480,082
	Activity 2.8. Support construction of 1000 Sustainable Housing	2,780,873	1,780,873	GoCD	DDRF	Contractors, Materials & Inputs, Equipment	4,561,746
	Activity 2.9. Support National Resettlement Program	1,867,661	1,367,662	GoCD	DDRF	Contractors, Materials & Inputs, Equipment	3,235,323
	Activity 2.10. Support Land Settlement and Development	1,000,000	1,799,058	GoCD	DDRF	Contractors, Materials & Inputs, Equipment	2,799,058
	Activity 2.11. Support Various Housing Estate	1,805,104	1,305,104	GoCD	DDRF	Contractors, Materials & Inputs, Equipment	3,110,208
	<b>Subtotal Output 2</b>	<b>17,193,304</b>	<b>11,850,000</b>				<b>29,043,304</b>
<b>Output 3</b> Critical government social programmes are supported	Activity 3.1. Support implementation National Employment Programme	1,000,000	1,000,000	GoCD	DDRF	Consultants, Inputs, Payments	2,000,000
	Activity 3.2. Support implementation 70 non-contributory pensions:	1,000,000	500,000	GoCD	DDRF	Consultants, Inputs, Payments	1,500,000
	Activity 3.3. Support implementation Rapid Response Agency	1,000,000	500,000	GoCD	DDRF	Consultants, Inputs, Payments	1,500,000
	Activity 3.4. Support implementation Public Assistance Programme:	1,000,000	1,000,000	GoCD	DDRF	Consultants, Inputs, Payments	2,000,000
	Activity 3.5. Support stabilization of educational institutions & tertiary	1,571,696	1,000,000	GoCD	DDRF	Consultants, Inputs, Payments	2,571,696
	<b>Activity 3.6. Support to a needs assessment of the existing social</b>	Funded under activity 1.3.			GoCD	DDRF	Consultants, Inputs,

	<b>protection system</b>					Payments	
	<b>Subtotal Output 3</b>	<b>5,571,696</b>	<b>4,000,000</b>				<b>9,571,696</b>
<b>Output 4</b> Short- and medium-term programmes to recover from COVID-19 pandemic are supported.	Activity 4.1. Support launch and implementation of short-term immediate response interventions	1,000,000	1,015,728	UNDP	DDRF	Consultants, Inputs, Payments	2,015,728
	Activity 4.2. Support launch and implementation of medium-term recovery intervention:	1,523,592		UNDP	DDRF	Consultants, Inputs, Payments	1,523,592
	<b>Subtotal Output 4</b>	<b>2,523,592</b>	<b>1,015,728</b>				<b>3,539,320</b>
<b>TOTAL without GMS</b>		<b>26,213,592</b>	<b>17,475,728</b>				<b>43,689,320</b>
UNDP GMS (3%)		786,408	524,272				1,310,680
<b>TOTAL</b>		<b>27,000,000</b>	<b>18,000,000</b>				<b>45,000,000</b>

## Multi-Year Plan for Non-Allocated Resources (US\$ 55 Million)

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)		RESPONSIBLE PARTY	PLANNED BUDGET (USD)		
		Year 1	Year 2		Funding Source	Budget Description	Amount
<b>Output 1</b> Dominica Development and Reconstruction Fund (DDRF) implemented	Activity 1.1. Establishment of Project Management Unit	700,000	300,000	UNDP	DDRF	Charged to UNDP Direct Project Costs	1,000,000
	Activity 1.2. Monitoring, Evaluation and Audits	125,000	140,000	UNDP	DDRF	Charged to UNDP Direct Project Costs	265,000
	Activity 1.3. Strategic advice, technical and support services	0	0	UNDP	DDRF	Contractual services	0
	<b>Subtotal Output 1</b>	<b>825,000</b>	<b>440,000</b>				<b>1,265,000</b>
<b>Output 2</b> Reconstruction of critical infrastructures enabled	Activity 2.1. Support reconstruction of Buildings	0	0	GoCD	DDRF	Contractors, Materials & Inputs, Equipment	0
	Activity 2.2. Support reconstruction of Roads, Highways and Streets	19,000,000	8,900,000	GoCD	DDRF	Contractors, Materials & Inputs, Equipment	27,900,000
	Activity 2.3. Support reconstruction of Sea Defences	0	0	GoCD	DDRF	Contractors, Materials & Inputs, Equipment	0
	Activity 2.4. Support reconstruction of Bridges	0	1,000,000	GoCD	DDRF	Contractors, Materials & Inputs, Equipment	1,000,000
	Activity 2.5. Support reconstruction of Water Sewerage Systems	0	0	GoCD	DDRF	Contractors, Materials & Inputs, Equipment	0
	Activity 2.6. Support reconstruction of non-movable structures	0	0	GoCD	DDRF	Contractors, Materials & Inputs, Equipment	0
	Activity 2.7. Support launch House Renovation and Sanitation	0	0	GoCD	DDRF	Contractors, Materials & Inputs, Equipment	0
	Activity 2.8. Support construction of 1000 Sustainable Housing	2,000,000	1,000,000	GoCD	DDRF	Contractors, Materials & Inputs, Equipment	3,000,000
	Activity 2.9. Support National Resettlement Program	2,000,000	500,000	GoCD	DDRF	Contractors, Materials & Inputs, Equipment	2,500,000

	Activity 2.10. Support Land Settlement and Development	901,150	0	GoCD	DDRF	Contractors, Materials & Inputs, Equipment	901,150
	Activity 2.11. Support Various Housing Estate	0	500,000	GoCD	DDRF	Contractors, Materials & Inputs, Equipment	500,000
	<b>Subtotal Output 2</b>	<b>23,901,150</b>	<b>11,900,000</b>				<b>35,801,150</b>
<b>Output 3</b> Critical government social programmes are supported	Activity 3.1. Support implementation National Employment Programme	1,500,000	1,500,000	GoCD	DDRF	Consultants, Inputs, Payments	3,000,000
	Activity 3.2. Support implementation 70 non-contributory pensions:	500,000	1,000,000	GoCD	DDRF	Consultants, Inputs, Payments	1,500,000
	Activity 3.3. Support implementation Rapid Response Agency	2,000,000	1,500,000	GoCD	DDRF	Consultants, Inputs, Payments	3,500,000
	Activity 3.4. Support implementation Public Assistance Programme:	1,355,546	1,500,000	GoCD	DDRF	Consultants, Inputs, Payments	2,855,546
	Activity 3.5. Support stabilization of educational institutions & tertiary	1,928,304	1,900,000	GoCD	DDRF	Consultants, Inputs, Payments	3,828,304
	<b>Activity 3.6. Support to a needs assessment of the existing social protection system:</b>	Funded under activity 1.3.		GoCD	DDRF	Consultants, Inputs, Payments	
	<b>Subtotal Output 3</b>	<b>7,283,850</b>	<b>7,400,000</b>				<b>14,683,850</b>
<b>Output 4</b> Short- and medium-term programmes to recover from COVID-19 pandemic are supported	Activity 4.1. Support launch and implementation of short-term immediate response interventions	0	84,272	UNDP	DDRF	Consultants, Inputs, Payments	84,272
	Activity 4.2. Support launch and implementation of medium-term recovery intervention:	28,835	1,534,951	UNDP	DDRF	Consultants, Inputs, Payments	1,563,786
	<b>Subtotal Output 4</b>	<b>28,835</b>	<b>1,619,223</b>				<b>1,648,058</b>
<b>TOTAL without GMS</b>		<b>32,038,835</b>	<b>21,359,223</b>				<b>53,398,058</b>
UNDP GMS (3%)		961,165	640,777				1,601,942
<b>TOTAL</b>		<b>33,000,000</b>	<b>22,000,000</b>				<b>55,000,000</b>

### Multi-Year Plan for Total Project (US\$ 100 Million)

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)		RESPONSIBLE PARTY	PLANNED BUDGET (USD)		
		Year 1	Year 2		Funding Source	Budget Description	Amount
<b>Output 1</b> Dominica Development and Reconstruction Fund (DDRF) implemented	Activity 1.1. Establishment of Project Management Unit	1,300,000	600,000	UNDP	DDRF	Charged to UNDP Direct Project Costs	1,900,000
	Activity 1.2. Monitoring, Evaluation and Audits	200,000	200,000	UNDP	DDRF	Charged to UNDP Direct Project Costs	400,000
	Activity 1.3. Strategic advice, technical and support services	250,000	250,000	UNDP	DDRF	Contractual services	500,000
	<b>Subtotal Output 1</b>	<b>1,750,000</b>	<b>1,050,000</b>				<b>2,800,000</b>
<b>Output 2</b> Reconstruction of critical infrastructures enabled	Activity 2.1. Support reconstruction of Buildings	185,010		GoCD	DDRF	Contractors, Materials & Inputs, Equipment	185,010
	Activity 2.2. Support reconstruction of Roads, Highways and Streets	22,580,664	11,580,664	GoCD	DDRF	Contractors, Materials & Inputs, Equipment	34,161,328
	Activity 2.3. Support reconstruction of Sea Defences	57,353		GoCD	DDRF	Contractors, Materials & Inputs, Equipment	57,353
	Activity 2.4. Support reconstruction of Bridges	4,068,757	2,068,757	GoCD	DDRF	Contractors, Materials & Inputs, Equipment	6,137,514
	Activity 2.5. Support reconstruction of Water Sewerage Systems	367,800	367,800	GoCD	DDRF	Contractors, Materials & Inputs, Equipment	735,600
	Activity 2.6. Support reconstruction of non-movable structures	740,041	740,041	GoCD	DDRF	Contractors, Materials & Inputs, Equipment	1,480,082
	Activity 2.7. Support launch House Renovation and Sanitation	740,041	740,041	GoCD	DDRF	Contractors, Materials & Inputs, Equipment	1,480,082
	Activity 2.8. Support construction of 1000 Sustainable Housing	4,780,873	2,780,873	GoCD	DDRF	Contractors, Materials & Inputs, Equipment	7,561,746
	Activity 2.9. Support National Resettlement Program	3,867,661	1,867,662	GoCD	DDRF	Contractors, Materials & Inputs, Equipment	5,735,323

	Activity 2.10. Support Land Settlement and Development	1,901,150	1,799,058	GoCD	DDRF	Contractors, Materials & Inputs, Equipment	3,700,208	
	Activity 2.11. Support Various Housing Estate	1,805,104	1,805,104	GoCD	DDRF	Contractors, Materials & Inputs, Equipment	3,610,208	
	<b>Subtotal Output 2</b>	<b>41,094,454</b>	<b>23,750,000</b>				<b>64,844,454</b>	
<b>Output 3</b> Critical government social programmes are supported.	Activity 3.1. Support implementation National Employment Programme	2,500,000	2,500,000	GoCD	DDRF	Consultants, Inputs, Payments	5,000,000	
	Activity 3.2. Support implementation 70 non-contributory pensions:	1,500,000	1,500,000	GoCD	DDRF	Consultants, Inputs, Payments	3,000,000	
	Activity 3.3. Support implementation Rapid Response Agency	3,000,000	2,000,000	GoCD	DDRF	Consultants, Inputs, Payments	5,000,000	
	Activity 3.4. Support implementation Public Assistance Programme:	2,355,546	2,500,000	GoCD	DDRF	Consultants, Inputs, Payments	4,855,546	
	Activity 3.5. Support stabilization of educational institutions & tertiary	3,500,000	2,900,000	GoCD	DDRF	Consultants, Inputs, Payments	6,400,000	
	<b>Activity 3.6. Support to a needs assessment of the existing social protection system:</b>	Funded under activity 1.3.			GoCD	DDRF	Consultants, Inputs, Payments	
	<b>Subtotal Output 3</b>	<b>12,855,546</b>	<b>11,400,000</b>				<b>24,255,546</b>	
<b>Output 4</b> Short- and medium-term programmes to recover from COVID-19 pandemic are supported.	Activity 4.1. Support launch and implementation of short-term immediate response interventions	1,000,000	1,100,000	UNDP	DDRF	Consultants, Inputs, Payments	2,100,000	
	Activity 4.2. Support launch and implementation of medium-term recovery intervention:	1,552,427	1,534,951	UNDP	DDRF	Consultants, Inputs, Payments	3,087,378	
	<b>Subtotal Output 4</b>	<b>2,552,427</b>	<b>2,634,951</b>				<b>5,187,378</b>	
<b>TOTAL without GMS</b>		<b>58,252,427</b>	<b>38,834,951</b>				<b>97,087,378</b>	
UNDP GMS (3%)		1,747,573	1,165,049				2,912,622	
<b>TOTAL</b>		<b>60,000,000</b>	<b>40,000,000</b>				<b>100,000,000</b>	

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## **IX. GOVERNANCE AND MANAGEMENT ARRANGEMENTS**

The Project will be implemented by the Ministry of Finance, Economic Affairs, Investment, Planning, Resilience, Sustainable Development, Telecommunications & Broadcasting with donor resources managed by UNDP. UNDP will frame its assistance under a support to National Implementation Modality, which implies that UNDP will provide support services (technical assistance, policy advise, procurement, cash disbursements, strategic sourcing, etc) upon request from the implementing partner, for activities within the project document or/and annual work plan. UNDP rules and regulations will be applied for support services provided by UNDP.

### **Steering Committee**

The Steering Committee will be the highest body governing the Dominica Development and Reconstruction Fund (DDRF). The Steering Committee will be chaired by the Ministry of Finance. The Steering Committee may include members from relevant government institutions (such as Housing, Public Works, and Environment). The Steering Committee composition should ensure the principles of national ownership, inclusiveness and balanced representation, as well as the need to have a manageable size for effective decision-making.

ToRs for the Steering Committee will be proposed by the DDRF Project Management Unit during the first Steering Committee meeting and shall include the following:

- Set the priorities for the project;
- Receive and approve annual and quarterly work plans and progress reports;
- Identify key constituency to contact for input during planning process;
- Help mobilise financial and other support for the project;
- Review progress and outcomes of the project
- Make policy decisions relating to the project, for example, the scope, extension, expansion or continuation of the project.
- Provide oversight and accountability over the project.
- Provide overall guidance and direction and agree on adjustments within provided tolerance levels (see Manage Change);
- Assess the achievement of results in the context of the national results/outcomes;
- Assess the quality of programming against the quality criteria for UNDP programming;
- Assess risks to the programme or project, and agree on management actions and resources to address them effectively; and
- Identify and address operational issues of programme and project implementation, including those that could lead to revisions of the project if required.

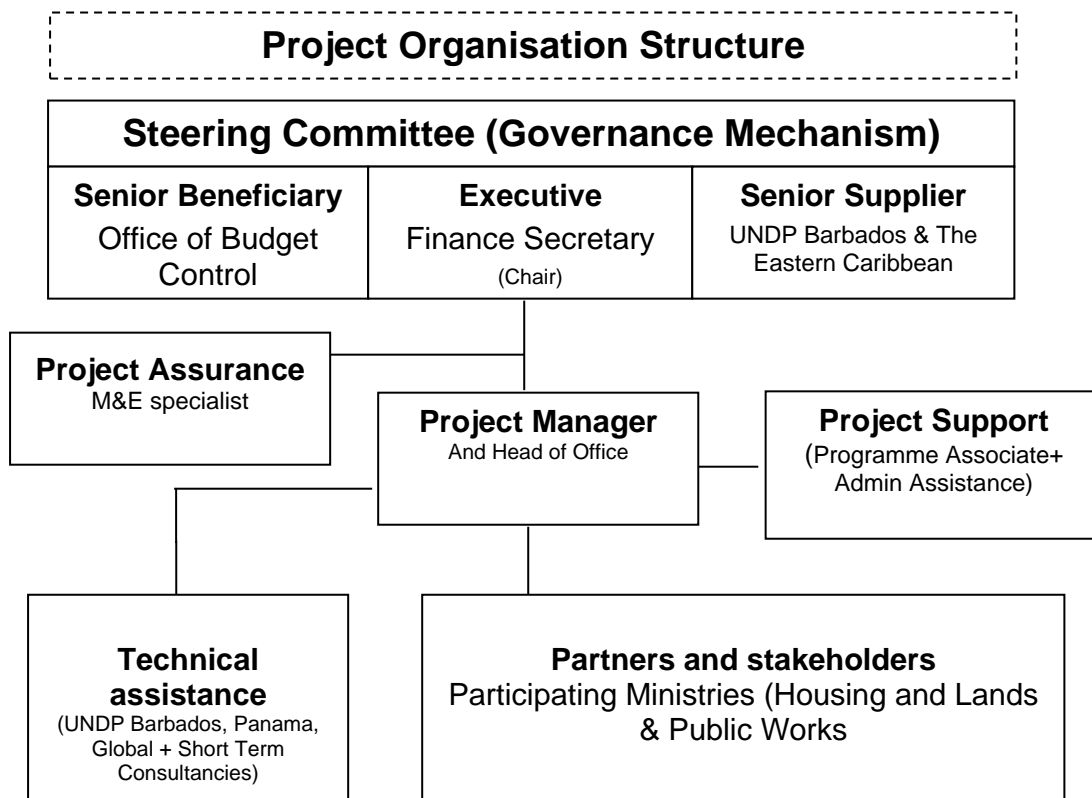
Assurance is the responsibility of each board member. The assurance role supports respective board members in carrying out oversight and monitoring functions. This role ensures appropriate management milestones are managed and completed.

Annual review meetings should take place at the time of year most effective for reviewing results and making decisions. It should verify that the recommendations of the previous review were appropriately followed up and make recommendations to overcome any new issues or seize opportunities identified. Recommendations also support the preparation of inputs into the UNDP Results-Oriented Analysis Report and other reporting required by stakeholders/donors. Changes that could adversely impact the achievement of already approved results or that could result in a (re)allocation of earmarked resources are considered amendments that must be submitted to the regional bureau for review.



The Steering Committee is responsible for making management decisions by consensus when required, including the approval of project plans and revisions, and the project manager's tolerances. It reviews evidence on project performance based on monitoring, evaluation and reporting, including progress reports and the combined delivery report. The project quality assurance report and donor should be discussed with the board, along with management actions to improve quality. Board decisions are made in accordance with standards to ensure management for development results: best value for money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the board, a final decision shall rest with the UNDP Resident Representative.

The Steering Committee is consulted when a project manager's tolerances (normally in terms of time and budget) have been exceeded. There is a tolerance for failure, as long as it: (a) results in timely course correction that improves the design of the project, and (b) leads to explicit learning that is shared within UNDP and among external partners. The Committee authorizes any major deviation from the approved multi-year workplan and decides on project changes through appropriate revisions. It ensures that required resources are committed, arbitrates any conflicts in the project, and negotiates any issues between the project and external bodies. In addition, it approves the appointment and responsibilities of the project manager and any delegation of project assurance responsibilities. Potential members of the Steering Committee are reviewed and recommended for approval during the project appraisal committee meeting. Representatives of other stakeholders can be included on the board as appropriate.



The Project Manager will 1) ensure effective project management by maintaining the delivery of appropriate technical, operational, financial and administrative outputs, while tracking the project progress through monitoring, evaluation and reporting; 2) maintain collaborative working relationships among key project partners and donors, through effective communication, consultation and reporting, and; 3) align the project with UN values and UNDP priorities.

## **DDRF Project Management**

UNDP Barbados and Eastern Caribbean States will be the Project Manager of the DDRF. In order to perform this responsibility UNDP will operate under the existing Memorandum of Understanding (MoU) with Government of Dominica and sign Financial Agreements with Donors.

## **DDRF Project Management Unit**

UNDP as Manager of the DDRF will establish a dedicated Project Management Unit to support the management and implementation of the fund. The Unit will assist the Steering Committee which shall have the primary responsibility for coordinating the overall operations of the DDRF.

The DDRF Project Management Unit will operate under the overall guidance of the UNDP senior management in Barbados and the Eastern Caribbean and UNDP rules and regulations. Additional support staff for processing cash advances, direct payments, procurement support, technical assistance, communications and logistical aspects of the implementation of the fund will be assigned by UNDP.

The Project Management Unit will work with Government in establishing a strong accountability guideline and mechanism for the use of funds in alignment with best international practices; as well as conducting regular project finance monitoring and assurance activities, including periodic monitoring visits and 'spot checks' of expenses and results achieved, to ensure prompt detection of any deviations from the project work plan and budget. The Project Management Unit will secure that monitoring and assurance actions encompass operational and financial considerations, as well as programmatic ones.

The Project Management Unit will also be responsible for coordinating independent audits and reviewing national implementation audit reports, helping the implementing partner take corrective actions to address audit recommendations, particularly in cases where qualified audit opinions are issued by the auditors. The Project Management Unit will also be responsible for coordinating and processing direct payments that are consistent with the annual work plan or project budget; requesting appropriate documentation to process payments; and securing that documentation has no inconsistencies with regards to the vendor or implementing partner approvals, etc. The Project Management Unit will also coordinate and procure (using UNDP procedures) technical assistance and south-south cooperation arrangements that maybe required by Government to strengthen capacities within planning, management and implementation of high priority reconstruction and development initiatives. This will be done in strict agreement and collaboration with the Implementing Partner. Short-term expertise will be brought on board on a consultancy basis to support the technical work under the supervision of the Steering Committee and the Implementing Partner.

The Project Management Unit shall submit periodic consolidated progress reports to the Steering Committee. Other ad hoc reports and information at the formal request of the Steering Committee including cash flow forecast may be provided. Reports shall include outcomes of any assessments, reviews and evaluations and speak to the overall M&E framework.

## **UNDP Barbados and Eastern Caribbean Multi Country Office**

UNDP Barbados and Eastern Caribbean MCO will provide human resources, strategic sourcing and procurement support in identifying and onboarding relevant technical expertise required by the DDRF. In addition, the MCO will assist the PMU with project finance including treasury operations, payroll and banking. Technical assistance will also be coordinated with and through the MCO, particularly as it relates to gender responsive recovery, resettlement, reconstruction and other areas of interest. Project management services will support the DDRF PMU in areas of monitoring and evaluation; supervisory support, partnership building, reporting, advocacy and resource mobilization.

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## **X. LEGAL CONTEXT**

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

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

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## **XI. RISK MANAGEMENT**

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/ag\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/ag_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP will ensure that the Implementing Partner abide by the following obligations that are binding on each responsible party, subcontractor and sub-recipient:
  - a. Consistent with the Article III of the SBAA, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
    - i. 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;
    - ii. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.

- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
- d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
- f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- h. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

- i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
  - j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
  - k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.
1. The schedule of payments and UNDP bank account details are provided within the signed financial agreement.
2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [] above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.
9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP."