

PROJECT DOCUMENT



Project Title: Dominica Post-Hurricane Maria Recovery Project

Project Number:

Implementing Partner: UNDP

Start Date: 1 October 2017 **End Date:** 30 September 2018 **PAC Meeting date:**

Brief Description
<p>UNDP will support the post-Hurricane Maria recovery process in Dominica by facilitating the conditions to build back better (BBB) and invest in resilience building in the country. Early recovery interventions will be a key step in this process and need to serve as an entry point for long-term engagement to address the fundamental drivers of vulnerabilities.</p> <p>The project will address this strategy through the following 2 outputs:</p> <ul style="list-style-type: none"> - Output 1: National and local capacities enhanced for the implementation and management of post-Maria recovery efforts - Output 2: Productive and human capacities and livelihoods opportunities restored for resilient economic recovery of affected communities <p>The project will be implemented in coordination and close collaboration with national authorities, particularly the Ministry of Finance, Ministry of Housing and Ministry of Planning.</p> <p>Activities include technical expertise and know-how in debris/waste management, promotion capacity to assess, plan, implement and coordinate recovery, promotion on knowledge on disaster preparedness, response and recovery and targeted support to Dominica to address restoration of priority buildings.</p>

<p>Contributing Outcome (SPD 2017-2021): Outcome 4.1: Policies and programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy in place.</p> <p>Contributing Outcome (UNDP SP 2014-2017): Outcome 5: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change</p>
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Total resources required:	
Total resources allocated:	828,107
	UNDP TRAC: 28,100
	UNDP Funding Window 250,000
	UN CERF 300,007
	UNDP CRU (Response) 100,000
	UNDP CRU (Recovery) 150,000
Unfunded:	

Signed by:

Government	UNDP
Print name: Rosamund Edwards, Finance Secretary, Ministry of Finance	Print Name: Stephen O'Malley, Resident Representative
Date:	Date: 2 November, 2017

I. DEVELOPMENT CHALLENGE

PROBLEM

The 2017 Hurricane season in the Atlantic has been particularly active. Of the 13 tropical storms that were named this year, 8 were hurricanes and of those, 5 were major hurricanes. Of the latter, 3 made landfall in the Caribbean and 2 on continental US causing tragic loss of life and widespread devastation. Hurricane Maria made landfall as category 5 hurricane in Dominica on 18 September, also affecting Guadeloupe, Martinique, Puerto Rico, St. Kitts and Nevis, Montserrat and the US and British Virgin Islands. With 260 km/h maximum sustained wind speeds, hurricane Maria passed over Dominica causing mass destruction and directly affecting some 73,000 people (the entire population). There are 27 confirmed deaths and 31 persons are reported missing¹. Critical infrastructure in Dominica - including electrical lines, houses, public buildings and government offices, schools, hospitals, and private structures key to the economy and people's livelihoods (e.g. hotels, fish processing plants) were significantly damaged. 2,911 people were residing in 108 collective centres visited by the International Organization for Migration (IOM) by the third week of October. The total number of internally displaced persons (IDPs) is unclear as some collective centres have not yet been reached and an unknown number is staying with friends or family.

An assessment utilising satellite imagery carried out by the Pacific Disaster Center indicates that more than 16,000 houses (some 62% of the 26,085 houses² have been highly damaged or destroyed. It also estimated that 10% of houses were slightly damaged, 28% moderately damaged³. A housing assessment is planned to have a clearer picture of the total housing needs and to inform housing repair and reconstruction programmes. Debris, waste management and sanitation remain a critical concern.

According to CDEMA's Hurricane Maria Impact Report, 100% of agriculture was destroyed and severe damage was caused to forest reserves, fisheries, farm housing, irrigation infrastructure, feeder roads, crops and livestock production, threatening the island's food security and impacting livelihoods. The 2017 Flash Appeal⁴ has named the protection, support, and rehabilitation of livelihoods as a key priority, particularly for the most vulnerable groups.

When Hurricane Maria hit Dominica, the country was still recovering from TS Erika, which in 2015 resulted in damages and losses totalling EC\$1.3 billion (US\$483 million), which is equivalent to approximately 90% of the Dominica's GDP. The affected populations suffered death, injury, psycho social trauma, loss of assets, livelihoods and income, more than 500 homeless⁵.

Vulnerable Populations

According to 2017 national statistics, the population in Dominica is 73,897, mostly clustered along the coast, with roughly a third living in the parish of St. George, in or around the capital of Roseau; the volcanic interior is sparsely populated. It is estimated that the communities most affected by Tropical Storm Erika in 2015, have most likely faced the brunt of Hurricane Maria⁶. The most vulnerable parishes identified after TS Erika are St. Andrew, St. David, St. Paul, St. Patrick, and St. Joseph. The Parishes of St. Patrick and St. David contain between 40 and 42% poor, over 50% of its population deemed vulnerable, and had by far (41%) the largest proportion of households affected by TS Erika. The highest number of homes totally destroyed were found in St. Patrick (250) followed by St. Joseph (50).

The most vulnerable populations including the poor, indigenous people and those in rural communities will suffer the most in disaster due to lower economic, social, and health resilience. Children and elderly are more vulnerable to hazard impacts and Dominica has approximately 41.9% of the population comprised of children and youth below 25 years old, with a quarter of the population under the age of 14⁷. The elderly aged 60 years and above account for 14.8% of the population, the majority of which are female. The latest country poverty assessment indicated that more than half of the children and youth in Dominica live in poor households. Many of these reside in female-headed households, which

¹ CDEMA 2017. Hurricane Maria Impact Report

² 2011 Census

³ <http://www.pdc.org/event-products/preview/?id=1651>

⁴ <https://reliefweb.int/report/dominica/dominica-flash-appeal-2017-hurricane-maria-september-december-2017>

⁵ Government of the Commonwealth of Dominica. The Commonwealth of Dominica: Social and Livelihood Assessment Following Tropical Storm Erika.

⁶ 2017 Flash Appeal Hurricane Maria

⁷ Government of the Common Wealth of Dominica. 2015. Rapid damage and impact assessment, Tropical Storm Erika.

represent over 39% of total households. Following TS Erika, women headed households represented approximately 45% of those displaced in the most disaster affected communities⁸.

Gender is an important contributing factor in vulnerability to disaster. Women and men are impacted differently by disaster risk management policies, programmes, and projects. Women of all ages are often considered more vulnerable during climate-related hazards and they often face disproportionate risks due to factors such as economic conditions, cultural beliefs, traditional practices and gender roles. Indigenous populations are also considered particularly vulnerable to climate change due to structural inequalities and social marginalization. Pervasive structural inequalities continue to inhibit the ability of the most vulnerable to build their resilience. Women, children/youth, elderly, persons with disabilities, and indigenous populations remain socially, economically and politically marginalized⁹. Kalinago communities who live along the coast in Dominica are considered among the most vulnerable. Some of these communities have limited or no accessibility following Hurricane Maria, leaving these communities still waiting for relief¹⁰.

Economic and Fiscal Status

Caribbean small island developing states (SIDS) have limited fiscal capacity and flexibility to meet the investment requirements required for post-disaster recovery. Most Caribbean countries are burdened by high and unsustainable ratios of government debt to GDP. Caribbean SIDS presently allocate less than 4% of fiscal expenditures to capital investment, which is below trend and at variance with expanded investment requirements for economic transformation, climate change adaptation and mitigation, and expansion of economic and social infrastructure, among others. In contrast, the islands are highly vulnerable to climatic hazards and would require serious investment to reduce risks and vulnerabilities to mitigate the impact of such events. Dominica, as a Caribbean SIDS, is not immune and has an average annual loss from disasters of 2.1% of its GDP.

The Dominican economy has been dependent on agriculture - primarily bananas, but increasingly has been driven by tourism as the government seeks to promote Dominica as an "ecotourism" destination. Moreover, Dominica has an offshore medical education sector. In 2003, the government began a comprehensive restructuring of the economy - including the elimination of price controls, privatization of the state banana company, and tax increases - to address an economic and financial crisis and to meet IMF requirements. In 2009 and 2013, the economy contracted because of the global recession; growth remains anemic. Although public debt levels continue to exceed pre-recession levels, the debt burden declined from 78% of GDP in 2011 to approximately 70% in 2012. Composition of GDP includes agriculture: 14.7%, industry: 15.5% and services: 69.8% (2016 est.).

Government Priorities

The Government of the Commonwealth of Dominica has a recovery plan which has identified making every sector of the economy and society climate resilient.

Using lessons learned from other countries around the world, including Indonesia in their rehabilitation and reconstruction after the 2004 tsunami and similarly Grenada following Hurricane Ivan in 2004, the Government of the Commonwealth of Dominica has a goal of building back better in order to be the first climate resilient nation. The government has a priority of building disaster resilient homes, restarting the economy, and building resilience quickly in order to survive the next hurricane season. Following further consultations, the government will establish the Climate Resilient Execution Agency for Dominica (CREAD) to guide processes.

RESPONSE TO DATE

Following the hurricanes, the CCRIF has been providing pay-outs to the affected countries, with Dominica receiving over US\$19 million. The country might also receive additional financing through its excess rainfall policy with CCRIF - assessments as to whether that policy was triggered are ongoing.

⁸ Government of the Commonwealth of Dominica. The Commonwealth of Dominica: Social and Livelihood Assessment Following Tropical Storm Erika.

⁹ United Nations Office for Disaster Risk Reduction [UNISDR] 2015. Global assessment report on disaster risk reduction. making development sustainable: The future of disaster risk management

¹⁰ 2017 Flash Appeal Hurricane Maria

The Flash Appeal (FA) for Dominica targets 54,000 people and has a total budget of US\$31.1 million, with US\$ 3,666,795 requested for the Early Recovery sector¹¹. UNDP will lead the Early Recovery sector and will provide support to the Coordination component of the FA. The Central Emergency Relief Fund (CERF) allocated US\$3.5 million of which UNDP received US\$300,007 for debris and waste management.

UNDP immediately deployed a first responder to Dominica. Moreover, UNDP has been called upon to co-lead with OCHA a Crisis Management Unit linking relief and recovery at the request of the Prime Minister. In addition to providing technical expertise through deployment, UNDP has also made allocations earmarked to Dominica. UNDP has already committed USD 600,000 in support to Dominica recovery efforts. These resources come from RBLAC (USD 100,000), BPPS (USD 250,000) and CRU (250,000). UNDP also coordinates and provide sectoral expertise to the on-going PDNA in Dominica.

Furthermore, the Government of China has provided USD 3,000,000 to procure roofing materials to restore damaged/destroyed roofs and provide training on building back better.

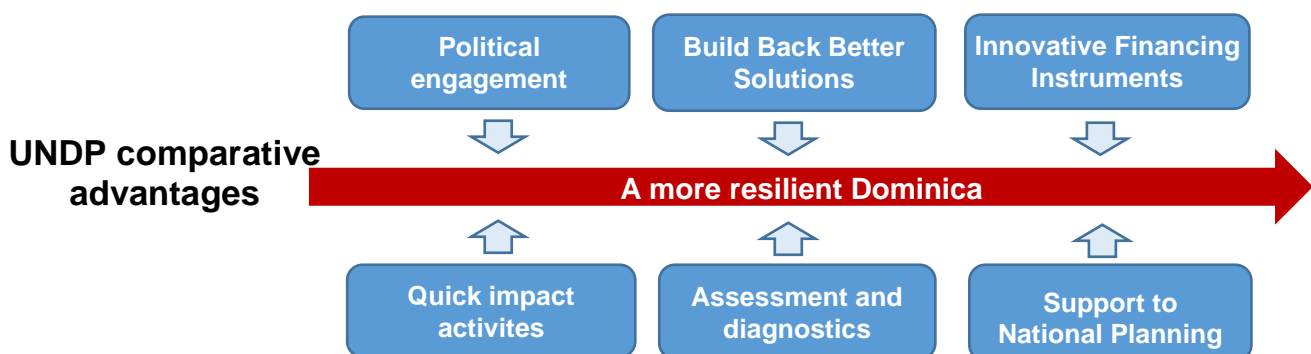
Institutional context

At the Prime Minister's request, UNDP and OCHA have established a Crisis Management Unit (CMU). Through the United Nations Resident Coordinator, the CMU will report to the Emergency Relief Coordinator and the United Nations Development Group Chair. The CMU will be located in the Prime Minister's Office with Senior Ministerial and CARICOM officials. The CMU will liaise closely with CDEMA. This joint effort will foster humanitarian and development linkages and be a practical articulation of the New Way of Working. The CMU will support the Government of Dominica to drive relief efforts and implement recovery initiatives that 'build back better' and promote resilience. The CMU will remain in place for three to six months.

II. STRATEGY

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

Capitalizing on the momentum and awareness created by the current hurricane season, the immediate support through early recovery interventions will be critical to open a national dialogue for policy change toward strengthening resilience.



The issues observed in Dominica are mostly related to resilience and governance. Specifically:

- Limited integration of climate and risk reduction measures into policies and of their implementation;
- Outdated building codes not officially adopted, inconsistently applied, and weakly enforced in the infrastructure and housing sectors;
- Land use not informed by risk assessment and/or standards not applied;
- Presence of pockets of vulnerable populations - comprising poor people, migrants and undocumented persons.

¹¹ <https://reliefweb.int/report/dominica/dominica-flash-appeal-2017-hurricane-maria-september-december-2017>

- Inadequate access to concessional financing, resilience funding and climate and disasters funds; particularly drawing down on these resources

Initial rapid assessments indicate that the number of damaged and/or destroyed buildings on the island is over 20,000 units with the entire population affected. Information on livelihoods, community infrastructure or impact on core government functions is still being collected.

The UNDP's response strategy intends to focus on families that have lost their homes and livelihoods and communities trying initiate recovery activities such as restoration of basic services, rehabilitation of public infrastructure and the local economy. National authorities and institutions that require support on early recovery, build back better and disaster risk reduction to face the impact of natural hazards and climate change.

The response strategy will focus on debris management of damaged houses and community infrastructure (removal, reuse and recycling of construction materials). Management for correct handling, recycling or disposal the waste left by the strong winds, will receive attention under the strategy. Prevention of contamination of clean water sources, soil and others and adequate management of disposal sites will be prioritised. There is an acute need for clearing of roads and management of debris, sediments and disaster waste. Approximately 75 per cent of trees are reported blown down or having foliage and branches stripped.

Agricultural assets have been lost, and crop and livestock production, coastal fishery and forests have been severely affected, producing further waste, including potentially agrochemical pollution. There are reports of loss of cattle, sheep, goats, poultry, pigs and other livestock, which suggests that appropriate management of these wastes will be required to avoid public health risks.

Disaster waste places an additional burden on a nation or community already struggling to cope, and it often overwhelms existing waste management services and infrastructure. Experiences from past disasters show that inappropriate handling of waste in the immediate aftermath of a disaster may cause future environmental problems. Disaster waste management is an integrated approach where early interventions may lead to more effective response and recovery operations with less impact on the environment and better use of natural resources. There is a very real risk of increased morbidity and mortality due to the contamination of water, exposure to hazardous waste, exposure to chemical pollution and long-term exposure to environmental legacies as a result of poor management of hazardous wastes.

In line with this intervention strategy, the main proposed areas of work are listed below:

- **Support to national/local authorities to assess, plan and implement recovery:**
UNDP will assist governments to conduct a Post-Disaster Needs Assessments (PDNA) in collaboration with other international partners (WB and EU). Assistance will also extend to the development of recovery frameworks to plan recovery.
- UNDP will provide advice and technical support in setting up the institutional arrangements suited to a small island country to undertake a **recovery process**. Similarly, UNDP can also assist the government in drafting policies and guidelines for recovery.
- **Provide technical expertise in debris/waste management to open the path to recovery:**
UNDP will provide technical assistance to the relevant sector ministries and local authorities seconding experts in debris and waste management while supporting skills development in these areas. Activities will include assessments, planning and coordinating debris and waste removal, technical assistance for safe waste disposal and recycling of debris to support micro-enterprises and small and medium businesses.
- **Provide short term emergency employment opportunities for affected families (cash-for-work schemes)**
This approach will help to ensure that affected families become direct recovery agents while serving to inject cash in the communities and facilitate the procurement and distribution of tools, building supplies, equipment, training and technical capacity (engineers, architects).
- UNDP will support a **comprehensive building damage assessment** in support of the national process led by the Ministry of Housing and in cooperation with other UN agencies and regional partners such as the University of the West Indies. UNDP foresees application of an advanced process including capturing of data digitally in the field and compiled in a database for effective analysis. This will also support the capacity building of national structures for field and post disaster assessments, and guide the housing reconstruction process.

As agreed during the World Humanitarian Summit, international partners commit to implementing a New Way of Working that meets people's immediate humanitarian needs while reducing risk and vulnerability. In this regard, UNDP will seek opportunities for collaboration and coordination with other UN agencies, NGOs and International Financing Institutions (IFIs) on the ground. Specifically, UNDP will engage with WFP and UNWOMEN on gender responsive emergency employment interventions; with UN Environment for waste management; and with IOM and UNOPS on temporary/permanent housing reconstruction (technical advice on BBB from UNDP). UNDP will also seek to work in close concert with the Caribbean Development Bank (CDB) and the World Bank (WB) in assessing the needs, elaborating recovery frameworks and examining alternative financing options.

PRIORITY AREAS OF INTERVENTION

UNDP's support to the hurricane Maria recovery process in Dominica will be anchored in the resilience-based approach as expressed in UNDP's Strategic Plan. This involves supporting resilient housing, creating gender-balanced employment and livelihoods, improving equitable access to resources and building capacities at national, sub-national and community and individual levels for disaster preparedness and recovery. This approach enables bridging of humanitarian and long-term development efforts, reduces risks and builds resilience.

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

UNDP'S ROLE

UNDP helps national and local governments address the underlying vulnerabilities that cause susceptibility to disasters and moves communities toward risk-informed actions and trajectories. In the immediate aftermath of the disaster, UNDP facilitates recovery through combining the community re-establishment with injecting financial resources at a household level, through emergency employment in debris management, reconstruction and/or community infrastructure rehabilitation. This approach to recovery not only meets the immediate needs in the affected regions to kick-start recovery, but also creates conditions for long-term recovery, resilience to multiple shocks, and sustainable development. In response to Hurricane Maria, UNDP's interventions will focus on enhancing resilience through programmes to restore livelihoods, strengthen governance capacities (national and local levels) to coordinate and manage recovery processes, integrate risk reduction measures in recovery activities, and deliver basic services.

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

The approach is guided by the two international frameworks: The Outcome of the World Humanitarian Summit and the Sendai Framework for Disaster Risk Reduction 2015-2030. The World Humanitarian Summit Framework reached 32 core commitments through 7 round tables, including calls for strengthened gender perspective in humanitarian crisis settings.¹² In particular, the 6th round table, "Natural disasters and climate change, managing risks and crises differently" concluded with core commitments that are significant to this project. Through the proposed interventions, UNDP will work to reinforce national and local management of disaster and climate change risks (core commitment 24); implement risk reduction and climate change strategies and plans (core commitment 23); and build community resilience as a critical first line of response (core commitment 26). Further, the project will deliver on the shifts/changes in direction agreed in the WHS Framework. In particular, the proposed interventions of this project will be guided by the suggested direction under the core responsibility 4, "Working differently to end need" including: to reinforce, not replace, national and local systems; to anticipate, not wait for, crises; and to deliver collective outcomes by transcending humanitarian-development divides¹³.

These efforts also deliver on the Sendai Framework, especially under Priority area for action 4: Enhancing disaster preparedness for effective response and to "build back better" in recovery, rehabilitation and reconstruction. This

¹² Core WHS commitments include: 1) empower Women and Girls as change agents and leaders; 2) ensure universal

¹³ World Humanitarian Summit: Commitments to Action,

https://www.worldhumanitariansummit.org/sites/default/files/media/WHS%20Commitment%20to%20Action_8September2016.pdf

priority facilitates the link between relief, rehabilitation and development and the use of opportunities during the recovery phase to develop capacities that reduce disaster risk in the short, medium and long term. Disaster risk reduction is integrated into recovery with recognition of gendered perspectives, through measures such as land use planning, structural standards improvement, and the sharing of expertise, knowledge, and lessons learned to integrate post-disaster reconstruction into the economic and social sustainable development of affected areas.

III. RESULTS AND PARTNERSHIPS

EXPECTED RESULTS

In response to the needs and priority areas identified, the project will provide support to national government partners for immediate technical expertise in debris/waste management and housing repair/reconstruction for early recovery. In parallel, high level political engagement at a national and regional level will enable the implementation of concrete measures to strengthen resilience and build back better.

This will be achieved through 2 expected results:

Output 1: National and local capacities enhanced for the implementation and management of post-Maria recovery efforts

Under this output the project will support the Dominica government with immediate technical support to facilitate post-hurricane early recovery priority actions with a long-term engagement approach. A primary emphasis will be placed on returning the affected communities to a state of normalcy through debris removal which will improve sanitary conditions, facilitate reconstruction and early to longer term recovery. This will subsequently lead to support emergency livelihoods in the rebuilding phase, with high emphasis on building back better, and to allow return of evacuated populations.

Additionally, efforts will be made to strengthen the national and local coordination capacity of the recovery process. This involves the set-up of a Crisis Management Unit (CMU) to support the Government of Dominica to coordinate relief efforts and to coordinate and implement recovery initiatives that ‘build back better’ and promote resilience. The CMU is expected to work closely with the Office of the Prime Minister, the Ministry of Finance and other key government entities for planning and coordination of relief, establishment of debris removal coordination structures under the leadership of the government and conducting post disaster assessments and informal diagnosis of the disaster management system.

Along this line of work, the project will work with the Government of Dominica in supporting the national mechanisms to realise recovery and reconstruction that is risk resilient and carbon neutral as outlined by the Prime Minister. The approach being considered by the Government will draw on past examples, including the Executing Agency for Rehabilitation and Reconstruction in Indonesia after the 2004 Tsunami.

There will be a focus on enhancing standards and approaches for resilience to disaster and BBB in current recovery efforts. Particular attention will be paid to include measures for BBB in plans and sectorial interventions, leveraging ongoing relevant activities and expertise. Reinforcing BBB through training of construction professionals and public awareness programs for the general public and specifically homeowners will also be undertaken.

UNDP will support recovery planning, and will provide technical assistance and implementing capacity in areas related to damage and needs assessments, and support to authorities in the formulation of recovery strategies focusing on resilience, building back better and the achievement of the Sustainable Development Goals. The project will assess structural damage using a nationally standardized methodology based on the level of damage sustained. This will establish the basis for house repairs and reconstruction for Dominica.

Activity Result 1.1. Damage and needs are comprehensively assessed and inform the recovery strategy developed

Activity 1.1.1 National government capacities strengthened to assess, plan, implement and coordinate recovery efforts

This activity will support the conduct of a PDNA, development of the recovery strategy and their dissemination. In doing so, there will be efforts taken to set up and roll-out a government fund for recovery and adapt the existing aid coordination database that speaks to how donors are coming together, to Hurricane Maria efforts. This database will be complemented by national aid coordination mechanisms – in the form of sectoral tables – which will ensure monitoring of progress.

Activity 1.1.2. Comprehensive building damage assessment conducted

With support from international partners and local professionals, the project will seek to carry out an assessment of the structural damage of buildings across the island of Dominica. UNDP will work with national authorities to ensure that the proposed methodology is fully adapted at the national context, and that the results provide the basis for the rehabilitation and reconstruction work.

Activity Result 1.2 Early recovery phase completed and transitioned to recovery and reconstruction

Activity 1.2.1 Support to thematic early recovery planning

This activity will support national and local level early recovery planning and coordination through partnership with other UN agencies in key areas: environmental impact evaluation, waste management planning and coordination, and housing recovery efforts; and facilitate exchange of practices and expertise and provide training to professionals to accelerate recovery. Coordination through the CMU will ensure a multidisciplinary and gender responsive approach to planned approaches, with prioritisation of the most vulnerable and emphasising AAP.

Activity 1.2.2 Support to the implementation of the Recovery and Reconstruction Strategy

UNDP will support the national recovery and reconstruction strategy implementation through the advice on approaches relevant to Dominica and the priorities defined; through the advice on critical functions and structures necessary including inclusive governance; and finally through the recruitment of key functions in support of this process. This will specifically include reevaluation of the post-Tropical storm Erika Resettlement Strategy and environmental and risk assessment of the proposed resettlement sites supported by UNDP.

UNDP will provide technical and advisory support through the CMU and proposed mechanisms to advance recovery and resilience, focusing on a gender-responsive human rights-based approach that meets the needs of the most vulnerable groups (e.g. indigenous people, the elderly, women, children, female-headed households, low income earners).

Output 2: Productive and human capacities reinitiated for economic early recovery of affected communities

Under this output, UNDP will focus on rehabilitation of basic services and community infrastructure such as electricity, water supplies, security or others; assisting the identification of priority actions in key economic sectors, micro, small and medium-sized enterprises (MSMEs); and governance coordination at local, regional and national level, depending upon request.

Community centred approaches will be adopted to provide construction materials, tools and light equipment, and training on debris and waste management and removal.

The strategy aims to provide short-term employment opportunities for affected families. This approach will help to ensure that affected families become direct recovery agents while serving to inject cash into the communities and facilitate the procurement and distribution of tools, building supplies, equipment, training and technical capacity.

Activity Result 2.1: Organic debris and solid waste are safely removed and managed using environmentally sensitive methods

Activity 2.1.1 Coordination of debris and waste management for livelihood stabilization

An assessment will be undertaken on organic debris and solid waste (i.e. volume, urban/rural, types, etc.) which needs to be cleared. UNDP will use a cash for work (CfW) modality for its removal and management through the National Employment Programme (NEP) to provide emergency livelihood stabilization. This will be complemented by providing training and equipment to debris management workers. The reusable and recyclable material will be used in rehabilitation of community infrastructure and housing or as raw material for livelihoods if applicable. At the same time, UNDP will enhance communities' capacity to engage in the planning, coordination and implementation of organic debris and waste removal and management.

Activity Result 2.2: Technical support provided for rehabilitation of key community infrastructure for resumption of services

Activity 2.2.1 Support to community infrastructure planning for rehabilitation integrating disaster-risk resilient and environmental conservation standards

UNDP will conduct rapid needs assessment for community infrastructure rehabilitation. It will provide support to the planning and implementation of risk resilient and environmentally sustainable community infrastructure rehabilitation.

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

This initiative, as a core principle, will ensure that gender considerations are fully integrated. A harmonised beneficiary targeting mechanism is being developed through cooperation of the CMU and humanitarian actors to identify the most vulnerable for response and recovery operations.

RESOURCES REQUIRED

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

The project investment is primarily in human and institutional resources for tools and technical assistance. These include international and local experts in debris and waste removal, programme specialists, first responders, recovery advisors and specialists, senior coordinator, PDNA coordinator, housing experts, assessment experts, procurement and logistics specialist, and planning officers.

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

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

PARTNERSHIP ARRANGEMENTS

There are partnership possibilities at the national and local levels on the basis of agencies' mandates and responsibility, and presence in the programme areas. These include:

- The design and implementation of the short-term employment opportunities will be undertaken in collaboration with UNEP, OCHA, national Red Cross Society, IOM and ILO.
- PDNA for the recovery and reconstruction will be conducted with the participation of WB, EU and other UN agencies.
- Debris management team will combine with OCHA personnel.

At the national level, the main counterpart will include Government partners including the Office of the Prime Minister, line Ministries as the Ministry of Finance, the Ministry of Planning, Economic Development and Investment, the Ministry of Trade, Energy and Employment, the Ministry of Social Services, Family and Gender Affairs, the Ministry of Health and Environment, and the Ministry of Justice, Immigration and National Security and its Office of Disaster Management and local authorities. UNDP will also collaborate with Public Works Corporation and other departments providing community services.

RISKS AND ASSUMPTIONS

There are multiple risk factors associated with hurricane María response and recovery. This event resulted in widespread destruction of houses and infrastructure, disruption of basic service provision and has caused extensive damage and losses in income generating activities. In several places, coordination at local level is difficult despite the efforts of relevant authorities. The debris has created an immediate health risk, with stagnation of water, decaying animals and potential leakage of chemicals leading to growing populations of mosquitoes, rodents and other vectors, contamination of water and soils. Additionally, logistics were challenging with many airports, ports and roads severely damaged or compromised, and debris presents challenges to accessibility of relief and restoration of services to some of the population. While there has been substantial improvement in the conditions over the month since Hurricane Maria, the return to a sense of normality will take a significant period of time.

On the recovery side, disaster risk is determined by probability and consequences; factors influencing consequence or impact are related to underlying social, economic, political and environmental vulnerability.

UNDP's role within the configuration will evolve with the situation on the ground, shifting from early to longer-term recovery, and UNDP will need to periodically re-evaluate its function vis-à-vis other players, particularly with regard to emerging areas of work such as insurance and finance. Therefore, its role in the CMU and through the RC System will be vital in ensuring the complementarity of UN System and development partner actions.

#	Risks	Mitigation measure
1	Organisational: Government's limited capacity to engage into long-term resilience building initiatives and this induces important reputational risk for UNDP.	A Team Leader of the Crisis Management Unit (TL CMU) and a Recovery Advisor (RA) are deployed to establish UNDP's presence and dialogue with the government. The TL CMU and/or the RA needs to regularly update the Resident Coordinator and Barbados and the OECS sub-regional office (SRO) DRR programme team and advise on any issues, proposing possible solutions/next steps. At a regional level, and given the interlinkages of several response operations and the need to integrate resilience principles given the Caribbean's vulnerability, UNDP will deploy a Senior Resilience Advisor (SRA) to CARICOM Secretariat.
2	Organisational Limited participation of institutions	Promote constant dialogue and involvement of institutions for strengthening their commitment
3	Operational: Limited involvement of decision makers in strategic project activities	UNDP will maintain direct dialogue with the decision-making level of the national entities so that channels of communication and coordination can find alternative solutions in a timely manner.
4	Financial: The recovery framework is built on the assumption that the additional resources necessary to move forward long-term engagement and programmes will be mobilized from donors.	The Country Office will engage in continuous resource mobilization at country/regional level, coordinating closely with the aid community. UNDP HQ will ensure advocacy and support to resource mobilisation with donors' headquarters, including coordinating a Donor Conference.
5	Operational: The expertise provided by this recovery framework is limited in time, therefore actions must be embedded in and driven by nationally-defined priorities.	The recovery framework must be sequenced to ensure appropriate absorption. The RA and other technical support will need to be embedded in national structures to ensure coherence and clarity of needs, which must be effectively communicated to the Barbados SRO for planning longer-term programming.
6	Environmental: Occurrence of a disaster, particularly during the hurricane season, at national or regional level that may require urgent emergency measures and change of priorities due to response and recovery actions	Focus will be on accelerating implementation before the next hurricane season to ensure a level of preparedness for possible impacts. In case a disaster occurs, support will be provided for coordination in the management of emergencies.

STAKEHOLDER ENGAGEMENT

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

At local level, efforts will be taken to support local leadership and accountability in recovery implementation, administration and financial management of recovery processes. Direct dialogue with affected persons, especially the most vulnerable, is critical to ensuring design of gender responsive interventions that address targeted needs. This process will be integrated initially into the PDNA, and combined with the harmonized beneficiary targeting criteria being developed by the CMU.

Critical actors at the national level will be the Ministry of Justice, Immigration and National Security including its Office of Disaster Management (ODM); Ministry of Finance; Ministry of Planning, Economic Planning and Investment; and Ministry of Housing, Lands and Water Resource Management and eventually the CREAD.

SUSTAINABILITY AND SCALE-UP

Sustainability is a fundamental concept in the project design, as local and national capacities and community well-being is central to achieving results. Building on existing capacity, the project will strengthen the existing national recovery coordination systems, through diagnosis of disaster management systems and review of governance arrangements, which will ensure effective progress. At local level, capacity for recovery will be strengthened through trainings for recovery planning, solid waste and debris management planning and community infrastructure rehabilitation planning. The Community Centre for housing repair will be established and utilized to support communities' Recovery Plans, with government involvement. Efforts will be also taken toward recovery of local businesses and entrepreneurs, including those led by women and youth.

IV. PROJECT MANAGEMENT

UNDP Barbados and the OECS Sub-regional Office is responsible for the overall implementation of the project to meet the expected results. The UNDP team in Dominica for the coordination of the recovery efforts will be responsible for the implementation of project activities at local level, monitoring and communications with national counterparts in close coordination with the Barbados and the OECS Sub-regional Office.

UNDP's Crisis Response Unit (CRU) will be key in the technical support and guidance throughout the project by providing direct and immediate support to UNDP colleagues, governments and local counterparts in the recovery and coordination of the emergency with a long-term engagement approach.

The following principles will govern management and implementation arrangements:

- The initial focus of UNDP assistance is on rapid delivery of assistance within the context of meeting immediate and early recovery needs of affected communities. However, from the outset the aim will be to promote approaches and activities that go beyond initial recovery towards more sustained social and economic recovery.
- A flexible approach to development and implementation of recovery activities will be employed, through partnerships with UN agencies, and with options for engaging a range of implementing partners including local NGOs, international NGOs and others;
- Implementation of recovery activities will seek to employ modalities that strengthen sustainable local level capacities.
- Safety and security of UNDP staff, project personnel and implementing partners will be a key priority. UNDP projects will allocate resources for safety and security measures. This will include resources for efficient communications (with adequate redundancy), safety of project offices and personnel and other measures. Regular monitoring visits will be undertaken to ensure that efficient safety and security systems are in place.
- The management of recovery activities will promote strong collaboration and complementarities with other national and international assistance in the affected area.

V. RESULTS FRAMEWORK

<p>Intended Outcome as stated in the Sub-Regional Programme Results and Resource Framework: Outcome 4.1: Policies and programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy in place</p>								
<p>Outcome indicators as stated in the Sub-Regional Results and Resources Framework, including baseline and targets: Outcome 4.1.2. No. of countries where sustainable, resilient and resource-efficient construction and retrofitting has been carried out in at least one government building. Baseline: 3 Target: 10 Outcome 4.1.4. No. of countries with National Adaptation Plans or Disaster Risk Reduction and Climate Resilient strategies under implementation Baseline: 1 Target: 6 UNDP Sub-Regional Programme Document Indicators: Indicator 2.3.2. No. of new and updated national and community level mechanisms to prepare for and recover from disaster events (e.g. evacuation procedures, stockpiles, search and rescue, communication protocols and recovery preparedness plans, etc.) Baseline: 0 Target: 6 (Antigua and Barbuda, Barbados, Dominica, Grenada, St. Lucia, St. Vincent and the Grenadines)</p>								
<p>Applicable Outputs from the UNDP Strategic Plan: Output 4.3. Effective institutional, legislative and policy frameworks in place to enhance the implementation of disaster and climate risk management measures at national and subnational levels Output 6.1. From the humanitarian phase after crisis, early economic revitalization generates jobs and other environmentally sustainable livelihoods opportunities for crisis affected men and women</p>								
<p>Project title and Atlas Project Number: Dominica Post-Hurricane Maria Recovery Project</p>								
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	TOTAL	
Output 1: National and local capacities enhanced for the implementation and	1.1 Number of buildings assessed for damage	CMU	0	2017	1,5000	10,000	25,000	Assessment reports
	1.2 PDNA finalised and presented to the Government	Office of the Prime Minister	0	2017	1	0	1	PDNA report, OPM communications

management of post-Maria recovery efforts	1.3 Recovery and reconstruction strategy developed	UNDP	0	2017	1	0	1	Recovery and Reconstruction Strategy
	1.4 Programme designed to support communities in boosting recovery efforts	UNDP	0	2017	0	1	1	Programme document
Output 2: Productive and human capacities reinitiated for economic early recovery of affected communities	2.1 Number of men and women beneficiaries engaged in emergency employment	NEP	0	2017	500	0	500	Beneficiary registry
	2.2 Rapid needs assessment for community infrastructure rehabilitation developed	UNDP	0	2017	0	1	10%	Rapid needs assessment report
	2.3 Emergency debris and waste management plan developed	CMU	0	2017	1	0	1	Waste management plan
	2.4 Number of persons trained in organic debris and waste management, disaggregated by sex	UNDP	0	2017	500	0	500	Training report and evaluation
	2.5 \$ in income received by beneficiaries (through cash for work), disaggregated by sex	Project	0	2017	223,000	0	223,000	Beneficiary registry/Financial records

VI. MONITORING AND EVALUATION

Monitoring and reporting Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly	Indicator monitoring; field visits; slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risk logs updated and maintained; risks are identified by project management and actions are taken to manage risk.		
Learn	Knowledge, good practices and lessons will be captured in a final evaluation	Annually/Final	Field visits and consultations; relevant lessons are captured by the project team and used to inform management decisions. Final lessons learned publication will be produced.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually/Final	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Project Report	A progress report will be presented to the Project Board and key stakeholders.	Annually/Final Report	Compilation of results achieved against annual targets at output level, quality rating summary, updated risk log, and any evaluation or review reports over the period.		
Project Review (Project Board)	The project board will hold annual project review to assess the performance of the project and review the Multi-Year Work Plan. In the final year, the	Annually/Final	Meetings; travel, if relevant. Review of quality concerns or slower than expected progress and discussion as		

	Project Board will 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.		to management actions to be taken to address the issues identified.		
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VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS AND ACTIVITY RESULTS	PLANNED ACTIVITIES	PLANNED BUDGET BY YEAR			RESPONSIBLE PARTY	PLANNED BUDGET		
		2017	2018	2019		Funding Source	Budget Description	Amount
Output 1. National and local capacities enhanced for the implementation and management of post-Maria recovery efforts								
Activity Result 1.1: Damage and needs are comprehensively assessed and inform the recovery strategy developed	1.1.1 Strengthen national government capacities to assess, plan, implement and coordinate recovery efforts <ul style="list-style-type: none"> Provide technical support to PDNA process Coordinate the conducting of the PDNA and completion of the recovery strategy Provide guidance and technical support in the formulation and implementation of the recovery strategy Advise so that measures for BBB and are integrated into sectorial interventions 	33,000	0		UNDP SRO	CRU	71200 Intl Consultants	33,000
		30,000	0		UNDP SRO	CRU	71400 Service Contractor	30,000
		20,000	0		UNDP SRO	CRU	71600 Travel	20,000
		2,000	0		UNDP SRO	CRU	72400 Communications	2,000
		5,000	0		UNDP SRO	CRU	75700 Training	5,000
		8,000	0		UNDP SRO	CRU	64300 DPC Staff Costs	8,000
		2,000	0		UNDP SRO	CRU	74599 DPC GOE	2,000
		Subtotal						
	1.1.2 Comprehensive damage building assessment conducted <ul style="list-style-type: none"> Training of assessment teams (90 engineers, 10 supervisors, 1 coordinator) and provision of equipment Development of a master database Carry out a structural damage assessment of buildings 	75,700	37,800		UNDP SRO	EDRCR Funding Window	71200 Intl Consultants	113,500
		20,000	10,000		UNDP SRO	EDRCR Funding Window	71300 Local Consultants	30,000
		20,000	10,000		UNDP SRO	EDRCR Funding Window	71600 Travel	30,000
		10,000	0		UNDP SRO	EDRCR Funding Window	72200 Equipment	10,000

		1,000	2,000		UNDP SRO	EDRCR Funding Window	72400 Communications	3,000
		1,000	1,000		UNDP SRO	EDRCR Funding Window	72500 Supplies	2,000
		10,000	0		UNDP SRO	EDRCR Funding Window	72800 Information Technology Equipment	10,000
		15,000	0		UNDP SRO	EDRCR Funding Window	75700 Training	15,000
		300	200		UNDP SRO	EDRCR Funding Window	74500 Miscellaneous	500
		9,344	4,640		UNDP SRO	EDRCR Funding Window	64300 DPC staff	13,974
		3,810.86	1,860		UNDP SRO	EDRCR Funding Window	74599 DPC GOE	5,670.86
	Subtotal							233,644.86
	GMS (7%)							16,355.14
	1.1.2 Subtotal							250,000.00
Activity Result 1.2: Early recovery phase completed and transitioned to recovery and reconstruction	1.2.1 Support to thematic early recovery planning	7,000	3,000		UNDP SRO	CRU	71300 Local Consultants	10,000
	<ul style="list-style-type: none"> Support gender responsive early recovery planning and coordination through partnership in key areas: environmental impact evaluation; waste management planning and coordination; and housing recovery 	0	15,000		UNDP SRO	CRU	71400 Service Contractor	15,000
	<ul style="list-style-type: none"> Facilitate exchange of practices and expertise and training of professionals to build back better and thus help accelerate recovery 	3,000	2,300		UNDP SRO	CRU	71600 Travel	5,300
		9,000	2,000		UNDP SRO	CRU	72200 Equipment	11,000
		1,000	1,000		UNDP SRO	CRU	72400 Communication	2,000
		500	500		UNDP SRO	CRU	72500 Supplies	1,000
		2,500	0		UNDP SRO	CRU	75700 Training	2,500
		300	200		UNDP SRO	CRU	74500 Miscellaneous	500
	Subtotal							47,300
	1.2.2 Support to the implementation of the Recovery and Reconstruction Strategy	7,000	3,000		UNDP SRO	CRU	71300 Local Consultants	10,000
	0	15,000		UNDP SRO	CRU	71400 Service Contractor	15,000	
	2,000	1,000		UNDP SRO	CRU	71600 Travel	4,000	

	<ul style="list-style-type: none"> Provide support to the national recovery and reconstruction strategy through advice on gender responsive approaches relevant to Dominica and the priorities defined, including targeting of the most vulnerable 	2,700	0		UNDP SRO	CRU	72200 Equipment	2,700
		2,500	0		UNDP SRO	CRU	75700 Training	2,500
		250	250		UNDP SRO	CRU	74500 Miscellaneous	500
	Subtotal							34,700
SUBTOTAL OUTPUT 1								432,000.00
Output 2. Productive and human capacities reinitiated for economic early recovery of affected communities								
Activity Result 2.1: Organic debris and solid waste are safely removed and managed using environmentally sensitive methods	2.1.1 Support to debris and waste management through livelihood stabilization <ul style="list-style-type: none"> Technical scoping and advice for identification of needs, planning and execution Gender responsive analysis of number and demographics of households in need of income support Planning and coordinating debris and waste removal Procurement and distribution of tools, equipment and PPE Debris clearance, sorting, reuse, separation for recycling and safe disposal through emergency employment Training for debris management workers 							
		12,000	0		UNDP SRO	TRAC	71300 Local consultant	12,000
		224,200	0		GoCD	CERF	71800 Local consultant government	224,200
		2,000	0		UNDP SRO	CERF	71600 Travel	2,000
		45,000	0		UNDP SRO	CERF	72200 Equipment	45,000
		1,100	0		UNDP SRO	TRAC	72200 Equipment	1,100
		15,000	0		UNDP SRO	TRAC	72500 Supplies	15,000
		8,180	0		GoCD	CERF	73400 Lease of heavy equipment and other equipment	8,180
		1,000	0		UNDP SRO	CERF	75700 Training	1,000
		Subtotal CERF						
GMS (7%) CERF							19,627	
Subtotal TRAC							28,100	
Output 2.1.1 Subtotal							32807	
Activity Result 2.2: Technical support provided for rehabilitation of key community infrastructure for resumption of services	2.2.1 Support to community infrastructure planning for rehabilitation integrating disaster-risk resilient and environmental conservation standards	15,000	5,000		UNDP SRO	CRU	71300 Local Consultants	20,000
		0	7,000		UNDP SRO	CRU	71400 Service Contractor	7,000
		2,000	2,000		UNDP SRO	CRU	71600 Travel	4,000

	<ul style="list-style-type: none"> Conduct rapid needs assessment for community infrastructure rehabilitation. Provide technical support to the immediate rehabilitation activities 	1,000	1,000		UNDP SRO	CRU	74500 Miscellaneous	2,000
<i>Subtotal</i>								33,000
SUBTOTAL OUTPUT 2								333,007
PROJECT MANAGEMENT	Quality assurance				UNDP SRO	CRU	71400 Service Contractor	10,000
	Monitoring				UNDP SRO	CRU	71600 Travel	10,000
					UNDP SRO	CRU	64300 DPC Staff	12,000
					UNDP SRO	CRU	74599 DPC GOE	3,000
SUBTOTAL PROJECT MANAGEMENT								35,000
TOTAL								828,107
Amount unfunded								

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project is managed under Direct Implementation Modality (DIM) by UNDP Barbados and the OECS SRO.

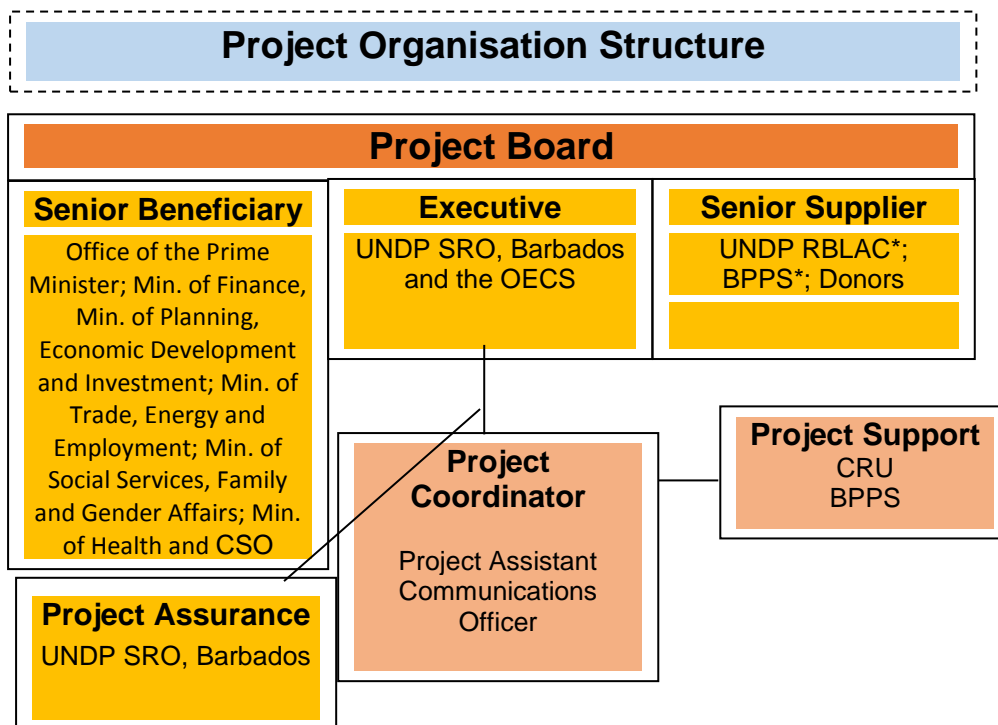
The project will be implemented under the leadership of the Resident Representative, or his designate, who will ensure that all phases associated with project implementation are managed and completed according to UNDP procedures. The SRO will designate a SRO staff responsible for the day-to-day project management, the project assurance who must be different from the project coordinator.

The procurement of goods and services, and the hiring of project personnel, will be carried out in full compliance with UNDP rules and procedures.

The initiative will be implemented in accordance with the conditions established in the CERF for the activities funded by CERF.

Having responsibility for project implementation, UNDP Barbados and OECS will have a dedicated project team, referred to as a Project Management Unit (PMU). The PMU will be led by a Project Coordinator to deliver on the outputs outlined in this project document.

UNDP, assuring the overall quality control and oversight for this initiative (especially on substantive results monitoring and financial management), will report to the various donors on an annual basis with the use of Annual Project Implementation Reviews (the first one to be submitted 12 months after the project document has been signed). More frequent updates can also be provided between project performance evaluations in response to any particular requirements or preferences of the donors.



- RBLAC – Regional Bureau for Latin America and the Caribbean
- BPPS – Bureau for Policy and Programme Support

Project Board

The **Project Board** will be a key mechanism for ensuring coordination and planning of activities across national and regional stakeholders, and providing strategic guidance and advice for the implementation of the project. The PB is responsible for making, on a consensus basis, management decisions for the project when guidance is required by the implementing agency. Project reviews by this group are made at designated decision points during the execution of the project, or as necessary when raised by the implementing agency. Its main functions will be to: a) provide general advice to the project and maintain its alignment with DRR objectives; b) provide advice on linking the project to regional and national priorities for achieving sustainable development goals; c) analyse results and outputs of project implementation and provide recommendations and technical assistance to the development of activities, d) review the project intervention plan. This approach ensures that the perspectives and synergies of the partners are captured and that there is ownership, promotion of sustainability and coordination with regional and national strategies (CDM Strategy, national work plans and recovery plans).

This group is consulted by the Project Coordinator for decisions when Project Coordinator's tolerances (normally in terms of time and budget) have been exceeded (flexibility). Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorises any major deviation from these agreed annual plans. The Project Board plays a critical role in project monitoring and evaluations by quality assuring these processes and products, and using evaluations for performance improvement, accountability and learning. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems with external bodies. In addition, it approves the appointment and responsibilities of the Project Coordinator and any delegation of its Project Assurance responsibilities. Based on the approved Annual Work Plan (AWP), the Project Board can also consider and approve the quarterly plans (if applicable) and also approve any essential deviations from the original plans. The Terms of Reference are included in Annex 4.

In order to ensure UNDP's ultimate accountability for the project results, Project Board decisions will be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case consensus cannot be reached within the Board, the final decision shall rest with UNDP.

Potential members of the Project Board are reviewed and recommended for approval during the Project Appraisal Committee (PAC) meeting. Representatives of other stakeholders can be included in the Board as appropriate. The objective is to create a mechanism for effective project management. The Board contains four distinct roles:

- **Executive:** represents the project ownership to chair the group. For this project, the UNDP Resident Representative for Barbados and the OECS will assume this role. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier. Specific responsibilities include to:
 - Ensure that there is a coherent project organisation structure and logical set of plans
 - Set tolerances in the AWP and other plans as required for the Project Manager
 - Monitor and control the progress of the project at a strategic level
 - Ensure that risks are being tracked and mitigated as effectively as possible
 - Brief Outcome Board and relevant stakeholders about project progress
 - Organise and chair Project Board meetings
- **Senior Beneficiary:** individual or group of individuals representing the interests of those who will ultimately benefit from the project. The primary function within the Board is to ensure the realisation of project results from the perspective of project beneficiaries. The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The Senior Beneficiary role monitors progress against targets and quality criteria. The Ministry of Planning, Economic Development and Investment, the Ministry of Trade, Energy and Employment, the Ministry of Social Services, Family and Gender Affairs, the Ministry of Health and Environment, as well as two community-based organisations will serve on the Project Board in this capacity. Specific responsibilities include to:
 - Ensure the expected output(s) and related activities of the project are well defined
 - Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
 - Promote and maintain focus on the expected project output(s)

- Prioritise and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts

The assurance responsibilities of the Senior Beneficiary are to check that:

- Specification of the beneficiaries' needs is accurate, complete and unambiguous
 - Implementation of activities at all stages is monitored to ensure that they will meet the beneficiaries' needs and are progressing towards that target
 - Impact of potential changes is evaluated from the beneficiary point of view
 - Frequently monitor risks to the beneficiaries
- **Senior Supplier:** individual or group representing the interests of the parties concerned which provide funding for specific cost sharing projects and/or technical expertise to the project. The primary function within the Board is to provide guidance regarding the technical feasibility of the project. This includes technical guidance on designing, developing, facilitating, procuring and implementing the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. The respective donors may assume this role.
 - Make sure that progress towards the outputs remains consistent from the supplier perspective
 - Promote and maintain focus on the expected project output(s) from the point of view of supplier management
 - Ensure that the supplier resources required for the project are made available
 - Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
 - Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts
 - **Project Assurance:** this role is the responsibility of each Project Board member; however, the role can be delegated. The project assurance role performs objective and independent project oversight and monitoring functions, independent of the Project Managers, ensuring appropriate project management milestones are managed and completed. The Deputy Resident Representative of UNDP Barbados and the OECS, or their designate, will provide quality assurance oversight. The Regional Hub will be responsible for independent monitoring, ensuring quality assurance, compliance with UNDP policies and procedures, oversight of implementation progress based on the monitoring mechanism designed as part of the project, and compliance with ATLAS project management.

A **Responsible Party** is defined as an entity that has been selected to act on behalf of the Implementing Partner on the basis of a written agreement to purchase goods or provide services using the project budget. In addition, the Responsible Party may manage the use of these goods and services to carry out project activities and produce outputs. All Responsible Parties are directly accountable to the Implementing Partner in accordance with the terms of their agreement or contract with the Implementing Partner. Implementing Partners use Responsible Parties in order to take advantage of their specialised skills, to mitigate risk and to relieve administrative burdens.

Responsible Parties in this project will include the Ministry of Finance through the NEP.

Project Management Unit

- **The Project Coordinator** will be hired or assigned to the project by UNDP, responsible for conducting technical, logistical and administrative processes in order to plan and implement the activities, to monitor the implementation of the annual work plan, and to achieve the desired outputs. The Project Coordinator will be assisted by a Project Assistant and a Communications Associate. The Project Coordinator will report to the Programme Manager, Climate Change and Disaster Risk Resilience, and will have the following functions:
 - To ensure the achievement of the objectives, goals and results of the project (technical, budgetary, financial and legal components).
 - Ensure the inclusion of the gender perspective in project products.
 - Conduct strategic project planning exercises in coordination with the Government's strategic partners.
 - Inter-institutional coordination with government agencies, NGOs, civil society etc.
 - Elaboration of Terms of Reference for hiring national consultants.
- The **UNDP Crisis Response Unit** will support with technical assistance to the project and for the project personnel.

a) **Audit Arrangements:**

The project will be audited according to UNDP Financial rules and regulations, as well as applicable audit policies.

IX. LEGAL CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT CLAUSES

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the Commonwealth of Dominica and UNDP, signed on 5 November 1980. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

RISK MANAGEMENT CLAUSES

UNDP (DIM)

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds]¹⁴ [UNDP funds received pursuant to the Project Document]¹⁵ 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/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Consistent with UNDP’s Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

X. ANNEXES

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening Template**
- 3. Risk Log**
- 4. TORs of key management positions**
 - a. Project Board
 - b. TOR Project Coordinator

¹⁴ To be used where UNDP is the Implementing Partner

¹⁵ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner