



**Initiation Plan
Amendment 1
Country: Dominican Republic**

Project Title: Inclusive, sustainable and resilient socio-economic recovery of the tourism value-chain in Dominican Republic

Expected UNDAF/CP Outcome(s): By 2022, the Dominican Republic will have achieved greater equality by reducing economic and social gaps with a gender focus, promoting social mobility, resilience, and food and nutritional security without undermining environmental sustainability.

Expected Strategic Plan Outputs: 1.3.1 National capacities and evidence-based assessment and planning tools enable gender-responsive and risk-informed development investments, including for response to and recovery from crisis

Expected CPD Output(s): 1.4 Strategic policy frameworks for competitiveness, innovation and decent livelihoods set up.
3.1 Reduction of the gender gap and discrimination

Start/End Dates: September 15th, 2021 – March 14th, 2023

Implementing Partner: UNDP

Brief Description

The objective of this amendment is to extend the duration of the project until March 14th, 2023, and modify its implementation strategy, increasing the scope of beneficiaries and including new partners both at a technical and strategic level, through low value grants and collaboration agreements.

The scope of activities for outputs 1 and 2 was updated, adding an account of international consultants and a grant with an academic entity. In the case of output 3, the subsidy mechanism was added to achieve the objectives. Additionally, the hiring of 2 UNV people was added to support project management as human resources.

<p>Programme Period: 2018-2022 Atlas Project Number: 00137840 Atlas Output ID: Gender Marker</p> <ul style="list-style-type: none"> • Output 1 (00128122): GEN 2 • Output 2 (00128123): GEN 2 • Output 3 (00128124): GEN 3 	<table> <tr> <td>Total resources required (cash)</td> <td align="right">400,000</td> </tr> <tr> <td>Total allocated resources</td> <td></td> </tr> <tr> <td> o Funding Windows</td> <td align="right">400,000</td> </tr> <tr> <td>In Kind Contributions</td> <td></td> </tr> <tr> <td> • ILO</td> <td align="right">475,000</td> </tr> <tr> <td> • Private sector</td> <td align="right">30,000</td> </tr> <tr> <td> • Min. of Industry, Trade and SMEs</td> <td align="right">28,000</td> </tr> <tr> <td> • Min of Environment</td> <td align="right">10,000</td> </tr> <tr> <td> • UNDP DR Accelerator Lab</td> <td align="right">10,000</td> </tr> <tr> <td> • UNDP/Infosegura (USAID)</td> <td align="right">15,000</td> </tr> <tr> <td> • UNDP DR</td> <td align="right">60,000</td> </tr> </table>	Total resources required (cash)	400,000	Total allocated resources		o Funding Windows	400,000	In Kind Contributions		• ILO	475,000	• Private sector	30,000	• Min. of Industry, Trade and SMEs	28,000	• Min of Environment	10,000	• UNDP DR Accelerator Lab	10,000	• UNDP/Infosegura (USAID)	15,000	• UNDP DR	60,000
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Agreed by UNDP:  Date: 14/9/2022
Inka Mattila
Resident Representative

I. DEVELOPMENT CHALLENGE

The COVID-19 Pandemic and its mobility restrictions have had severe negative impacts on people's livelihoods and businesses. Estimates show an equivalent of 400 million full-time jobs lost worldwide during the second quarter of 2020, with disproportionate impacts on women who tend to work in sectors severely affected by the crisis (e.g., accommodation and food services, trade and other services¹).

Most of these workers are employed by micro, small and medium sized enterprises (MSMEs), which employ 7 out of 10 workers globally². Furthermore, the livelihoods of 1.6 billion people working in the informal economy are at stake as lockdown measures continue.

The tourism sector has been particularly affected worldwide, especially in places which heavily depend on a few forms of mass/ sun-and-beach tourism³. The [United Nations World Tourism Organization](#), points to a loss of 67 million international arrivals and about USD 80 billion in receipts due to COVID-19.

The report also identifies an expected fall of 20 to 30% that could translate into a decline in international tourism receipts (exports) of US\$300 to 450 billion, almost one third of the US\$ 1.5 trillion generated in 2019. Scenarios drawn in May by the UNWTO foresee a fall of between 58% and 78% in international tourist arrivals in 2020⁴.

Considering past market trends, this would mean that between five- and seven-years' worth of growth could be lost to COVID-19. Putting this into context, UNWTO notes that in 2009, after the 2008 global economic crisis, international tourist arrivals declined by 4%, while the SARS outbreak led to a decline of arrivals of just 0.4% in 2003. This will put 100 to 120 million direct tourism jobs, particularly for youth at risk.

Women participation in the tourism industry is particularly affected, since more than half of people employed in tourism and hospitality are women. Particularly in the case of SIDS, although they are an important part of the tourism industry, women are unequally represented, underpaid, and suffer from lack of opportunities and access to decision-making positions, being clustered in low-skilled jobs in the sector which are susceptible to layoffs⁵. In addition, due to lower entry barriers, women are more likely to be entrepreneurs in tourism-related sectors. Although tourism can have a negative impact on the environment through placing pressure on already scarce resources, the new post COVID-19 normality provides an opportunity to diversify the tourism offer while ensuring that it is more sustainable.

Based on UN Environment and WB reports, "tourism contributes to more than 5 percent of global greenhouse gas emissions, with transportation accounting for 90 percent of this. By 2030, a 25% increase in CO2-emissions from tourism compared to 2016 is expected. From 1,597 million tons to 1,998 million tons⁶."

The United Nations identified 5 priority areas of intervention to address a transformational recovery process along the tourism sector⁷:

1. Manage the crisis and mitigate the socio-economic impacts on livelihoods, particularly on women's employment and economic security.
2. Boost competitiveness and build resilience.

¹ ILO Monitor: COVID-19 and the Future of Work. [5th edition](#). (30 June, 2020)

² ILO. The Impact of COVID-19 on MSMEs and Policy Measures. <[Presentation from DESA webinar](#)> (2020)

³ 2021. UNDP. Transforming the tourism sector in the Dominican Republic: from mass-market to a resilient system. <https://medium.com/@undp.innovation/transforming-the-tourism-sector-in-the-dominican-republic-from-mass-market-to-a-resilient-system-faf072234c11>

⁴ <https://www.unwto.org/impact-assessment-of-the-covid-19-outbreak-on-international-tourism>

⁵ UNCTAD. [COVID-19 puts women working in SIDS tourism industry at risk](#). May 2020.

⁶ <https://www.theworldcounts.com/challenges/consumption/transport-and-tourism/negative-environmental-impacts-of-tourism>

⁷ United Nations. COVID-19 and Transforming Tourism. August 2020. Available at <https://unsdg.un.org/resources/policy-brief-covid-19-and-transforming-tourism>

3. Advance innovation and the digitalization of the tourism ecosystem.
4. Foster sustainability and inclusive green growth.
5. Coordination and partnerships to transform tourism and achieve the SDGs.

The Dominican Republic, where tourism contributes directly to [about 7.4% to GDP](#) and indirectly with 36.9% due to demand from other sectors and represents the 4th labour-source among the most dynamic economic activities has seen a reduction of around 5.8 million visitors.

The whole tourism value chain has been impacted, in particular MSMEs women and informal workers. COVID-19 has revealed existing inequalities and structural characteristics of the tourism-related labor force, with high informality rates (50.3%), precarious jobs and reduced opportunities for telecommuting and digitalization of economic activities. In this sector, women (they represent 54.8% of employment within the sector) have been particularly affected due to the high informality rate (at least 65%) that limits the access to the national social security system⁸.

By December 2020, 28.8% of formal and informal employment within the tourism sector (105,000 persons) had been lost⁹. Despite the lack of data to identify the poverty gap within these lost jobs, they definitely affect the most vulnerable people which had previously managed to get over the poverty line. However, this population who lost their jobs due to COVID-19 shock can be defined as potentially “new poor”, with a high risk of falling back into poverty¹⁰. It is important to highlight that 54% of the jobs lost in the tourism sector correspond to women, disproportionately affecting them and placing them within the potential “new poor” group.

Despite the lack of detailed information, MSMEs¹¹⁻¹² from the tourism value chain have been affected by connectivity issues (only 14% could continue operating virtually), by the high rate of informality and the negative shock driven by a fall in the demand¹³.

Based on recommendations of the “COVID 19 impact survey on MSMEs” carried out by UNDP and the Dominican Government, with the participation of 2,957 MSMEs, the Ministry of Industry, Commerce and MSMEs (MICM) has designed and implemented a comprehensive strategy that includes business development programmes such as “Ponte en Marcha Digital” which include financing and support to sectoral programs for acceleration and formalization of MSMEs in the tourism sector, with a focus on gender, circular economy, blue economy and decent work.

The Pandemic has widened existing gender gaps in general, and more specifically labour gaps, making women more vulnerable to gender violence and to job and income losses, because of increased use of time in unpaid care work and the shock in key economic areas which have been severely affected, like tourism. Even though in the tourism sector the proportion of working women exceeds men by 21.0%, they receive lower wages and face a lack of representation and participation in decision-making processes. There is evidence of an important gap in terms of labour formality between men and women: 62.1% of men workers are formalized, compared to 39.5% of women, which implies a lack of job and social security, access to pensions, maternity leave, among others. The country has the 6th. worst position among 50 countries identified as most dangerous for women traveling alone¹⁴. Some of the indicators used were the level of safety to walk alone at night, the rate of intentional homicides of women,

⁸ Data prepared by UNDP based in the statistics of the Central Bank in Dominica Republic.

⁹ 2021. Central Bank. National Survey of Labour Force.

¹⁰ 2021. Data obtained from the Bulletin of Monetary Poverty #8, Ministry of Economy, Planning and Development (MEPYD).

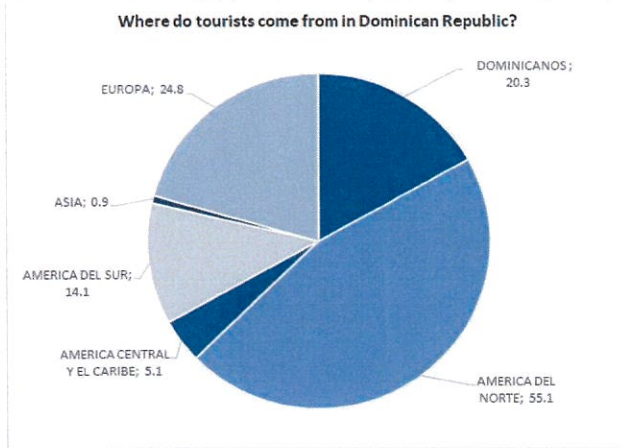
¹¹ MSMEs in Dominican Republic represent 98% out of 1.5 million of the country's businesses, 2 million jobs (54.4% of the employed population) and contribute to 38.6% of GDP. Although women lead 51.3% of MSMEs, women led MSMEs are smaller, less stable and less productive as those of men. Of all MSMEs, 56% are informal and it is estimated that there has been an important increase on informality due to the pandemic.

¹² According to ENHOGAR 2013, about 40% of MSMEs are linked directly or indirectly to the tourism value chain.

¹³ 2020. UNDP, MICM and Harvard Institute. National survey of the impact of COVID-19 on MSMEs in Dominican Republic.

¹⁴ “Women's Danger Index”, created by journalists Asher and Lyric Fergusson, 2019.

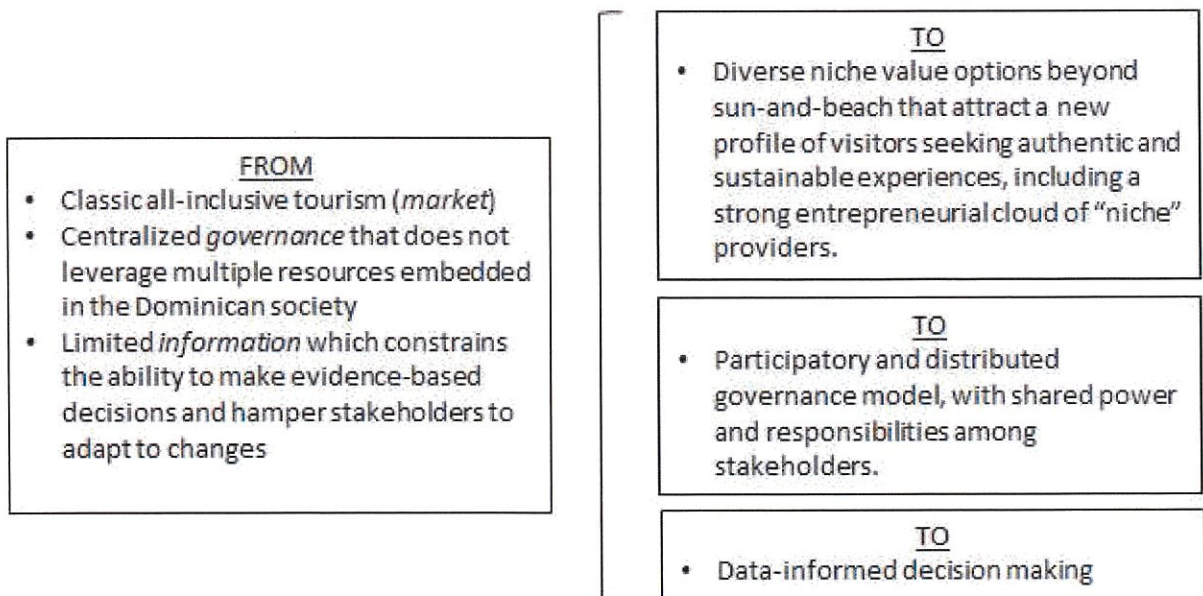
rate of violence against women by partners and non-partners, discriminatory legal frameworks, gender equality, among others.



Graphic 1: Nationality of tourists that arrived at DR in 2019, based on Statistics of Central Bank. Dominican diaspora only represents 20% of international tourism arrival. Government recovery strategies are focused international visitors.

Although Tourism is so relevant in the Dominican context (in economic, social and cultural terms, and the international projection that tourism brings to the country), that the government has prioritized this activity in the Guidelines of the 2021 – 2024 Multiyear Public Sector Plan as one of the key drivers of the country socioeconomic recovery from the impacts of COVID-19¹⁵. In this context, it is one of the pillars of the DR CO strategy to contribute with a sustainable recovery of the country.

The DR CO, in collaboration with the Strategic Innovation Unit (SIU), the Chora Foundation, and building from existing experience developed with the tourism sector, has identified critical systemic changes required to evolve from a single sector to a multidimensional whole-of-society approach that is more resilient, inclusive and sustainable. Premium on natural capital as an asset to be stewarded and on attracting visitors with a stake in the community's wellbeing is prioritized. The expected change towards a future-proof tourism model implies moving:



On the basis of this system's view of the tourism sector, the DR CO is designing a portfolio of interventions that builds on one side, new engagement models that generate a new vision and progress towards a resilient, inclusive and sustainable activity (by integrating a diversity of stakeholders and strengthening a comprehensive governance system that includes of all the actors that generate value) and develops, on

¹⁵ <https://presidencia.gob.do/noticias/abinader-anuncia-un-amplio-plan-de-medidas-para-favorecer-la-recuperacion-del-turismo>

the other side, new capabilities that reinforce the entrepreneurial ecosystem and developing a participatory decision-making platform.

This portfolio focuses on:

- Enhancing competitiveness and sustainability of enterprises and MSMEs in the tourism value chain.
- Diversifying tourism options based on data intelligence and informed-based decisions, ensuring a gender perspective and the inclusion and opportunities for women, youth and vulnerable groups.
- Ensuring a territorial management of tourism offer safeguarding natural capital.

Additionally, to address some of the critical challenges identified for moving towards a future-proof tourism in Dominican Republic, within the policy framework to promote decent work in this sector, this initiative will build on the global alliance established between ILO and UNDP.

II. STRATEGY

The proposal will focus on three main components, based on the previous and current experiences of the work of UNDP and ILO:

I. Policy frameworks development

II. Rapid market system/value chain mapping for the future of work in the tourism sector and development of pilots to test solutions for moving towards a future-proof tourism in Dominican Republic.

III. Empowerment and Participation of women in the tourism industry

The main actions proposed include:

- The development of a policy framework related to the future of work in the tourism sector in different regional contexts and scales.
- An opportunity to shift the nature of the relationships along the value chain: increasing local demand of goods and services from anchor firms, linked to a sustained process to improve product quality, quantity and entrepreneurial skills in suppliers.
- An in depth understanding of the tourism market system, identifying the underlying constraints to productivity and working conditions improvement, with a focus on sector support services and elements of the policy and administrative environment that enable the sector to adequately function. As part of this assessment, barriers to become formal will be analysed.
- A transformational change towards women in the tourism value chain, aiming to accelerate the inclusion of women in the value chain and the elimination of any type of gender-based violence.
- A stronger focus on non-wage related working conditions in the tourism sector that can enable workers to become more competitive, with recommendations to eliminate negative incentives for formalization.
- A drive towards digitalization in the provision of services, and the creation of new notions of value linked to sustainability for consumers.

Additionally, this initiative has been developed in close collaboration with the national and regional teams of the International Labour Organization (ILO), by articulating all actions with a project proposal related to tourism and decent work, which the ILO has prepared and is currently pending approval (USD 475,000.00).

The ILO project aims to strengthen national capacities for the design and implementation of integrated strategies that promote employment recovery and resilience. Also, it seeks to promote formalization within the framework of post COVID-19 recovery policies, will ensure tripartite dialogue, a gender focus and is aligned to ILO's R 204. The expected results are:

ER1: The government, the social partners (employers) and other relevant actors develop an integrated Formalization Strategy for the tourism sector of the Dominican Republic based on tripartite social dialogue.

ER2: Formalization pilot programme in the tourism sector implemented and systematized for sectoral escalation.

ER3: Workers' organizations have the institutional capacities and technical tools to contribute to job recovery and resilience, as well as to organize and provide services to workers in the informal economy in order to facilitate transit to formality with decent work and social protection.

III. RESULTS AND PARTNERSHIPS

Expected Results

Output 1

Policy frameworks strengthening & rapid market system/value chain mapping for the future of work in the tourism sector.

1.1 Support the development of active labour insertion policies, to connect the National Employment and Labour Intermediation Policies to the tourism value chain.

Design of a strategy with key entry points to adequate the National Labour Policy to the tourism sector. Special attention will be placed in youth, young women and vulnerable people to develop innovative and sustainable labour opportunities within the tourism value chain. The implementation of this strategy will be explored in prioritized destinies, focused on connecting job offer with job demands and contribute to the sustainable recovery of tourism related jobs.

1.2 Support the development of incentives to align the MSMEs National Policy throughout the tourism value chain, as a strategy to contribute to COVID-19 recovery.

This activity will start with the identification of market related intelligence opportunities and recovery needs of the tourism value chain to design incentives adapted to the MSMEs needs and opportunities to diversify existing markets and drive green economic growth among MSMEs. Also, strategic dialogues with key stakeholders will be organized (including government, private sector, Academy, investors) to assess and adopt incentives in favour of MSMEs tourism value chain.

1.3. Development of business intelligence platforms to monitor market opportunities and reduce asymmetries in information access between policy makers and associative groups (clusters) within the tourism value chain.

Assessment of baseline data regarding MSMEs recovery needs, labour skills requirements, new businesses opportunities and good practices in prioritized destinies.

Design of a digital information system to monitor selected indicators related to MSMEs recovery and market diversification, employment skill requirements, with a territorial approach.

Identification of good practices adoption within the tourism value chain to highlight and replicate lessons learned of sustainable business models.

Output 2:

Pilot project implementation and monitoring

2.1 Implementation of capacity-building methodologies for labour conditions improvement and the promotion of business innovation, digitalization, formalization, and resilience of the tourism value chain with a gender approach, identifying differentiated needs between men and women within the sector.

The implementation of this output's activities seeks to improve people's working conditions, as well as to generate practical capacities to allow companies to be more resilient, inclusive and sustainable through technological transfers and the implementation of pilot projects of the SDG value chain methodologies platform, developed by UNDP, and the strategic tools of the International Labour Organization (ILO). The following three major results are expected from this output:

2.1.1 Improving business innovation, formalization and digitalization capacity.

Covid-19 accelerated the need for digitization of all sectors as well as the search for innovative alternatives for generating new and/or improved products, services, and processes, in the face of the new normality, with a sustainable development approach. In this sense, to improve business innovation and digitization capacity, a business development program will be implemented with a strong focus on job retention, business formalization, income generation, improvement of communication strategies, care for the environment, gender equality and respect for human rights.

2.1.2 MSMEs business continuity management to improve resilience capacities to shocks.

The effects observed by the pandemic have proven the importance of anticipating potential environmental, social and governance (ESG) risks which influence the performance of companies. To ensure the safety of employees, the protection of goods, as well as the sustainability of operations in the event of interruptions caused by incidents or disasters, the implementation of a program focused on business continuity and improvement of resilience capacities will provide companies with the tools and technical assistance required to be able to anticipate and act effectively in crises.

This approach will allow entrepreneurs to know the critical elements of their businesses, how to prioritize processes, and establish protection, mitigation, and recovery strategies by creating a continuity plan, after identifying the potential impacts that threaten the business.

2.1.3 Increasing productivity and business relationship between large companies and MSMEs in the tourism sector.

One of the sectors that contributes the most to the Gross Domestic Product of the Dominican Republic is the tourism sector, being at the same time one of the most affected by the confinement measures by Covid-19 both nationally and globally. This change in market dynamics has therefore required the strengthening of the chains linked to the sector. The initiative seeks to develop and expand national suppliers, in such a way that anchor companies and suppliers improve their productivity, and also increase the export capacities of national producers, anchor companies, and MSMEs; the purchases of anchor companies; the quality improvement of national products; and generate jobs while reducing supplier's vulnerabilities.

2.2. Promoting best practices on green economy within tourism enterprises.

This activity seeks to systematize, recognize, and promote best practices in terms of business sustainability of the tourism value chain, to influence the change of mentality of the people, as well as to ensure the preservation of natural capital and biodiversity along with transversal axes such as innovation, digitization, and human rights, and leaving no one behind.

2.2.1 Fostering the SDG Standards for Businesses within the tourism sector through specialized training and advising.

Through this implementation, it is sought to mainstream SDGs within the business model to reinforce the tourism's value chain ecosystem in the Dominican Republic.

Output 3:

Empowerment and Participation of women in the tourism industry

3.1 Expansion of productive capacities and improvement of the employment situation of women in the tourism industry.

Strengthening of women's capacities in business management will be promoted to incorporate the innovation component in tourism, and to increase the economic autonomy of women in this sector, in coordination with different relevant actors at national scope.

3.1.1 Assessment on the employment situation and participation of women in the tourism value chain in the DR

Creating a diagnosis revealing gaps in occupation, individual employment relationships; wages and remuneration; conditions of work; health, safety, and welfare; social security for women in the tourism value chain.

3.1.2. Consultations with tourism stakeholders and destinies clusters to define a strategy for women empowerment and participation, and the definition of comprehensive local responses.

Coordination with actors of the tourism value chain in prioritized territories to promote local actions for women empowerment.

3.1.3 Inclusion of women led MSMEs in the tourism sector value chains: formalization; promotion of innovative mechanisms and reassessment of feminized jobs (waitresses, hotel employees, etc.).

Through this output, it is sought to have a diagnosis and designed actions that contribute to more women being able to participate in the tourism value chain with an innovation approach in coordination with actors of the tourism value chain in the different prioritized poles.

3.1.4 Promotion of the formal sector MSMEs certification offered by the MICM, and the Gender Equality Seal -IGUALANDO RD- in companies and businesses in the tourism industry.

Promote an increase in the number of MSMEs and companies in the tourism sector that implement actions to mainstream the gender equality approach.

3.2. Improve women's safety in touristic destinies by promoting actions to address gender violence and sexual harassment towards women who work in the tourist sector, tourists, and women of host tourist destinies.

Creation of safe spaces, awareness of the general population and coordination with official bodies to increase security and reduce gender-based violence in tourist environments.

3.2.1. Internal and external communication campaigns for the prevention of gender-based violence and sexual harassment amongst people who work in tourism, visitors and stakeholders.

With the support of local partners in tourist environments and using different media, implement an intensive awareness campaign in favour of reducing gender-based violence and sexual harassment.

3.2.2. Establishment of violence free safe spots in beaches of host tourist destinies, to offer information and guides for support in cases of violence.

Establish alliances with small business owners in tourist environments, such as restaurants, cafeterias, car rental, etc., so that they function as safe spaces for women victims of violence, creating a protocol that includes CESTUR, MMUJER and PGR.

3.2.3 Design and development of an application prototype to promote the safety of women in tourist environments with information of safe spots and other support mechanisms in the country.

With the support of the Presidential Office of Information and Communication Technologies of the Dominican Republic, an innovative application will be produced for visualizing the identified safe spots and disseminate the awareness campaign for the prevention of gender-based violence.

3.2.4. Training and awareness on the prevention of gender violence and sexual harassment in companies and host tourism destinies.

Strengthen the capacities of employees of the tourism sector in all areas on issues related to gender-based violence.

Resources Required to Achieve the Expected Results

In order to achieve the expected results, the initiative will engage specialized human and financial resources. The funding these actions will be covered by the UNDP Poverty and Equality Funding Window, as well as co-financed by the various partners (please see in detail the funding sources column in the Results and Resources Framework, chapter VI) and the distribution of these will be done as established in the Work Plan provided for in this document. The administration of the funds will be guaranteed by UNDP, and they will be managed in accordance with its rules and regulations.

It is important to consider that the measures taken in favour of recovering the tourism sector in the Dominican Republic will set the basis of a case study for the rest of the region and other Small Island Developing States.

In the Dominican Republic, the favourable trend towards digitization has been instrumental for the design of this initiative. It is important to highlight that UNDP has been recognized as a great ally and supporter of the National Digitization efforts that have been put forward by the Dominican government since the beginning of the pandemic, particularly on behalf of micro, small and medium-sized enterprises.

Partnerships

The project will collaborate with partners from different areas of the Tourism sector and others to achieve the results. The main partners who will take part in this initiative are highlighted below:

Complementary Funding Source	Amount (USD)	Additional information (duration covered by funding, specific thematic area, if any)
Private sector	30,000	Training of instruments that support the adoption of good practices for sustainable tourism. Gender Seal.
Ministry of Industry, Commerce and MSMEs (MICM)	28,000	Technical support and visibility of the actions under a joint communication strategy.
ILO	475,000	Strengthen national capacities for the design and implementation of integrated strategies that promote employment recovery, resilience and are oriented to formalization within the framework of post COVID 19 recovery policies.
UNDP DR Accelerator Lab	10,000	Design of an app for the Gender-related activities
UNDP / Infosegura (USAID)	15,000	Production of materials and training for the gender harassment prevention campaign.
Ministry of Environment and Natural Resources	10,000	It will be involved at a technical level, supporting the adoption of good practices such as the "Mejor sin Calimete" initiative, to eliminate single-use plastics in tourist businesses.

Risks and Assumptions

#	Description	Risk Category	Impact & Likelihood = Risk Level	Risk Treatment / Management Measures	Risk Owner
1	Complaints or claims from communities and local governments.	Political	P = 1 I = 3	<p>The actions to be developed in the tourist destinations will be defined in consultation with local actors.</p> <p>During implementation, regular consultations will be held to ensure that all possible complaints from local communities are discussed and that the principle of Free, Prior and Informed Consent (FPIC) is applied.</p> <p>The implementation strategy foresees the active involvement of key stakeholders, including local governments, businesses in the tourism value chain, and relevant institutions.</p>	UNDP DR
2	The guarantors of rights (MITUR, local governments) do not have the capacity to fulfil their obligations in the Project	Operational	P = 1 I = 3	Capacity development and institutional strengthening are key elements of this project, which will facilitate the execution and fulfilment of the planned actions and goals.	UNDP DR
3	Project beneficiaries do not have the capacity to claim their rights	Operational/ Organizational	P = 1 I = 2	All project interventions in tourist destinations, with enterprises, MSMEs and local actors will be carried out based on the principle of Free, Prior and Informed Consent (FPIC).	UNDP RD
4	There is no political will to promote the expected changes	Political	P = 1 I = 4	<p>This initiative responds to the priorities of the MITUR authorities.</p> <p>This risk will be mitigated through continuous monitoring, joint planning, communication strategy and prioritization of actions on the ground in coordination with local governments and other key stakeholders.</p>	UNDP DR
5	Conflicts of interest between productive and environmental sectors, or between different productive sectors that affect the implementation of recovery and development plans for tourist destinations	Strategic	P = 2 I=2	<p>The identification and planning of actions in tourist destinations will be carried out considering current environmental and territorial legislation, municipal development plans and existing territorial planning guidelines, guaranteeing the realization of spaces for consultation and participation.</p> <p>We will work in close synergy with the private sector, to ensure that their concerns are considered in the development of the different activities.</p> <p>Products developed by UNDP and other international cooperation agencies such as GIZ and JICA to support sustainable tourism, will also be considered.</p>	UNDP DR
6	The technical and financial resources required to carry out the proposed	Financial/ Operational	P=1 I=4	This project responds to the priorities of the Dominican government to advance with the socioeconomic recovery	UNDP DR

	actions are not available				
7	Occurrence of extreme weather and other natural events	Security/ Environmental	P=5 I=5	<p>Meteorological reports and nature-based solutions that contribute to increasing the resilience of the ecosystems that provide the tourist offer in the destinations will be considered in the recovery strategies and in order to guarantee safety.</p> <p>Additionally, all pertinent protocols for distancing and personnel caring will be applied in the event of possible waves of COVID-19 (or another pandemic)</p>	UNDP DR

Stakeholder Engagement

Stakeholders	Project implementation role
Ministry of Industry, Commerce and MSMEs (MICM)	The MICM is the governing body and oversees the formulation, adoption, monitoring, evaluation and control of policies, strategies, general plans, programs, projects, and services in the sectors of industry, exports, trade and MSMEs. Within the framework of the proposal, the MICM plays a crucial role as an implementation counterpart and binding body for the work carried out in the country on business development and productivity nationwide.
Local governments	Responsible for the supervision of land use management at the local level and ensuring that management strategies are appropriate to local needs and also, guarantee that the needs of local actors are considered in the definition of management strategies.
Local communities. Informal workers, entrepreneurship, and tourism businesses	Local communities, informal workers and MSMEs in the tourism value chain will be the direct beneficiaries of the project.
Private Sector: ASONAHORES (Dominican Republic Hotel and Tourism Association).	<p>It is a key player in the tourism sector, representing the main national hotel and restaurant operators and the private tourism sector. ASONAHORES encourages and strengthens the sustainable development of the hospitality industry in the Dominican Republic and manages statistical data on the current situation of the sector and the challenges.</p> <p>Its purpose is to be the leading entity in the Dominican Republic of the tourism industry, for the representation of the different actors of the tourism sector before local and international instances; promote the development of the tourism industry; and seek cohesive action between the Government and the private sector.</p>
Private sector: (Additional to ASONAHORES) Grupo Puntacana Foundation, Alejandro Grullón Chair of Social Responsibility	Various initiatives are being carried out by the private sector in alliance with UNDP. In the specific case of the mentioned actors, work has been done prior to the pandemic in the preparation of a Guide of Good Practices in Sustainable Tourism. This Guide is focused on meeting the SDGs. The sector is currently interested in seeing the Guide now implemented by private sector businesses in Punta Cana that decide

(formed by the Popular Bank Foundation and the Pontificia Universidad Católica Madre y Maestra representing the Academy)	to introduce sustainability practices in the operations and day-to-day life of their companies.
ILO	<p>The main objective of the ILO is to promote labor rights, decent work opportunities, social protection and strengthen the dialogue when addressing work-related issues.</p> <p>Close collaboration will be ensured with ILO's staff for validating key actions and coordinating efforts to guarantee effectiveness. ILO will be crucial in supporting the drafting and development of policies associated with the future of post-covid-19 work within the tourism value chain, as well as for promoting business formalization.</p>
Universities	The academia will play a key role for ensuring the representation of the higher education establishments containing the MSMEs support centres nationwide.
Ministry of Tourism (MITUR)	<p>MITUR has the mission of ensuring the sustainable development of tourism in the Dominican Republic through the implementation of regulation and promotion policies.</p> <p>Through its different Vice Ministries and dependencies, MITUR will serve as a strategic partner to focus the efforts territorially, aligned with the actions to be implemented by this initiative. Through the DPP, the tourism destinations with beaches prioritized by this project, to the MICM will support the development and strengthening of informal businesses and MSMEs.</p>
Central Bank	The Central Bank is a key actor because it produces and handles some of the most relevant data in the tourism sector with which the effectiveness and growth of the model is usually measured. Some of these data are number of tourists visiting the country, contribution of the sector to GDP, room accounting and other services available in the tourism sector.
Ministry of Environment and Natural Resources (MARN)	<p>The MARN is the institution responsible for the formulation of national policy related to the environment and natural resources and for guaranteeing the sustainable use and management of renewable natural resources and the environment.</p> <p>Involvement and coordination of the MARN at the technical level will be promoted, in order to ensure that environmental sustainability criteria are incorporated into recovery strategies and actions in the prioritized destinations.</p>
Ministry of Women	As the institution responsible for directing, streamline and articulating efforts related to the promotion of gender equality in government institutions and coordinating efforts with civil society institutions for promoting equality and women's empowerment, the Ministry of Women is expected to support.
Attorney General's Office (Procuraduría General de la República -PGR)	The Public Ministry is the body of the justice system responsible for the formulation and implementation of the State's policy against crime, directing criminal investigations and exercises public criminal action on behalf of society.

Presidential Office of Information and Communication Technologies of the Dominican Republic	It is the institution dependent on the Executive Power, created with the responsibility of planning, directing and executing the necessary actions to implement Electronic Government in the country through the dissemination and use of Information and Communication Technologies (ICT). Information and Communication Technologies (ICT) are a set of technology tools that facilitate the processing and transmission of information by electronic means, such as the following: telephones, Internet, interactive television, intranet, among others.
Specialized Tourist Security Corps	It is the competent body in matters of Tourist Security, an authority designated by the Dominican State, under the dependence of the Ministry of Defense (MIDE), to be responsible for the preparation, application and compliance of a Tourist Security program, which corresponds, with faculty to apply norms and methods to guarantee the development of the national tourism industry and its institutional links.
Interior Ministry	Institution in charge of developing public policies related to Citizen Security, within a framework of respect for citizen rights, dialogue, agreement, and citizen participation and inclusion. In addition, it has the responsibility of directing, coordinating, supporting and guaranteeing, in a sustainable and coherent way, the efficient management of the National Police and the Fire Brigades, as well as guaranteeing the adequate articulation between the central government, the governorates and local governments.

South-South and Triangular Cooperation (SSC/TrC)

The experiences of other institutions and countries in the region will be taken into consideration, especially those that have undergone similar initiatives and that have been or are actively being implemented. In particular, the experiences of the Latin American region as well as the experience of other SIDS in the Caribbean sub-region will be studied to identify the best practices and lessons learned that may be useful in the conceptualization, design and implementation of the different activities proposed in the Work Plan.

Sustainability and Scaling Up

Through the implementation of this initiative, UNDP and its partners will lay the foundations that will help ensure a multiplier and long-term sustainable effect of the achieved outputs. During the implementation period, prioritized areas will be defined in consensus with the ILO and other project partners, considering the following aspects:

- Previous work experiences of UNDP and ILO in sustainable tourism and its value chains.
- Prioritized Zones defined by the Ministry of Tourism for the implementation of high-value, catalytic initiatives with high impact to maximize the value of beaches, the informal businesses population surrounding them, as well as the MSMEs involved.
- Local capacities availability at the destinations

This approach will ensure the scaling-up of innovative practices and lessons learned to allow for a broad replication of successful experiences gathered throughout the implementation.

IV. MANAGEMENT AND GOVERNANCE ARRANGEMENTS

The administrative management and of this project, foresees that the implementation will be carried out directly by UNDP.

The CO, will receive and manage the assigned funds and, therefore, will be responsible for the coordination, management, and adherence of the project to the work plans, ensuring full accountability for the achievement of results and the effective use of the resources.

UNDP will implement the activities contemplated in this project document and will be the main responsible for the planning and general management of the project activities, and for their monitoring and evaluation.

UNDP will provide technical support for the implementation of the actions, ensuring transparency in the execution of the project, through the application of international norms and standards in the procurement of goods and services and in monitoring. In addition, it will ensure the linking of expert personnel in the design and assembly of methodologies, management procedures, training of human resources and technical support instruments, for the implementation of the systems and management of project funds.

Through its Program Unit and the Procurement Unit, UNDP will guarantee, on the one hand, cost-effectiveness, due to the high level of professionalism of its human resources and results-based management, and on the other, it will guarantee flexibility and agility in the processes of acquisition and contracting of suppliers and contractors.

The resources for the financing of this Project will come from the UNDP and their distribution will be done as established in the Work Plan foreseen in this document. The administration of the funds will oversee UNDP, and they will be managed according to its rules and regulations.

This project will be implemented from the signing of this Agreement, for a period of 12 months. However, it could end: 1) By expiration of the term foreseen for its duration with the possibility of extension; 2) At the express request of one of the parties. 3) By mutual agreement of the parties; 4) For the fulfillment of its object; 5) By force majeure or fortuitous event.

A team of consultants or other technical and strategic support will be recruited when required. These people will receive technical, administrative, and logistical support from UNDP's Environmental Sustainability and Resilience Unit, which will ensure the mechanisms to guarantee the quality of the products.

Small Value Grant Agreements (SBV)

To strengthen, improve and facilitate business development in priority tourist areas through local and national organizations as provided in Products 2 and 3 above, the project will support approximately 8 community initiatives or civil society organizations. For this, the UNDP will send Terms of Reference with the guidelines established in the project and will circulate them among partners that have greater execution capacity so that they can implement their projects in 5 months. For the approval of donations, the guidelines defined by the respective UNDP policy will be used.

Donations will be formalized through Low Value Subsidy Agreements (SBV), known in English as LVG or grants, to be signed with Civil Society Organizations (CSOs) and/or Non-Governmental Organizations (NGOs), as well as the projected delivery of reports and disbursements. The project team will support, follow up and monitor the implementation of the activities and the achievement of the results and objectives based on the indicators included in the approved project document.

The grants will have as their main objective the execution of specific activities to be established in the agreements with the CSOs or NGOs, based on the regulations for SBV of the UNDP. The products and activities, the geographical location, the amounts and the total number of agreements on which the SBVs will be carried out will be determined by the needs identified in the work plan and based on the norms of the UNDP, other participating organizations and agreements with the donor. The execution of SBV agreements will be ensured with organizations that can guarantee effective, efficient, and transparent management based on the results and resources of the project, and taking as a reference the requirements defined by the UNDP in terms of expense eligibility. The UNDP technical team, in

coordination with the other project partners, will accompany and monitor the CSO or NGO in the technical and financial execution.

V. MONITORING AND PROGRAMME AND PROJECT MANAGEMENT ACCOUNTABILITY

In accordance with UNDP programming policies and procedures, project monitoring will be carried out through the following:

- A problem log will be prepared and updated by the Project Guarantor to facilitate the follow-up and solution of potential problems or change requests.
- Based on the initial risk analysis, a risk register will be prepared in ATLAS and updated regularly, verifying external conditions that may affect the implementation of the project.
- A Quarterly Progress Report will be presented by the Project Coordinator using the standard available format.
- A record of lessons learned will be activated in ATLAS and regularly updated to ensure learning and adaptation within the organization and to facilitate the preparation of the report of lessons learned at the end of the project.
- A Monitoring Plan will be activated in ATLAS and updated to follow up on management actions and key events. - At the end of the Project, a final report should be prepared, using the UNDP standard reporting template.

VI. WORK PLAN PERIOD: 2021 – 2023

OUTPUTS	PLANNED ACTIVITIES	PLANNED BUDGET																		
		2021		2022			2023		Budget description	2021	2022	2023	Total							
		Q4	Q1	Q2	Q3	Q4	Q1													
Output 1 Policy frameworks strengthening & rapid market system/value chain mapping for the future of work in the tourism sector Indicators: • Types of touristic MSMs linked to the tourism value chain - Baseline: 0 Targets: 25 • Number of touristic MSMs linked to labor intermediation fairs - Baseline: 0 Targets: 25 GEN: 2	1.1 Support the development of active labor insertion policies, to connect the National Employment and Labor Intermediation Policies to the tourism value chain.								0.00	27000.00	0.00	27000.00		71200 International Consultants						
	Mapping of tourism value chains (including direct and indirect businesses) and labor related needs with a gender perspective in prioritized tourism destinies			X	X	X				1052.00	2000.00	2000.00	5052.00		71600 Travel					
Total Activity 1.1									1052.00	29000.00	2000.00	32052.00								
1.2 Support the development of incentives to align the MSMs National Policy throughout the tourism value chain as a strategy to contribute to COVID-19 recovery. Assessment of new business models and opportunities to diversify existing markets to drive green economic growth among MSMs. Strategic dialogues with key stakeholders (including government, private sector, Academy, investors) to adopt existing incentives in favor of MSMs tourism value chain. Total Activity 1.2	1.2 Support the development of incentives to align the MSMs National Policy throughout the tourism value chain as a strategy to contribute to COVID-19 recovery.																			
	Assessment of new business models and opportunities to diversify existing markets to drive green economic growth among MSMs. Strategic dialogues with key stakeholders (including government, private sector, Academy, investors) to adopt existing incentives in favor of MSMs tourism value chain.			X	X	X				0.00	10000.00	0.00	10000.00		72100 Contractual Services-Companies					
Total Activity 1.2									0.00	30000.00	12000.00	10000.00								
									0.00	30000.00	12000.00	10000.00								

RESPONSIBLE PARTY
UNDP

Funding source
Funding Window

