

United Nations Development Programme

Country: Guyana

Project Document

Project Title **Strengthening National and Local Capacities for Disaster Response and Risk Reduction**

UNDAF Outcome(s): OUTCOME 3. Reduce poverty to 28% by 2010 through stimulation of growth and job creation

Expected CP Outcome(s): CP Outcome 6: "Sector specific national and local expertise developed covering disaster-preparedness planning and mitigation of risks and vulnerabilities with specific attention to gender."
(Those linked to the project and extracted from the CP)

Expected Output(s): 1. Response Preparedness capacity strengthened at national and local levels.
2. Strengthened Disaster Risk Reduction capacity at national and local levels.
(Those that will result from the project)

Implementing Partner: Office of the President

Responsible Parties: Civil Defence Commission, Ministry of Agriculture, National Drainage and Irrigation Authority, Hydromet Services, Ministry of Public Works (Works Services Group, River and Sea Defence Department), UNDP.

Brief Description

This project is a co-funded initiative by the IDB, Government of Guyana and UNDP aimed at strengthening of the capacities at national and local levels to reduce disaster risk and enhance response preparedness capacities to lessen destructive impact of the natural disasters on livelihoods and economy of Guyana.

In particular, the project will build capacities of the national emergency management agencies (Civil Defence Commission and line ministries) to coordinate disaster response, and strengthen communities' capacities in disaster risk assessment and response planning; it will raise awareness of the population about prevailing natural hazards and enhance national and local disaster risk reduction abilities. Support to strengthening of relevant legislative and institutional frameworks on national level will be complemented by the small-scale disaster risk mitigation initiatives (projects) in the most vulnerable communities.

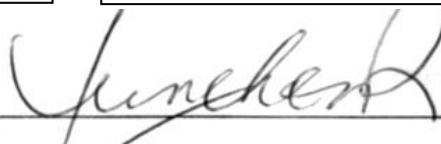
Programme Period: 2006-2011 and 2011-2015
Key Result Area: Crisis Prevention and Recovery

Atlas Award ID: _____
Start date preparatory: 1st December 2008
End Date preparatory: 31st December 2009
Start date main phase: 1st January 2010
End Date main phase: 31st December 2012

PAC Meeting Date 13th November 2009
Management Arrangements NIM

Total resources required	2,190,000
Total allocated resources:	_____
• Core UNDP Funds + others	400,000
• Core UNDP Preparatory	140,000
○ IDB	1,000,000
○ Donor	_____
○ Donor	_____
Unfunded budget (donors + others):	400,000
In-kind Contributions (Government)	250,000

Agreed by (Implementing Partner):



12/12/09

Agreed by (UNDP):



(date)

12/12/2009

(date)

I. SITUATION ANALYSIS

1.1 NATURAL HAZARDS PROFILE

The geography of Guyana has imbued the country with high exposure to riverine and coastal flooding and droughts. Located on the north-eastern coast of South America, the country lies within the tropical belt of high rainfall and is traversed by extensive river systems draining the interior to the coast. The combination of extensive tropical forests dominating the interior, savannahs occurring in the south, a settlement pattern that includes scattered Amerindian settlements in the interior, integrated conservancy system and the coastal characteristics described above, all add complexity to disaster risk management in the country.

High volume and high intensity rainfall in two well defined rainy seasons - December-January and May-July - impact the country on a yearly basis. However, this pattern becomes less evident as a result of the climate change. Between 1988 and 2006 flood events resulted in more than US\$ 663 million in economic damage¹. In January 2005 alone, catastrophic floods in the coastal zone killed 34 persons and affected over 37% of the population². Flood and drought risk is also high in several Regions of the interior.

The Guyana floods of January 2005 represented the largest disaster experienced by the country in the last century. Torrential rains resulted in flooding in Georgetown (the capital city) and the surrounding areas, affecting over 300,000 people - almost one half of the country's population of 750,000. The extreme flood event resulted in a near breach of the East Demerara Water Conservancy dam and total economic losses equivalent to USD 465.1 mln (60% of GDP for that year).

In December 2005 to January 2006 high intensity rainfall along coastal as well as inland areas again resulted in flooding of low-lying coastal and riverine communities. The Government of Guyana officially declared Region 2 (Pomeroon – Supenaam) and Region 5 (Mahaica, Mahaicony, Berbice) disaster areas and called on the United Nations and the donor community for support for rehabilitation of drainage infrastructure and restoration of livelihoods. Inland flooding zones have been identified, as floods seem to have become more recurrent.

Atlantic swells contribute to high seas and flooding in the coastal zone, which is at or below sea level along the length of the coast.

Droughts occur almost annually in different parts of the country, and where the ENSO (El Niño-Southern Oscillation) is particularly active severe impacts may be felt. El Niño or La Niña can greatly alter hydro-meteorological patterns as demonstrated also in the severe 1998 drought in Guyana. Long dry seasons can affect the availability of fresh water for human and for agricultural use. Small rural populations are deeply affected as reservoirs dry up and access to water can be significantly reduced.

It is expected that the hazard experience of Guyana will be exacerbated by the impact of climate change. Sea level rise, high intensity rains, and declining overall volumes of rainfall are already affecting the country. It has been indicated that sea level rise in the Caribbean is expected to be 5 times faster than the world's average. Regional climate system models suggest a temperature increase for Guyana between 1.2°C to 4.2°C for double and triple CO² concentrations respectively³.

¹ <http://www.preventionweb.net/english/countries/statistics/?cid=73>

² Guyana Macro-Socio Economic Assessment of the Damage and Losses Caused by the January-February 2005 Flooding. ECLAC

³ Guyana Initial National Communication in response to its commitments to the UNFCCC, April 2002, p.73

Health hazards may arise from the flood and drought hazards. Dengue, malaria, leptospirosis and other vector borne diseases are a threat.

1.2 VULNERABILITY ISSUES

An elaborate system of conservancies, canals, dikes, kokers, sluices, and sea defences was constructed to handle high flows and coastal flooding for protection of the population and irrigation during low flows. This 150-year old system requires maintenance and extensive rehabilitation in most areas. Functional capacity is impaired also by anthropogenic practices in terms of building on and disposal of refuse in the canals.

Social vulnerability is high in Guyana. 90% of the population is located in the flood prone coastal zone, which is the agricultural, commercial, industrial and residential hub of the country. Interior populations live within the floodways of the rivers and altogether most of the population is permanently susceptible to floods and droughts.

Women and children are in a specifically vulnerable condition. 30% of households are headed by women, their labour force participation rate is only 39% compared to 81% for men. Unemployment rate for women is more than twice that for men (18% and 8% respectively). Women are mostly employed in “informal” sector, incl. family farms, domestic or home production, commercial and retail sector, trading activities (clothing) and light vending on the streets¹.

Structural vulnerability has also increased due to fast and unplanned urbanization, and the use of non-traditional construction systems that include the replacement of wooden elevated structures by reinforced concrete units that are built at the ground level without any consideration for possible floods. It must be noted that the traditional wooden systems, many of which are old and in varying states of disrepair are highly susceptible to fires, adding to the overall vulnerability of the population.

Additional sources of vulnerability relate to a still weak institutional organization and coordination for Emergency Response and Disaster Risk Management. Despite the efforts of the authorities and other stakeholders, there is an urgent need to clarify roles and responsibilities of different organizations for specific activities to handle crisis situations or act in prevention and mitigation. The recently concluded Capacity Assessment by the UNDP has highlighted the areas requiring attention, and this project document is intended to define the work programme to achieve the desired outcomes that have been identified.

1.3 RISK AND LOSS ASSESSMENT

The general relationship among Hazards and Vulnerabilities defines the overall Risk, ($\text{Risk} = f(H, V)$). In Guyana high levels of hazards and vulnerabilities, together with a weak institutional structure contribute to the high overall risk.

Loss estimates generated from the 2005 event were instructive. According to ECLAC’s evaluation, 37% of the total population in Guyana was severely affected (approx. 275.000), particularly in regions 3, 4 and 5. Almost 50% of the population suffered some kind of impact, either moderate to severe, mostly in the same three regions. Livelihoods were considerably affected and the economy was severely distressed.

According to the same source, the total impact of the 2005 floods on the economy of the country represented 59% of current GDP for year 2004. 81% of the value was due to direct damage, with housing and agriculture by far the most affected sectors. The huge loss had a direct impact on the development process of the country as scarce resources for health, education, and other important

¹ Guyana’s “Macro-Socio Economic Assessment of the Damage and Losses Caused by the January-February 2005 Flooding”, ECLAC, 2005.

sectors had to be diverted to manage the emergency and restore damaged infrastructure.

1.4 EMERGENCY PREPAREDNESS AND RESPONSE

The unprecedented rains and floods of January 2005 illustrated for Guyana the imperative to enhance the emergency response capabilities at the national, regional and local levels. The need for improved coordination procedures through defined institutional roles was highlighted.

The GoG has revitalized the Civil Defence Commission, which has been given the clear mandate to lead the Emergency Response functions. Review and update of the National Disaster Preparedness Plan for Guyana, 1985, is an urgent activity. A participatory approach involving Neighborhood and Regional Democratic Councils as well as national agencies and civil society should guide the update process. Hazard-specific and sector-specific planning should accompany community-based approaches. The IDB has committed to assisting the process and the UNDP will support the preparatory work through the Civil Defence Commission.

Several regional and global initiatives have proven tools and methodologies that can be customized to conditions and culture of Guyana. The Caribbean Disaster Emergency Management Agency (CDEMA) should be asked to assist where necessary in this exercise. The UNDP Capacity Assessment completed in 2009 has outlined the gaps and recommended areas for improvement.

It is important that Early Recovery (ER) Planning be integrated into the Emergency Preparedness and Response phase of disaster planning, as early recovery should begin in the humanitarian/relief phase of disaster response. It is intended to address the underlying risks that contribute to the respective crisis and in that regard reduce the extent of vulnerability to future disasters. The early recovery/risk reduction focus will serve to reduce recurring damage and loss in the vulnerable communities of Guyana by integrating prevention and mitigation into Rehabilitation and Reconstruction.

It is recommended that a Cluster Working Group for Early Recovery (CWGER) be established under the leadership of United Nations Resident Coordinator/ United Nations Development Programme Resident Representative (UN RC/UNDP RR). This CWGER should take a sector approach adapted for the context of Guyana. The approach should include global partners from the humanitarian and development communities as members, as well as early recovery partners at the national level. National partners include the OP, CDC, Ministries of Agriculture, Works, Health Local Government, D& I, other GOG ministries and agencies relevant to early recovery, RDCs, municipalities, NDCs, community-based groups (e.g. Faith-based) the regional and international Financial Institutions (IFIs), and the Private Sector.

1.5 DISASTER RISK REDUCTION

A disaster risk reduction perspective is actively being considered by national and local authorities. This represents an enormous step forward in the interest of changing a purely responsive approach to a more proactive action plan.

A process to revert risk accumulation through the reduction of underlying vulnerability factors is a fundamental step that needs to be taken by institutions in charge of development processes. Such institutions include public works, drainage and irrigation, river and sea defences (Works Services Group) health and education, land use and planning, and others that could use its existing machinery and resources to mainstream DRR. Risk reduction mechanisms need to be incorporated into daily business and operations of key agencies, sectors, and community-based organisations.

The UNDP Capacity Assessment has suggested an approach toward a well-developed integrated system of national and local stakeholders to effectively respond to natural and technological disasters, and to use lessons learnt to guide early recovery and sustainable reconstruction and rehabilitation.

1.6 SUMMARY OF THE NATIONAL DRM CAPACITY ASSESSMENT

The Project document has been developed on the basis of the findings and analysis of a Capacity assessment of Disaster Risk Management in Guyana undertaken by the UNDP as part of the Project Initiation Plan. Recommendations for long-term support of the capacity needs identified and agreed have been incorporated into a Three Year Results and Resources Framework.

The overall assessment was conducted for **Preparedness and Response Capacity** on the one hand and **Disaster Reduction, Mitigation and Recovery** on the other. This approach was influenced by the GOG's strong iteration of the priority for building response capacity. Extensive consultations were held with key stakeholders in all sectors and agencies relevant to response, early recovery, and risk reduction. Government agencies, international donor partners, NGOs, and individuals, all provided significant guidance and input for the study.

Consideration of the socio-political and cultural context of Guyana was integral to the capacity review, interpretation of the findings, and the subsequent recommendations. This is in keeping with best practice in terms of sensitivity to, and understanding of people, cultural mores and norms, socio-political systems, and economic and financial imperatives.

Criteria scoring followed a scale from Very Low to Low (1-2); Medium (3) and High to Very High (4-5) with the following descriptors:

- | | | |
|---|-----------|---|
| 1 | Very Low | <u>No evidence</u> or only anecdotal evidence of capacity/strategy/approach |
| 2 | Low | Capacity/strategy/approach has been initiated but needs further development |
| 3 | Medium | Capacity/approach is <u>planned and implemented</u> |
| 4 | High | Capacity/strategy/approach is <u>planned, implemented and reviewed</u> on the basis of benchmarking data and adjusted accordingly |
| 5 | Very High | Capacity/strategy/approach is planned, implemented, reviewed on the basis of benchmarking data, adjusted and fully integrated into the organisation |

Disaster Preparedness and Response Assessment Results:

The scoring mechanism was applied to the following parameters of Preparedness and Response:

- Emergency Response Agency,
- National Emergency Operations Centre,
- Disaster Response Plan,
- Damage and Needs assessment,
- Situation reporting,
- Early Warning systems,
- Relief supplies Management,
- Shelter management and evacuation planning,
- Boat and Aircraft Accident Response
- Multi-stakeholder dialogue,
- Accident response,
- Emergency communication strategy and plan.

Ratings ranged from a low of **1.0** for *Damage Assessment and Needs Analysis, Shelter Management and Evacuation Planning, and Boat and Aircraft Accident Response*, to a high of **1.8** for the *Emergency Response Agency*.

Situation Reporting scored **1.2**, and **1.3** was accorded to *Disaster Response Plan, Early Warning systems, Relief Supplies Management, and Emergency Communication Strategy and Plan*.

The *National Disaster Management Committee (NDMC)* and the *National Emergency Operations Centre (NEOC)* received a score of **1.4**, and *Multi-stakeholder dialogue* was assessed at **1.5**.

Immediate response needs - Damage Assessment, Shelter Management and Evacuation, and Accident Response are important for humanitarian response and for charting early recovery. These were at the very basic level and therefore require immediate attention. Situation reporting, management of relief supplies, communication and early warning systems ranked only 1.3. Disaster Response Plan which guides the SOPs and protocol is outdated and inappropriate to current conditions. Capacity Development is therefore essential for all aspects of Emergency Response, and requires the priority attention articulated by the Head of the Presidential Secretariat.

Target capacity is **4.0** by 2012 and therefore in summary the preparedness and response capacity in Guyana is at present rated **Very low to Low**. The average score is **1.3** leaving a gap between existing and desired preparedness and response capacity as **2.7**. The Response Capacity Development as presented in the Three year Results and Resources Framework for this phase of DRM therefore seeks to address the needs within each of these key areas.

Disaster Risk Reduction, Mitigation and Early Recovery Assessment Results:

With respect to **Risk Reduction, Mitigation and Early Recovery** the parameters evaluated utilised the same scoring criteria, and the findings were similar. Parameters were:

- National Disaster Management Committee (NDMC),
- Hazard analysis,
- Vulnerability Assessment,
- Risk Analysis and Mapping;
- Risk reduction and Disaster Mitigation – Enabling Environment;
- Risk reduction and Disaster Mitigation – Organisational systems;
- Risk reduction and Disaster Mitigation- Individual and Community;
- Reduction of Flood-related Risk in Key Sectors;
- South-south cooperation;
- Early Recovery.

Ratings for these ranged from a high of **1.6** for *Individual and Community capacity for Risk Reduction and Mitigation* to a low of **1** for the *Enabling Environment for Risk Reduction and Mitigation* and *South-South Cooperation*.

Hazard Analysis, Vulnerability Assessment, Risk Analysis and Mapping were rated at **1.5** and the *NDMC* **1.4**. *Organisational systems for Risk Reduction and Mitigation* and *Reduction of Flood-related Risk in Key Sectors* each scored **1.3**. *Early Recovery* scored **1.1**.

As in the case of Preparedness and Response, Target capacity for Risk Reduction, Mitigation and Early Recovery is **4.0** by 2012. The Risk Reduction capacity is also **Very low to Low**. The average score is **1.3** leaving a gap between existing and desired Risk Reduction, Mitigation and Early Recovery capacity as 2.7.

The two highest ratings for DRM were given to the Emergency Response Agency and the Individual and Community Capacity for DRR and Mitigation. This is significant in that whereas the

score is low to very low there is potential for building on these critical areas for leadership in Response and Risk Reduction, respectively. Community focus is essential for buy-in to measures for sustainable vulnerability and risk reduction.

The Assessment identified a number of existing strengths in the system. Significant opportunities exist to build capacity based not only on the areas identified for improvement, but also to take advantage of the strengths recognised, and as presented in the capacity Assessment Report.

II. STRATEGY

Valuable insight into the national and community level capacity for Disaster Management and identification of needs was provided through extensive consultations with HPS, CDC, and other key stakeholders who shared their knowledge and expectations. Consultation workshops were held during the period 2008-2009. Initial consultations with the OP and the CDC were followed by meetings with high level representatives from key agencies including the Ministries of Health, Agriculture, Local Government and Regional Development, the Land and Surveys Commission, the Drainage and Irrigation Board, River and Sea Defence, Works Services Group, the Private Sector Commission, NGOs, and development partners. Organisations and individuals indicated a high interest in participating actively in the process of strengthening emergency response capabilities, and in the developing a comprehensive disaster management mechanism for the longer term.

UNDP and donor partners have committed to assisting the GoG to evaluate the risk in a systematic way, to formulate a strategy for risk reduction, and to strengthen response and recovery capacities. The Office of the President (OP) has taken the political leadership of this enterprise and has appointed the Civil Defence Commission (CDC) as the technical lead for the implementation, which will engage other national, local, and sector organizations to accomplish specific objectives and activities.

A number of initiatives are already taking place in Guyana, particularly in sectors related to agriculture, health, public works, that count with the support of the international cooperation, among them the World Bank for the Conservation Adaptation Project, the EU in the Rehabilitation of the Sea Defense and Coastal Management, the pilot flood control and Early Warning with JICA, PAHO with the Health Sector Disaster Plan and SUMA training for stock management, and UNDP supporting the Ministry of Agriculture in Early Warning procedure. It is expected that mechanisms to facilitate linkages will be designed and implemented.

Improving response capabilities through preparedness is key, since seasonal floods and drought are expected to increase in variability and intensity as a result of climate change. Vulnerabilities are also increasing through growing settlements and livelihoods in the hazard prone areas. Preparedness will help to reduce loss and dislocation as well as facilitate quick response and early recovery. Risk reduction mechanisms must also be strengthened through mainstreaming in key sectors, agencies and communities.

There was consensus in the identification of major issues that need to be addressed so as to achieve progressive improvements in this field:

- Definition of legal and institutional framework for emergency response and disaster risk management – to include national, sub-national and community-based considerations.
- Definition of roles and responsibilities of all actors through a revised emergency response plan that incorporates the regional and local levels to assure sustainability of the system.
- Use of available options for disaster risk reduction: land use and planning at the local level, promotion of norms and standards for construction, disincentive of informal settlements formation through land regularization programs, etc.
- Raise awareness at all levels - from national authorities to the community - through appropriate communication strategies, including the implementation of early warning systems.
- Improve information sharing for informed decision making, including historical data bases that will allow learning from past experiences.
- Build capacity through training and institutional mechanisms at all levels and across disciplines. Explore and implement opportunities to share available best practices, tools and methods available in the region.

Since December 2008 UNDP through the Office of the President/Civil Defence Commission is

implementing a 13-month Initiation Plan for “Strengthening National and Local Capacities for Disaster Response and Risk Reduction” project for the overall amount of 140,000 US dollars. The project arose from Guyana’s experience with floods in 2005 and 2006, which emphasized the need to develop a more proactive and comprehensive approach to disaster and risk reduction management as well as improved information management.

The main objective of the Initiation Plan is to address the most outstanding need in national disaster response preparedness and launch the preparatory activities to longer-term Disaster Risk Reduction initiative. The specific targets of the Initiation Plan are:

- Conduct capacity assessment of Guyana’s state of disaster preparedness and map DRR interventions by all stakeholders;
- Initiate review and upgrade of the national Search and Rescue capacity, disaster damage assessment and needs analysis (DANA) and early warning systems;
- Launch update process for the National Disaster Preparedness Plan 1985 and start the process of the National Disaster Risk Management Policy development;
- Strengthen technical capacity of the Civil Defence Commission and facilitate its inter-agency coordination and information exchange functions, applying modern technologies (such as web-based coordination platform – Web EOC, digital emergency stocks database etc).

Major accomplishments of the first semester of implementation relate to:

- Formulation of a detailed initiation work plan;
- Provision of basic equipment and staff to the CDC;
- Comprehensive assessment of capacities for DRM in Guyana;
- Identification of potential sources of funding for a larger initiative;
- Agreement reached with IDB for a joint intervention in DRM;
- Selection of a Project Manager;
- Selection for a DRM focal point for UNDP to provide direct technical guidance;

The present project will build upon the achievements of the Initiation Plan and further develop its results, expanding to the following four areas of cooperation with the Government of Guyana through the UNDP country office:

1. **Improve Disaster Response Capabilities in Guyana.** This includes strengthening the Emergency Response Agency (Civil Defence Commission) and National Emergency Operations Centre (NEOC), refining legal and policy frameworks, coordinating responsibilities, review and update of Emergency Plans, drafting Standard Operating Procedures Manuals, damage and needs assessment and situation reporting, early warning systems, evacuation planning and emergency communication programming, and relief supplies management .
2. **Improve Information and Communication Capabilities.** Both emergency response and disaster risk reduction strategies require solid information for decision making. This is a two fold initiative that looks at availability of technical information and data bases for planning and strategy definitions, but also an awareness raising campaign focused on key groups of the population, as well as national and local authorities.
3. **Identify and implement Options for Disaster Risk Reduction and Climate Change Adaptation.** Several initiatives are already underway at the sector level and these should be strengthened and incorporated within an overall risk reduction programme. Pilot programs should be reviewed and expanded, and local climate change programs including the low carbon initiative and associated institutional mechanisms need to be incorporated. Land use planning, maintenance of water ways, conservancy systems and sea wall protection, use of policies to reduce spontaneous settlements in high risk areas or the enforcement of norms and standards for safe construction, are options that can be progressively incorporated.
4. **Engage in Training and Capacity Building.** Training of trainers and south-south cooperation options will be used to boost local capabilities and promote volunteerism for all aspects of comprehensive disaster management. The aim is having a local capacity to disseminate on a regular basis awareness and education programs involving basic concepts as well as in the use of methods and tools for Disaster Management. These may include shelter management,

evacuation procedures, search and rescue, mainstreaming Disaster Risk Reduction into Land Use, Planning and Development, enforcement of codes and standards for construction, etc.

The 3-year project strategy has a twofold objective:

- the first relates to building capacities at the national (relevant national agencies) and community (selected most vulnerable communities) levels to **respond** to natural disasters;
- the second relates to building capacities at both national and community levels to **reduce** and **manage** disaster risks.

UNDP and IDB cooperation

Project activities will be carried out in alliance with the IDB and Government of Guyana (GoG), therefore the overall project budget in the Results and Resources Framework reflect joint contributions of IDB, GoG and UNDP and – possibly - other donors, as well as project activities, supported by all contributors.

The project components are designed to be interlinked and interdependent, in most of the cases deliverables of the activities, funded by one of the donors serve as a basis for activities, funded by another (e.g. identification of most vulnerable communities for CBDRM projects by UNDP, based on the national risk assessment results, funded by IDB; expansion of the national disaster awareness campaign, funded by IDB at the national level, to the community level with support of UNDP, etc).

To clearly indicate the project components funded separately by IDB/GOG, UNDP or jointly funded, the resources are broken down per contributing agency in the “Inputs” column of the Results and Resources Framework (pages 12 – 20).

IDB and UNDP agreed on joint project management (see section “Management Arrangements” for more details), sharing costs of the Project Manager function and allocating additional resources for support to all of the project components (e.g. UNDP DRM Focal Point for project assurance).

Both agencies will participate in the Project Board to oversee the project implementation, as well as both will attempt to conduct/synchronize joint evaluations of the Project.

Regional cooperation

Cooperation with CDEMA/South-South Cooperation

The project implementation will ensure regional coordination and cooperation with the key DRR stakeholders in LAC region, particularly with the Caribbean Disaster Emergency Management Agency (CDEMA¹). In August 2009 UNDP participated in CDEMA-CDC Country Work Programme Workshop, aimed to support the CDEMA member states in elaboration of their multi-year Disaster Management Work Programmes and Monitoring Frameworks as implementation tools for the regional Comprehensive Disaster Management Strategy. Based on the workshop outcomes UNDP is assisting the Civil Defence Commission in development of the Disaster Management Work Programme (DMWP) to ensure coordinated approach through integration of the UNDP-supported projects’ outcomes into Guyana’s DMWP, as well as align its own projects with the identified national DRR priorities.

It is planned to review and adapt to Guyana’s context of the CDEMA’s Damage Assessment and Needs Analysis (DANA) system) as well as use CDEMA as an external quality assurance body for some of the key project deliverables (for more details see Annex 4. “Quality Management”). This support includes:

- Review by CDEMA of the developed national DANA system to ensure consistency with the regionally accepted one;
- Review by CDEMA of the Emergency Management SOPs for the National Emergency Operations Centre and the Civil Defence Commission;
- Review/analysis of the updated National Disaster Preparedness Plan and of the selected Disaster Preparedness Plans for key sectors and line agencies.

¹In September 2009 the Caribbean Disaster and Emergency Response Agency – CDERA – was renamed to “Caribbean Disaster and Emergency Management Agency – CDEMA, (www.cdema.org)

Specific cooperation with CDEMA will be sought in the process of development of the National DRM Policy and National DRM Act. Both of the documents planned to be developed will be harmonized with the model emergency management legislation, currently being drafted by CDEMA for Caribbean region. The process of adaptation of the mentioned model legislation to the context of Guyana will be supported by the project, as well as development consequential laws and policies.

CDEMA will also be used as a regional information exchange platform by disseminating of the information on the project achievements (particularly those related to the risk and vulnerability assessments, risk mapping, disaster management databases, training materials developed etc) as well as making those achievements available on-line.

Professional networking assistance CDEMA as well as UNDP BCPR and other specialized hubs (UNDP RBLAC, UNDAC etc) will be sought to identify the DRR experts as consultants for various aspects of the project implementation and exchange of the good practices/lessons learnt.

Caribbean Risk Management Initiative

The Caribbean Risk Management Initiative web-platform will be used for dissemination of the DRR good practices derived from the project implementation and projects products, related to risk assessment, mapping, awareness raising materials and others, potentially useful for a regional DRR community. Cross-references to both CRMI and CDC web-sites will be established to widen the information exchange between Guyana, other Caribbean and Latin American countries.

Gender sensitive approach to the project implementation

Adequate gender sensitive approach will be provided to the project, from its design to implementation and especially through its pilot applications. This approach will be based on the UNDP's "Eight Point Agenda: Practical, positive outcomes for girls and women in crisis" and will ensure equal delivery of project results for female and male beneficiaries, as well as creating equal opportunities to participate in project implementation with the following considerations:

- National, sectoral and community-level disaster reduction planning documents, such as National Disaster Management Policy, National Disaster Management Act, disaster preparedness plans, will ensure consideration of the gender mainstreaming approach and needs and priorities of most vulnerable social groups, either in form of the separate section or as a cross-cutting issue within the whole document, based on the consensus within the documents development working groups.
- Assessment of local risks and disaster preparedness planning will ensure adequate/equal representation of men and women in the working groups to guarantee inclusiveness and objective consideration of variety of factors affecting disaster preparedness.
- Vulnerability data collected will include demographic information, disaggregated per age, gender, social well-being and households' composition. Existence and/or predominance special vulnerable groups such as women-headed households, families with several children, families with disabled/people with limited physical or mental abilities, elderly people, pregnant and nursing women will be considered as disaster vulnerability factors.
- Identification and improvement of emergency shelters and shelter management training programmes will consider sensitizing of the shelter managers and village response teams members on:
 - different needs of relocated men and women and children in hygiene and sanitation;
 - prevention of any form of domestic or sexual or other types of violence particularly for women, young girls and boys;
 - ensuring aspects of privacy for women and girls in displacement, especially pregnant and breast feeding, ensuring privacy of toilet, bathing and sleeping areas as much as possible in each given context;
 - Easing the intensified multiple roles of women in displacement (such as responsibility of children and the elderly, securing firewood, preparing meals for the family with minimum resources in unfamiliar surroundings);
 - Address alcoholism, drug use, violence in the camps/temporary shelter;
 - Inclusion of women representatives in shelter management bodies;

- Relief management capacity building will consider aspects of equal access to the relief items by all vulnerable groups, relief supply planning based on the different needs and priorities of men and women, and inclusion of women into aid distribution teams both at national and local levels.
- Project implementation staff will be encourage to undergo gender sensitization trainings, such as UNDP's "The Gender Journey: Thinking Outside the Box" on-line course and others.

Promotion of Volunteerism for Disaster Management

Volunteers are a critical component of disaster response and preparedness. The project will leverage and develop volunteer capacities, as well as promote volunteerism to engage and mobilise community members in grassroots disaster risk management efforts. Risk and vulnerability assessments and community-based disaster management planning will effectively rely on the participation of volunteers in these processes and the sustainability of a disaster management system at local level.

Climate Change Adaptation (for context information see "Situation Analysis" section above)

Guyana, with its main inhabited area situated 0.8 – 1.5 m below the sea level, is extremely prone to the sea level rise as a result of the global warming. Whilst the climate change introduces variations in the seasonal precipitation both in terms of timings and volume, making prediction of floods and droughts more difficult, the sea level rise poses a longer-term threat which is almost inevitable. The sea wall protecting Georgetown and other settlements along the ocean shore is being damaged by the sea waves and projection of the sea level rise and wave impact on the protection structures is complicated.

Guyana has prepared its Low Carbon Development Strategy (LCDS) as an effort to fight climate change. Stated in the strategy is the Government's intention to embark on a new wave of reforms to further stimulate investments, economic growth and job creation as well as to improve security and social services, protect vulnerable sections of society, and deal with increased climate change-induced flooding. The project will directly support the LCDS framework and be linked to other climate change initiatives such as climate change adaptation initiatives to be funded by the Global Environment Fund.

III. RESULTS AND RESOURCES FRAMEWORK (2010 – 2012)

Intended Outcome as stated in the Country Programme

Sector specific national and local expertise developed covering disaster preparedness planning and mitigation of risks and vulnerabilities with specific attention to gender

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

- Number of personnel trained at national and community levels.
- Number of disaster preparedness plans (incl. an emergency communications plan) and procedures developed at national, sectoral and community level;
- Draft National DRM Policy and National DRM Act;
- Number of Government agencies and nongovernmental organisations identified as members and actively participating in the National Coordination Mechanism for DRR (name to be defined)

Baseline:

- Country prone to natural disasters of different types and scale, having experienced a major flooding in 2005 (damage caused est. at US\$ 465.1 mln (60% of GDP for 2005).
- Lack of specific legislation, up-to-date by-laws and inter- and intra-agency procedures to regulate national disaster/emergency management.
- Insufficient institutional capacity of the specialised DRM agencies (CDC) and inadequate level of coordination of DRR interventions by both governmental and non-governmental stakeholders.
- Lack of consistent disaster preparedness and reduction planning and implementation (National Disaster Preparedness plan one developed in 1985 was not updated since).
- No formal/regular mechanism for coordinating DRR stakeholders including NGOs in the process of disaster planning and implementation.

Targets:

- National Disaster Preparedness Plan 1985 reviewed and updated, Disaster Preparedness Plans in the key sectors and in at least 5 most vulnerable communities developed, complemented with Emergency Communication Plans for at least 3 sectors and 3 vulnerable communities.
- National Disaster Management structure established and functional based on the developed National DRM Policy and National DRM Act.
- Disaster response preparedness capacity enhanced both at national and community with SOPs produced for at least NEOC, EW, DANA, SAR, Relief management and strengthened CDC/NEOC institutional capacity.
- Disaster awareness raised through the national awareness campaign based on the natural risk assessment and risk mapping conducted

Applicable Key Result Area (from 2008-11 Strategic Plan):

Crisis prevention and recovery: enhancing conflict prevention and disaster risk management capabilities.

Partnership Strategy

- a. Collaboration among key government agencies, NGOs and community-based organisations and private sector in partnership with the CDC and OP.
- b. International donor agencies /development partner coordination – UNDP-IDB collaboration and further extended to include EU, WB, CDEMA, JICA and other initiatives.

Project Title: Strengthening National and Local Capacities for Disaster Response and Risk Reduction

ID (ATLAS Award ID):

INTENDED OUTPUTS	OUTPUT TARGETS FOR 2010-2012	INDICATIVE ACTIVITIES Activity Result/Action(s)	RESPONSIBLE PARTIES	INPUTS ¹ US\$
<p>Output 1 Response Preparedness capacity strengthened at national and local levels</p> <p>Baseline: National DP Plan of 1985 exists, however it requires revision and update, also based on the lessons learnt from the floods in 2005 and existing international practices in disaster management planning. Following lessons of major flooding in 2005 number of staff and IT capability of CDC were increased, CDC personnel is exposed to DM trainings overseas and in-country. Institutionalised systems and procedures for effective emergency response at the national and sub-national levels (districts, regions, neighbourhoods) either do not yet exist or are minimal. Lack of clear, unified and known internal policies, arrangements, SOPs and</p>	<p>Targets (Year 1)</p> <ol style="list-style-type: none"> National Disaster Management structure strengthened and functional SOPs produced for NEOC. EW information exchange/ EW alerts system improved at national, regional and local levels with respective SOPs developed and applied. Awareness of the general public about existing risks and mitigation measures increased. National Disaster Preparedness Plan (with Early Recovery concept integrated) update completed. Inter-agency coordination improved as a result of the joint disaster preparedness planning process. 	<p>Activity Result 1.1.1: Equipped CDC and National Emergency Operations Centre (NEOC) with appropriately trained staff</p> <ul style="list-style-type: none"> Establish SOPs for activation, stand down of NEOC. NEOC equipped to meet minimal acceptable standards. CDC personnel and NEOC secondees trained on NEOC management and SOPs. CDC personnel and NEOC secondees trained on Information management and ITC. Establish reporting mechanism within National Disaster Management Committee. Strengthen and systematize communication linkages for CDEMA for regional coordination in case of major emergencies International DRP Specialist assigned to CDC to for day-to-day technical support to project implementation. 	<p>OP</p> <p>CDC Relevant Ministries and Sector Agencies Joint Services</p>	<p>162,000</p> <p>UNDP – 70,000 IDB – 72,000 GoG – 20,000</p>
		<p>Activity Result 1.1.2: Strengthened Early Warning System for Floods and Droughts</p> <ul style="list-style-type: none"> In cooperation with UNDP's SLM project delineate capacity development strategy for national EWS. Develop and introduce information exchange/EW alerts mechanism between actors at national, regional and local levels. Enhance situation monitoring/information exchange/EW alerts mechanism between national DRR actors (CDC, MoA) and water conservancies' management (particularly EDWC). Ensure consistent integration of the EW information analysis and transfer (incl. respective SOPs) into the National DP Plan and National DRM Policy. Provide trainings of EWS to the staff at national and community levels. 	<p>Hydromet, Selected Communities, NDCS, JICA, GRCS NDIA, GL&SC CDC, MoH</p>	<p>35,000</p> <p>UNDP – 35,000</p>
		<p>Activity Result 1.1.3: Flood awareness increased at national level</p>	<p>Un. Guyana/</p>	<p>132,000</p>

¹ Funds breakdown per donor agency is made in the "Inputs" column to differentiate between the "Indicative Activities" funded solely by IDB/GoG, UNDP or jointly funded.

INTENDED OUTPUTS	OUTPUT TARGETS FOR 2010-2012	INDICATIVE ACTIVITIES Activity Result/Action(s)	RESPONSIBLE PARTIES	INPUTS ¹ US\$
<p>frameworks to allow for mobilization and inter-sectoral collaboration for emergency response.</p> <p>No evident and systematic linkage of the sector agencies in Health, Water, Food and Agriculture into a national DRM system.</p> <p>Community based and national data collection with the appropriate training in the lead agency, support sectors, and community organisations need to be undertaken for damage assessment and needs analysis.</p> <p>Common system does not yet exist for preparation of situation reports by lead and support agencies, and protocol for information dissemination is yet to be developed.</p> <p>There does not now exist a well-developed EWS based on forecasting, a communication tree with EW points in all vulnerable communities, and designed messaging targeted for the respective audiences.</p> <p>Weather forecast-based EWS is part of the Hydromet (MoA) functions, water conservancies' management</p>	<p>7. SOPs for Damage Assessment and Needs Analysis (DANA) completed and tested.</p>	<ul style="list-style-type: none"> • Selection of the consulting firm. • Design of a national public education campaign on flood risk management, integrating climate change/global warming and their interrelation with disaster risk. • Implementation of the national developed education campaign, • Ensure equal coverage by the campaign of men, women, people with disabilities, elderly people and other social groups 	<p>UWI-DRRC CDEMA Selected consulting firm</p>	<p>IDB – 112,000 GoG – 20,000</p>
		<p>Activity Result 1.1.4: Update of the National Disaster Preparedness Plan initiated, including response plans for individual key agencies/sectors.</p> <ul style="list-style-type: none"> • Collate available sectoral preparedness plans and National DP Plan of 1985 and initiate inclusive and participatory review, involving relevant DRM stakeholders. • Initiate and support development and/or update process for the sectoral DP plans (Health, Water, and food sector agencies). • Based on the CWGER guidelines develop, adapt and integrate concept of Early Recovery into the National Disaster Preparedness Plan • Ensure integration of the gender-sensitive approach in the developed procedures within the National DP Plan. • Coordinate NDP Plan development with CDEMA to ensure its effective embedding into the regional response preparedness arrangements. 	<p>CDC, MoH, MoH&W, MoA, CDEMA Technical Assistance UNDP</p>	<p><u>45,000</u> UNDP – 45,000</p>
		<p>Activity Result 1.1.5: Damage Assessment and Needs Analysis system established</p> <ul style="list-style-type: none"> • Review and adapt CDEMA DANA tools to Guyana context • Establish SOP for Damage Assessment Activation System. • Adapt DANA tools to consider gender, age and disabilities as important factors in needs identification/analysis. • System established for preparation of situation reports - lead and support agencies • Conduct training and capacity building in DANA methodology – CDC, NEOC secondees, sector agencies. 	<p>CDC, NDCs, GRCS, Sector Agencies CDEMA</p>	<p><u>20,000</u> UNDP – 20,000</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR 2010-2012	INDICATIVE ACTIVITIES Activity Result/Action(s)	RESPONSIBLE PARTIES	INPUTS ¹ US\$
<p>normally issues alerts on potentially flood-inducing water excess release;</p> <p>Several initiatives, incl. regional, are supporting EWS (e.g. JICA, UNDP/GEF etc).</p> <p>Lack of national inventory of the existing emergency shelters and their capacity, many of those existing do not meet the acceptable standards (WASH, health etc) and/or conditions for livestock management.</p> <p>CDC</p> <p>Warehouse was constructed for CDC in Timehri with support of US SOUTHCOM with relief items provided, however decentralised warehousing network with prepositioned response items does not exist and supplies management capacity is to strengthened.</p> <p>Shelter managers lack regular trainings on emergency shelter management with consideration of gender-determined different needs of the affected population.</p> <p>Lack of disaster preparedness/evacuation/ emergency</p>	<p>Targets (year 2)</p> <ol style="list-style-type: none"> Community-based risk and vulnerability mapping conducted with results available for disaster preparedness and development planning. At least 5 Disaster Preparedness Plans completed and being implemented at community level. Emergency Communication Plan developed for at least 3 sectors and 3 vulnerable communities. Gender-sensitive considerations infused into respective plans. Selected communities are aware of existing natural risks and mitigation measures. Land, Air and Maritime Search and Rescue SOPs and manuals tested and applied in respective agencies. 	<p>Activity Result 1.2.1: Disaster Preparedness Plans developed and response preparedness capacity strengthened at community level with effective participation of volunteers</p> <ul style="list-style-type: none"> Implement training in community-based Hazards and Vulnerability Assessment and mapping Conduct hazards and vulnerability assessment and mapping in selected communities. Implement training in community-based Damage Assessment and Needs Analysis (DANA) and Situation Reporting. Compile existing EWS practices & design/improve existing EW alert communication procedures for vulnerable communities. Initiate preparedness process planning by the local authorities, CBOs, communities and concerned line agencies. Ensure inclusiveness of the preparedness planning through equal involvement of men and women in the process. Use lessons learnt from recent flood disaster experience, interagency dialogue, community engagement, and NGO disaster experience. Develop emergency surveillance system in communities building on existing Health Dept network. Strengthen functions of Regional Democratic Councils and NDC as disaster management committees. Involve and integrate community-based disaster preparedness committees established/ trained by other DRR actors (OXFAM, GRCS, etc). Finalise development of the Disaster Preparedness Plans. 	<p>CDC, NDCs, GRCS, Technical Assistance, UNDP</p> <p>Selected Communities</p> <p>Univ. Guyana/ UWI-DRRC</p> <p>Relevant Ministries and Sector Organizations</p>	<p><u>120,000</u></p> <p>UNDP– 120,000</p>
		<p>Activity Result 1.2.2: Emergency communications system enhanced</p> <ul style="list-style-type: none"> Strengthen the existing communication system (e.g. NDIA, Hydromet, Guysuco, River and Sea Defence, Ministry of Health and CDC) to accommodate emergency telecommunications with the most vulnerable communities Initiate development/update of the emergency communication SOPs within the most vulnerable communities and sectoral agencies. 	<p>MOH, NDIA, CDC</p>	<p><u>32,000</u></p> <p>UNDP – 32,000</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR 2010-2012	INDICATIVE ACTIVITIES Activity Result/Action(s)	RESPONSIBLE PARTIES	INPUTS ¹ US\$
<p>communication plans at community level.</p> <p>Number of communities in the East Coast was covered by GRCS's and Oxfam's Community Based Disaster Preparedness training, Disaster Preparedness Committees established, evacuation plans and maps developed.</p> <p>EWS and disaster response management systems lack unified/ tested emergency communication system/ plan for each sector. Protocols for media relations and international linkages needs to be clearly established documented and shared with stakeholders.</p> <p>Indicators:</p> <ul style="list-style-type: none"> # of training & sensitisation workshops for sectors, for communities, volunteers, CDC, high level officials & other partners completed. % of leaders and volunteers trained at respective community level and within sectors. # of subject matter Manuals produced for specific groups. # of most vulnerable communities received ER training. # and types of emergency 		<p>Activity Result 1.2.3: Targeted flood awareness campaign expanded at community levels and promotion of volunteerism for DM</p> <ul style="list-style-type: none"> Identify the most vulnerable communities based on the results of the Disaster Risk Assessment conducted (Activity Result 2.1.3) Replicate the best practices of the national awareness campaign at community level (Activity Result 1.1.3) Structure the awareness campaign as a preparatory basis for disaster preparedness planning and local risk assessment in selected communities. Integrate issues of specific vulnerability of different social groups based on gender, age, disabilities, financial standing, family composition and other factors Integrating climate change/global warming and their interrelation with disaster risk into the awareness campaign. 	Un. Guyana/ UWI-DRRC CDC, GRSC	<p><u>45,000</u></p> <p>UNDP – 45,000</p>
		<p>Activity Result 1.2.4: SAR capability strengthened</p> <ul style="list-style-type: none"> Develop SOPs and MOUs for Search and Rescue (SAR) with Joint Services, MOH, regional bodies, GRCS and other volunteers/NGOs, response agencies Coordinate SAR trainings with CDEMA to utilise regional rapid response experience and explore possibilities for trans-boundary SAR simulation. Support simulation exercises between CDC and respective SAR agencies. Establish first responder training programs and conduct training. 	UWI-DRRC, CDC and partners, Joint Services	<p><u>30,000</u></p> <p>UNDP – 30,000</p>
	<p>Targets (Year 3)</p> <ol style="list-style-type: none"> Emergency shelters inventory available with shelters mapped. Shelter management and evacuation plans developed Relief supplies management system strengthened with updated SOPs and enhanced 	<p>Activity Result 1.3.1: Emergency Shelters meet minimal acceptable standards (physical condition, WASH, others)</p> <ul style="list-style-type: none"> Identify and map location of shelters in each community. Undertake vulnerability assessment of shelters Sensitise community residents to shelter location and procedures for access Conduct shelter management training programs 	OP CDC Relevant Ministries and Sector Organizations	<p><u>50,000</u></p> <p>UNDP – 50,000</p>
		<p>Activity Result 1.3.2: Relief supplies management capacity strengthened</p> <ul style="list-style-type: none"> Train NDCs and volunteers in the pilot communities on relief distribution and response to immediate needs. Training is to cover issues of understanding of relief supply planning as based on the 	CDC, Joint Services, PAHO, GRCS, NDC, Selected Communities	<p><u>60,000</u></p> <p>UNDP – 60,000</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR 2010-2012	INDICATIVE ACTIVITIES Activity Result/Action(s)	RESPONSIBLE PARTIES	INPUTS ¹ US\$
<p>management SOPs produced.</p> <ul style="list-style-type: none"> # of sectoral Emergency Communication Plans developed and operational. # of sectoral Disaster Preparedness Plans developed at community level. ER Framework and Cluster Working Group Structure in place. #, location and capacity of the emergency shelters identified and mapped. Gender and age composition of all project trainings/ workshops/ positions/ assignments. 	<p>supplies management skills.</p> <p>4. Mass casualty management preparedness strengthened with respective plans and SOPs available and applied.</p>	<p>different needs and priorities of men and women, and inclusion of women into aid distribution teams both at national and local levels.</p> <ul style="list-style-type: none"> Provide SUMA (PAHO/WHO) or similar type of training to national agencies and communities. Orient the trainees to the requirement for equal access to the relief items by all vulnerable groups/affected population, despite their gender, age, nationality or other factors. Establish documented liaison and working procedures between CDC/NEOC and the Red Cross Society and other non-governmental DRM actors. Establish/systematize thematic linkages with CDEMA for external relief acceptance/regional relief provision arrangements in case of major emergencies. Obtain/establish accessible and disaster-resilient warehousing facilities in vulnerable interior and coastal communities. Develop Memoranda of Understanding with suppliers 		
		<p>Activity Result 1.3.3: Mass casualty plans developed in selected vulnerable communities</p> <ul style="list-style-type: none"> Institute mass casualty management systems for hospitals and health facilities at community and regional level and NDCs in targeted areas. Review existing or support development of new casualty management plans to ensure consideration of needs of most vulnerable groups in mass casualty management/rendering medical assistance. Link mass casualty plans with respective disaster preparedness plans to achieve coherence and compatibility. Train respective personnel and volunteers on plans' implementation 	<p>MOH, NDCs, CDC, selected communities</p>	<p><u>20,000</u></p> <p>UNDP – 20,000</p>
TOTAL OUTPUT 1				751,000
<p>Output 2</p> <p>Strengthened Disaster Risk Reduction capacity at national and local levels</p> <p>Baseline:</p>	<p>Targets (Year 1)</p> <ol style="list-style-type: none"> High level committee led by President and Cabinet established and operational. DRM Policy drafted and 	<p>Activity Result 2.1.1: National DRM coordination platform in place</p> <ul style="list-style-type: none"> Initiate multi-stakeholder dialogue on coordinated DRR in Guyana. Promote establishment of the national DRM coordination committee (national platform) at high level; Promote representation of national and international DRM actors and communities in the committee. 	<p>OP CDC UNDP, IDB, Donors, DRR actors, sectoral agencies</p>	<p><u>5,000</u></p> <p>UNDP – 5,000</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR 2010-2012	INDICATIVE ACTIVITIES Activity Result/Action(s)	RESPONSIBLE PARTIES	INPUTS ¹ US\$
<p>No up-to-date national map of natural hazards, vulnerability and risk for flooding and drought available.</p> <p>Demographic, social and physical infrastructure information by community should be collected to assist vulnerability assessment and mapping for planning approaches to and needs for response.</p> <p>Lack of legislation, up-to-date by-laws and inter- and intra-agency procedures to regulate national disaster management.</p> <p>Complex hazards and vulnerability assessment of livelihoods at the community level is not available for overall economic evaluations/risk identification.</p> <p>Integration and rationalisation of mapping efforts should be implemented among departments</p> <p>Drainage network mapping is needed for further elaboration of flood risk</p> <p>No effective coordination platform for multiple sectors at the highest levels of government to formulate DRR policy and harmonize DRR interventions by state and non-governmental stakeholders.</p> <p>High level multi- sectoral planning also needed to facilitate access to technical</p>	<p>includes provisions on support to the most vulnerable groups (determined by gender, age disabilities, financial standing) and early recovery concept integrated.</p> <p>3. Draft DRM Act available for approval by the GoG.</p> <p>4. Institutional Framework established for intersectoral collaboration on risk reduction.</p> <p>5. Risk assessment database available for development planning by the national decision-makers.</p> <p>6. National IDRM Plan and its Implementation Strategy developed.</p> <p>7. Stakeholders trained on IDRM Plan implementation.</p> <p>8. Community-based Disaster risk Reduction training and programs initiated.</p> <p>9. Local risks mitigated in at least 2 pilot communities through CBDRM projects.</p>	<p>Activity Result 2.1.2: Disaster Risk Management Policy and Disaster Risk Management Act drafted</p> <ul style="list-style-type: none"> • Review regional case studies. • Engage state and nongovernmental stakeholders. • Ensure participatory approach to the DRM Policy and Act development process. • Ensure integration of the Early Recovery concept into the DRM Policy. • Ensure specific attention in the DRM Policy document to the vulnerability and needs of marginalised groups (based on gender, age, disabilities, financial standing and others). • Develop draft DRM Act and training module on its application. • Coordinate emergency management legislation development process with CDEMA-led development of the regional model emergency management legislation. <p>Activity Result 2.1.3: Disaster Risk Assessment conducted at national level</p> <ul style="list-style-type: none"> • Selection of the consulting firm for risk assessment. • National disaster risk assessment conducted using IDB indicators, national risk database developed. • Comprehensive probabilistic evaluation of flood risk conducted. Most vulnerable communities identified. • Consideration of the specific aspects of gender-determined vulnerability, using demographic, gender- and age-segregated data. • Risk database hosting ensured through appropriately trained and equipped CDC. • Risk assessment results disseminated through a workshop. • Risk assessment results and respective maps are made available for regional and global info exchange platforms (CDEMA, GRIP, CRMI). <p>Activity Result 2.1.4: Integrated disaster risk management</p> <ul style="list-style-type: none"> • Selection of the consulting firm. • Development of the National IDRM Plan, integrating climate change/global warming and their interrelation with disaster risk. • Development of the Implementation Strategy for IDRM Plan. • Conduct capacity building workshops on IDRM Plan implementation. • Initiate integration of risk reduction measures into key sectors. 	<p>OP CDC Sectoral agencies, Individual consultant</p> <p>Lands & Surveys, Univ. of Guyana Selected consulting firm</p> <p>Relevant Ministries and Sector Organizations Selected Communities Univ. of Guyana/</p>	<p><u>75,000</u></p> <p>UNDP – 30,000 IDB – 30,000 GoG – 15,000</p> <p><u>340,000</u></p> <p>IDB – 280,000 GoG – 60,000</p> <p><u>230,000</u></p> <p>UNDP – 15,000 IDB – 160,000 GoG – 55,000</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR 2010-2012	INDICATIVE ACTIVITIES Activity Result/Action(s)	RESPONSIBLE PARTIES	INPUTS ¹ US\$
<p>and financial resources from regional and international partners.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Draft DRM Policy. • Draft DRM Act. • # of meetings of the national DRR platform. • # of communities at risk identified with sectoral vulnerability assessments conducted. • Stakeholder engagement maps for each sector. • # of lifelines, communities and infrastructure maps available for selected communities at risk. • # of coastal communities with leaders trained on and engaged with the sea defence surveillance. • # of capacity building WS on implementation of the IDRM Plan. • # of CBDRM projects implemented in vulnerable pilot communities. • # of civil servants trained on DRR mainstreaming into 		<ul style="list-style-type: none"> • Examine and institute opportunities for shared activity toward common output e.g. conservancy management and floodwater control. • Development of CBDRM programme and piloting in two communities. • Involvement of beneficiaries/ vulnerable groups (gender, age, disabilities) in CBDRM programme development and implementation. 	UWI-DRRC Selected consulting firm	
	<p>Targets (Year 2)</p> <ol style="list-style-type: none"> 1. DRR interventions by all stakeholders are effectively coordinated by the national coordination platform (name to be defined). 2. Sectoral vulnerability assessments in at least 5 at risk communities. 3. Maps of lifelines, social and economic infrastructure, critical facilities, lifelines etc available for at least 5 communities started. 4. Results of the community-level risk assessment and developed risk maps are used in community development planning. 5. Guidelines for DRR integration into agricultural and environmental planning developed and capacity on their implementation built among relevant stakeholders. 6. Condition of the flood 	<p>Activity Result 2.2.1: National DRM coordination platform in place</p> <ul style="list-style-type: none"> • Continue multi-stakeholder dialogue on coordinated DRR in Guyana. • Promote establishment of the national DRM coordination committee (national platform) at high level; • Promote representation of national and international DRM actors and communities in the committee. • Representation in the national platform is not conditioned by gender, age and other factors. 	OP CDC UNDP, IDB, Donors, DRR actors, sectoral agencies	<p style="text-align: right;"><u>5,000</u></p> <p>UNDP – 5,000</p>
		<p>Activity Result 2.2.2: Disaster Risk Assessment conducted in most vulnerable communities</p> <ul style="list-style-type: none"> • Vulnerability assessments in selected communities started, with consideration of specific aspects of gender-determined vulnerability, demographic, gender- and age-segregated data. • Risk maps development initiated. • Prepare maps of social and economic infrastructure, critical facilities, lifelines etc. • Use risk assessment results as a basis for disaster preparedness planning in selected communities. 	CDC, NDCs, GRCS, selected communities	<p style="text-align: right;"><u>35,000</u></p> <p>UNDP – 35,000</p>
	<p>Activity Result 2.2.3: DRR mainstreaming into development planning</p> <ul style="list-style-type: none"> • Develop guidelines for DRR incorporation in agricultural planning and environmental management. • Training for technical staff of the CDC and other line agencies on the guidelines developed. • Ensure consideration of climate change as risk factors for sustainable development/link to LCDS. 	MoA, CDC Sector agencies Individual consultant	<p style="text-align: right;"><u>72,000</u></p> <p>IDB – 42,000 GoG – 30,000</p>	

INTENDED OUTPUTS	OUTPUT TARGETS FOR 2010-2012	INDICATIVE ACTIVITIES Activity Result/Action(s)	RESPONSIBLE PARTIES	INPUTS ¹ US\$
development. <ul style="list-style-type: none"> Gender and age composition of all project trainings/ workshops/ positions/ assignments. 	protection structures assessed and maintenance plans and engineering designs developed and available for implementation/ use in development planning.	Activity Result 2.2.4: Design of Investment Program in Flood Prevention and Mitigation <ul style="list-style-type: none"> Selection of a consulting firm – service provider Preparation of a priority list of engineering works and maintenance plans of existing works in order to improve flood control and protection. Preparation of engineering designs for prioritized flood protection works 	River/Sea Defense/ Works Group HydroMet Selected consulting firm	<u>300,000</u> IDB – 250,000 GoG – 50,000
	Target (Year 3) 1. Community leaders from at least 5 coastal communities received training and are engaged with sea defence surveillance. 2. Flood risk mitigated in at least 2 communities. 3. Experience and good practices on community-level structural mitigation disseminated among communities at risk.	Activity Result 2.3.1: Community Leaders trained on sea defence monitoring and aware of climate change impact <ul style="list-style-type: none"> Build network of/train community stakeholders to monitor of sea defence condition in respective areas using the results of community-level disaster preparedness activities of the project. Raise awareness of the community leaders on climate change and its possible impact on sea level/natural hazards variability. Link the network to the existing NDCs/CBOs as a part of their disaster preparedness portfolio. Involve women in sea defence monitoring network, promoting their role in community activities Link the network to the emergency communication system. 	River/Sea Defence/ Works Group/ NDCs, CBOs, GRCS, selected communities, CDC	<u>20,000</u> UNDP – 20,000
	Activity Result 2.3.2: Flood risk mitigated in the pilot communities <ul style="list-style-type: none"> Identify two most vulnerable communities for CBDRM intervention based on results of the risk assessment and identification of the priority engineering works/ maintenance plans of flood control/protection structures. Involve communities (particularly the most vulnerable groups) in discussion/development of the structural risk mitigation measures as a follow-up to the disaster preparedness planning and local hazards identified. Set up a cadre of volunteers to sustain these measures. Select contractors for implementation of the mitigation projects. Identify good practices and lessons learnt from the accomplished projects on flood protection and disseminate among other communities at risk. 	River/Sea Defense/ Works Group HydroMet NDS/selected communities, CDC, contractors	<u>60,000</u> UNDP – 60,000	
TOTAL OUTPUT 2				1,142,000

INTENDED OUTPUTS	OUTPUT TARGETS FOR 2010-2012	INDICATIVE ACTIVITIES Activity Result/Action(s)	RESPONSIBLE PARTIES	INPUTS ¹ US\$
Project administration and implementation support costs ¹				157,000
Funds spent or committed for preparatory phase of the project in 2008 - 2009				140,000
GRAND TOTAL				2,190,000

¹ Includes project personnel costs, UNDP ISS for administering project's direct payments, IDB audit costs.

IV. ANNUAL WORK PLAN (FOR UNDP-FUNDED ACTIVITIES ONLY)

Year: 2010

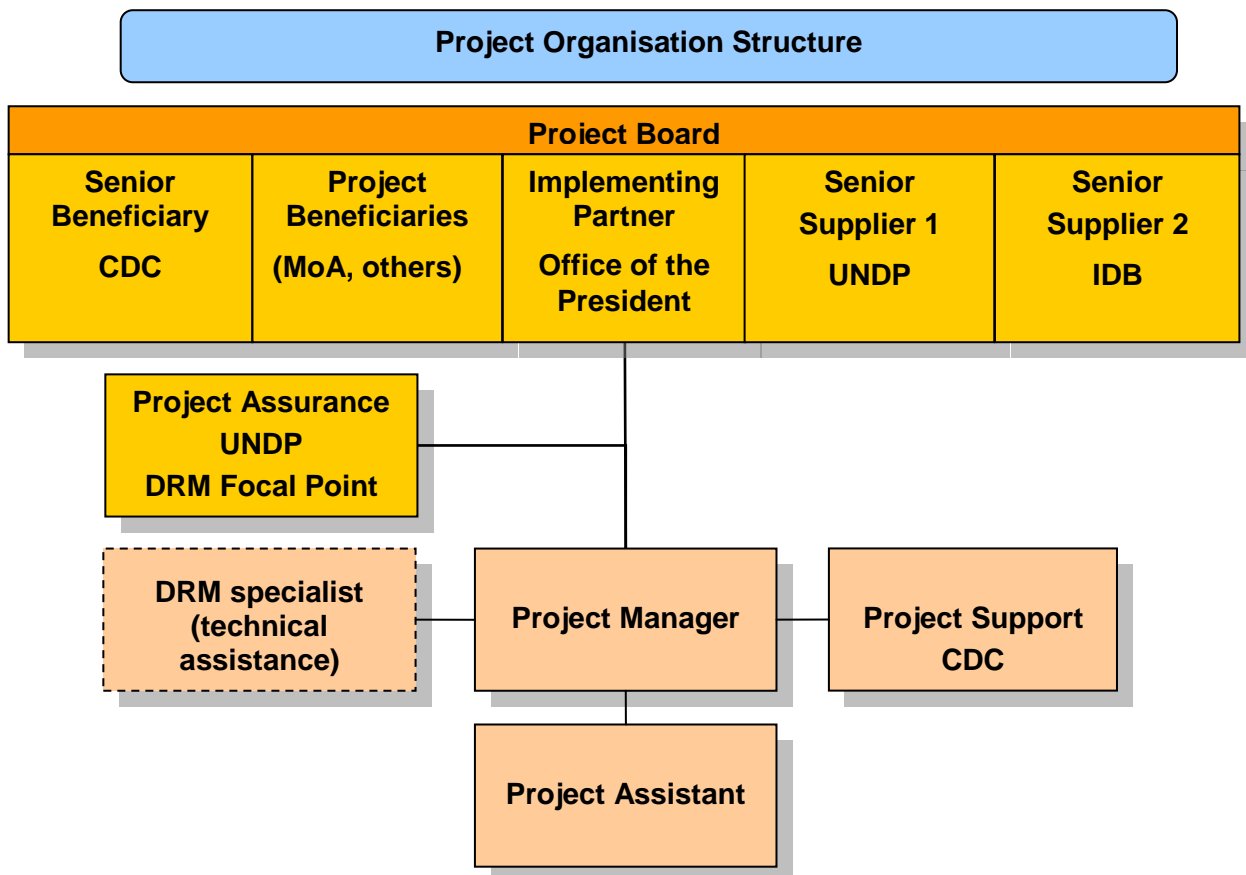
EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME / Quarters				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 1 Response Preparedness capacity strengthened at national and local levels</p> <p>Baseline: Institutionalised systems and procedures for effective emergency response at the national and sub-national levels (districts, regions, neighbourhoods) either do not yet exist or are minimal. Lack of clear, unified and known internal policies, arrangements, SOPs and frameworks to allow for mobilization and inter-sectoral collaboration for emergency response. Limited HR and equipment capacity of the CDC may hamper effective national disaster response coordination; Weather forecast-based EWS is part of the Hydromet (MoA) functions, water conservancies' management normally issues alerts on potentially flood-inducing water excess release; Several initiatives, incl. regional, are supporting EWS (e.g. JICA, UNDP/GEF etc). Draft National DP Plan 1985 exists and needs review and update; No standardised and unified national DANA system is applied, damage and needs assessment is made using ad-hoc techniques;</p> <p>Indicators: • # of trainings & sensitisation WS for national/sectoral agencies, communities and</p>	<p>Activity Result 1.1.1: Equipped CDC and National Emergency Operations Centre (NEOC) with appropriately trained staff</p> <ul style="list-style-type: none"> Establish SOPs for activation, stand down of NEOC. NEOC equipped to meet minimal acceptable standards. CDC personnel and NEOC secondees trained on NEOC management and SOPs. CDC personnel and NEOC secondees trained on Information management and ITC. Establish reporting mechanism within National Disaster Management Committee. Strengthen and systematize communication linkages for CDEMA for regional coordination in case of major emergencies International DRP Specialist assigned to CDC to for day-to-day technical support to project implementation. 					OP CDC Relevant Ministries and Sector Agencies Joint Services	UNDP	74100 Professional Services	IDB/GoG funds
	72800 Information Technology Equipment 25,000 Comm. Equipment 20,000 75700 Trainings, WS and Conferences 5,000 72500 Supplies 9,600 71400 Contractual Services - Individuals								
	<p>Activity Result 1.1.2: Strengthen Early Warning System for Floods and Droughts</p> <ul style="list-style-type: none"> In cooperation with UNDP's SLM project delineate capacity development strategy for national EWS. Develop and introduce information exchange/EW alerts mechanism between actors at national, regional and local levels. Enhance situation monitoring/information exchange/EW alerts mechanism between national DRR actors (CDC, MoA) and water conservancies' management (particularly EDWC). Ensure consistent integration of the EW information analysis and transfer (incl. respective SOPs) into the National DP Plan and National DRM Policy. Provide trainings of EWS to the staff at national and 					Hydromet, Selected Communities, NDCS, JICA, GRCS NDIA, GL&SC CDC, MoH	UNDP	74100 Professional Services	20,000

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME / Quarters				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>other partners completed.</p> <ul style="list-style-type: none"> # and type of DP plans % of leaders trained at respective community level and within sectors. # and types of emergency management SOPs produced. Gender and age composition of all project trainings/ workshops/ positions/ assignments. <p>Annual targets:</p> <ul style="list-style-type: none"> National Disaster Management structure strengthened and functional SOPs produced for NEOC. EW information exchange/ EW alerts system improved at national, regional and local levels with respective SOPs developed and applied. Awareness of the general public about existing risks and mitigation measures increased. National Disaster Preparedness Plan (with Early Recovery concept integrated) completed. Inter-agency coordination improved as a result of the joint disaster preparedness planning process. SOPs for Damage Assessment and Needs Analysis (DANA) completed and tested. Manuals for CBDRM developed and tested in pilot communities. 	community levels.						TOTAL	35,000	
	<p>Activity Result 1.1.4: Update of the National Disaster Preparedness Plan initiated, including response plans for individual key agencies/ sectors/Communities.</p> <ul style="list-style-type: none"> Collate available sectoral preparedness plans and National DP Plan of 1985 and initiate inclusive and participatory review, involving relevant DRM stakeholders. Initiate and support development and/or update process for the sectoral DP plans (Health, Water, and food sector agencies). Based on the CWGER guidelines develop, adapt and integrate concept of Early Recovery into the National Disaster Preparedness Plan Ensure integration of the gender-sensitive approach in the developed procedures within the National DP Plan. Coordinate NDP Plan development with CDEMA to ensure its effective embedding into the regional response preparedness arrangements Initiate risk and vulnerability assessment and community based disaster preparedness planning 					CDC, MoH, MoH&W, MoA, Selected consultant Technical Assistance UNDP	UNDP	74100 Professional Services	35,000
								75700 Trainings, WS and Conferences	20,000
							TOTAL	55,000	
	<p>Activity Result 1.1.5: Damage Assessment and Needs Analysis system established</p> <ul style="list-style-type: none"> Review and adapt CDEMA DANA tools to Guyana context Establish SOP for Damage Assessment Activation System. Adapt DANA tools to consider gender, age and disabilities as important factors in needs identification/analysis. System established for preparation of situation reports - lead and support agencies 					CDC, NDCs, GRCS, Sector Agencies	UNDP	74100 Professional Services	10,000
								75700 Trainings, WS and Conferences	10,000

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME / Quarters				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
	<ul style="list-style-type: none"> Conduct training and capacity building in DANA methodology – CDC, NEOC secondees, sector agencies. 						TOTAL	20,000	
TOTAL OUTPUT 1								179,600	
Output 2 Strengthened Disaster Risk Reduction capacity at national and local levels Baseline: Lack of legislation, up-to-date by-laws and inter- and intra-agency procedures to regulate national disaster management. No up-to-date risk maps of natural and regional coverage available for development planning. No result of vulnerability assessment of livelihoods at the community level available for overall economic evaluations/risk identification. Integration and rationalisation of mapping efforts should be implemented among departments Drainage network mapping is needed for further elaboration of flood risk No effective coordination platform for multiple sectors at the highest levels of government to formulate DRR policy and harmonize DRR interventions by state and non-governmental stakeholders. Indicators: <ul style="list-style-type: none"> Draft DRM Policy. Draft DRM Act. # of meetings of the national DRR platform. 	Activity Result 2.1.1: National DRM coordination platform in place <ul style="list-style-type: none"> Initiate multi-stakeholder dialogue on coordinated DRR in Guyana. Promote establishment of the national DRM coordination committee (national platform) at high level; Promote representation of national and international DRM actors and communities in the committee. 					OP, CDC UNDP, IDB, Donors, DRR actors, sectoral agencies	UNDP	75700 Trainings, WS and Conferences	5,000
								TOTAL	5,000
	Activity Result 2.1.2: Disaster Risk Management Policy and Disaster Risk Management Act drafted <ul style="list-style-type: none"> Review regional case studies. Engage state and nongovernmental stakeholders. Ensure participatory approach to the DRM Policy and Act development process. Ensure integration of the Early Recovery concept into the DRM Policy. Ensure specific attention in the DRM Policy document to the vulnerability and needs of marginalised groups (based on gender, age, disabilities, financial standing and others). Develop draft DRM Act and training module on its application. Coordinate emergency management legislation development process with CDEMA-led development of the regional model emergency management legislation. 					OP CDC Sectoral agencies, Individual consultant	UNDP	74100 Professional Services	IDB &GoG funds
								74100 Professional Services	20,000
								75700 Trainings, WS and Conferences	10,000

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME / Quarters				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<ul style="list-style-type: none"> # of capacity building WS on implementation of the IDRM Plan. # of CBDRM projects implemented in vulnerable pilot communities. Gender and age composition of all project trainings/ workshops/ positions/ assignments. <p>Annual targets:</p> <ul style="list-style-type: none"> DRM Policy drafted and includes provisions on support to the most vulnerable groups (determined by gender, age disabilities, financial standing) and early recovery concept integrated. Draft DRM Act available for approval by the GoG. Institutional Framework established for intersectoral collaboration on risk reduction. Risk assessment database available for development planning by the national decision-makers. National IDRM Plan and its Implementation Strategy developed. Stakeholders trained on IDRM Plan implementation. Community-based Disaster risk Reduction training and programs initiated. Local risks mitigated in at least 2 pilot communities through CBDRM projects.. 							TOTAL	30,000	
	<p>Activity Result 2.1.4: Integrated disaster risk management</p> <ul style="list-style-type: none"> Selection of the consulting firm. Development of the National IDRM Plan, integrating climate change/global warming and their interrelation with disaster risk. Development of the Implementation Strategy for IDRM Plan. Conduct capacity building workshops on IDRM Plan implementation. Initiate integration of risk reduction measures into key sectors. Examine and institute opportunities for shared activity toward common output e.g. conservancy management and floodwater control. Engage vulnerable groups (gender, age, disabilities) and volunteers in CBDRM projects' development and implementation. Implement Community-based risk reduction pilot projects in two communities. 					Relevant Ministries and Sector Organizations Selected Communities Univ. of Guyana/ UWI-DRRC Selected consulting firm	UNDP	74100 Professional Services	IDB&GoG funds
								75700 Trainings, WS and Conferences	15,000
									15,000
		TOTAL OUTPUT 2							50,000
		Implementation support services (ISS)					UNDP	UNDP	7,000
	GRAND TOTAL for YEAR 1							246,600	

V. MANAGEMENT ARRANGEMENTS



The project will be implemented based on the agreement reached between UNDP and IDB in regards of sharing resources and the set up of a joint project implementation mechanism within the Civil Defence Commission. All the project components funded by both agencies are closely interlinked and interdependent. The position of the Project Manager is co-funded by UNDP and IDB to ensure consistency and common approach to the project implementation. UNDP will provide DRM Focal Point for quality assurance in project implementation and support to all of the project components. Both of the IDB and UNDP as well as the Implementing Partner and main beneficiaries will be represented in the Project Board to oversee the harmonised and coordinated project implementation.

Different elements of the project management are described below:

Project Board

The project will count on a Project Board that would be in charge of providing overall supervision of the execution of the activities and evaluation of the partial and global results of the project, as well as acknowledging major bottle necks and issues, in order to provide timely and appropriate recommendations and solutions.

The Project Board will be chaired by the Head of the Presidential Secretariat, Office of the President or his delegate, who will provide the strategic directions to the project and well as make the necessary linkage between the GoG policy and the outcomes of the project to meet and support those policies. The Director General of the Civil Defence Commission will act of behalf of the project beneficiaries and will be the direct responsible for the implementation process, identifying the key partners to accomplish specific results. UNDP and IDB as main input providers will be also part of the Board in their capacity of resource and technical assistance providers. Participation of the other beneficiaries/project counterparts (such as the Ministry of Agriculture etc) will also be sought to ensure inclusiveness and participatory approach to the project implementation.

Generic Terms of Reference of the Project Board are outlined in the Annex 5a. Definitive ToRs will be developed and at the stage of Project Board establishment.

Project Manager

For the routine operational coordination and administrative procedures a Project Manager will be hired. This position will be funded jointly by the IDB and UNDP following agreed arrangements on the joint project implementation. The Project Coordinator will provide regular operational and financial reports to both IDB and UNDP, which will be used as a basis for project monitoring and evaluation. The Project Manager will also support the Director General of the CDC in his regular reporting to the Project Board.

Project Assurance (UNDP DRM Focal Point)

A function of a DRM Focal Point will be provided by UNDP and will be based in its Country Office. The main objectives of this position will be specialized support for the project implementation process, thematic expertise on aspects related to emergency response and risk management and functions of a liaison between the project management and UNDP.

Technical Assistance

An international DRM Specialist will be assigned to the CDC by the IDB for 18 months of the project lifetime to provide specific technical support to the project implementation, with the specific attention to the development of the Integrated Disaster Risk Management Plan.

Project Volunteer

A Project Assistant (possibly National UN Volunteer) will be recruited to support the Project Manager on administrative and routine operational issues. As a result of the on-the-job training the Project Assistant will contribute to the in-country capacity building and volunteerism movement.

According to National Execution (NEX) and National Implementation (NIM) modalities of execution, the Office of the President will be responsible for the overall management of the project, regular guidance and assistance will be provided by UNDP and the IDB, and this will be used as an opportunity to develop local and regional capabilities to manage this type of programmes in the future. UNDP's standard management regulations for NIM projects will be used for the execution.

Administrative and programmatic oversight support services will be provided to the implementing partner by the UNDP Country Office. 3% of direct project budget inputs will be recovered as Implementation Support Services (ISS) by UNDP in line with its cost recovery policy and be reflected in the Annual Work Plans (see also ANNEX 2: Special Clauses).

VI. MONITORING AND EVALUATION FRAMEWORK

The project board will be in charge of overall project oversight, this board will work in close collaboration with the Project Manager and the focal point for DRM from UNDP, in consultation with the national counterparts through regular meetings to discuss the project implementation and assess its progress. This board, established at the beginning of the project, will monitor progress and identify issues in order to take immediate corrective actions.

The Programme Unit of the UNDP will ensure monitoring and evaluation of the Programme, in accordance with regulations for the UNDP's National Execution modality. Implementing partners will be responsible for the direct monitoring of the respective project components.

A mid-term internal evaluation of the Project will be conducted in 2011 and an independent external evaluation will be conducted at the end of the Project. This will include the participation of UN agencies involved and key strategic counterparts in order to assess the achievement of expected outputs and alignment with appropriate outcomes.

The project management and main resource providers – UNDP and IDB – will attempt to their best to conduct joint evaluation exercises to ensure common approach and commonly agreed and shared conclusions.

Monitoring of project implementation and monitoring and evaluation of key outputs and outcomes will be ensured through the following activities:

- Field visits undertaken jointly by the Government, UNDP and IDB.
- Preparation of progress reports for review at the annual review meetings.
- Surveys and evaluations to obtain baseline data and to measure progress against baselines undertaken jointly with the Government and partners.
- Community consultations in the areas of intervention. Every effort will be made to involve beneficiaries in the monitoring of activities.

Towards the end of each calendar year, the Government, UNDP and other key technical and institutional partners will conduct an annual review to assess progress in the project implementation, as well as progress against the indicators outlined in the UNDAF.

Monitoring & Evaluation Framework

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

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

VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of the Cooperative Republic of Guyana and UNDP, signed on May 3rd, 1977.

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

The executing agency shall:

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

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

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

VIII. ANNEXES

ANNEX 1. Risk Log: OFFLINE RISK LOG

Project Title: Strengthening National and Local Capacities for Disaster Response and Risk Reduction					Award ID:		Date:		
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mgt response	Owner	Submitted, updated by	Last Update	Status
	Inadequate human resources allocated for DRM in relevant organizations.	Oct 2009	Organizational	Impact – High Probability – Med	Seek regional support for exchange of human resources, design and implementation training of trainers programs	HPS/ CDC			
	Sustainability of the capacities built and personnel allocated to specific DRM tasks.	Oct 2009	Organisational	Impact – Med Probability – Med	Engage NGOs, local structures (community based organizations, volunteer networks and municipalities) to provide trained personnel. Local structures (community based organizations, volunteer networks and municipalities) are stable and can provide sustainability to the process.	Respective agencies/Ministries/ HPS			
	Insufficient funds/resources allocated by the GoG for the national DRM system due to national budgetary constrains	Oct 2009	Political Financial	Impact – Med Probability – Med/High	Seek international partnerships Prioritise and Phase activities	HPS/ respective GOG agency/Ministry			
	Major emergency/flooding in the country overwhelming the project partners and international actors and redirecting resources from project implementation	Oct 2009	Environmental	Impact – High Probability – Med	Revision of budget duration/ refocus of the project objectives. Wider involvement of communities in preparedness response and early recovery. Early Recovery framework and mechanisms operational through simulation	CBOs, FBOs, CDC, NDCs			
	Lack of the up-to-date legislation in emergency management sphere	Oct 2009	Political Regulatory	Impact – Med Probability – High	DRM Policy & Act to be developed within the project are comprehensive and inclusive and lay the basis for further legislation harmonisation/ development				
	Lack of political support at the highest level may hamper project activities in policy development/ legislation harmonisation process	Oct 2009	Political Regulatory	Impact – High Probability – Med	Sensitisation of the policy-makers to get “buy-in” to development of the respective documents through high-level meetings	CBOs, FBOs, CDC, NDCs,			
	Lack of willingness to collaborate among all key stakeholders.	Oct 2009	Strategic Political	Impact – High Probability – Med	Wider engagement and structured awareness building programs	CDC and respective NDCs and key sector agencies.			

ANNEX 2: Special Clauses.

The schedule of payments and UNDP bank account details.

1. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
2. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
3. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
4. All financial accounts and statements shall be expressed in United States dollars.
5. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.
6. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph []above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
7. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- a) 7% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
 - b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.
8. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
 9. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.”

Annex 4. Quality Management for Project Activity Results

OUTPUT 1: Response Preparedness capacity strengthened at national and local levels		
Activity Result 1.1.1 (Atlas Activity ID)	CDC & NEOC capacity building	Start Date: 2010 End Date: 2010
Purpose	“Speedy, timely, and appropriate” response to natural disasters requires effective institutional and organisational mechanisms at the national and community levels to prepare for monitoring, managing, communicating & reporting during an emergency long before a disaster occurs.	
Description	<ul style="list-style-type: none"> • Establish SOPs for activation, stand down of NEOC. • NEOC equipped to meet minimal acceptable standards. • CDC personnel and NEOC secondees trained on NEOC management and SOPs. • CDC personnel and NEOC secondees trained on Information management and ITC. • Establish reporting mechanism within National Disaster Management Committee. • International DRP Specialist assigned to CDC to for day-to-day technical support to project implementation. 	
Quality Criteria	Quality Method	Date of Assessment
Developed SOPs meet CDEMA and/or other internationally acceptable standards (e.g. UNDAC)	Review by CDEMA (and/or UNDAC) experts	2011-2012
Emergency Communication ensured in the event of major emergency and covers all targeted stakeholders	Review existing strategy and consult with partner agencies re effectiveness Simulation exercise	2011-2012
CDC effectively ensures operations of the NEOC in case of emergencies	Simulation exercise Post-emergency evaluation (e.g. by CDEMA or UNDAC)	2011-2012 n/a (after the event)
Activity Result 1.1.2 (Atlas Activity ID)	Design of EWS for Floods	Start Date: 2010 End Date: 2010
Purpose	Provision of reliable information on potential damaging events prior to such events to the decision-makers and general public in order to reduce potential damage and loss of lives, livelihoods and property through preparatory and preventive measures.	
Description	<ul style="list-style-type: none"> • Delineate capacity development strategy and develop program for EWS at community level. • Ensure linkage between regional, national and local level EWS. • Ensure linkage with conservancies’ management (particularly EDWC). • Ensure consistent integration of the EW information analysis and transfer (incl. respective SOPs) into the National DP Plan and National DRM Policy. • Provide trainings of EWS to the staff at national and community levels. 	
Quality Criteria	Quality Method	Date of Assessment
EWS forecasts are accurate and reliable	Evaluations by CDC	2011, 2012
Early Warning alerts issued time and form-wise according to the established SOPs	Evaluations by CDC	2011, 2012
Reliable, clear and concise Early Warning alerts are allowing the communities effectively undertake preparedness measures	Evaluations by CDC Community members’ interviews	2011, 2012
Community-based EWS are simple,	Evaluations by CDC, Hydromet	2011, 2012

effective and easy to operate by the trained community members	Interviews with community members, drills, observations '	
Activity Result 1.1.4 (Atlas Activity ID)	National DP Plan updated	Start Date:2010 End Date: 2010
Purpose	Clear articulation of roles, and functions of lead and support agencies in all aspects of emergency response needs for sectors and key agencies at the national	
Description	<ul style="list-style-type: none"> • Collate available sectoral preparedness plans and National DP Plan of 1985 and initiate inclusive and participatory review, involving relevant DRM stakeholders. • Link Health, Water, and food sector agencies in a national DM system. • Based on the CWGER guidelines develop, adapt and integrate concept of Early Recovery into the National Disaster Preparedness Plan • Ensure gender-mainstreamed approach in the NDPP outlined procedures 	
Quality Criteria	Quality Method	Date of Assessment
Sector and agency plans are consistent with the updated National Disaster Preparedness Plan	Review/analysis by the CDC	2012
Sector and agency plans meet the regionally/internationally accepted standards	External review/analysis of selected plans by CDEMA (possibly by UNDAC)	2012
Activity Result 1.1.6 (Atlas Activity ID)	DANA system established	Start Date:2010 End Date:2012
Purpose	Structured approach to data gathering for information management and communication. DANA system informs prioritized and systematised emergency response planning and implementation immediately following an event. It leads to more detailed assessment to inform assistance requests.	
Description	<ul style="list-style-type: none"> • Review and adapt CDEMA DANA tools to Guyana context • Establish SOP for Damage Assessment Activation System. • Ensure consideration of gender, age and disabilities as important factors in needs identification/analysis. • System established for preparation of situation reports - lead and support agencies • Conduct training and capacity building in DANA methodology – CDC, NEOC secondees, sector agencies. 	
Quality Criteria	Quality Method	Date of Assessment
DANA tools meet the regionally/internationally accepted standards	External review/analysis of selected plans by CDEMA (possibly by UNDAC)	2010

OUTPUT 2: Strengthened Disaster Risk Reduction capacity at national and local levels.		
Activity Result 2.1.1 (Atlas Activity ID)	National DRM coordination platform	Start Date: 2010 End Date: 2012
Purpose	Coordinated investment of available scarce resources is the key precondition for effective, efficient and sustainable reduction of natural risks.	
Description	<ul style="list-style-type: none"> • Initiate multi-stakeholder dialogue on coordinated DRR in Guyana. • Promote establishment of the national DRM coordination committee (national platform) at high level; • Promote representation of national and international DRM actors and communities in the committee. 	

Quality Criteria	Quality Method	Date of Assessment
Coordination platform is recognised by DRM stakeholders and is actively attended	Review of meetings' attendance records	Semi-annually
Activity Result 2.1.2 (Atlas Activity ID)		
Activity Result 2.1.2 (Atlas Activity ID)	DRM Policy and Act drafted	Start Date: 2010 End Date: 2010
Purpose	Guidance document for national policies, arrangements, procedures and frameworks required to allow for mobilization and intersectoral collaboration for disaster risk management in Guyana	
Description	<ul style="list-style-type: none"> • Review regional case studies. • Engage state and nongovernmental stakeholders. • Ensure participatory approach to the DRM Policy and Act development process. • Ensure integration of the Early Recovery concept into the DRM Policy. • Ensure specific attention in the DRM Policy document to the vulnerability and needs of marginalised groups (based on gender, age, disabilities, financial standing and others). • Develop draft DRM Act and training module on its application. 	
Quality Criteria	Quality Method	Date of Assessment

Annex 4. List of abbreviations/acronyms used

CBDRM	Community based Disaster Risk Management
CBO	Community based organization
CDC	Civil Defence Commission
CWGER	Cluster Working Group for Early Recovery
CP	Country Programme
DANA	Damage Assessment and Needs Analysis
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
ECLAC	United Nations Economic Commission for Latin America and the Caribbean
ER	Early Recovery
GDP	Gross Domestic Product
GL&SC	Guyana Lands & Surveys Commission
GoG	Government of Guyana
GRCS	Guyana Red Cross Society
HPS	Head of the Presidential Secretariat
IDB	Inter-American Development Bank
IDRM	Integrated Disaster Risk Management
JICA	Japan International Cooperation Agency
LAC	Latin America and Caribbean
MoA	Ministry of Agriculture
MoH	Ministry of Health
MoH&W	Ministry of Housing and Water
NDC	Neighbourhood Development Council
NDIA	National Drainage and Irrigation Authority
NDMC	National Disaster Management Committee
NEOC	National Emergency Operations Centre
NIM	National Implementation (modality)
OP	Office of the President (of Guyana)
PAHO	Pan-American Health Organization
RDC	Regional Development Council
SAR	Search and Rescue
SBAA	Standard Basic Assistance Agreement
SOPs	Standard Operating Procedure(s)
SUMA	Humanitarian Supply Management System
CDEMA	Caribbean Disaster Emergency Management Agency
UN RC	United Nations Resident Coordinator
UNDAC	UN Disaster Assessment and Coordination (Team)
UNDAF	UN Development Assistance Framework
UNDP	UN Development Programme
UNDP RBLAC	UNDP's Bureau for Latin America and the Caribbean (region)
UNDP RR	United Nations Development Programme's Resident Representative
UNFCCC	UN Framework Convention on Climate Change
UWI-DRRC	Disaster Risk Reduction Centre of the University of the West Indies

Annex 5a. Generic Terms of Reference for Project Board (detailed ToRs to be developed and agreed with counterparts at the stage of establishment of the Project Board)

I. Overall responsibilities:

The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

II. Specific responsibilities:

Defining a project

- Review and approve the Initiation Plan (if such plan was required and submitted to the LPAC).

Initiating a project

- Agree on Project Manager's responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- Review the Progress Report for the Initiation Stage (if an Initiation Plan was required);
- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

Running a project

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions;

- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;

Closing a project

- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Make recommendations for follow-on actions to be submitted to the Outcome Board;
- Commission project evaluation (only when required by partnership agreement)
- Notify operational completion of the project to the Outcome Board.

III. Composition and organization: This group contains three roles, including:

- 1) An Executive: individual representing the project ownership to chair the group.
- 2) Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- 3) Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.
- 4)

Potential members of the Project Board are reviewed and recommended for approval during the LPAC meeting. For example, the Executive role can be held by a representative from the Government Cooperating Agency or UNDP, the Senior Supplier role is held by a representative of the Implementing Partner and/or UNDP, and the Senior Beneficiary role is held by a representative of the government or civil society. Representative of other stakeholders can be included in the Board as appropriate.

1. Executive

The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. 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 (as part of the above responsibilities for the Project Board)

- 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

The Executive is responsible for overall assurance of the project as described [below](#). If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

2. Senior Beneficiary

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 role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets

and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness the role should not be split between too many people.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- 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 Beneficiary's needs is accurate, complete and unambiguous
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
- Impact of potential changes is evaluated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored

3. Senior Supplier

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role. Typically, the implementing partner, UNDP and/or donor(s) would be represented under this role.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- 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

The supplier assurance role responsibilities are to:

- Advise on the selection of strategy, design and methods to carry out project activities
- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
- Monitor any risks in the implementation aspects of the project

Annex 5b. Terms of Reference for the Project Manager

1.0 BACKGROUND (to be added at position announcement stage)

These terms of reference outline services of an individual consultant as Project Manager. The position is jointly funded by the IDB and the UNDP according to the joint project management arrangement.

2.0 OBJECTIVE

2.1 The objective of the consultancy is to provide day-to-day planning, coordination, implementation and supervision of all components of the IDB TC and UNDP-funded Project in order to achieve the expected results of the interventions.

3.0 TASKS

3.1 Under the supervisor and guidance of the Director General of the CDC, the Project Manager will:

- (a) Coordinate the following project activities, as described in the project document
- (b) Ensure coordinated approach and synergies between the IDB and UNDP supported interventions, commonality of purpose and cost effectiveness of the activities.
- (c) Supervise all consultants (individual and consultant firms) involved in the preparation of the outputs of the projects. The consultant will provide substantive technical input to the completion of the project's sub-components and ensure that they comply with the expected results; including review and finalisation of terms of reference and draft and final reports;
- (d) Provide input and oversight for the project budget and financial reports, in collaboration with the financial assistant that will be assigned to this project, and under the direction of the CDC;
- (e) Prepare detailed work plans for the projects, as well as quarterly progress, interim and final reports, as required by the CDC in collaboration with the CDC; prepare and make presentations on the project as required by the CDC; including progress reports to the project's technical advisory committee/steering committee;
- (f) Facilitate and participate in coordination meetings with key national and regional entities includes authorities, as required by the CDC; facilitate and participate in donor coordination activities related to the project; as required by the CDC;
- (g) Coordinate regular awareness raising activities highlighting project activities in the press, radio, television and website; as appropriate.

4.0 INPUTS

4.1 The CDC will provide the consultant with all of the relevant documentation required to facilitate the completion of the consultancy.

5.0 DELIVERABLES

5.1 The Consultant will submit the following to the CDC for technical review and approval; the timetable for each deliverable to be agreed with the CDC:

- (a) Detailed work plan;
- (b) Quarterly progress reports;
- (c) Interim financial and activity reports, as well as any other project planning and implementation documents;
- (d) Draft and final project report detailing the development of the project, activities undertaken, lessons learnt, recommendations and conclusions reached.

5.2 The reports referenced herein will conform to a format approved by the CDC in consultation with IDB and UNDP.

6.0 CHARACTERISTICS OF THE CONSULTANCY

Type: Individual Consultant.

Location: The consultant will be based at the offices of the CDC, in Georgetown, Guyana.

Duration: The consultant will be hired for a period of 36 months (duration of the project).

Qualifications and Experience: The consultant will have the following minimum qualifications and experience:

- (a) A bachelors degree in social sciences, public or business administration, environmental management, and/or physical or economic planning; with a minimum of five (5) years experience or an advanced degree with a minimum of three (3) years experience in the management, planning and control of development projects, preferably with external financing; including procurement procedures and supervising staff Experience in disaster risk management in the public sector and the Caribbean Region will be an asset, in particular knowledge of the framework and structure of the public sector in Guyana;
- (b) Demonstrated capacity in administration and management of human resources and multidisciplinary teams; and
- (c) Excellent communication and writing skills in English.

7.0 PAYMENTS

7.1 Payment schedule as determined by the CDC.

8.0 EXECUTION AND SUPERVISION

8.1 The consultant will report directly to the Director of the CDC, who will supervise the consultancy. Staff from the CDC will provide technical, administrative and coordination support to the project. Travel within the country may be required to facilitate the completion of the consultancy.

Annex 5c. Terms of Reference for the Project Assurance (UNDP DRM Focal Point)

Overall responsibility:

Project Assurance is the responsibility of each Project Board member, however the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project Assurance has to be independent of the Project Manager; therefore the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. A UNDP Programme Officer typically holds the Project Assurance role.

The implementation of the assurance responsibilities needs to answer the question “What is to be assured?”. The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains relevant, follows the approved plans and continues to meet the planned targets with quality.

- Maintenance of thorough liaison throughout the project between the members of the Project Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Project Justification (Business Case)
- Projects fit with the overall Country Programme
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- The scope of the project is not “creeping upwards” unnoticed
- Internal and external communications are working
- Applicable UNDP rules and regulations are being observed
- Any legislative constraints are being observed
- Adherence to RMG monitoring and reporting requirements and standards
- Quality management procedures are properly followed
- Project Board’s decisions are followed and revisions are managed in line with the required procedures

Specific responsibilities would include:

Initiating a project

- Ensure that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;
- Ensure that people concerned are fully informed about the project
- Ensure that all preparatory activities, including training for project staff, logistic supports are timely carried out

Running a project

- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular;
- Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that CDRs and FACE are prepared and submitted to the Project Board and Outcome Board;
- Perform oversight activities, such as periodic monitoring visits and “spot checks”.
- Ensure that the Project Data Quality Dashboard remains “green”

Closing a project

- Ensure that the project is operationally closed in Atlas;
- Ensure that all financial transactions are in Atlas based on final accounting of expenditures;
- Ensure that project accounts are closed and status set in Atlas accordingly.

ANNEX 5d. Terms of Reference for the International DRM Specialist (technical support) – extracted from IDB TC

Design and Implementation of an Integrated Disaster Risk Management Plan (GY-T1050)

Development of Integrated Disaster Risk Management Plan

Terms of Reference

1.1 BACKGROUND

- 1.1 The Cooperative Republic of Guyana is located on the north coast of South America. The coastal plain, an area of reclaimed land that lies near or below sea level, supports 90% of the population and is the administrative, agricultural, commercial and industrial center of the country. The country is subject to Atlantic swells and high intensity seasonal rainfall. In order to protect the coastal lowlands from high tides and coastal flooding, a coastal drainage system consisting of a network of dikes, conservancy dams and sluices has been put in place. Much of this drainage infrastructure is more than 150 years old, and is now in a deteriorated state. As a result of the dynamic interplay between high tides, high rainfall levels, the coastal drainage system and poorly maintained irrigation systems that are designed to support agricultural production; the populated coastal zone remains at high risk to flooding.
- 1.2 Between 1988 to 2006, flood events resulted in more than US\$ 663 million in economic damage¹. In January 2005 alone, catastrophic floods in the coastal zone affected 25% of the population², resulting in a near breach of East Demerara Water Conservancy dam and total economic losses equivalent to 60% of GDP for that year. Flood and drought risk is also high in several Regions of the interior.
- 1.3 Climate change and sea level rise are likely to significantly increase disaster risk in Guyana. Regional climate system models suggest a temperature increase for Guyana between 1.2°C to 4.2°C for double and triple CO² concentrations respectively (National Communication, 2002). The rise in sea level as result of ocean warming due to higher temperatures in the Caribbean, is predicted to be five times greater than the world's average³. Other projected effects of climate change include increases in the intensity of rain events, and increased storm surges and wave action. In the context of the coastal zone, this means that without anticipatory adaptation, catastrophic flooding and/or failure of components of the coastal protection and drainage system, and expected losses resulting, may be exacerbated to levels that may threaten the physical and economic viability of the coastal zone.
- 1.4 The Government of Guyana (GOG), with the support of the international donor community, has taken several actions to improve disaster risk management and coastal zone management in the context of climate change adaptation. These include GOG's (i) endorsement in 2001 of Comprehensive Disaster Management (CDM), the regional strategy and framework for managing disaster risk in the Caribbean; (ii) approval a national climate change adaptation policy and implementation plan in 2002; and (iii) preparation of a proposal for reform of the Civil Defence Commission (CDC), the agency responsible for disaster management, which is under consideration.
- 1.5 In June 2006, the donor community, including the Inter-American Development Bank (IDB) and the World Bank, agreed to work collaboratively to assist GOG to develop a comprehensive long term strategy for flood management in coastal Guyana. Since 2007, with grant support in the amount of US\$3.8 million financed by the Special Climate Change Fund of the World Bank's Global Environmental Facility (GEF), GOG has been implementing a Conservancy Adaptation Project (CAP). The CAP seeks to reduce the vulnerability to catastrophic flooding of the low-lying coastal area of Guyana that is currently threatened by sea level rise through pre-investment studies; investments in specific adaptation measures, and institutional strengthening and project management, focusing on the East Demerara Water Conservancy (EDWC) system and coastal plain drainage regimes in Region 4 of the

¹ <http://www.preventionweb.net/english/countries/statistics/?cid=73>

² <http://www.reliefweb.int/rw/rwb.nsf/db900sid/MHII-6974K5?OpenDocument&rc=2&cc=guy>

³ Strengthening National and Local Capacities for Disaster Response and Risk Reduction. Initiation Plan. UNDP.

country. In 2009, the European Commission and the GOG signed an agreement establishing the 10th European Development Fund (EDF) 2008-2013, under which 14.8 million Euros will be invested for rehabilitation of sea defence and coastal management.

- 1.6 Notwithstanding these important initiatives, several important challenges remain if GOG is to systematically manage and reduce flood risk in the face of a changing climate. These include the need for (i) more accurate flood risk information that incorporates the effects of climate change and sea level rise; (ii) improved public education on disaster risk and its reduction; and (iii) an updating of the national disaster risk management system, to more effectively implement an integrated disaster risk management (IDRM) agenda, that emphasizes prevention and mitigation and incorporates climate change adaptation planning. This includes the need to strengthen institutional and legal systems, including enforcement, to facilitate the routine inclusion of disaster prevention in development decision-making.
- 1.7 In order to address these needs, and in response to a request from GOG, the IDB is providing non reimbursable technical support to GOG through the technical cooperation **Design and Implementation of an Integrated Disaster Risk Management Plan (GY-T1050)**. The Plan of Operations for the technical cooperation is presented in Annex 1. The project has three components: Component 1: Country Risk Indicators and Flood Risk Evaluation; Component 2: Strengthening National and Local Capacity for Integrated Disaster Risk Management; and Component 3: Design of an Investment Program in Flood Prevention and Mitigation. Under Component 2, an integrated disaster risk management plan and implementation strategy will be prepared.
- 1.8 These terms of reference refer to the services of a consultant in order to prepare an integrated disaster risk management plan and implementation strategy for Guyana.

2.0 OBJECTIVE

- 2.1 The objective of the consultancy is to assist GOG to strengthen national capacity for disaster risk management through the preparation of an integrated disaster risk management plan.

3.0 TASKS

- 3.1 The consultant will be assigned to the CDC for the last 18 months of the project, and will provide technical support to the CDC for the implementation of Components 1 and 2 of the technical cooperation. The consultant will work in close coordination with the CDC in general and with designated CDC staff in particular, in order to strengthen their skills in IDRM. The consultant will also work in close coordination with the Project Coordinator.
- 3.2 Under the direction of the CDC the consultant will conduct the following activities:
 - (a) **Component 1: Country Risk Indicators and Risk Evaluation.**
 - (i) Act as technical liaison between the consultants for this component and the relevant government agencies in the collation of data required to complete the risk indicators and flood risk evaluation;
 - (ii) Supervise the review of all technical reports
 - (iii) Organize all technical workshops and meetings
 - (iv) Prepare required report as summary of recommendations
 - (b) **Component 2: Strengthening National and Local Capacity for Integrated Disaster Risk Management.** The consultant will provide direct technical support for all the activities under this component: Development of IDRM Plan; preparation of the Disaster Risk Management Act and associated training; equipment purchase; design of national public education campaign and pilot implementation; development of guidelines and training; and pilot implementation of community-based DRM. These activities will include the review and finalization of terms of reference, review of draft and final reports, organization of workshops, and technical supervision of field activities.

- (c) **Component 3: Design of Investment Programme in Flood Prevention and Mitigation.** The consultant will provide direct technical support including the review and finalization of terms of reference, review of draft and final reports, organization of workshops, technical supervision of field activities.

Other Activities

- (d) In addition to the above, the consultant will also:
- (i) On the basis of the IDRM Plan and Implementation Strategy and the prioritized list of engineering works to be developed under Component 3, prepare a draft document outlining the components and activities that may be included in a future investment operation in flood prevention and mitigation. The document should identify concrete actions in prevention and mitigation, including structural and non structural works, interventions in land use planning, environmental measures, and institutional strengthening;
 - (ii) Contribute to the preparation of quarterly progress reports to be prepared by the Project Coordinator;
 - (iii) Conduct additional tasks as may be agreed with the CDC Director; including the preparation of technical briefs to support project implementation as required.

4.0 INPUTS

- 4.1 The CDC will provide the consultant with all of the relevant documentation required to facilitate the completion of the consultancy.

5.0 DELIVERABLES

- 5.1 The Consultant will submit the following to the CDC for technical review and approval; the timetable for each deliverable to be agreed with the CDC:
- (a) Detailed work plan; within 1 month of the start of the consultancy
 - (b) Quarterly progress reports;
 - (c) Draft and final project report detailing the activities undertaken, impact realized in terms of strengthening CDC, lessons learnt, and recommendations.
- 5.2 The reports will be submitted in MSWord.

6.0 CHARACTERISTICS OF THE CONSULTANCY

Type: Individual Consultant.

Location: The consultant will be based at the offices of the CDC, in Georgetown, Guyana.

Duration: 18 months.

Qualifications and Experience: The consultant will have the following minimum qualifications and experience:

- (a) A post-graduate (Masters or above) degree in disaster risk management, environmental management, and/or physical or economic planning;
- (b) A minimum of ten (10) years work experience in disaster risk management in the public sector and the Caribbean Region;
- (c) Demonstrated capacity in managing disaster risk management projects; and
- (d) Excellent communication and writing skills in English.

7.0 PAYMENTS

7.1 Payment schedule as determined by the CDC.

8.0 EXECUTION AND SUPERVISION

8.1 The consultant will report directly to the Director of the CDC, who will supervise the consultancy. Staff from the CDC will provide technical, administrative and coordination support to the project. Travel within the country may be required to facilitate the completion of the consultancy.