



MULTI-COUNTRY PROJECT DOCUMENT

Project Title: Enabling Gender-Responsive Disaster Recovery, Climate and Environmental Resilience in the Caribbean (EnGenDER)

Project Number: 00102522

Implementing Partner: UNDP

Start Date: 1 March 2019

End Date: 28 February 2023

PAC Meeting date: 25 March 2019

Brief Description

The physical impacts of climate change and natural hazards are being seen to compound pervasive structural inequalities and socioeconomic vulnerabilities since gender equality and human rights are given insufficient consideration required in climate change mitigation and adaptation, and in disaster risk, recovery and response. While this is a general pattern where women and girls face a disparity in terms of (amongst other things) access to economic participation, nuances exist in each country in the needs and vulnerabilities of women, men, girls and boys, which warrant more detailed investigation and articulation¹.

Women and men typically respond and react differently in the various stages of disasters and recovery; and the groups with the least knowledge and capacity to take short-term measures to limit impacts from climate-related disasters are often the most affected. EnGenDER seeks to further integrate gender equality and human-rights based approaches into disaster risk reduction (DRR), climate change (CC) adaptation and environmental management frameworks and interventions and identify and address some of the gaps to ensure equal access to DRR and climate change and environment solutions for both men, women, boys and girls in nine Caribbean countries (Antigua and Barbuda, Belize, Dominica, Grenada, Guyana, Jamaica, Saint Lucia, St. Vincent and the Grenadines and Suriname).

Appreciating that the 9 participating Caribbean countries are at different stages of removing barriers to gender quality and integrating gender-based analysis into climate change, as well as recovery, this project aims to ensure that climate change and disaster risk reduction actions are better informed by an analysis of gender inequalities, and decisions are taken to ensure that inequalities are alleviated rather than exacerbated and that minimum standards are being met in doing so. These underlying gender inequalities (specific to each country context) are compounded by increasingly intense and frequently experienced climate change and disaster risk within Caribbean societies. It aims to empower governments to take ownership of their disaster risks and exposure with better national arrangements to deal with possible large-scale recovery needs, including improved shock responsiveness in national systems and better social protection finance tools for the most vulnerable. As such, the project’s ultimate outcome is improved climate and disaster resilience for women and girls and key vulnerable populations² and future generations in the Caribbean.

The EnGenDER project will support CC, DRR and environmental management interventions in the 9 Caribbean countries by leveraging sector-level entry points (e.g. NAPs and NAMAs), specifically supporting implementation and/or upscaling of countries’ priority actions. This project will analyse and prioritise the needs of the most vulnerable with respect to climate change adaptation and mitigation in priority sectors, including increasing their resilience in key livelihood sectors. It will also improve institutional capacities for delivering services effectively for the most vulnerable to accelerate post-disaster recovery and mitigate risk. By using a multi-disciplinary and integrated approach, the project also aims to contribute to the achievement of several SDGs (2, 5, 10, 11, 13, 14, 15, 16).

Contributing Outcome (MSDF):

UN MSDF 2017-2021: Policies and programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy in place.

¹ ILO. 2016. Key Indicators of the Labour Market (KILM), ninth edition. For example, among the target countries, female unemployment levels range from +9 percentage points in Belize to -8.3 percentage points in Saint Lucia compared to males. Only in Jamaica and Saint Lucia is male unemployment higher than female, with a 6.8% and 8.3% difference respectively.

² An online survey completed by 108 stakeholders in the target countries have identified the following groups as very vulnerable: women, older men, boys and girls, and persons with disabilities.

Indicative Output(s) with gender marker³: GEN 2

1111 Technical support provided on gender equality policy mainstreaming to agencies with responsibility for development and implementation of gender-responsive and inclusive NAPs and NAMAs

1112 Gender-responsive and inclusive NAP and NAMA priority interventions implemented in target sectors in collaboration with state and non-state sectoral actors

1121 Technical support provided to gender machineries for a detailed analysis of gender inequality of climate risk and its associated costs in the Caribbean to inform decision-making

1122 Technical assistance provided to CDEMA to significantly enhance gender-responsive and inclusive resilient recovery approaches and solutions in the Model National Recovery Framework

1123 Training, systems development and strengthening for gender-responsive and inclusive recovery provided to national agencies in select countries

1124 Technical support provided to CARICOM (or one of its organs) to design and operationalise a regional mechanism for rapid deployment of expertise to support gender-responsive and resilient recovery in the Caribbean

1211 Technical assistance provided for gender responsive behavioural analysis of national climate change and DRR coordinating bodies

1212 Technical assistance provided for implementation of behavioural change strategies to national climate change and DRR coordinating bodies

Total resources required (USD):		15,300,000.00
Total resources allocated (USD):		15,300,000.00
	Canada (GAC)	11,310,000.00 ⁴
	UK (DFID)	3,990,000.00 ⁵
Co-financing	UN Women	500,000.00

Agreed by⁶:

Government of Antigua and Barbuda	UNDP
Print Name:	Print Name:
Date:	Date:
Government of Belize	UNDP
Print Name:	Print Name:
Date:	Date:
Government of the Commonwealth of Dominica	UNDP
Print Name:	Print Name:
Date:	Date:
Government of Grenada	UNDP
Print Name:	Print Name:
Date:	Date:

³ The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

⁴ CN15,000,000 (15.02.2019). Subject to change in accordance with the exchange rate at the time of receipt of the contribution.

⁵ £3,110,000 (15.02.2019). Subject to change in accordance with the exchange rate at the time of receipt of the contribution.

⁶ This document, including the signature page, may be customised as needed. Separate signature pages (one per country) can be created and signed if needed to facilitate timely approval and budget revision if multiple countries are participating. Separate signature pages should still reflect all participating partners.

Print Name:	Print Name:
Date:	Date:
Government of the Cooperative Republic of Guyana	UNDP
Print Name:	Print Name:
Date:	Date:
Government of Jamaica	UNDP
Print Name:	Print Name:
Date:	Date:
Government of Saint Lucia	UNDP
Print Name:	Print Name:
Date:	Date:
Government of St Vincent and the Grenadines	UNDP
Print Name:	Print Name:
Date:	Date:
Government of the Republic of Suriname	UNDP
Print Name:	Print Name:
Date:	Date:

ACRONYMS

CARDI	Caribbean Agricultural Research and Development Institute
CARICOM	Caribbean Community
CBU	Caribbean Broadcasting Union
CC	Climate Change
CCA	Climate Change Adaptation
CCCCC	Caribbean Community Climate Change Centre
CCREEE	Caribbean Centre for Renewable Energy and Energy Efficiency
CDEMA	Caribbean Disaster and Emergency Management Agency
CIMH	Caribbean Institute for Meteorology and Hydrology
CRRF	Caribbean Resilient Recovery Facility
DRR	Disaster risk reduction
EWS	Early warning systems
FAO	Food and Agriculture Organisation of the United Nations
HRBA	Human rights-based approaches
IGDS	Institute for Gender and Development Studies
IISD	International Institute for Sustainable Development
IUCN	International Union for Conservation of Nature
JCCCP	Japan-Caribbean Climate Change Partnership
MSDF	UN Multi-Country Sustainable Development Framework (UN Caribbean's United Nations Development Assistance Framework)
MRV	Monitoring, Reporting and Verification
NAP	National Adaptation Plan
NAMA	Nationally Appropriate Mitigation Actions
NDC	Nationally Determined Contribution
OECS	Organisation of Eastern Caribbean States
PMU	Project Management Unit
SIDS	Small Island Developing States
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UN Women	United Nations Entity for Gender Equality and Women's Empowerment
UWI	University of the West Indies
WEDO	Women's Environment and Development Organisation
WFP	World Food Programme

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I. DEVELOPMENT CHALLENGE

1. In the Caribbean, as elsewhere, there is gender-based inequality in the experience and exposure of women and girls, to the adverse impacts of disaster and climate change. Specifically, women commonly face greater challenges in accessing resources for adaptation and endure longer periods towards recovery. Linkages between gender, disaster and climate change are well described, documented and analysed in the Fifth Assessment Report of the Inter-Governmental Panel on Climate Change (IPCC), and highlighted in the Working Group II chapter on Poverty and Livelihoods⁷. The analysis took into account experiences from across the globe, including Caribbean SIDS, and it was found that gender was key among other social variables such as race, class, ethnicity (including indigenous peoples), age and disability, that inhibit adaptation and building of resilience to the impacts of disaster and climate change.
2. Socio-economic vulnerability in the Caribbean is rooted in pervasive structural inequality, which is largely characterised by differential development outcomes for women and men, boys and girls. For example, while more Caribbean women pursue and attain higher levels of education than men and contribute significantly to the labour force, they earn less than their male counterparts in the same jobs and with similar qualifications. They also face resistance in accessing employment in the formal labour market with 54% of women participating in the formal labour market – compared to 76% of men on average – and with lower wages⁸. There are of course nuances to this situation across sectors, demographic situations, and across countries. For example, within the government sector, some countries see a higher participation of females, providing a secure income even in a disaster; whereas female-headed households are highly vulnerable to a loss of income; or women and men with seasonal incomes potentially manifesting characteristics of poverty during the low season. Among the target countries, data shows that female unemployment is higher in Belize, Guyana, St Vincent and the Grenadines and Suriname, while the converse is true in Jamaica and Saint Lucia⁹.
3. Reliance on ecosystems and related services as well as occupational sex segregation are amongst the critical factors contributing to women's more acute and protracted vulnerability and risk to climate change and natural hazards. Where these factors combine, unemployment rates and poverty levels tend to be high. Most households living in hazard-prone communities are witnessing a lack of access to basic services and markets.
4. In a disaster context, research in the region also shows that the role of women as caregivers further increases their vulnerability by limiting their mobility and increasing their workload. Notably, community cohesion in the Caribbean is also highly linked to social networks created by and maintained by women, including activities such as community-based child welfare.¹⁰ Men face an increased risk of morbidity and mortality due to their social roles as protectors of the household, with greater propensity for high risk activities such as search and rescue operations, and less likely to evacuate or to seek medical attention¹¹. This was evident during leptospirosis outbreak from the 2005 floods in Guyana (27 of the total 34 deaths)¹², and in 2010 during Tropical Storm Nicole in Jamaica (men comprised 74% of the 42 persons injured)¹³. Elderly men living alone

⁷ Olsson, L., M. Opondo, P. Tschakert, A. Agrawal, S.H. Eriksen, S. Ma, L.N. Perch, and S.A. Zakieldein, 2014: Livelihoods and poverty. In: *Climate Change 2014: Impacts, Adaptation, and Vulnerability. Part A: Global and Sectoral Aspects. Contribution of Working Group II to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change* [Field, C.B., V.R. Barros, D.J. Dokken, K.J. Mach, M.D. Mastrandrea, T.E. Bilir, M. Chatterjee, K.L. Ebi, Y.O. Estrada, R.C. Genova, B. Girma, E.S. Kissel, A.N. Levy, S. MacCracken, P.R. Mastrandrea, and L.L. White (eds.)]. Cambridge University Press, Cambridge, United Kingdom and New York, NY, USA, pp. 793-832.

⁸ Bailey, B. and Ricketts, H. 2003. Gender Vulnerabilities in Caribbean Labor Markets and Decent Work Provisions. *Social and Economic Studies* Vol. 52(4): 49-81. University of the West Indies.

⁹ ILO. 2015. Key indicators for the labour market 2015

¹⁰ PAHO. 2012. Mental health and psychosocial support in disaster situations in the Caribbean: Core knowledge for emergency preparedness and response.

¹¹ PAHO. 2012. Mental health and psychosocial support in disaster situations in the Caribbean: Core knowledge for emergency preparedness and response.

¹² ECLAC, UNDP. 2005. *Guyana Socio-Economic Assessment of the Damages and Losses Caused by the January-February 2005 Flooding*; Dechet, A. et al. 2012. *Leptospirosis Outbreak following Severe Flooding: A Rapid Assessment and Mass Prophylaxis Campaign*; Guyana, January-February 2005. *PLoS One* 2012 vol 7(7)

¹³ PIOJ. 2010. *Jamaica Macro socioeconomic and environmental assessment of the damage and loss caused by Tropical Depression no.16/Tropical Storm Nicole*

in precarious conditions also tend to have higher personal and food security than women¹⁴. Various groups of women and men have unique vulnerabilities that must be taken into consideration before, during and after the passage of a disaster.

5. Stakeholder consultations in the design of this project suggested, supported by anecdotal and other evidence in post-disaster findings and discussions, that women typically have fewer alternatives for employment immediately after a disaster given that construction sector is the one of the primary beneficiaries of urgent rehabilitation efforts though jobs are mostly filled by men. Further, livelihoods in which women tend to have high levels of participation, for example in low-skilled roles in sectors such as tourism, agriculture, and the wholesale and retail trade, are particularly vulnerable to and heavily impacted by hurricanes and experience an extended recovery process. Women also encounter social barriers in benefiting directly or indirectly from what is perceived as ‘men’s work’ and have fewer possibilities of migration due to their burden of care and limited mobility¹⁵. These patterns were evident when Hurricane Ivan struck Grenada in 2004. With 90% of houses destroyed, the majority of (predominantly female) domestic workers lost their jobs¹⁶ and had few immediate or medium-term alternatives.
6. Further, natural resource-based industries are among the most heavily impacted by climate hazards. Specific sectors impacted include farming, beekeeping, bay oil production (the main income earner in Bagatelle, Dominica where four of five distilleries and a large percentage of bay trees were destroyed by Tropical Storm Erika in 2015), and fishing (declining catches due to change in fish migration patterns, damage to fishing infrastructure by storms and pollution)¹⁷.
7. Discussions with female NGO and business leaders in Grenada’s agriculture sector¹⁸ also revealed that the destruction of the nutmeg industry by Hurricane Ivan left many rural women without work and prompted an increase in rural-urban migration. Female farmers that remained, often employed coping strategies such as rationing food during extreme events (e.g. droughts) and enduring periods of little to no income as they could not afford to purchase additional inputs such as chemical fertilisers. The impacts of Hurricane Maria in September 2017 in Dominica highlighted similar vulnerabilities and impacts. In some countries however, like Antigua and Barbuda, some men have withdrawn from the workforce due to lack of what they perceive as “men’s work”. A gender differentiated labour market is therefore experienced by both men and women, but in different ways. In both cases, some level of vulnerability is present, and this is then further exacerbated by climate-related disasters and long-term loss and damage.
8. Women’s access to and participation in decision making in disaster and climate change is also limited, and Caribbean women, in general, have been notably absent from development planning related to low-carbon development, for example, and the opportunities therein. This has severely limited the impact of national interventions in Dominica, Saint Lucia and St Vincent and the Grenadines¹⁹, for instance. The representation of the needs and voices of more vulnerable groups (e.g. persons with disabilities, indigenous populations) in these types of fora is also limited. Despite evidence that the impacts of climate change and structural inequalities are “locked in a vicious cycle”²⁰, investment in social equity for more gender-responsive and inclusive climate change adaptation and mitigation policies and programmes in the Caribbean still lags.
9. A siloed approach to social and environmental planning has resulted in limited coverage of DRR and climate change and environment issues in gender equality policies. While in countries where gender policies did not exist like Grenada and St Vincent and the Grenadines, analysis of disaster risk reduction planning documents revealed greater consideration of gender, in countries like Belize and Suriname with more robust gender policies had no specific content or commitment to work on gender in a responsive way.

¹⁴ Kambon, A. 2003. Issues Paper: Gender Mainstreaming in the CDM Mandate. CDEMA

¹⁵ Global Gender and Climate Alliance. Training Manual on Gender and Climate Change

¹⁶ UNDP. 2012. Integrating Gender in Disaster Management in Small Island Developing States: A Guide.

¹⁷ Government of the Commonwealth Dominica. Rapid Damage and Impact Assessment Tropical Storm Erika – August 27, 2015

¹⁸ Including Grenada Ecosystem Resilience Research Institute, People In Action, Belmont Estate, Fair Trade Farmers Association. UNDP mission November 2017

¹⁹ Caribbean Development Bank. 2014. Country Gender Assessments – Dominica, St. Vincent and the Grenadines and Saint Lucia

²⁰ UNDESA. 2016. World Economic and Social Survey 2016. Climate Change Resilience: an opportunity for reducing inequalities

10. Concerns about the disconnect between experiences, needs and planning systems and approaches are supported by the gender equality and human rights-based analysis of various reports, analyses, policies and planning frameworks including National Adaptation Plans (NAPs) as well as Nationally Determined Contributions (NDCs) as well as the extent to which gender policies, plans or analyses considered disaster risk reduction, climate change or environmental issues. Out of the 9 NDC documents only Dominica’s covered elements of both strategic and practical gender issues while out of the 9, only Dominica and St Vincent and the Grenadines touched on gender in a notable way at all. Where the other 2 NDCs engaged on gender, it was largely in the context of practical rather than structural issues, thus likely missing the opportunity to tackle the drivers of inequality which shape vulnerability, hinder adaptive capacity and delay recovery. This examination considered the seven strategic issues on which gender and environment rests for gender-equitable and transformative results.
11. Given the increasing frequency and intensity of climate-related impacts as well as hydrometeorological and geological hazards, and the continued and compounding impacts on the most vulnerable in society, there is a greater urgency to improve national disaster preparedness, response and recovery in the Caribbean to address the needs of vulnerable and marginalised populations. While weather-related risk is more overt and more widely recognised, the Caribbean region faces numerous hazards and a high level of exposure due to many physical and social factors. The key hazards faced by the targeted countries are tropical cyclones, flooding in various regions (including coastal areas and hinterlands) and drought. Earthquakes, tsunamis and extreme heat are also increasingly becoming issues of concern.

Table 1: Country natural hazard risk profiles

	RIVER	URBAN	COAST	QUAKE	SLIDE	TSUN	VOLC	STORM	DRY	HEAT	FIRE
ANB	Yellow	Red	Orange	Orange		Orange	Yellow	Red	Red	Orange	Yellow
BLZ	Red	Red	Red	Red	Yellow			Red	Orange	Red	Red
DOM	Orange	Red	Orange	Red		Orange	Red	Red	Yellow		Yellow
GRN	Orange	Yellow	Red	Red			Orange	Red	Orange	Orange	Yellow
GUY	Red	Red	Red	Yellow		Orange		Orange	Orange	Yellow	Yellow
JAM	Red	Red	Red	Red				Red	Yellow		Red
SLU	Yellow	Orange	Orange	Red		Orange		Red		Orange	Yellow
SVG	Yellow	Orange	Red	Orange	Red			Red	Yellow	Orange	Yellow
SUR	Red	Red	Red	Yellow		Orange		Yellow	Yellow	Orange	Red

Source: Think Hazard/GFDRR, Country Documents for DRR 2014²¹, CDC 2014²² and national consultations July 2018

Key: RIVER River flood, URBAN Urban flood, COAST Coastal flood, QUAKE Earthquake, SLIDE Landslide, TSUN Tsunami, VOLC Volcano, STORM Cyclone, DRY Drought, HEAT Extreme heat, FIRE Wildfire. High risk (red), medium risk (orange), low risk (yellow), not applicable/insufficient information (blank)

12. One of the most recent documents published in the aftermath of the 2017 Hurricane Season, a report by the Government of Dominica on Lessons Learned from Hurricane Maria²³ with respect to reconstruction, mentioned gender and equality only once and contained no mention of women or equality as groups or interests with specific concerns and or needs. Moreover, review of 10 selected DRR documents²⁴, one per beneficiary country, there is inconsistent attention to gender or human-rights based approaches. Only the Disaster Risk Reduction Country Documents of Guyana, Jamaica, Saint Lucia and St. Vincent and the Grenadines identified specific follow-up actions on gender (or human rights). Though the content of a document alone does not create causality to gender-responsiveness, if the link is not made at this stage, it raises questions of how likely it will be considered during implementation and or application²⁵. Planning documents, in general, contained weak connections between human rights and the objectives or expected

²¹ For Dominica, Grenada, Jamaica, Saint Lucia and St Vincent and the Grenadines. Prepared with support of UNISDR/UNDP

²² Civil Defence Commission. 2014. Progress and Challenges in Disaster Risk Management in Guyana, 2014.

²³ See more at http://www.physicalplanning.gov.dm/images/hurricane_maria_lessons_learned.pdf.

²⁴ The review found 68 mentions of gender, 97 mentions of women, and 5 mentions of equality.

²⁵ Analysis of other documents showed a wider lack of attention to gender, equality and human rights in the conceptual and planning phases. Total number of mentions of human rights in planning documents for the 9 countries – 40; total number of mentions of human rights in DRR documents for 9 countries – 2 and total number of mentions of human rights in gender documents for 9 countries – 107.

results and DRR and CC documents were equally weak on gender and or equality despite a growing body of evidence on its relevance.

13. Preparedness for post-disaster recovery planning across the Caribbean has largely been an ad hoc process with few countries having institutional or legislative arrangements in place, inclusive of updated recovery plans with a clear indication of how the country will prioritise and manage a post-disaster recovery process. The Government of Jamaica is more advanced relating to the beneficiaries already having a clearly articulated disaster recovery plan as a component of its National Disaster Action Plan. Recent consultations²⁶ also showed that special attention for resilient recovery is required for priority sectors most affected by disasters in the last decades: infrastructure, housing, tourism, agriculture, waste management (including ecological waste management), and the social sector. Other issues noted were the added costs of building back better, the lack of CDM legislation which includes recovery, and absence of research to inform guidelines, for example, how to construct to withstand both hurricanes and earthquakes for lower income brackets, and to inform contextualised and relevant development models for the region.
14. Regional²⁷ and more generic recovery frameworks exist but in most cases these documents are outdated and/or do not mainstream gender responsive approaches and solutions²⁸. For example, the CDEMA MNRF recommends that the National Recovery Framework for each country be reviewed in the context of the disaster being addressed and that special consideration should be given to the gender-specific needs of those affected, but it does not provide guidance on how to ensure that recovery is gender responsive. Additionally, these frameworks require national policy and planning instruments to achieve longer-term ambitions of building back more resilient and equitable societies. Several national disaster offices²⁹ indicated that national disaster management legislation either does not exist (generally still in draft e.g. Grenada), and where it does, it does not directly speak to disaster recovery processes (e.g. Saint Lucia), with only Jamaica actually having an established national recovery framework. Further analysis also highlighted coordination, communication, monitoring as gaps to be narrowed relating to implementation arrangements throughout the countries relating to recovery.
15. Post-hurricane Ivan, UNDP provided financial and technical input to the establishment of the Grenada Agency for Reconstruction and Development (ARD) which was established with responsibility for the overall recovery and reconstruction effort. The ARD's mandate was to provide technical assistance to government agencies and ministries; facilitate coordination and information exchange among agencies (national and international) to avoid duplication and to increase effectiveness; and to ensure that reconstruction is accomplished in a manner which minimises the country's vulnerability to hazards. Similarly, UNDP is supporting the establishment of the Climate Resilience Execution Agency for Dominica (CREAD), as recommended in the post-disaster needs assessment (PDNA)³⁰, with a mandate of coordinating reconstruction efforts, fast-track implementation, leading to the establishment of climate resilient systems, by facilitating the formation of the Transition Team. Under the leadership of the Government of Dominica, and with support from DFID, UNDP is equipping the CREAD structure with staff and facilitating operations as necessary.
16. In both cases, the government was severely crippled as the scale of the devastation impacted all members of society, in addition to affecting key administrative infrastructure and even the countries' leaders. In Grenada, UNDP noted the importance of establishing an agency which would exist within the existing civil service structure and stressed the necessity for clearly defined roles and relationships between the ARD and other government agencies. The need to adhere to general public services structures to avoid the creation of significant disequilibrium in the labour market; and the need for an effective exit strategy for the closing out of the Agency were other areas highlighted for careful consideration.³¹ In Dominica, the legislation to

²⁶ UNDP consultants October-December 2018

²⁷ CDEMA. 2014. Model National Recovery Framework

²⁸ Clarke, J. Institutional and Capacity Assessment. EnGenDER Project Inputs. UNDP Consultant Report. August 2018

²⁹ Consultation with representatives from Antigua and Barbuda, Grenada, Guyana, Jamaica, Saint Lucia, St Vincent and the Grenadines and Suriname during the UNDP Caribbean Preparedness Workshop 13-14 June 2018

³⁰ Commonwealth of Dominica. 2017. Post-Disaster Needs Assessment Hurricane Maria September 18, 2017

³¹ UNDP. 2007. Post-disaster Early Recovery in a Caribbean Small Island Developing State – The case of hurricane Ivan in Grenada (2004): Best practices and lessons learned.

operationalise the CREAD was enacted more than 1 year post-Maria, and therefore the Transition Team has been in operation longer than originally anticipated. Juxtaposed with the absence of pre-existing legislation and clear institutional mandates and developed capacities, the transition from response to recovery has taken some time to operationalise.

17. It was further noted that surge capacity is critical for effectively managing and rapidly mobilising post-disaster relief and recovery. Implementing recovery activities Grenada significantly stretched staff and systems, therefore supplementary capacity is needed to manage the increased demands which arise in an emergency situation.³² Recovery support by several international NGOs and UN agencies continues to operate in both Dominica and Barbuda under the coordination of the governments to help address medium and long-term recovery needs for greater resilience.
18. Several studies underscore the significantly higher vulnerability of small islands to climate change risks. Bueno et al (2008) demonstrate that the annual economic costs to the Caribbean as a result of climate change (specifically increased hurricane damage, infrastructure damage due to sea level rise, and tourism revenue losses) are as much as 10% of GDP by 2050 and 22% by 2100, with no action. This compares to annual losses in the USA of 1.5% of GDP by 2100, which exceeds the estimates of 1% of global GDP needed to halt devastating climate change, justifying the economic rationale for climate action.³³ However, a deficiency of research and investment in understanding and addressing the gender inequality of risk in the Caribbean, has meant that the cost of inaction and of differentiated adaptive capacity remain unknown, impeding the ability of countries to better leverage potential public and private investment.
19. Countries often lack the technical capacity to develop successful proposals to access the key global climate finance windows. The Commonwealth Expert Group on Climate Finance³⁴ notes that SIDS in particular face major capacity constraints in meeting the myriad and often complex donor proposal requirements, as well as critical challenges with project design and proposal development. Building internal capacity that can respond to changing donor requirements and effectively designing project proposals is a critical component in closing the resource mobilisation gap.
20. Gender considerations are a requirement of many international climate finance³⁵ mechanisms including the Green Climate Fund (GCF), the Global Environmental Facility Trust Fund, the Adaptation Fund and the Climate Investment Funds. For most Caribbean countries, gender mainstreaming has been limited, if present, in the available (draft and approved) NAPs and NAMAs. Antigua and Barbuda, St. Lucia and St. Vincent and the Grenadines are the only countries which considered gender at both the strategic and practical levels in their NAPs³⁶, including the process for its development and identification of initial gender-responsive action. Of the four countries with draft NAMAs, Jamaica, Guyana and Suriname were the only three which included gender considerations, focusing largely on practical aspects e.g. sustainable livelihoods for women. The one area of consistency between NAPs and NAMAs has been attention to gender-based rights and participation as well as livelihoods. Some Caribbean countries will be undertaking Technology Needs Assessments (TNAs) to identify appropriate technologies to respond to climate change. Gender is also a key consideration and useful synergies may exist.
21. In addition to the challenges associated with accessing vertical funds, climate finance in the region has failed to strategically leverage other innovative financing options, particularly at the local level. As a result, countries are highly dependent on external grant and loan funds which are unsustainable options for what is fundamentally a recurring, long-term development challenge. After bilateral/multilateral partners, the

³² UNDP. 2007.

³³ Bueno, R.; Stanton, E., A.; Ackerman, F. (2008). The Caribbean and climate change - the costs of inaction. Bueno, R., Herzfeld, C., Stanton, E.A. and F. Ackerman (2008). The Caribbean and Climate Change: The Costs of Inaction. Report commissioned by the Environmental Defense Fund. SEI- US Centre

³⁴ Commonwealth Secretariat. 2013. Improving Access to Climate Finance for Small and Vulnerable States: A Report of the Commonwealth Expert Group on Climate Finance to the Commonwealth Heads of Government Meeting 2013

³⁵ The UNFCCC defines climate finance as “local, national or transnational financing — drawn from public, private and alternative sources of financing — that seeks to support mitigation and adaptation actions that will address climate change.”

³⁶ Jattansingh, S. 2018. Capacity Assessment of National Climate Change Actions in the Caribbean. EnGenDER Project Inputs. UNDP Consultant Report. August 2018.

private sector and philanthropic organisations/foundations were identified as an underutilised resource. Synergies between governments and the private and non-profit sectors should be built to support the devising of financing solutions that have the potential to attract and direct investments to climate change mitigation, adaptation and DRR. This should contribute specifically to i) generating fiscal surpluses; ii) realigning current expenditures; iii) avoiding the need for future expenditures; and iv) delivering financial resources more effectively and efficiently.

22. Critically, there are unique nuances in every country which contribute to the current situation and which must factor into any intervention to address structural and social barriers. The research and consultations reveal differences in capacities and needs across the targeted countries in the main areas of focus which emerged, summarised below:

Table 2: Summary analysis of existing capacities of 9 Caribbean countries in key areas relating to climate change and disaster recovery

	ANB	BLZ	DOM	GRN	GUY	JAM	SLU	SVG	SUR
Improving capacity	E	B	B	B	B	E	B	B	B
Integrated frameworks and solutions	B	E	B	B	B	B	B	B	E
Accessible and appropriate finance	A	E	B	B	E	A	E	B	B
Innovative and catalytic tools	B	B	B	A	A	A	B	B	B

Source: Analysis by UNDP consultants through survey, focus groups, key informant interviews and literature review (July-Sept 2018)

Key: Basic (B) suggests that there is not enough critical mass on key points or across the entire country to suggest it was significantly advanced. Enabler (E) denotes a level of capacity which is building and has permeated across most sectors and locations. Accelerator (A) indicates that strong capacities have been demonstrated over a period of time, and the experiences within the country can be used to help others

II. STRATEGY

23. The ultimate outcome of the project is to support *improved climate resilience for women and girls and key vulnerable populations and future generations in the Caribbean*. Therefore, sustainable action is critical and must be embedded in national and regional decision-making processes. In support of its achievement, the proposed intermediate outcomes will focus on ensuring that the capacity for gender-responsive climate change action and disaster recovery is strengthened and that governance and decision-making are also made accessible to women, and address gender equality as a matter of course. The intermediate outcomes are therefore:

- 1100: Improved governance by relevant actors for gender-responsive climate and risk resilience planning and decision-making in 9 Caribbean countries; and
- 1200: Enhanced practices of relevant actors for the sustainable implementation of gender-responsive climate change action and disaster recovery.

24. Following on these intermediate outcomes, immediate outcomes will see direct support for gender responsive national adaptation and mitigation planning through capacity building, advocacy and action planning and implementation of priority actions. Specifically, these are as follows, in alignment with national, regional and global development frameworks and strategies:

- 1110: Improved integrated recovery planning and frameworks at the national and regional levels for gender-responsive and resilient disaster recovery by key vulnerable groups
- 1210: Improved capacity for gender-responsive resilience planning and action (climate change and disaster risk) among state and non-state actors

25. In response to the development challenges articulated above, the project has four main objectives, that is, to:
- i. Advance the gender-responsive implementation of National Adaptation Plans (NAPs) and Nationally Appropriate Mitigation Actions (NAMAs) at the sector-level according to national priorities, focusing on sectors that have the greatest beneficial impact for women and girls;
 - ii. Support representation of the needs and perspectives of the most vulnerable populations in cross-sectoral, inclusive governance and national climate change planning;
 - iii. Build government capacity for gender-responsive inter-sectoral access to climate finance, through innovative solutions;
 - iv. Building on the work of other partners work at the national level to assist countries develop/strengthen gender-responsive and inclusive national recovery mechanisms and plans.
26. The project, through its activities will build interest and political will for gender-responsive recovery, planning and mitigation against disasters and climate change, with a focus on building knowledge and understanding of stakeholders of the relationship between gender and climate change, and will support capacity building for strengthening national and regional systems coordination, action and accountability for gender-responsive and human rights-based action for resilience. This will include updating of CDEMA's Model National Recovery Framework and the support to the development and implementation of national model recovery mechanisms. This approach is expected to stimulate greater investment in the adaptive capacity of women and girls and will also be complemented by enhanced capacity of regional actors e.g. CDEMA. It is expected that by building the capacity for planning and managing early and long-term recovery within national and regional institutions, that the transition to recovery from the response phase will be quicker and more easily facilitated. This would include, for example, having legislation for the coordination, leadership and operation of the recovery process; updated databases and flexible mechanisms for delivery of social protection services; and skills for hazard, environmental and social assessment and risk reduction in agriculture, infrastructure and other sectors.
27. As the emphasis on gender-responsiveness is relatively new to the Caribbean, Ministries responsible for Nationally Appropriate Mitigation Actions (NAMAs) and National Adaptation Plans (NAPs) will receive technical support for the development of gender-responsive and inclusive sectoral-level action plans, assuming that sectoral NAPs will not be completed by all countries³⁷ by the time of this project. Gender-responsive NAP development will be in keeping with the methodology developed by the International Institute for Sustainable Development (IISD)/NAP Global Network and linked to the UNFCCC Lima Work Programme, which focuses on building enabling factors for continued gender-responsive NAP planning, implementation, monitoring and evaluation, specifically, i) Equitable institutional representation of women and women's organisations; ii) Capacity building for multi-sectoral integration of gender considerations; and iii) Equitable access to information.
28. Financing interventions could be guided by the following:
- i. Generating fiscal surpluses, i.e. any existing or innovative mechanism or instrument that can generate and/or leverage financial resources for financing climate action. Examples include impact investment, green taxes.
 - ii. Realigning current expenditures, i.e. any measure that can reorient existing financial flows towards climate change mitigation, adaptation or DRR. For example, by reforming fuel subsidies to benefit renewable energy.
 - iii. Avoiding the need for future expenditures, i.e. any measure that can prevent or reduce future financial needs by eliminating or amending existing counter-productive policies and investments. This can be achieved by taxes that can generate a double dividend, such as tobacco taxation or fines for introducing alien invasive species.

³⁷ In 2018 Saint Lucia has completed and approved Sectoral Adaptation Strategies and Action Plans (SASAPs) for agriculture, fisheries, tourism and water following the completion of its National Adaptation Plan (NAP). Grenada's Cabinet approved their NAP in November 2017.

- iv. Delivering financial resources more effectively and efficiently, i.e. any measure or instrument that can enhance cost-effectiveness and efficiency in budget execution, achieve synergies and/or favour a more equitable distribution of resources. Examples include result-based budgeting, central procurement or staff incentives to increase delivery.
29. At the regional level the project contributes to the United Nations Multi-Country Sustainable Development Framework (UN MSDF) 2017-2021 priority area 4: Sustainable and Resilient Caribbean and outcome 4.1: Policies and programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy in place. The project therefore focuses on supporting governments to implement measures and strategies to address climate change, disaster risk reduction and environmental degradation, as well as their effects on livelihoods, poverty, human rights and development. It will seek to strengthen adaptive capacities³⁸ of groups that are most vulnerable to climate change and disasters, paying particular attention to the rights and needs of the most vulnerable noting differences in capacities based on gender, age, poverty levels, location, inter alia.
30. Globally, EnGenDER contributes to the UNDP Strategic Plan 2018-2021 outputs: 1.3.1 National capacities and evidence-based assessment and planning tools enable gender-responsive and risk-informed development investments, including for response to and recovery from crisis; and 2.3.1 Data and risk-informed development policies, plans, systems and financing incorporate integrated and gender-responsive solutions to reduce disaster risks, enable climate change adaptation and mitigation, and prevent risk of conflict.
31. The project seeks to targets the most vulnerable groups to “leave no one behind”. Particularly in sectors where many of the vulnerabilities exist within a group, solutions would be sought which include their voices and meet their needs. It addresses elements of:
- SDG 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture)
 - SDG 5 (Achieve gender equality and empower all women and girls)
 - SDG 7 (Access to affordable, reliable, sustainable and modern energy)
 - SDG 10 (Reduce inequality within and among countries)
 - SDG 11 (Make cities and human settlements inclusive, safe, resilient and sustainable)
 - SDG 13 (Take urgent action to combat climate change and its impacts)
 - SDG 14 (Conserve and sustainably use oceans, seas, and marine resources for sustainable development)
 - SDG 15 (Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and halt biodiversity loss)
 - SDG 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels).
32. EnGenDER responds to the tenets in Article II of the Paris Agreement, endeavouring to mitigate greenhouse gases, increase adaptive ability and increase financing for an ambitious low carbon development path. In agreement with the Parties, EnGenDER also “acknowledge that adaptation action should follow a country-driven, gender-responsive, participatory and fully transparent approach, taking into consideration vulnerable groups, communities and ecosystems, and should be based on and guided by the best available science and, as appropriate, traditional knowledge, knowledge of indigenous peoples and local knowledge systems, with a view to integrating adaptation into relevant socioeconomic and environmental policies and actions, where appropriate” (Article VII). It is also in alignment with the approach of the Sendai Framework for Disaster Risk Reduction (SFDRR) 2015-2030, which includes but is not limited to the following: Stronger emphasis on disaster risk that requires an integrated approach; Promoting DRR as a cross cutting development issue;

³⁸ SDG target 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
SDG target 13.b Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalised communities

Adopting national strategies and plans to advance the framework; and, Calling for greater roles and responsibilities at the local levels to advance DRR.

33. At a regional level, EnGenDER responds to several of the intended outcomes of the Comprehensive Disaster Management (CDM) Framework 2014-2024. These include results on integration of CDM into policies, strategies and legislation (1.2); strengthened coordination for preparedness, response and recovery (1.4); and integration of DRR/CCA/environment actions into infrastructure development (3.3). Gender, climate change, Information and Communication Technologies (ICT) and environmental sustainability are cross cutting themes in the implementation of the CDM Strategy. The activities and results of the project will form part of UNDP's contribution to the thematic coordination mechanisms for the CDM Strategy (CDM Coordination and Harmonisation Council), as well as UN MSDF through the Eastern Caribbean Donor Partners Group.
34. It is also consistent with the Regional Framework for Achieving Development Resilient to Climate Change 2009-2015 and its Implementation Plan 2011-2021, contributing to at least 3 of the 5 strategic elements on mainstreaming and promotion action on adaptation and mitigation.
35. The countries being targeted under EnGenDER are Antigua and Barbuda, Belize, Dominica, Grenada, Guyana, Jamaica, Saint Lucia, St Vincent and the Grenadines and Suriname³⁹. Implementation of the project at national levels will require the determination of national project priorities, the setting of indicators, baselines, targets and milestones, and development of country-specific work plans during the inception phase. Given differences in capacities, needs and priorities, all interventions will not occur in each country or to the same degree. Final decisions on priority sectors, target groups and beneficiaries and related interventions will be made during the inception phase of the project based on country context and capacities. Therefore, indicators and their associated baselines, milestones and targets at the impact level, i.e. the intermediate and ultimate level outcomes, will only be more concretely defined once these are nationally determined.

III. RESULTS AND PARTNERSHIPS

Expected Results

36. Proposed Intermediate Outcomes are as follows:
 - 1100: Enhanced practices of relevant actors for the sustainable implementation of gender-responsive climate change action and disaster recovery; and
 - 1200: Improved governance by relevant actors for gender-responsive climate and risk resilience planning and decision-making in 9 Caribbean countries
37. Project implementation will be guided by the following principles:
 - Multi- and inter-sector stakeholder engagement through, inter alia, participation in coordinating bodies, data collection, decision-making on prioritisation of needs and target groups, and the design, implementation and monitoring of these interventions;
 - Grounding of the work in the three pillars of sustainable development: the balanced achievement of economic development, social development and environmental protection;
 - Leveraging and coordinating with the existing capacities and ongoing work or progress on climate and disaster resilience in each country to develop tailored plans of intervention; and
 - South-South learning and cooperation as a key mechanism for progressively strengthening capacities and systems at national and community levels.

³⁹ Countries eligible for official development assistance (ODA)

38. Criteria to be used in the selection of sectors or areas for investment, and identification of target beneficiaries, include:

- The potential for scaling impact towards greater opportunities for women and girls, and for enhancing their adaptive capacity, empowerment, poverty reduction and/or livelihoods sustainability in the face of intensifying and frequent exposure to disaster and climate risk;
- Potential to deliver tangible and immediate benefits to vulnerable groups recovering from disaster and climate impacts and to build the adaptive capacity of those most at risk;
- Avoidance of adverse environmental impacts and maladaptive practices, or activities which otherwise increase risk or vulnerability of the target group or others; or mitigation actions are incorporated within the activity to minimise such impact;
- Where indigenous populations are targeted, culturally appropriate consultations are held to achieve free prior informed consent on matters that may affect their rights and interests, lands, resources, territories and traditional livelihoods;
- The potential of interventions or actions to deliver multiple contributions to the MSDF and the SDGs including SDG 5;
- The potential to contribute to the response of national priorities articulated in development planning frameworks;
- If the sector is amongst the top 5 sectors emerging from the online survey executed during the project design phase; and
- Sectors and/or actions directly relevant to priorities defined by the existing policy or analysis (i.e. NAP, NAMA, NDC, CDM Audit, PDNA) or the results of the proposed analyses to be undertaken in the project.

Immediate Outcome 1110: Improved national capacity for gender-responsive climate change adaptation and mitigation planning and implementation among state and non-state actors in the target countries

39. This outcome will support state and non-state actors to develop and implement gender-responsive climate change adaptation policies, plans and projects at the national level, including gender-responsive sectoral plans, financial proposals and monitoring instruments.

40. *Output 1111 Technical support provided on gender equality policy mainstreaming to agencies with responsibility for development and implementation of gender-responsive and inclusive NAPs and NAMAs*

41. Learning from the emerging experience in Jamaica in the development of a Gender NAP, supported by the NAP Global Network and UN Women⁴⁰, the project will support the other countries in developing similar capacity during the process of reviewing the completed NAPs and NAMAs for the development of gender-responsive sector-level plans. **Training will be provided to Government, the private sector and relevant NGOs on sector-level gender equality mainstreaming to technical and senior-level personnel** in priority sectors identified including agriculture, water resources, fisheries and coastal resources, tourism and energy sectors, in partnership with UN Women. Capacity building should also be done on gender-responsive data collection which identifies and analyses how women and men are currently participating in prioritised sectors⁴¹, and what the potential barriers are to their equitable participation.

42. Based on the outcome of the reviews and leveraging the training, the project will support **the development of budgeted gender-responsive and inclusive NAP and NAMA sector action plans** to catalyse the implementation of climate actions. These action plans will be developed using targeted research and participatory, gender-responsive approaches that include both state and non-state actors. In countries where

⁴⁰ <http://napglobalnetwork.org/2018/09/climate-change-and-gender-focal-points-workshop-in-jamaica/>

⁴¹ To be identified by each country in line with national development plans and NDCs

this process has commenced, EnGenDER can support data collection and gender analysis or target priority sectors not yet being actioned.

43. **Monitoring, reporting and verification (MRV) frameworks for tracking gender-responsive climate change action**⁴² will be strengthened or established⁴³ for supporting and tracking gender-responsive climate change and DRR actions, with associated capacity building for users across sectors, and a sustainability plan.
44. *Output 1112 Gender-responsive and inclusive NAP and NAMA priority interventions implemented in target sectors in collaboration with state and non-state sectoral actors*
45. This output will support **the implementation of gender-responsive NAPs and NAMAs**. Capacities and systems built under output 1111 will be deployed to support the design, implementation and monitoring of these climate change interventions. Prioritised sector-level adaptation approaches will be undertaken, which may include climate-smart agriculture, value addition of Sargassum seaweed⁴⁴, integrated agriculture or fisheries management and nature/ecosystem-based solutions. NAMAs will focus on renewable energy, responding to stakeholder requests for the climate-proofing of essential services infrastructure e.g. health centres, emergency shelters, and the provision of reliable and supplemental electricity through renewable energy sources.
46. Additionally, EnGenDER will coordinate with the respective GCF National Designated Authorities and climate change focal points in understanding capacities for accessing climate financing⁴⁵, building on the outcomes of the JCCCP Climate Finance workshop in 2019, with the intent of providing technical support to accelerate closing those gaps and leverage sustainable and diverse sources of climate finance. This may include preparation of technical or feasibility studies or leveraging partnerships to mobilise additional financing for priority actions under the NAPs and NAMAs. It may also provide support to concrete actions for improving the financing environment agreed during the Climate Finance workshop, including training (e.g. on project design, financial modelling, and risk analysis), advancing public-private partnerships, or South-South cooperation (e.g. from Antigua and Barbuda and Jamaica which already have stronger capacity to access climate finance), with specific attention to financing for gender-responsive climate action.

Immediate Outcome 1120: Improved integrated recovery planning and frameworks at the national and regional levels for gender-responsive and resilient disaster recovery by key vulnerable groups

47. This outcome will support the development and operationalisation of integrated, gender-responsive multi-hazard recovery frameworks at the national and regional levels through provision of technical assistance to national agencies and regional bodies with responsibility for recovery. This includes the Caribbean Resilient Recovery Facility (CRRF), a proposed regional mechanism envisaged with four key pillars: building national/regional capacity; improving recovery knowledge and information; addressing recovery financing;

⁴² Responding to Article XIII of the Paris Agreement and supporting countries' capacity to report on their NDCs and UNFCCC National Communications

⁴³ UNDP supported development of MRV systems in Grenada and St Vincent and the Grenadines. Grenada is presently working with NAP GN to develop the M&E system for the NAP. UNDP's NDC Global Support Programme is also collaborating with UNFCCC RCC, UNEP and WINDREF to establish a Caribbean Cooperative MRV Hub to support countries in enhancing their transparency processes to efficiently develop GHG inventories, mitigation assessments, and track NDCs

⁴⁴ While the direct linkages to climate change are not clear, increased sea surface temperatures and ambient climate temperatures are certainly not making the region's Sargassum crisis easier to deal with, particularly when the Sargassum washes up on beaches and is exposed continuously to intense heat. The suggestion to take action in EnGenDER is (i) to avert or mitigate the increasing likelihood of an environmental and economic crisis which begets a social crisis, (ii) as the ongoing occurrences continue to affect key livelihoods already affected by disaster and climate risk and (iii) explore opportunities for Sargassum to mitigate other climate effects such as drought and/or flooding on soil fertility by providing access to alternative nutrients and organic fertilizer as part of the adaptation to climate change in the agricultural sector and also provides new income and alternatives for fisherfolk and farmers.

⁴⁵ GCF Readiness Programmes are approved for Antigua and Barbuda, Belize, Dominica, Grenada, Guyana, Jamaica, St Lucia and St Vincent and the Grenadines

and providing innovative recovery solutions. Actions under EnGenDER will be the incipient steps to founding and grounding a regionally-owned and led CRRF to elevate and support recovery in the region.

48. *Output 1121 Technical support provided for a detailed analysis of gender inequality of climate risk and its associated costs in the Caribbean to inform decision-making*
49. A **comprehensive review of the gender inequality of disaster and climate risks** will be undertaken under the leadership of UN Women, including sector-specific analysis, and a review of the cost of inaction on different people groups, with a mapping of gender differentiated coping and adaptive capacities to multiple hazards for key vulnerable groups and key sectors in the beneficiary countries.
50. The research will contribute to ongoing global work to examine and generate data on gender and age-related vulnerabilities and risks in disasters and provide recommendations for gender- and age- responsive risk reduction. It will include an analysis of the gender and age inequality and differential impact of disasters (preferably disaggregated by hazard type) on women, men, children and youth, both in preparing for, withstanding/surviving and recovering from disasters; and analysis of the impacts of disasters (preferably disaggregated by hazard type), on the services and systems that support women, men, children and youth
51. Appropriate communication materials in different formats including **infographics, key data charts and targeted policy briefs on the results** of the comprehensive review on the gender inequality of disaster risk and climate change will be developed and disseminated to relevant national and regional stakeholders. Based on the results of the comprehensive review, the project will conduct awareness and training on how to measure the gender dimension of risk on an ongoing basis through existing tools, and also provide policy recommendations for gender-responsive risk reduction and adaptation.
52. *Output 1122 Technical assistance provided to CDEMA to significantly enhance gender-responsive and inclusive resilient recovery approaches and solutions in the Model National Recovery Framework*
53. EnGenDER will support CDEMA to revise the MNRF as a guidance document to enhance gender-responsive resilient recovery approaches and solutions at the national level, including a monitoring and evaluation framework template and accountability mechanisms. A regional meeting will also be convened with relevant regional and national actors to review and endorse the revised CDEMA MNRF. EnGenDER will collaborate with the CDEMA Gender Specialist to deliver capacity building and technical support on gender-responsive and human rights-based approaches to national authorities with responsibility for disaster recovery. A training programme will be designed and conducted with regional authorities and national disaster recovery authorities.
54. *Output 1123 Training, systems development and strengthening for gender-responsive and inclusive recovery provided to national agencies in select countries*
55. A preliminary review of institutional capacity of national agencies with a role in recovery in the target Caribbean countries indicated a need for improved technical capacity for recovery, particularly for monitoring and accountability. An **assessment of the operational and technical capacity of existing national institutional mechanisms** to plan, implement and monitor gender-responsive, inclusive and resilient recovery for multiple hazards will be undertaken as part of this output and its results will then inform the **development or strengthening of national gender-responsive recovery frameworks and related actions** in the targeted countries. CDEMA has recently completed its Comprehensive Disaster Management (CDM) Audit of 6 Participating States⁴⁶, which will form part of the baseline assessment for this work.

⁴⁶ Antigua and Barbuda, Barbados, Dominica, Grenada, St. Kitts and Nevis, and Trinidad and Tobago

56. EnGenDER will focus on strengthening of machineries which create the enabling environment to quickly transition from relief to early and longer-term recovery in a post-disaster context. Based on priorities emerging from the capacity assessment and lessons from large scale recovery experiences in the region⁴⁷, the project will invest in identified needs for enabling this transition, such as development of national recovery frameworks, and piloting of mechanisms and technologies for business/government continuity e.g. blockchain. Recognising long-term capacity development needs for the region, through the CRRF there will be an emphasis on recruiting and empowering local expertise and providing ongoing technical assistance and mentoring as needed.
57. In the identified priority area of shock-responsive social protection, including cash-based instruments for early recovery, the project will partner with WFP to replicate work conducted in Dominica⁴⁸ and ongoing in non-target countries to **strengthen the evidence base and provide a tool for governments to inform their investments to improve preparedness of social protection systems** with regard to:
- Targeting and data management – adapting ex-ante the targeting mechanisms to allow for a better emergency response;
 - Delivery mechanism – adapting ex-ante the delivery mechanism of cash and in-kind transfers; and
 - Coordination and financing – aligning resources and actors for an integrated shock response.
58. *Output 1124 Technical support provided to CARICOM (or one of its organs) to design and operationalise a regional mechanism for rapid deployment of expertise to support gender-responsive and resilient recovery in the Caribbean*
59. Through the leadership of the CARICOM Secretariat/CDEMA, the project will facilitate the dialogue between key regional actors (e.g. Caribbean Development Bank, Inter-American Development Bank) and national disaster management and planning stakeholders on the nature and operation of the facility. By the middle of the project it is expected that there will be, inter alia, **agreements established between the hosting entity and the national governments, standard operating procedures, standard TORs for expertise, a recruitment mechanism, and a transition plan** to propel the continued development of the CRRF.
60. Within the CRRF, a mechanism akin to the CDEMA-coordinated Regional Response Mechanism (RRM) is proposed to provide critical support in a recovery context to affected countries where their capacities may be temporarily overwhelmed or non-existent to plan, implement and monitor a gender-responsive and inclusive resilient recovery process.
61. It will be established and operationalised for the rapid surge deployment of international and regional gender-specific and other expertise on disaster recovery. This aspect is expected to function similarly to the RRM or NORCAP/GENCAP Roster for humanitarian action which provide support and fills critical gaps in specialised capacities through deployment. It will be complementary, closely integrated to and learning lessons from the work being undertaken by the World Bank funded by Global Affairs Canada which focuses on surge capacities for resilient reconstruction (e.g. engineering, procurement). That operation would phase from the World Bank-led mechanism to the CRRF at the earliest feasible opportunity.

Immediate Outcome 1210: Increased application of gender equality and rights-based approaches by national climate change and DRR coordinating bodies

⁴⁷ including the Agency for Reconstruction and Development in post-Ivan Grenada, the Recovery and Development Agency in post-Irma BVI and the Climate Resilient Executing Agency for Dominica after hurricane Maria.

⁴⁸ Final report being completed at the time of writing (Oct 2018). Theoretical framework accessible at https://documents.wfp.org/stellent/groups/public/documents/liaison_offices/wfp292090.pdf

62. *Output 1211 Technical assistance provided for gender-responsive behavioural analysis within national climate change and DRR coordinating bodies*
63. This output will employ behavioural insights to examine the gender norms and institutional factors that constrain the inclusion of gender equality issues in relevant national climate change and DRR planning and coordination systems, with integration of the national gender machineries. **A KAPB-style analysis, complemented by other data collection methods, will be carried out to identify causes of behavioural biases and potential interventions to reduce them**, targeting key actors within the coordination systems. The work will also take stock of where formal methods are already in use for gender analysis in decision making and how they are employed.
64. *Output 1212 Technical assistance provided for implementation of gender equality mainstreaming behavioural change strategies for national climate change and DRR coordinating bodies*
65. Based on the above analysis, **awareness-raising and behavioural change strategies will be developed, implemented and assessed to strengthen gender equality mainstreaming across countries' climate change decision-making mechanisms**. Actions to strengthen capacities (e.g. using social marketing approaches) within national coordination mechanisms, inclusive of national gender machineries, will enable them to advise on and facilitate participatory gender-responsive approaches to planning and monitoring of climate change adaptation and mitigation policies and programmes, and in resilient post-disaster recovery.
66. An advocacy and promotion programme on rights-based approaches to disaster risk and environmental resilience will also be designed and implemented for the key actors identified in output 1211 with a focus on national gender machineries and gender focused groups in the 9 Caribbean countries to support rights-based approaches to disaster and environmental resilience.
67. This process will also support consensus-building and updating of terms of reference and accountability mechanisms of the existing national multisectoral coordination mechanisms for climate change and DRR. These enhancements will focus on promoting the formal inclusion of women and gender equality groups within the main decision-making body(ies) as well as developing or strengthening relevant internal frameworks to encourage greater inclusion of gender equality considerations for climate change and disaster resilience.

Resources Required to Achieve the Expected Results

68. EnGenDER's impact at the national, regional, multi-national and sub-national level demands a diverse team complement and effective technical coordination and management at the project and programming level. Successful implementation relies on:
- Effective partnership between UNDP project initiatives, with existing UNDP partners, between UN agencies and between UNDP offices and national, sub-national and regional stakeholders. It will also leverage the quality assurance and technical capacity of other parts of UNDP including the Regional Hub in Panama;
 - Culturally appropriate communication and the appropriate expertise to sustainably shift the focus from gender-sensitive to gender-responsive and mitigate the potential for resistance to prioritising gender equality in the context of climate and disaster recovery. This includes ensuring that the 7-person team⁴⁹ making up the PMU dedicated to the project will have a strong background and expertise in areas relevant to the project, as well as ongoing support of staff time from the UNDP Sub-regional Office (SRO) for Barbados and the OECS including but not limited to the Senior Management, Programme Manager and Gender Specialist, as well as technical staff in the other participating UNDP Country Offices (COs). Specialist expertise to complement the PMU, as well as for gender expertise including through surge

⁴⁹ See Section VIII for details on PMU staffing

capacity for several national government departments or regional agencies will also be critical for making available key skills needed in a timely fashion and simultaneously to support implementation of sectoral plans and climate finance;

- Investments in regional processes and coordination mechanisms are critical for information exchange between beneficiary countries, facilitating dialogue and linkages to regional policy and national frameworks as well as the establishment of minimum standards and operational levels for policies, plans, tools and interventions.

Partnerships

69. UNDP's corporate strategy has identified two key priorities relevant for the EnGenDER programme – structural transformations for sustainable development and building resilience, which in combination can respond to the gaps and the challenges raised in Section I – narrowing the gap and reducing the gender inequality of risk to climate and disaster events. In building resilient societies and institutions that can withstand threats to livelihoods, the environment and human health, UNDP has invested at the policy and institutional level in its response to Hurricanes Ivan, Emily, Irma, Maria and other events and crises affecting the English-speaking Caribbean, and in supporting articulation of legislation, regulations and plans for transitioning to low carbon adaptive societies. UNDP also continues to work at the sector level, and with communities, building on their strengths and mitigating some of their most acute vulnerabilities through early warning tools, response teams, climate-smart technologies and techniques and renewable energy.
70. In partnering with countries in their moments of critical need and/or opportunity UNDP has been a trusted partner, defining success through its capacity for multidisciplinary and collaborative work, to strengthen governance and inclusivity in all its work and to leverage its global network and experience to share knowledge of sustainable and durable solutions. UNDP's cross-cutting development mandate is at the core of its contribution to human development, demanding an integrated and multi-dimensional approach. UNDP's convening power and role in UN coordination has also been a critical advantage to its work on climate change and disaster recovery, working across the UN system to leverage the specialised expertise of other agencies towards common objectives. In this initiative, UNDP as the lead agency will support the governments and civil society actors as key interlocutors in understanding and building on existing frameworks and capacities, and grasping the nuances of the context of each country and the needs of the target groups. UNDP will also work closely with several UN agencies, as well as key regional and global partners, leveraging expertise, lessons learned, good practice and innovation. In particular, platforms such as the CDM Coordination and Harmonisation Council and the Eastern Caribbean Donor Partners Group facilitate information sharing to maximise collaboration and synergies. Key opportunities have already been identified and integrated into the project including the related work by CDEMA, WFP, UN Women and the World Bank. Work on climate change will also require close liaison with the UNFCCC and GCF focal points in each country to ensure that interventions are complementary to overall country programming.
71. UN Women leads and coordinates the UN System's work on gender equality and women's empowerment, making the case for and delivering on the vision of the intrinsic value of gender equality and women's empowerment for sustainable and inclusive growth as well as peaceful, secure, just and sustainable development. An integral partner of EnGenDER, UN Women will work closely with UNDP to enhance the availability of more gender-sensitive information and gender analysis of climate and disaster risk; to sensitise various actors on the critical role that gender equality must play in more resilient disaster and climate recovery; ensuring the quality of proposed gender-responsive NAP and NAMA sectoral plans; improving governance for the greater participation and influence of gender actors and gender-specific groups on decision-making on climate change and DRR; as well as build the capacity of gender machineries as well as climate and DRR actors for more integrated and comprehensive action towards a longer vision of gender-transformative development. This will also contribute directly to and complement UN Women's planned and ongoing related work in the region as co-financing. A recent global UNDP-UN Women Memorandum of Understanding will also be leveraged to guide and optimise the proposed partnership arrangements.
72. Collaboration with WFP will focus, under outcome 1120, specifically on ensuring that shock-responsive social protection considerations are more consistently addressed in national recovery frameworks and in strengthening the capacity of multi-stakeholder coordination mechanisms to oversee greater accountability

of links between recovery and protection efforts including cash programming. This complements their recently-commenced work with CDEMA on such issues, with the support of ECHO. UNDP will also seek partnerships with FAO, CARDI and IICA as relevant on sectoral adaptation and mitigation plans in the agriculture, land and forestry sectors (based on emerging demands from the countries).

73. CDEMA is the regional inter-governmental agency tasked with promoting and facilitating Comprehensive Disaster Management (CDM) within the Caribbean Community. This includes coordination of the Regional Response Mechanism (RRM), which incorporates civil and military support from its Participating States, the UN System, international NGOs and bilateral and multilateral development partners. Following the 2017 hurricane season, there has been a renewed emphasis within the organisation to examine its support to the Participating States on recovery planning and implementation. With a focus on ensuring the leadership by and embedding of capacities within the region, CDEMA will be a driving force in the evolution and operationalisation of recovery mechanisms at national and regional level. As such, CDEMA continues to be a key partner in advancing discussions with national disaster offices and other national partners and supporting capacity development on resilience. In particular, CDEMA and UNDP have been leading the facilitation of dialogue at CARICOM level regarding institutionalising of recovery capacities at a regional level through the CRRF. CDEMA will therefore be instrumental in ensuring the regional ownership and leadership of the process, advancing the discussions toward an operational stage, and supporting the strengthening of recovery mechanisms at national level through sustained capacities.
74. At a national level, the gender machinery in each country will be a key partner in promoting and technically supporting gender equality mainstreaming in climate change and disaster recovery. It will be critical that they are equipped and positioned to provide relevant data, advice and analysis to multi-sector and multi-stakeholder groups leading coordination and decision on these issues, and they themselves are integrated within these mechanisms. Therefore, the mutual capacities and empowerment in decision making of all three groups of actors (gender, DRR, climate change) will be the focus of immediate outcome 1210, toward more effective mainstreaming of differentiated needs in planning, decision-making and coordination for risk resilience.
75. EnGenDER will leverage the results of the Japan-Caribbean Climate Change Partnership (JCCCP) and regional and global partners, specifically in developing NAPs, NAMAs and associated M&E. EnGenDER will add value in the articulation and implementation of gender-responsive adaptation and mitigation actions in priority sectors. The partnerships to be leveraged include:
 - The *NAP Global Support Programme (NAP-GSP)*: a joint UNDP-UNEP programme designed to strengthen medium- to long-term climate change adaptation planning and budgeting in developing countries. NAP-GSP has been providing targeted technical support to national capacity development and review of NAPs.
 - The *Low-Emission Capacity Building (LECB) Programme*: a UNDP global initiative to support national climate change mitigation efforts and transition to a low-emission development pathway in the context of sustainable development priorities. LECB has supported countries in the region in developing their NDCs and MRV systems, and currently through the JCCCP is facilitating capacity development for and technical support to the prioritisation and preparation of NAMAs. The Programme emphasises country ownership through an inclusive, multi-stakeholder, gender-responsive process.
 - Collaboration with the *NAP Global Network* to coordinate the approach to NAP development in the region, particularly leveraging the network's Framework for Gender-responsive NAP processes⁵⁰ which has supported Grenada's NAP and is supporting a gendered NAP in Jamaica. EnGenDER will, in its inception process, further detail a coordination strategy for the support that the three actors will deliver to various countries including maximising resources and expertise for joint funding, where feasible, as well as joint activities. Previously, UNDP and the NAP Global Network have jointly hosted NAP assemblies and other activities, and are working with Guyana, Saint Lucia, St Vincent and the Grenadines and Suriname to develop NAP sectoral implementation plans. EnGenDER will complement these efforts and expand these to the other 5 countries.

⁵⁰ Framework for Gender-Responsive NAP Processes <https://www.iisd.org/reader/napgn-en-2017-framework-for-gender-considerations-national-adaptation-planning>; <http://www.napglobalnetwork.org/wp-content/uploads/2018/04/napgn-en-2018-towards-gender-responsive-nap-processes-synthesis-report.pdf>

- *UNFCCC* is a key partner assisting JCCCP in the development standardised greenhouse gas emissions baselines as part of the NAMA development process; facilitating capacity development for and technical support to the review of NAMAs; as well as providing technical review of NAPs. The Regional Collaboration Centre (RCC) is anticipated to play a key role in this multi-country project, including as a member of the Technical Advisory Group.
- *CCCCC* as the CARICOM organ for climate change has provided policy guidance on the alignment of JCCCP interventions with the Implementation Plan for the Regional Framework for Achieving Development Resilient to Climate Change 2011-2021, technical guidance as a member of the Technical Advisory Group (TAG), facilitated coordination with other regional agencies (e.g. CDEMA, CIMH, CARDI) and supported capacity building for both adaptation and mitigation. *CCCCC* is also working with countries to strengthen their national capabilities to assess and manage climate risk, including as a GCF Accredited Entity, and as a member of the TAG, would be a crucial technical partner in the EnGenDER project, as well as a stakeholder for engagement on gender-responsive climate action.
- Multiple leading regional agencies would be invited to provide specialised guidance through the Technical Advisory Group, including *CCCCC*, CDEMA, University of the West Indies' (UWI) Institute for Gender and Development Studies (IGDS) and Centre for Resource Management and Environmental Studies (CERMES). This group may potentially be expanded during project implementation as the results of more comprehensive analyses emerge and as sectoral adaptation and mitigation plans are developed. This could include for example, the Caribbean Centre for Renewable Energy and Energy Efficiency (CCREEE)⁵¹ given that the major focus of mitigation plans across the 9 Caribbean countries is on renewable energy and/or the energy sector. CCREEE's membership includes all nine participation countries of EnGenDER⁵².

Risks and Assumptions

76. A number of assumptions underlie the intervention strategy for the EnGenDER project, namely:

- Governments' efforts to fulfil their commitments to their citizenry and the wider international community to achieve the SDGs and combat climate change will intensify in the coming years, particularly in the aftermath of the 2017 hurricane season and the intensified activity in the latter half of the 2018 hurricane season. This includes efforts to accelerate recovery efforts in a post-disaster context, and pre-impact preparedness for such, greater investment in coordination, more effective use of public-private partnership mechanisms and increased investments in innovative solutions for the challenges of SIDS.
- Significantly enhanced capacities in gender and vulnerability analysis as well as inclusion of voices advocating gender equality and rights-based approaches in decision-making will result in better and more gender-responsive planning and more relevant decisions which enhance prevention, response, protection and recovery efforts particularly focused on the needs of marginalised groups.
- A trainer of trainers (ToT) and multi-sector approach for redundant capacity at national and sectoral levels will mitigate the possible effects of staff being re-assigned within Ministries and across Ministries and the likelihood of retirement, migration or other departure of high calibre staff.
- The JCCCP NAP and NAMA development process will further solidify the multi-stakeholder mechanisms at the country level, ensuring that sector implementation plans crafted under EnGenDER will be informed by and speak to the needs of vulnerable and underserved populations. The expected high level of direct engagement with the communities during the JCCCP process and with sectoral stakeholders during EnGenDER will lead to a high degree of correlation between sector plans and needs, resulting in greater buy-in and impact.
- By considering the impact on beneficiaries' vulnerability, women's empowerment and sustainability of livelihoods as criteria in determining which sector-level interventions will be developed or upscaled, further and deeper inequitable impacts on affected populations, or other adverse effects will be avoided.

⁵¹ CCREEE, legally established in May 2015 but not yet fully operational, is an institution of CARICOM with a mandate to promote renewable energy and energy efficiency investments, markets and industries in the Caribbean. CCREEE aims at improving access to modern, affordable and reliable energy services, energy security and mitigation of negative externalities of the energy system (e.g. local pollution and greenhouse gas emissions) by promoting renewable energy and energy efficiency.

⁵² <https://www.caricom.org/about-caricom/who-we-are/institutions1/caribbean-center-for-renewable-energy-and-energy-efficiency-ccreee>

- NAMAs will be completed by the end of 2018 and NAPs by early 2019 creating the foundation for EnGenDER's investments in and support to their implementation.
- Decision-makers in countries will be receptive to and model other efforts on the consistent and formal inclusion of civil society, vulnerable groups and other non-traditional stakeholders in national coordination mechanisms around climate change and disaster risk reduction. This includes prioritising access of gender machineries, gender-specific and vulnerable groups to play an active role in CCA and recovery efforts.
- Indigenous people as key stakeholders will be continuously and fully engaged in the entire process from project initiation to the end in culturally-sensitive and appropriate ways. The cultural heritage of indigenous groups will be conserved, protected, and incorporated throughout the project. Interventions that impact indigenous people or their land, resources, and livelihoods will be developed by their distinct vision and self-identified development priorities with their full and effective participation, with the objective of securing their free, prior, and informed consent.
- Decision-making tools and accountability mechanisms including gender markers will be used, refined and expanded in monitoring, evaluating and reporting on gender-responsive climate resilience and disaster recovery.
- Vulnerability and capacity assessments and other baseline measures conducted at national and community levels will be sufficiently detailed to effectively design proposed development interventions.
- The Technical Advisory Group's composition will be targeted in the areas of technical specialisations needed and higher levels of participation will be garnered from a greater proportion of the members, particularly actors with specialised gender expertise.

77. Several risks are also present:

- Significant gaps in key data and lengthy government approval processes have often extended the timeframes for policy development beyond original plans. Significant unforeseen delays potentially jeopardise the trajectory of the project and the scale of impact it could achieve, particularly in maximising policy debates and enabling political environments. Without sufficient time for effective design and consultation, proposed plans may prove unsustainable and/or of limited impact. Inadequate testing of tools may also result in more financial resources being allocated to these activities and the underfunding of other critical investments. Where approval of policy documents is not secured in a timely manner, resources will be redirected to targeted catalytic action that addresses needs of women and key vulnerable groups. UNDP will actively monitor progress at the output and outcome levels, with the risk log regularly updated and independent review to assess technical inputs. Additional support to governments experiencing delays will also be provided as needed, apart from the Recovery Facility.
- Political changes present inherent risks as new administrations may have new priorities which may postpone or disrupt the completion or implementation of policies. Several countries have general elections due during the project lifetime. Close engagement with any government, but also very importantly the wider society will be critical for successful implementation as planned, but also to define any alternative course of action which will still yield tangible benefits for vulnerable groups in improving their resilience. It is expected that countries' commitments to the SAMOA Pathway and the SDGs will remain unwavering, and that any reformulation of national priorities will hold to these principles and a human rights-based approach, on which EnGenDER is premised.
- Natural hazards are a perennial threat in every island, bringing frequent and severe disruption, dislocation and destruction to homes, communities and entire economies. In September 2018, there were four active systems with potential impacts on the Caribbean and the eastern seaboard of the USA. With such impacts on lives and livelihoods, projects take a lessened priority and moreover there may be demand for project priorities to be revised to address emergency concerns. Through increased awareness and capacities, and improvements in resilience through JCCCP, EnGenDER can be better prepared to minimise the risk of disruption. UNDP, UN Women, UK Department for International Development and Global Affairs Canada are all also partners in the humanitarian assistance and early recovery process and will offer aid to any affected country in its response, recovery and reconstruction efforts if the need arises. Delays in activities may require reprioritisation with the government and adjustment in scope, and the approach and timeframe will be discussed collectively, and decisions taken in a timely manner.

- In Dominica, the passage of Hurricane Maria led to a re-orientation of their immediate development agenda around climate-resilient recovery. This situation continues in 2018 and means that national and sub-national capacities are not fully restored or adequate for the scale of need in the recovery and development process. On a much smaller scale, a similar situation pertains in Barbuda. In managing for this context during EnGenDER:
 - The roles, responsibilities and engagement of various government partners will be fully clarified given the priorities of the circumstances and associated delegation of leadership, and subsequently with the project before implementation.
 - Actions at both national and sectoral level will need to be closely integrated with the national recovery plans, for which the crisis and resilience management actors will be an integral liaison for UNDP. EnGenDER will be complementary to other recovery programme efforts in Dominica, Antigua and Barbuda and elsewhere, in which the UNDP sub-offices in these countries are intimately involved, including the establishment of the CREAD.
 - The post-disaster needs assessments have identified clear locations, sectors and actions for short, medium and long-term socio-economic recovery and resilience building through which the activities of EnGenDER can focus efforts to achieve desired and long-term impacts.
 - There should be a high level of flexibility so that the project is responsive to the current national context, the recovery priorities and the needs of marginalised groups and newly acutely vulnerable populations.
- While it is assumed that government commitment to Agenda 2030 will be unwavering, changes in government may result in shifting priorities. The engagement of a broad range of stakeholders in SDG national alignment and climate policy development, including governing and opposition political parties should foster broader and more widespread agreement around the table on goals for the future direction of development for each country. This is intended to minimise delays in execution or withdrawal of support altogether due to other priorities being identified.
- Even though there have been and will be efforts to strengthen national capacities in various areas, the size of the governments' technical workforce remains small. In countries such as Grenada with an attrition policy with respect to new hiring, or Dominica where some units are reliant on project funding to retain staffing, absorptive capacities remain low. The proposed depth of technical capacities in the PMU, and close in-country technical coordination is necessary to mitigate some of the risks of slow delivery.
- There is a risk in retaining staff trained and guaranteeing that investments will be sustained and applied in the areas intended. Common challenges faced by technical support initiatives including re-assignment, migration, retirement, etc. The project will undertake mitigation strategies including a ToT approach so that each person trained is committed to training at least another 2-3 people during the life of the project thus reducing the likelihood that their movement will mean a complete loss of capacity and knowledge to the system.

Stakeholder Engagement

78. A meaningful gender-responsive approach to climate change and disaster risk recovery requires a range of stakeholders, a key guiding principle of the project is the coordination of multiple actors who already working in climate change and environment, disaster risk reduction and gender; and the integration of gender and climate change in disaster recovery interventions. Within that institutional framework, non-governmental organisations, professional bodies and community-based organisations perform an important role in disaster response and recovery and need to be strengthened also to support the core system in key ways.
79. Special attention will be paid to groups that are vulnerable due to their susceptibility and limited adaptive capacity to climate risk. Women working in vulnerable sectors such as agriculture and fishing sectors in non-primary roles but in some area in the value chain should be sought out as established groups/organisations will only reach a select few. Engaging with vulnerable communities means potentially understanding new entry points for the sector, catalysing approaches and determining risks and priority interventions accordingly not yet being addressed by government and interest groups.
80. The following target groups will be strategically engaged as active participants and change agents in the implementation process. UNDP will continue to consult with key stakeholders and have in-depth discussions

with target stakeholders to collect their inputs, build their capacity, and provide/gain continuous feedback for project refinement.

Table 3: Summary of Key Project Stakeholders

Government Ministries and Departments	Other Interest Groups	Other Sectors
Environment	Caribbean Youth Environment Network national chapters and other youth groups	Caribbean Natural Resources Institute (CANARI)
Agriculture (including forestry and fisheries)	Associations of farmers and fisherfolk, ensuring to include women working in these sectors	Banks, micro-finance and other financial actors
Finance and Economic Planning	Indigenous persons' groups	Insurance and micro-finance companies
Climate change	Women's organisations/women's groups	Climate Change Innovation Centres
Education	Men's organisations/men's groups	Red Cross National Societies
Local Government and Community development	Renewable energy Associations	Academia
Gender Affairs	Governance organisations -Community, Development Area and Parish	Utility companies – electricity, water
Physical Planning	Faith-based organisations	Media
Departments of Statistics	Associations of Retired Persons	
National Disaster Offices	Port Authorities	
Social Development	Councils for Persons with Disabilities	
Housing (ad hoc engagement)	Tourism Authorities	
Opposition Parties	Electric and water utilities	
	Small Business Associations	
	Chambers of Commerce	

81. Given the focus of EnGenDER, women's organisations and groups, gender-specific groups and national machineries will be a very important target sub-group. The online survey conducted in July 2018, engaging 108 respondents highlighted the following gaps and needs in strengthening these groups (see figure below). Their active engagement in the project will be facilitated by capacity building, access to monitoring and accountability tools as well as opportunities to influence planning and decision-making.

Gender-specific groups receive regular briefings and training on disaster preparedness and risk reduction.	6.90%	4
Gender-specific groups receive regular briefings and training on adaptation approaches and mitigation technologies.	8.62%	5
Gender-specific groups have authority and resources to develop local mechanisms for their own adaptive capacity and resilience.	1.72%	1
Gender-specific groups are encouraged and supported to build capacity for self-recovery including through self-help groups.	18.97%	11
Gender-specific groups can access funds and finance from development partners, government and private sector actors.	17.24%	10
Gender-specific groups can access tools and technology from development partners, government and private sector actors.	17.24%	10
Gender-specific groups have influence on the content of DRR and CCE policy and plans.	6.90%	4
Gender-specific groups are regularly consulted on annual preparations for the Hurricane Season and reviews of lessons learnt.	5.17%	3
Gender-specific groups are regularly consulted on learning/communication/preparedness for other hazards including drought and geologic hazards.	8.62%	5
Gender-specific groups have the capacity to share innovations and good practice with authorities and other communities.	12.07%	7
Gender-specific groups are not meaningfully engaged in national policy and programmes related to DRR and CCE.	55.17%	32

Q33: How are gender-specific groups (e.g. women farmers, women's groups, men's groups, indigenous women's or men's groups) meaningfully engaged in national policy and programmes related to DRR and CCE?

Figure 1: Findings on the involvement of gender-specific groups involvement in DRR and CCE, indicating percentage and number of respondents. Source: Online Survey, 2018.

82. Civil society will be actively engaged in consultative processes which shape policy development, sectoral interventions and community-based innovations. Through these consultative processes, representatives will be engaged to provide input on interventions and have their voice heard and respective needs potentially addressed.
83. During the baseline assessment process during the inception phase of the project, the work will include identification of key stakeholders, their capacities and needs, and mechanisms for their meaningful engagement in the planning, execution and governance of the project.

South-South and Triangular Cooperation (SSC/TrC)

84. The EnGenDER project targets 9 countries in the English and Dutch-speaking Caribbean and will leverage opportunities for South-South and Triangular Cooperation (SSC/TrC), by commitment to continuous learning and information exchange between beneficiary countries. Recognising that across the countries there are variable capacities or advances in the four critical focus areas of EnGenDER, the project will leverage these experiences and skills. For example, the progress which Antigua and Barbuda has made through its Sustainable Island Resource Framework (SIRF)⁵³ can be distilled to improve climate financing frameworks throughout the Caribbean.
85. The project will also endeavour to leverage the engagement and leadership of the regionally-mandated agencies on these issues (CCCCC, CDEMA) as they already have established relationships with stakeholders in every country, and utilise SSC, collaboration and mutual exchange/support among their core approaches to learning and capacity building. This has even extended to training and exchanges with the Pacific SIDS, which experience some similar challenges and vulnerabilities.

⁵³ <https://www.environment.gov.ag/sirf>.

Knowledge

86. EnGenDER will create and supplement/adapt existing knowledge products and will translate experience into lessons which can support more gender-responsive decision-making by all stakeholders. In addition, targeted areas of research are specifically identified to reduce the knowledge, capacity and evidence gaps highlighted as well as transformed into communication products as part of a broader effort to support awareness building, adaptive capacity and behaviour change.
87. Project visibility will ensure that results from EnGenDER are regularly communicated to target groups, decision-makers and the general public. Through partnership with CARICOM and other-CARICOM institutions such as the CCCCC, CDEMA and CCREEE as well as other UN agencies, visibility efforts within the project will have broader distribution. Likewise, partnership with the UNFCCC and the Global NAP network will give results and information from EnGenDER global reach. The UNDP SRO will also leverage its global network in sharing EnGenDER results with other country offices.
88. A proposed partnership with the Caribbean Broadcasting Union will particularly leverage TV, radio and social media to engage the public in the 9 beneficiary countries as well as beyond to their wider membership. Special attention will be paid to translate key materials also into Kweyol and Sranan Tongo to ensure engagement with indigenous communities in Dominica, Guyana, Saint Lucia and Suriname.

Sustainability and Scaling Up

89. Sustainability refers to the continuation of the intended goals, principles, and efforts to achieve desired outcomes after project execution, and they continue to be met through action of other stakeholders and partners that are consistent with the current conditions, national goals and the needs of vulnerable populations, with benefits extending beyond the direct project participants.
90. However, the issue of sustainability should also be seen within time and changing social, economic and political contexts. As such, key assumptions are made for the purposes of the approach:
 - The small open economies of Caribbean countries will remain vulnerable for some time, bearing in mind the aforementioned geographic, social and economic factors that influence their vulnerability.
 - Climate change will be on the political agenda for some time due to its long-term nature and devastating impacts on Caribbean economies.
91. The project design considers four types of sustainability: institutional, environmental, social and financial, which are supported in the following ways:
 - *Financial sustainability:* Leveraging multiple sources of funding including in-kind contributions from governments and other stakeholders and building within the project the capacity to leverage additional climate finance to continue and expand the work on reducing vulnerabilities and increasing resilience. Financial sustainability will also be enabled through guiding principles of being demand-driven, government co-financing and in-kind contributions. Advertising the project's effectiveness not only to its stakeholders, but also to the general public, also serves as a meaningful predictor of the sustainability of the project.
 - *Institutional sustainability:* Building capacity beyond core public actors to include gender-specific groups, civil society organisations (CSOs), the private sector and as well as sectoral actors will underpin the long-term retention and expansion of capacities in general, as well as ensuring that the approach includes training of trainer approaches and working with a critical mass of actors. Institutional capacity will also be enabled through a combination of focused and explicit change approaches as well as the targeting of multiple institutions in the project intervention strategy, including at the regional level for embedding systems for continued capacity support to national counterparts through existing regional structures. In particular, the leadership of the development of the CRRF by regional institutions, as well as embedding staffing and operational systems, will be key to the integration of the CRRF as a standing mechanism for longevity in capacities within the

countries of the region for resilient systems and recovery execution. All of these improve structural capacity, knowledge, access to data as well as a more consistent approach to gender-responsiveness. Moreover, there are a diversity of stakeholder and actors whose capacity for gender-responsive planning, decision-making and monitoring will be strengthened ensuring also action at some level on an ongoing basis. Building the evidence base also strengthens this element of the sustainability strategy in the way it grounds capacity building and solution formulation as well as how it informs behaviour change communication. Countries will also be equipped with e.g. sector action plans and monitoring tools to continue to track progress in the medium to long-term.

- *Social sustainability*: By investing significantly in research, communication, behaviour change communication and sensitisation EnGenDER intends to make a sustained and durable shift on prioritising gender equality in climate and disaster recovery and highlighting the visible and invisible cost of inaction on the gender inequality of risk. Awareness raising, community engagement and the leadership of key decision-making communities are the main anchors of the social sustainability strategy for EnGenDER. Building the capacity and intensity of local voices (community, representatives and other stakeholders) as they speak out to local and national governments about the climate and other hazard risks they are facing, their unique climate vulnerabilities – even where the vulnerabilities and risks are complex, multi-faceted, and multi-sector – and their unique adaptation needs also builds a social sustainability footprint.
- *Environmental sustainability*: This will be ensured via the scientific linkages made between climate change, DRR and natural resource management. Significant investments by the project in integrated sectoral planning as well as multi-stakeholder coordination mechanisms create a pivotal opportunity for delivering on multiple SDGs and to leverage environmental sustainability for both social and economic resilience through improved livelihoods at the national and sectoral level.

92. In addition to the above, is the issue of political sustainability. Public policy integration and political support for the project are major predictors of its sustainability. Strengthening the sense of ownership, building on the engagement through the design process, as well as mechanisms identified such as country participation in the Project Board and the Technical Advisory Group, will improve the motivation to sustain activities and the impact of proposed results. Engaging policymakers and share results, via communication, particularly where the benefits of a gender-responsive approach deliver tangible benefits and co-benefits will better support the goals of the project.

93. **Scaling up**: The outputs from the project will serve as important tools and resources for sustainability, potentially enabling the application of lessons learned from the project, creating the opportunity for replication of the approach/model and for scaling up (to policy) or scaling out (horizontally) to the broader Caribbean region i.e. the other 6 members of CARICOM. The project will provide the foundations for the development of the CRRF, which would be scaled up as an entity led by a regional body, to serve the immediate, medium and long term needs of recovery in the region. By also strengthening regional mechanisms, EnGenDER also diffuses its impacts and results as well as creates sustained institutional and technical capacity. This 'scaling-up' can also be done or complemented via support to decentralised units of national Ministries responsible for disaster risk reduction that have local offices at the sub-national level.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

94. Other multi-country initiatives recently developed have utilised technical staff based in each country, and a single Project Board governance mechanism, supported by quality assurance functions at the level of the UNDP SRO and the Regional Bureau.

95. UNDP currently has ongoing initiatives on DRR in Dominica and Guyana focused on strengthening national early warning systems and the resilience of women in agriculture, from which this project will utilise emerging results, including gap analyses, to upscale and accelerate relevant implementation on the ground.

96. Implementation will be carried out using an operational plan and logical framework based on the results framework articulated in Section V. The operation plan chronologically traces the activities to be carried out over the 48 months planned for the duration of the project. More detailed annual and country-specific plans will then be developed with a schedule of actions, resources and budgets. The PMU will hold responsibility for development, monitoring and periodic revision of these plans.
97. Internal monitoring and evaluation procedures are based on regular monitoring of expected results and indicators, particularly at the output level. This monitoring is to be carried out quarterly, semi-annually and annually based on a monitoring plan, which will be validated at the start of the intervention in accordance with the rules of good governance and visibility set out in accordance with UNDP rules and procedures and updated based on the baseline assessment. Costs and functions relating to project management, and in some cases knowledge management will be jointly procured and/or shared between the 5 UNDP offices (e.g. audit, country exchanges).

Project Management

98. EnGenDER will be based primarily out of the UNDP SRO for Barbados and the OECS located in Barbados in terms of operational management and oversight of activities and implementation. However, some members of the PMU will also be established in other countries to facilitate coordination, enhance efficiencies and better engage with sub-national actors. It is proposed that a PMU core will be based in Barbados while others may be based in other countries⁵⁴. This will also allow for the UNDP country offices participating in EnGenDER to share operations support, leverage expertise within the UN and the country and better facilitate linkages with existing and future projects and maximise the opportunities of policy and planning frameworks.
99. Leveraging ongoing programming such as the JCCCP, all 9 beneficiary countries will have both NAPs and NAMAs, although not with a strong gender-responsive focus. Under the JCCCP, climate change authorities have been the main beneficiary and point of contact, although emphasis has also been placed on boosting multi-stakeholder coordination mechanism as part of the policy development process. There is still deeper analysis that can be done of the capacity of these mechanisms and the tools and skills needed and this one of the areas which EnGenDER will build on the foundations established by JCCCP particularly in the realisation of outcome 1210.
100. The activities will be managed directly by UNDP, with delegation of some resources to UN Women and WFP for specific work as Responsible Parties, effected via standard UN-UN agency agreements.
101. The project will be audited in accordance with UNDP rules and regulations, and resources have been specifically identified for these expenses. This will ensure regular oversight of resources, facilitate effective execution of fiduciary responsibilities and facilitate appropriate reporting to both the Governments of Canada and the UK.

⁵⁴ Locations of these posts will be determined in consultation with all UNDP offices

V. RESULTS FRAMEWORK^{55 56}

Intended Outcome as stated in the MSDF and Sub-Regional Programme Results and Resource Framework 2017-2021:										
Policies and programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy in place.										
Outcome indicators as stated in the Sub-Regional Programme Results and Resources Framework, including baseline and targets:										
Number of countries with National Adaptation Plans (NAPs) under implementation; Baseline: 1 Target: 6										
Number of countries with at least 2 sector specific disaster risk reduction strategies under implementation; Baseline: 2 Target: 10.										
Number of countries with functioning mechanisms (to systematically collect, analyse and use disaggregated data and other forms of information) which use regionally established tools for monitoring and reporting on the situation of women and children; Baseline: CARICOM Gender										
Applicable Output(s) from the UNDP Strategic Plan 2018-2021:										
1.3.1 National capacities and evidence-based assessment and planning tools enable gender-responsive and risk-informed development investments, including for response to and recovery from crisis										
2.3.1 Data and risk-informed development policies, plans, systems and financing incorporate integrated and gender-responsive solutions to reduce disaster risks, enable climate change adaptation and mitigation, and prevent risk of conflict										
Project title and Atlas Project Number: Enabling Gender-Responsive Disaster Recovery, Climate and Environmental Resilience in the Caribbean (EnGenDER)										
ULTIMATE OUTCOME	OUTCOME INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	Year	Year	Year	Year	FINAL	
					1	2	3	4		
Improved climate resilience for women and girls and key vulnerable populations and future generations in the Caribbean	Number of countries with improved resilience to key climate-related, sector-level risks	Ex-ante and ex-post sector-level climate risk indicator assessment	0	2018	0	0	4	5	9	
INTERMEDIATE OUTCOME 1100: Enhanced practices of relevant actors for the sustainable	Number of coordination bodies systematically including gender analysis within their decision-making systems	Terms of Reference of committees Analysis tools in use	1	2018	1	2	3	2	9	

⁵⁵ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Indicators are to be SMART (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audiences can clearly understand the results.

⁵⁶ Detailed country annual work plans, expected results and targets will be developed in the first year of project implementation, following country-level baseline analysis and consultation, in coordination with CO M&E and gender focal points. Flexibility and adaptability are required to respond to the broad range of country needs and capacities drawing on continuous learning and iterative feedback loops throughout the design and implementation process. Quality assurance of the results being achieved and the contribution to overall results will be with the SRO in Barbados, supported by the respective teams in the COs.

implementation of gender-responsive climate change action and disaster recovery		Reports/minutes from formal and informal national coordination mechanisms									
Immediate Outcome 1110: Improved national capacity for gender-responsive climate change planning and implementation among state and non-state actors in the target countries	Percentage of women and men in targeted groups demonstrating increased capacity for gender equality analysis in resilience planning and action at national levels	Ex-ante and ex-post training reports	0,0	2018	20,20	20,20	20,20	20,20	80,80	Quantitative/question-based survey per participant	
	Number of countries with data-informed ⁵⁷ development and investment plans that incorporate integrated solutions to reduce disaster risks and enable climate change adaptation and mitigation (SP 2.3.1.1)	Costed and approved development and investment plans for climate and risk resilience		2018	0	2	3	4	9		
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1	Year 2	Year 3	Year 4	FINAL		
Output 1111 Technical support provided on gender equality policy mainstreaming to agencies with responsibility for development and implementation of gender-responsive and inclusive NAPs and NAMAs	Number of gender equality mainstreaming training workshops for technical and senior-level Government personnel, NGOs and private sector completed	Training modules Training report Registration sheets	0	2018	1	2	0	0	3	Sub-regional workshop reports and evaluations	
	Number of sector-level NAPs and NAMA action plans produced with explicit gender-equality and poverty reduction outcomes, impact indicators and targets	Technical reports Action plans	0	2018	2	5	0	0	7	Cabinet submissions	
	Number of reports generated using gender-responsive data	Monitoring reports utilising data from the MRV system	0	2018	0	25	30	45	100		

⁵⁷ Refers to available evidence regarding areas and vulnerable populations which are prone to natural hazards and climate change impacts.

	from operationalised MRV frameworks									
Output 1112 Gender-responsive and inclusive NAP and NAMA priority interventions implemented in target sectors in collaboration with state and non-state sectoral actors	Number of gender-responsive, sector-level NAPs and NAMAs action plans under implementation	Implementation plans Field visit/monitoring reports Media reports	0	2018	0	1	3	5	9	
	Average percentage of direct beneficiaries of NAP and NAMA interventions that are women, disaggregated by age (and other factors if available e.g. PWDs, income)	NAP and NAMA implementation reports	0	2018	50	50	50	50	50	
	Cumulative reduction in/avoided GHG emissions from implemented activities	NAMA implementation reports MRV reports	0	2018						Electricity output Utility bills Emissions calculations
Immediate Outcome 1120 Improved integrated recovery planning and frameworks at the national and regional levels for gender-responsive and resilient disaster recovery by key vulnerable groups	Average number of indicators of national recovery capacities for which scores improve	Pre and post UNDP Recovery Preparedness Assessment Tool and/or CDM Audit Tool	0	2018	0	0	0	7	7	CDM Audit
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	FINAL	
Output 1121 Technical support provided to gender machineries for a detailed analysis of gender inequality of climate risk and its associated costs in the Caribbean to inform decision-making	Number of stakeholder consultations	Meeting reports Media reports	0	2018	6	24	0	0	30	
	Number of completed gender inequality of risk reports and policy briefs	Published reports Cabinet papers	0	2018	2	16	0	0	18	Qualitative and quantitative research
	Number of advocacy and training activities undertaken using gender-sensitive data	Country level reports Media reports	0	2018	3	12	0	0	15	

Output 1122 Technical assistance provided to CDEMA to significantly enhance gender-responsive resilient recovery approaches and solutions in the Model National Recovery Framework	Completed update of national model recovery framework	MNRF document CDEMA website	0	2018	1	0	0	0	1	Consultation with and endorsement by Participating States
Output 1123 Training and systems development or strengthening for gender-responsive and inclusive recovery provided to national agencies with responsibilities in recovery in select countries	Number of national recovery capacity assessments completed	CDM Audit reports	6	2018	3	3	0	0	12	CDM Audit Tool In-country visits
	Number of countries with recovery frameworks and systems in place utilising sex, age and disability disaggregated data and gender analysis (SP 1.3.1.1)	National recovery framework documents Agreed prioritisation plan for implementation	0	2018	0	2	3	0	5	Output-based monitoring reports from countries
	Number of national personnel across sectors/agencies trained in applying/using resilient recovery systems, disaggregated by sex	Training reports Registration sheets Media reports	0	2018	20,20	40,40	40,40	0	200	Quantitative/questioned based survey per participant for pre- and post-training
	Number of shock responsiveness analyses of social protection systems completed	Case study report with recommendations	1	2018	2	3	0	0	6	Country consultations
	Percentage of high priority actions implemented	Priority reports Implementation reports	0	2018	0	5	20	20	45	
Output 1124 Technical support provided to CARICOM (or one of its organs) to design and operationalise a regional mechanism for rapid deployment of expertise to support gender-	Completed agreement for operationalisation of the regional recovery facility	Signed CARICOM agreement to establish facility Media reports	0	2018	1	0	0	0	1	Regional consultations
	Completed Standard Operating Procedures	SOPs Expert TORs Recruitment procedure	0	2018	1	0	0	0	1	
	Number of experts deployed through the Caribbean	Roster of experts disaggregated by sex	0	2018	0	10	0	10	20	Deployment authorisations

responsive and resilient recovery in the Caribbean	Resilient Recovery Facility, disaggregated by sex	Expert task reports Situation reports								Mission reports
INTERMEDIATE OUTCOME 1200: Improved governance by relevant actors for gender-responsive climate and risk resilience planning and decision-making in 9 Caribbean countries	Percentage of decision makers demonstrating change in knowledge, attitude and behaviour	Comparison of ex-ante and ex-post behavioural analyses	0	2018	10	15	15	20	60	
Immediate Outcome 1210 Increased application of gender-responsive and rights-based approaches by national CC and DRR decision making bodies	Number of decision-making tools being applied for more inclusive and responsive decision making	Pre and post behaviour insights surveys	0	2018	0	1	3	5	9	Behavioural insights tool Standard Operating Procedures
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	Year	Year	Year	Year	FINAL	
Output 1211: Technical assistance provided for gender responsive behavioural analysis of national climate change and DRR coordinating bodies	Completed behavioural insight tool and methodology	Completed methodology	0	2018	1	0	0	0	0	
	Number of behavioural analyses including recommendations for targeted awareness raising and changes in practice completed	Behavioural analysis reports	0	2018	3	6	0	0	9	
Output 1212: Technical assistance provided for implementation of behavioural change strategies to national climate change and DRR coordinating bodies	Number of activities from change strategies completed	Workshop reports, including pre- and post- evaluation Advocacy events Media reports	0	2018	4	12	14	0	30	Quantitative/questioned based survey per participant for pre- and post-training

VI. MONITORING AND EVALUATION

In accordance with UNDP’s programming policies and procedures, the project will be monitored through the following monitoring and evaluation plan. These include activities that monitor the project’s effectiveness and efficiency including its progress in achieving critical milestones and results. The M&E plan will be coordinated principally by the EnGenDER M&E Analyst, in collaboration with the M&E and gender focal points in the COs. The M&E plan for the project also includes specific activities to collect data and information to prove gender-responsive impacts and results have been achieved and that the lives of vulnerable people have been improved. Specifically, the M&E plan identifies key categories of activities related to tracking progress, monitoring and managing risk, learning and knowledge management, quality assurance, course correction and the means for these activities to be undertaken in a timely fashion – project document and the review and oversight by the Project Board and the Technical Advisory Group as follows:

Table 4: Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Establish project baseline	To establish a detailed project baseline for the EnGenDER project including the means of verification and sources of data for the RRF and target beneficiaries	Once at the start of the project, within 3-6 months	Update project indicators and targets (including the RRF) and means of verification and data sources. Will inform other elements of the project M&E plan.	UN Women, WFP, CDEMA, national authorities, gender-specific groups	US\$112,500 Linked to output-level M&E
Quarterly progress updates	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly	There will be quarterly coordination between the PMU and Responsible Parties; as well as quarterly updates to GAC and DFID. Slower than expected progress will be addressed through additional support to governments or partners experiencing delays will also be provided as needed and feasible.	UN Women, WFP, CDEMA, national authorities, gender-specific groups	US\$230,132 Linked to output-level monitoring
Monitor and manage risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP’s Social and Environmental Standards. Audits will be conducted in accordance with UNDP’s audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UN Women, WFP, CDEMA, national authorities, gender-specific groups, GAC, DFID	US\$12,250 Linked to field monitoring visits and 2 risk assessment visits during Y1 and Y3 to country activities

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
					which may have significant delays
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	UN Women, WFP, CDEMA, national authorities, gender-specific groups	US\$50,000 For appropriate documentation of lessons learnt and verification of impact. Linked to communication and visibility activities
Review and make course corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	GAC, DFID, Project Board members	US\$160,000 ⁵⁸ Project Board and TAG meetings will include costs potentially for travel of key partners with efforts to link to other travel to the proposed location by members.
Quality assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	The Annual QA will be completed by the M&E Analyst in coordination with CO M&E and gender focal points. Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	GAC, DFID	US\$36,500 Linked to field monitoring visits
Annual Project Report	The Annual Project Report is a high-level stock-taking exercise to determine the extent to which key annual targets (programmatic and financial) have been met and to inform course correction as relevant. These reviews will also	Annually, and at the end of the project (final report)	A progress report will be presented by the PMU to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output and	UN Women, WFP, CDEMA, national authorities,	Contributed to by field monitoring visits, output-level monitoring and communications

⁵⁸ Linked to each other and other activities to minimise costs as much as possible.

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	contribute to defining sustainability plans and exit strategies.		outcome levels, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	gender-specific groups	costs. Included in general management costs and M&E related activities therein.
Project Review (Project Board)	The project's governance mechanism (i.e. Project Board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialise project results and lessons learned with relevant audiences.	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	Project Board members	Included in review and make course corrections costs

Table 5: Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-term evaluation	UN Women, WFP, CDEMA	1.3.1 2.3.1	Policies and programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy in place	January 2021	country-level responsible parties (including CSOs) Technical Advisory Group members community beneficiaries	US\$65,000 GAC/DFID. Linked to Monitoring and Evaluation at Project Level
Final evaluation	UN Women, WFP, CDEMA	1.3.1 2.3.1	Policies and programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy in place	November 2022	country-level responsible parties (including CSOs) Technical Advisory Group members community beneficiaries	US\$100,000 GAC/DFID. Linked to Monitoring and Evaluation at Project Level

VII. MULTI-YEAR WORK PLAN ^{59 60 61}

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET			Note	
		2019	2020	2021	2022		Funding Source	Budget Description	Amount		
Output 1111: Technical support provided on gender equality policy mainstreaming to agencies with responsibility for development and implementation of gender-responsive and inclusive NAPs and NAMAs <i>Gender Marker: 2</i>	1111.1 Training on sector-level gender equality mainstreaming to technical and senior-level personnel in priority sectors	74,000.00				UNDP, UN Women	GAC	Training, workshops and conferences	74,000.00	1	
		26,000.00				UNDP	GAC	Travel	26,000.00	2	
	1111.2 Gender-responsive data collection and research for development of evidence-based sector plans	160,000.00				UNDP	GAC	Contractual services - companies	160,000.00	3	
	1111.3 Develop budgeted gender-responsive and inclusive sectoral level action plans and M&E for NAPs and NAMAs in priority sectors in 9 Caribbean countries.		54,000.00	17,000.00			UN Women	GAC	Service contractors	71,000.00	4
			336,000.00	168,000.00			UNDP	GAC	Local and international consultants	504,000.00	5
			60,000.00	30,000.00			UNDP	GAC	Travel	90,000.00	6
			48,000.00	24,000.00			UNDP	GAC	Training, workshops and conferences	72,000.00	7
	1111.4 Strengthen/develop MRV systems and associated capacities for gender-responsive monitoring and reporting on climate action			75,000.00	150,000.00		UNDP	GAC	Contractual services - companies	225,000.00	8
				15,000.00	30,000.00		UNDP	GAC	Training, workshops and conferences	45,000.00	9
			11,500.00	8,000.00	5,000.00		UNDP	GAC	Travel	24,500.00	10

⁵⁹ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁶⁰ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the Project Board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

⁶¹ A separate, subsidiary multi-year work plan must be prepared for each partner country. Joint results are included in the joint Results Framework. All work plans together will yield the joint results framework. The respective work plans may be annexed to the project document. All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). These will be developed during the first year of the project.

	MONITORING	67,500.00				UNDP	GAC	Local consultants	67,500.00	11
	Baseline analysis									
	Sub-Total for Output 1111	837,000.00	337,000.00	185,000.00	-				1,359,000.00	12
Output 1112: Gender-responsive and inclusive NAP and NAMA priority interventions implemented in target sectors in collaboration with state and non-state sectoral actors <i>Gender marker: 2</i>	1112.1 Demand-driven financing for the implementation of gender-responsive NAP and NAMA-related actions		835,000.00	1,470,000.00	1,100,000.00	UNDP	GAC, DFID	Local and international consultants	3,405,000.00	13
	1112.2 Targeted value-added support to countries in leveraging climate funds		255,000.00	318,000.00	230,000.00	UNDP	GAC	Contractual services - companies	803,000.00	14
	MONITORING		20,000.00	25,000.00	22,000.00	UNDP	GAC, DFID	Travel	67,000.00	15
	Sub-Total for Output 1112	-	1,110,000.00	1,813,000.00	1,352,000.00				4,275,000.00	16
Output 1121: Technical support provided to gender machineries for a detailed analysis of gender inequality of climate risk and its associated costs in the Caribbean to inform decision-making <i>Gender marker:2</i>	1121.1 Undertake country-level comprehensive reviews on the gender inequality of disaster and climate risk including a review of the cost of inaction as well as a mapping of gender differentiated coping and adaptive capacities for key vulnerable groups and key sectors	100,000.00				UN Women	GAC	Service contractors	100,000.00	17
		26,000.00				UN Women	GAC	Travel	26,000.00	18
		75,000.00				UN Women	GAC	International consultants	75,000.00	19
	1121.2. Produce a series of infographics, key data charts and targeted policy briefs on the gender inequality of disaster and climate risk in the Caribbean.	10,000.00	10,000.00			UNDP, UN Women	GAC	International consultants	20,000.00	20
		10,000.00	10,000.00			UNDP, UN Women	GAC	Local consultants	20,000.00	21
			30,000.00			UN Women	GAC	AV and print production costs	30,000.00	22
	1121.3 Conduct sensitisation and training sessions on the results of gender inequality of risk study and how to measure the gender dimension of risk on an ongoing basis through existing tools.		69,000.00			UN Women	GAC	Training, workshops and conferences	69,000.00	23
			26,000.00			UN Women	GAC	Travel	26,000.00	24

	MONITORING	9,500.00	5,000.00			UNDP, UN Women	GAC	Travel	14,500.00	25
	Sub-Total for Output 1121	230,500.00	150,000.00	-	-				380,500.00	26
Output 1122 Technical assistance provided to CDEMA to enhance gender-responsive and inclusive resilient recovery approaches and solutions in the Model National Recovery Framework	1122.1 Review and update the CDEMA Model National Recovery Framework to enhance gender-responsive resilient recovery approaches and solutions, including templates and guidance for M&E and accountability mechanisms and checklists	100,000.00				UNDP, CDEMA	GAC, DFID	Local consultants	100,000.00	27
	1122.2 Regional meeting to review and endorse the revised/updated Model Recovery Framework and related action plan	45,000.00				UNDP, CDEMA	GAC, DFID	Travel	45,000.00	28
		25,000.00				UNDP, CDEMA	GAC, DFID	Training, workshops and conferences	25,000.00	29
	MONITORING	2,200.00				UNDP, CDEMA	GAC, DFID	Travel	2,200.00	30
	Sub-Total for Output 1122	172,200.00	-	-	-				172,200.00	31
<i>Gender marker: 2</i>										
Output 1123: Training, systems development and strengthening for gender-responsive and inclusive recovery provided to national agencies in select countries	1123.1 Assess the operational and technical capacity of existing national institutional mechanisms and regulatory frameworks for gender-responsive recovery in selected countries (update CDM Audit Tool, in-country review and analysis of past and current experiences e.g. Grenada ARD, Dominica CREAD, BVI RDA) (also to contribute to 1124.1)	90,000.00				UNDP, CDEMA	GAC, DFID	Local consultants	90,000.00	32
	1123.2 Design and deliver targeted training for sectoral stakeholders on recovery systems and gender-responsive resilient recovery approaches and solutions	20,000.00	80,000.00	20,000.00		UNDP, UN Women	GAC, DFID	Training, workshops and conferences	120,000.00	33
		10,000.00	30,000.00			UN Women	GAC, DFID	Service contractors	40,000.00	34
		6,000.00	24,000.00	6,000.00		UNDP	GAC, DFID	Travel	36,000.00	35
<i>Gender marker: 2</i>										

	1123.3 Support the national preparedness for recovery of national recovery frameworks and implementation of related actions in selected countries guided by the revised CDEMA MNRF, including M&E and accountability systems, with a focus on priority areas such as social protection and social capital including cash-based instruments and shock-responsive measures (based on findings in 1123.1)	100,000.00	250,000.00	150,000.00	150,000.00	UNDP, WFP	GAC, DFID	Contractual services - companies	650,000.00	36
		100,000.00	250,000.00	150,000.00	150,000.00	UNDP, WFP	GAC, DFID	Local and international consultants	650,000.00	37
			250,000.00	250,000.00	250,000.00	UNDP, WFP	GAC, DFID	Equipment and furniture	750,000.00	38
		MONITORING	5,000.00	13,000.00	13,000.00	13,000.00	UNDP	GAC, DFID	Travel	44,000.00
	Sub-Total for Output 1123	331,000.00	897,000.00	589,000.00	563,000.00				2,380,000.00	40
Output 1124: Technical support provided to CARICOM (or one of its organs) to design and operationalise a regional mechanism for rapid deployment of expertise to support gender-responsive and resilient recovery in the Caribbean <i>Gender marker: 2</i>	1124.1 Establish and operationalise the Caribbean Resilient Recovery Facility (based on capacity gaps in 1123.1) for rapid deployment of international and regional expertise for gender-responsive and resilient disaster recovery and CCA for the Caribbean, including SOPs and sustainable financing	40,000.00				UNDP	GAC, DFID	Training, workshops and conferences	40,000.00	41
		35,000.00	110,000.00	100,000.00	100,000.00	UNDP	GAC, DFID	Local and international consultants	345,000.00	42
			100,100.00	50,000.00	100,000.00	UNDP	GAC, DFID	Travel	250,100.00	43
	1124.2 Assess and review the functioning and the impact of the CRRF				18,000.00	UNDP	GAC, DFID	Local consultants	18,000.00	44
	MONITORING	2,500.00	5,500.00	4,400.00	6,000.00	UNDP	GAC, DFID	Travel	18,400.00	45
	Sub-Total for Output 1124	77,500.00	215,600.00	154,400.00	224,000.00				671,500.00	46
Output 1211: Technical assistance provided for gender responsive behavioural analysis of national climate change and	1211.1 Conduct behavioural insights and analysis to identify causes of behavioural biases within national decision-making bodies and potential interventions to reduce them	270,000.00			150,000.00	UNDP, UN Women	GAC, DFID	Contractual services - companies	420,000.00	47
		15,000.00				UN Women	GAC	Service contractor	15,000.00	48
		5,000.00			2,800.00	UNDP	GAC	Travel	7,800.00	49

DRR coordinating bodies Gender marker: 2	MONITORING	45,000.00				UNDP	GAC	Local consultants	45,000.00	50	
	Baseline analysis										
	Sub-Total for Output 1211	335,000.00	-	-	152,800.00				487,800.00	51	
Output 1212: Technical assistance provided for implementation of behavioural change strategies to national climate change and DRR coordinating bodies Gender marker: 2	1212.1 Design and implement communication and behavioural change strategies to strengthen gender equality mainstreaming and national level decision-making	35,000.00	100,000.00	100,000.00		UNDP, UN Women	GAC	Contractual services - companies	235,000.00	52	
		15,000.00	15,000.00	15,000.00		UN Women	GAC	Service contractor	45,000.00	53	
	1212.2 Develop and implement regional promotion and advocacy strategy on women's participation and leadership in gender-responsive climate and disaster recovery including targeted campaigns.	20,000.00	40,000.00	40,000.00	40,000.00		UNDP	GAC	Contractual services - companies	140,000.00	54
			50,000.00	50,000.00	50,000.00		UNDP	GAC	AV and print production costs	150,000.00	55
	1212.3. Assess the change and impact of behavioural change strategies on improving gender-responsiveness and rights-based approaches in national decision-making processes				30,000.00		UNDP	GAC	Contractual services - companies	30,000.00	56
	MONITORING	2,000.00	7,000.00	7,000.00	2,527.00		UNDP	GAC	Travel	18,527.00	57
	Sub-Total for Output 1212	72,000.00	212,000.00	212,000.00	122,527.00					618,527.00	58
Project-level monitoring and evaluation	Mid-term Evaluation		65,000.00			UNDP	GAC, DFID	International consultants	65,000.00	59	
	Final Evaluation				100,000.00	UNDP	GAC, DFID	International consultants	100,000.00	60	
	Field Monitoring Visits	12,000.00	12,500.00	12,500.00	12,000.00	UNDP	GAC, DFID	Travel	49,000.00	61	
	Subtotal project-level M&E	12,000.00	77,500.00	12,500.00	112,000.00				214,000.00	62	
Project Management Cost (PMC)	Project Coordination Staff	220,000.00	220,000.00	220,000.00	220,000.00	UNDP	GAC, DFID	Staff management costs	880,000.00	63	
		412,000.00	412,000.00	412,000.00	412,000.00	UNDP	GAC, DFID	Service contractors	1,648,000.00	64	
	General Operating Expenses	16,100.00	12,600.00	12,600.00	12,600.00	UNDP	GAC, DFID	Equipment and furniture	53,900.00	65	

		8,400.00	-	-	-	UNDP	GAC, DFID	Computer hardware and software	8,400.00	66
		7,560.00	7,560.00	7,560.00	7,560.00	UNDP	GAC, DFID	Communication and AV equipment	30,240.00	67
		2,700.00	300.00	300.00	300.00	UNDP	GAC, DFID	Supplies	3,600.00	68
		2,000.00	2,000.00	2,000.00	2,000.00	UNDP	GAC, DFID	Miscellaneous	8,000.00	69
		100,000.00	100,000.00	100,000.00	100,000.00	UNDP	GAC, DFID	Cost recovery	400,000.00	70
	Communications and Visibility	5,000.00	5,000.00	8,500.00	8,500.00	UNDP	GAC, DFID	Local consultants	27,000.00	71
		-	20,000.00	28,000.00	36,000.00	UNDP	GAC, DFID	AV and print production costs	84,000.00	72
		15,000.00	-	-	-	UNDP	GAC, DFID	Materials and goods	15,000.00	73
	Project governance	60,000.00	12,000.00	12,000.00	50,000.00	UNDP	GAC, DFID	Training, workshops and conferences	134,000.00	74
		110,000.00	28,000.00	28,000.00	90,000.00	UNDP	GAC, DFID	Travel	256,000.00	75
	Audit	15,000.00	15,000.00	15,000.00	15,000.00	UNDP	GAC, DFID	Contractual services - companies	60,000.00	76
	Subtotal project management	973,760.00	834,460.00	845,960.00	953,960.00				3,608,140.00	77
	GMS (8%)	243,276.80	306,684.80	304,948.80	278,422.96		GAC, DFID		1,133,333.36	78
	TOTAL	3,284,236.80	4,140,244.80	4,116,808.80	3,758,709.96				15,300,000.36	79

Budget notes

1
2

41 high-level consultations and validation with regional organisations led by CDEMA
42 35 days over 6-9 months at 1,000 to help facilitate consultations, develop SOPs, standard TORs, negotiate sustainable financing mechanism; technical support until CRRF team in place.
stipends/mobilisation fees for CRRF team members, depending on conditions of recruitment

3		43	regional consultations
4			operationalisation of facility with team deployments and integration with WB team
5	80 days at 700 (can do more than 1 sector)	44	20 days at 900
6	2 personnel, 2 trips per country	45	in-country site-level activity monitoring, as needed
7	consultation and validation workshops	46	
8	update GRN and SVG systems to be gender responsive, up to 7 new systems	47	development of survey instrument, administering in all countries (5-10 days) and analysis report
9		48	technical assistance to develop and deliver programme
10		49	
11	understand capacity needs and establish BMTs (baseline, milestones, targets) and MOVs (means of verification)	50	understand context of existing decision-making and coordination mechanisms/structures and establish BMTs (baseline, milestones, targets) and MOVs (means of verification)
12		51	
13	direct finance of implementation of NAP and NAMA action plans	52	proposed partnership with IGDS
14	Where not addressed by e.g. GEF project preparation grants or GCF project preparation facility. Would include technical and feasibility studies, brokering partnerships and/or capacity building as determined priority, noting results of Climate Finance workshop.	53	technical assistance to develop and deliver programme
15	in-country site-level activity monitoring, including into the interior and indigenous population areas of BLZ, GUY and SUR	54	proposed partnership with CBU
16		55	
17	technical assistance	56	
18		57	in-country site-level activity monitoring
19		58	
20		59	
21		60	
22		61	quality assurance visits by SRO and/or Regional Hub
23		62	
24		63	Project Manager P3 at 220k
25	in-country site-level activity monitoring, including by UN Women	64	Technical Specialist x3 SB5 at 83k, M&E Analyst and Comms Analyst SB4 at 60k, Project Assoc SB3 at 43k
26		65	desks and chairs at 500, office space at 150pppm
27	in partnership with CDEMA	66	7 laptops at 1200
28	in partnership with CDEMA	67	email services at 65pppm, mobile phone at 25pppm
29		68	office supplies
30	in-country site-level activity monitoring	69	bank charges, shipping, warranties, etc
31		70	support services including ICT, procurement, contracting HR, security
		71	project branding, publication design, editing services

32	20 days at 500 per country, including use of UNDP Recovery Preparedness Assessment Tool/CDM Audit Tool. understand capacity needs and establish BMTs (baseline, milestones, targets). Led by CDEMA.	72	publications
33	2-4 workshops per country	73	project communications collateral
34	technical assistance to develop and deliver programme	74	1 regional launch and first PB meeting at 80k; 9 inception meetings and consultations to develop country-level work plans at 10k; 1 physical PB and TAG meeting years 2-4 at 40k x 3; 1 project results and closure workshop at 100k
35	1-2 facilitators/experts, including support from CDEMA Gender Specialist	75	1 regional launch and first PB meeting at 80k; 9 inception meetings and consultations to develop country-level work plans at 10k; 1 physical PB and TAG meeting years 2-4 at 40k x 3; 1 project results and closure workshop at 100k
36	precise nature of expenditure will be determined based on the needs emerging from the capacity and regulatory assessment. \$350,000 allocated to WFP work on shock-responsive social protection systems. Collaboration with CDEMA.	76	annual independent audit
37	precise nature of expenditure will be determined based on the needs emerging from the capacity and regulatory assessment.	77	
38	precise nature of expenditure will be determined based on the needs emerging from the capacity and regulatory assessment.	78	General Management Services: Executive Board decision 2013/9 endorses a general, harmonised cost-recovery rate of 8% for non-core contributions
39	in-country site-level activity monitoring, including by WFP	79	under-expenditure or currency conversion gains will be (re)allocated to output 1112
40			

Summary Budget

EnGenDER Summary Budget			
Budget Lines	GAC	DFID	Totals
Output 1111	1,359,000.00	0.00	1,359,000.00
Output 1112	3,163,500.00	1,111,500.00	4,275,000.00
Output 1121	380,500.00	0.00	380,500.00
Output 1122	86,100.00	86,100.00	172,200.00
Output 1123	1,190,000.00	1,190,000.00	2,380,000.00
Output 1124	496,910.00	174,590.00	671,500.00
Output 1211	360,972.00	126,828.00	487,800.00
Output 1212	618,527.00	0.00	618,527.00
<i>Subtotal</i>	7,655,509.00	2,689,018.00	10,344,527.00
Project-related M&E	158,360.00	55,640.00	214,000.00
PMC	2,670,023.60	938,116.40	3,608,140.00
Management Cost (8%)	838,666.69	294,666.67	1,133,333.36
<i>Subtotal</i>	3,667,050.29	1,288,423.07	4,955,473.36
TOTAL	11,322,559.29	3,977,441.07	15,300,000.36

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

102. As a multi-country project with both national and regional level components requiring strong high-level coordination, UNDP's Direct Implementation Modality (DIM) has been chosen for this project, with the exception of Belize and Guyana which have selected a Support to National Implementation Modality (NIM), with the National Climate Change Office and the Office of Climate Change respectively as Implementing Partners. As per UNDP policy, such an IP must have a completed HACT assessment. These decisions were further supported by consultations with coordinating national partners in some of the target countries.
103. Having responsibility for project coordination, the UNDP Sub-regional Office (SRO) for Barbados and the OECS will recruit a dedicated project team, referred to as a Project Management Unit (PMU). The PMU will be entrusted to support the SRO to deliver on the outputs outlined in this project document. The PMU will be responsible for the day-to-day management and coordination of the project, under the supervision of the SRO.
104. Implementation of project activities at the national level will be supported by the UNDP offices for each country, including inter alia, the supporting the PMU and national stakeholders in the elaboration of country-specific work programmes and coordination of national-level governance arrangements, facilitating the interface with local stakeholders and navigating the local environment, and providing operational support including office space, local procurement and processing local payments.
105. Implementation will also rely on or be supported by strategic partners, where needed, by their technical expertise, mandate and capacities or stakeholder base including Government entities, NGOs and/or other regional or UN organisations. These partners could include but are not limited to the OECS Commission (in Saint Lucia), the CCCCC (in Belize), the International Conservation Union (IUCN), and the Women's Environment and Development Organisation (WEDO). This membership should be endorsed by the first Project Board and subsequently invited. The membership can be expanded/modified as needed based on the technical needs of the project as it evolves.
106. The UNDP SRO will undertake regular oversight of project implementation including management arrangements, annual work planning and in-situ monitoring, financial and results management, evaluation and project closure.
107. The project has been designed with an emphasis and ability to disburse quickly from the start. Special efforts will be made for adequate and effective outreach on the results and impacts of the programme, throughout its implementation period, including media events in Canada, the UK and the Caribbean and other events deemed appropriate.

Governance Arrangements

108. The **Project Board** is responsible for making management decisions for the project when guidance is required by the Project Manager. The Project Board plays a critical role in project monitoring and evaluations by quality assuring these processes and products, and using evaluations for performance improvement, accountability and learning. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems with external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.
109. To ensure UNDP's ultimate accountability for the project results, Project Board decisions will be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case consensus cannot be reached within the Board, the final decision shall rest with the UNDP. Potential members of the Project Board are

reviewed and recommended for approval during the Project Appraisal Committee (PAC) meeting. Representatives of other stakeholders can be included in the Board as appropriate.

110. Based on the approved Annual Work Plan (AWP), the Project Board can also consider and approve the quarterly plans (if applicable) and approve any essential deviations from the original plans. The Terms of Reference are included in Annex 6, with meetings at least twice a year. Given the geographic focus of the project, the Project Board meetings are expected to rotate location amongst the 9 countries with at least one meeting in each country and likewise the Technical Advisory Group (TAG) will do the same. This will allow for sectoral stakeholders in each country to have the opportunity to engage with both the Project Board and the TAG. Given the high cost of regional travel and the contribution of the aviation industry to climate change, efforts will also be made to capitalise on technology for remote meetings where feasible.

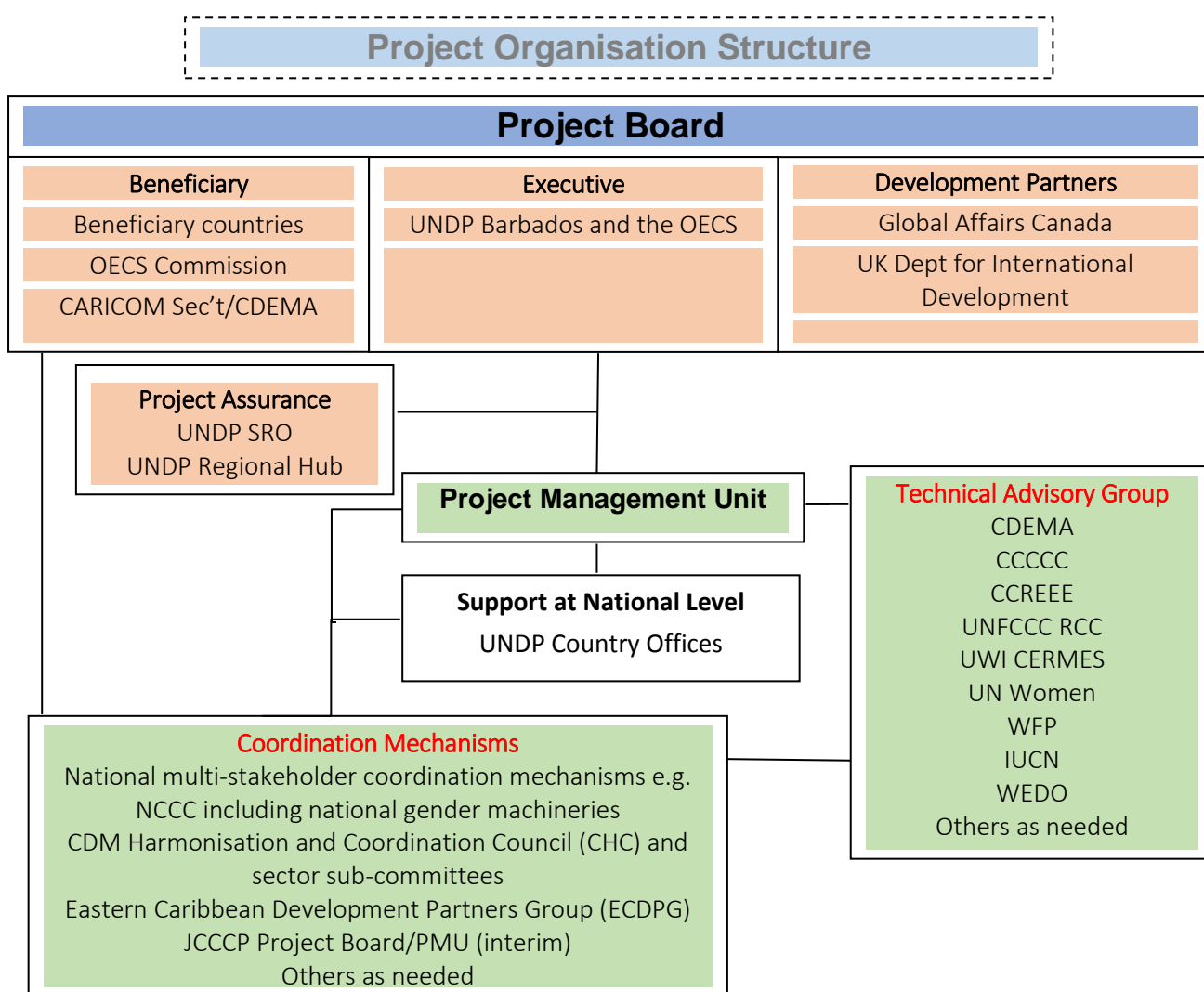


Figure 2: Project Governance Arrangements

111. The Board contains four distinct roles:
- **Executive/Project Director:** individual representing the project ownership to chair the group. For this project, the UNDP Resident Representative in Barbados and OECS will assume this role.
 - **Development Partners/Senior Supplier:** individual or group representing the interests of the parties concerned which provide funding for specific cost sharing projects and/or technical expertise to the project. The primary function within the Board is to provide guidance regarding the technical feasibility of the project. Global Affairs Canada and UK DFID will assume this role.
 - **Beneficiary Representative:** individual or group of individuals representing the interests of those who will ultimately benefit from the project. The primary function within the Board is to ensure the realisation

of project results from the perspective of project beneficiaries. Nominated representatives of the beneficiary countries will serve on the Project Board in this capacity (ideally a gender equality practitioner and a thematic expert) as well as a representative of the OECS Commission and the CARICOM Secretariat/CDEMA.

- **Project Assurance:** this role is the responsibility of each Project Board member; however, the role can be delegated. The project assurance role performs objective and independent project oversight and monitoring functions, independent of the Project Manager, ensuring appropriate project management milestones are managed and completed. The Deputy Resident Representative of UNDP Barbados and the OECS, supported by the Sub-Regional Office team, will provide quality assurance oversight and related advisory support to the Project Manager and other PMU members. This will be supported at national level by the country offices through their focal points on gender, environment and M&E. This process will entail close coordination with the PMU Technical Specialists to support country-level planning, gender equality mainstreaming, implementation, monitoring and evaluation processes. As a group, the gender focal points in each CO will coordinate with the PMU Technical Specialist on gender regarding gender equality goals for country-level implementation and the process for implementation and monitoring, including coordination with UN Women. With the M&E Analyst and CO focal points they will also assure that country-level results are impact-based, and advise the Project Manager accordingly during planning and implementation. The Regional Hub in Panama will be responsible for independent monitoring, compliance with UNDP policies and procedures, oversight of implementation progress based on the monitoring mechanism designed as part of the project, and compliance with ATLAS.

112. While EnGenDER and JCCCP are operating in tandem, it is proposed that joint expanded Project Board meetings be held since the membership will be mostly the same, and the activities of the projects are somewhat interrelated. Alternatively, if this does not prove feasible, it is proposed that meetings of both PMUs be held quarterly. Ensuring coordination and synergies is paramount to maximising efficiencies and synergies.

113. The Project Board needs to fully understand its roles and responsibilities, and ensure that it meets regularly, is fully engaged and functions in accordance with applicable UNDP rules and regulations, and provides effective and timely oversight, guidance and decisions on key programmatic and operational matters for regional projects. In previous programmes, it has proven challenging for regional PBs in large complex programmes to provide sufficient guidance to solve bottlenecks; other mechanisms as technical/operational subcommittees might be needed. For this reason, the proposed governance arrangements linking the PB with the proposed Technical Advisory Group will help to alleviate these concerns and gaps and to address the complex needs of the EnGenDER project. The TAG will report to the PB before its meetings.

114. A **Technical Advisory Group (TAG)** will provide strategic technical oversight to the Project Manager for effective implementation, including building synergies with ongoing activities in the countries and the region and ensuring alignment with regional as well as national objectives. The TAG established under the JCCCP includes several technical agencies, research and educational institutions and NGOs, including CCCCC, UNFCCC and UWI. Its membership would be aligned to better fit the scope of EnGenDER, including incorporation of UN Women, WFP and other specialised expertise in gender-responsive disaster recovery and climate change action. The TAG would also provide direct input to the Project Board as deemed necessary to guide decision making on technical issues. Membership of the TAG will be determined in order to best provide guidance in relation to the specific project activities on which the outcomes and impacts of EnGenDER are based. The TAG will meet at least biannually and more often as may be determined by the PMU and/or the Project Board.

115. Therefore, for more detailed oversight of project progress at a national level, it is proposed that national committees established under the JCCCP be augmented to include DRR and gender stakeholders, or existing inter-ministerial or multi-sectoral coordination mechanisms be used to provide guidance and management, similar to the function of the Project Board. These multi-sectoral mechanisms will receive specific support under the EnGenDER project (outcome 1210). This is particularly important given the multi-sectoral nature of the actions of the project, the need for coherence with national policy processes, and the need to ensure

synergies with related initiatives involving governments and development partners. These mechanisms will be especially critical for keeping a focus on gender-responsive actions in the context of climate change and disaster recovery.

Project Management Unit

116. The PMU will be comprised of full-time staff including a Project Manager (who has strong substantive gender expertise), 3 Technical Specialists (with professional experience in climate change, gender and DRR), a Communications Associate, M&E Analyst and a Project Associate for financial administration. Other short-term support may be contracted by the PMU. The PMU will be under the day-to-day guidance from the Deputy Resident Representative of UNDP Barbados and OECS or his/her designate. The PMU will be provided the authority to execute activities on a daily basis, as per this project document.
117. **Project Manager:** The Project Manager (PM) has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Project Manager's primary responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Project Manager is also responsible for multi-stakeholder coordination and governance related activities in the project including improving women's participation in decision-making for climate and disaster recovery. This will include coordination with UN Women, FAO, UNICEF and WFP as necessitated by the scope of work, and a specific focus on social protection mechanisms which requires multi-stakeholder coordination and adaptive governance to work effectively. The Project Manager is principally responsible for coordinating activities under EnGenDER, ensuring streamlining with JCCCP and synergies with related initiatives and partners, particularly UN Women, WFP and CDEMA. The Project Manager will also lead the team in ensuring a results-based management approach to the project, supported by the Technical Specialist on gender equality, M&E Analyst and quality assurance group.
118. This role is appointed by the Project Board to coordinate on its behalf the day-to-day collaborative efforts at the overall project level. The Project Manager plays a key role in coordinating and incorporating the programmatic contributions of all partner countries and is responsible for, inter alia (more details on the TOR is available in Annex 6):
- Overall planning, coordination and monitoring of the project implementation
 - Compiling joint progress reports for UNDP, GAC and DFID, with specific inputs from each partner and country;
 - Facilitating communication and coordination among partners;
 - Preparing for and convening Project Board meetings;
 - Facilitating joint activities, as needed;
 - Identifying and mitigating risks; and
 - Coordinating and commissioning project evaluations.
119. The Project Manager is supported by the UNDP office identified as the **coordinating office** during the formulating of the multi-country project i.e. Barbados and the OECS, taking into account its comparative advantages. The cost for services provided by the coordinating office should be covered by the project budget.
120. The other staff of the PMU include:
- The **Project Associate:** provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. Such functions include administrative services, project documentation management, financial management, monitoring and reporting, and provision of technical support services.
 - **Technical Specialists (3):** professionals who have combinations of specialisations in gender equality and human rights, climate change, environmental management and DRR are responsible for technical inputs to all project activities and assure the quality of activities in the field. They are also responsible for

providing technical advice and mentoring to national counterparts, in close coordination with UNDP programme oversight staff in each CO.

- **Communications Associate:** responsible for the implementation of the project visibility, communications, advocacy and promotion strategy as well as support to the project knowledge-sharing activities. The CA also will need to communication for development (C4D) skills and experience in behaviour change and gender mainstreaming.
- **Monitoring and Evaluation Analyst:** primarily responsible for designing and implementing monitoring, reporting and evaluation exercises of the project focused on gender-responsive, maintaining key strategic and monitoring and reporting functions with the UNDP SRO, government, and the project partners to coordinate project implementation in line with the objective and outcomes.

121. To facilitate ongoing monitoring and oversight of the multiple layers of the project, it is proposed that the above-mentioned staff be allocated across various countries. While the Project Manager, the Communications Associate and Project Associate are part of the core based in the UNDP Barbados and the OECS, some other team members may be strategically positioned in some beneficiary countries if deemed especially advantageous e.g. a Technical Specialist could be based in Belize or Guyana to facilitate deeper partnership with CCCCC or the CARICOM Secretariat as deemed crucial for successful cooperation⁶².

122. The PMU will closely coordinate with all UNDP COs (Barbados and the OECS, Belize, Guyana, Jamaica and Suriname) to implement activities at national level and UNDP COs will provide support to the PMU as necessary for coordination with local partners on planning and execution, and activity monitoring and quality assurance.

IX. LEGAL CONTEXT

123. This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the “Project Document” instrument referred to in: (i) the respective signed SBAA for the specific countries; or (ii) in the [Supplemental Provisions to the Project Document](#) attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

124. This project document shall also be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of each country and UNDP.

125. This project will be supported by the following:

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

⁶² The location of technical staff proposed in this draft is tentative and will be finalised by the UNDP offices at a later stage, and also dependent on the ability of the candidates to work in various countries.

X. RISK MANAGEMENT

- i. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
- ii. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
- iii. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
- iv. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
- v. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
- vi. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
 - c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
 - d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations

Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

- e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

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

- g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard

Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

- 1. Logic Model**
- 2. Project Quality Assurance Report**
- 3. Social and Environmental Screening**
- 4. Risk Analysis**
- 5. Project Board Terms of Reference and TORs of key management positions**
- 6. Stakeholders consulted during project design**

ANNEX 1: Logic Model for EnGenDER

Title	Enabling gender-responsive disaster recovery, climate and environmental resilience in the Caribbean (EnGenDER)	No.		Team Leader	
Country/Region	Caribbean: Antigua and Barbuda, Belize, Dominica, Grenada, Guyana, Jamaica, Saint Lucia, St. Vincent and the Grenadines and Suriname	Budget	15,300,000.00	Duration	4 years (Mar 2019-Feb 2023)
Ultimate Outcome	1000 Improved climate resilience for women and girls and key vulnerable populations and future generations in the Caribbean				
↑					
Intermediate Outcomes	1100 Enhanced practices of relevant actors ⁶³ for the sustainable implementation of gender-responsive climate change action and disaster recovery in 9 Caribbean countries		1200 Improved governance by relevant actors ⁶⁴ for gender-responsive and inclusive climate and risk resilience planning and decision-making in 9 Caribbean countries		
↑					
Immediate Outcomes	1110 Improved capacity for gender-responsive climate change adaptation and mitigation planning and implementation among state and non-state actors	1120 Improved integrated recovery planning and frameworks at the national and regional levels for gender-responsive and resilient disaster recovery by key vulnerable groups	1210 Increased application of gender-responsive and rights-based approaches by national CC and DRR decision making bodies		
↑					
Outputs	1111 Technical support provided on gender equality policy mainstreaming to agencies with responsibility for development and implementation of gender-responsive and inclusive NAPs and NAMAs 1112 Gender-responsive and inclusive NAP and NAMA priority interventions implemented in target sectors in collaboration with state and non-state sectoral actors	1121 Technical support provided to gender machineries for a detailed analysis of gender inequality of climate risk and its associated costs in the Caribbean to inform decision-making 1122 Technical assistance provided to CDEMA to significantly enhance gender-responsive and inclusive resilient recovery approaches and solutions in the Model National Recovery Framework 1123 Training, systems development and strengthening for gender-responsive and inclusive recovery provided to national agencies in select countries 1124 Technical support provided to CARICOM (or one of its organs) to design and operationalise a regional mechanism for rapid deployment of expertise to support gender-responsive and resilient recovery in the Caribbean	1211 Technical assistance provided for gender responsive behavioural analysis of national climate change and DRR coordinating bodies 1212 Technical assistance provided for implementation of behavioural change strategies to national climate change and DRR coordinating bodies		

⁶³ Relevant actors include Ministries and agencies with the responsibility for climate change, disaster management and gender at the national and local levels, gender-focused groups, civil society organisations, community-based groups and faith-based organisations who work in the priority sectors of agriculture, water, tourism, fisheries and coastal resources and energy in the 9 Caribbean countries

⁶⁴ As above

ANNEX 3: Social and Environmental Screening

Project Information

Project Information	
1. Project Title	Enabling Gender-Responsive Disaster Recovery, Climate and Environmental Resilience in the Caribbean (EnGenDER)
2. Project Number	00102522
3. Location (Global/Region/Country)	Caribbean

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
<i>Briefly describe in the space below how the Project mainstreams the human-rights based approach</i>
Climate change impacts have compounded existing socioeconomic vulnerabilities since gender equality and human rights are rarely given the consideration required in climate change mitigation and adaptation, and in disaster risk, recovery and response. While this is a general pattern, nuances exist in each country in the needs and vulnerabilities of women, men, girls and boys, which warrant more detailed articulation. Further, women and men typically respond and react differently in the various stages of disasters and recovery; and the groups with the least knowledge and capacity to take short-term measures to limit impacts from disasters are often the most affected. EnGenDER seeks to further integrate gender equality and human-rights based approaches into disaster risk reduction, climate change adaptation and environmental management frameworks and interventions and identify and address some of the gaps to ensure equal access to solutions. This approach will include identifying sectors for climate action where there can be significant benefits to vulnerable populations, improving the institutional mechanisms for accelerating post-disaster recovery for the most vulnerable (including availability of appropriate data), and creating spaces for their voices in decision making.
<i>Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment</i>
Underlying gender inequalities (specific to each country context) are compounded by increasingly intense and frequently experienced climate change and disaster risk within Caribbean societies. EnGenDER aims to ensure that climate change and disaster risk reduction actions are better informed by an analysis of gender inequalities, and decisions are taken to ensure that inequalities are alleviated rather than exacerbated and that minimum standards are being met in doing so. It will also analyse and prioritise the needs of the most vulnerable with respect to sector-based climate change adaptation and mitigation, including increasing their resilience in key livelihood sectors.

Briefly describe in the space below how the Project mainstreams environmental sustainability

The EnGenDER project aims to empower governments to take ownership of their disaster risks and exposure with better national arrangements to deal with possible large-scale recovery needs, including improved shock responsiveness in national systems including social protection finance tools for the most vulnerable. It will support CC, DRR and environmental management interventions in the 9 Caribbean countries by leveraging sector-level entry points (e.g. NAPs and NAMAs), specifically supporting implementation and/or upscaling of countries' priority actions. It will also improve institutional capacities for delivering services effectively for the most vulnerable to accelerate post-disaster recovery and mitigate risk.

Part B. Identifying and Managing Social and Environmental Risks

<p>QUESTION 2: What are the Potential Social and Environmental Risks?</p> <p><i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p>QUESTION 3: What is the level of significance of the potential social and environmental risks?</p> <p><i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>			<p>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</p>
<p>Risk Description</p>	<p>Impact and Probability (1-5)</p>	<p>Significance (Low, Moderate, High)</p>	<p>Comments</p>	<p>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</p>
<p>Risk 1: Concerns have been raised in relation to the potential exclusion of the needs of other vulnerable groups such as the elderly and young men with the strong focus on women and girls</p>	<p>I = 3 P = 3</p>	<p>M</p>		<p>The work on strengthening disaster recovery has been designed to specifically address various vulnerable groups to ensure an inclusive and holistic approach to resilient recovery is promoted and institutionalised. While the empowerment of women and girls is a specific priority, climate change interventions will respond to the specific needs of each country as driven by consultations and baseline analyses in each location.</p>
<p>Risk 2</p>	<p>I =</p>			

	P =		
	QUESTION 4: What is the overall Project risk categorization?		
	Select one (see SESP for guidance)		Comments
	<i>Low Risk</i>	<input type="checkbox"/>	
	<i>Moderate Risk</i>	<input checked="" type="checkbox"/>	
	<i>High Risk</i>	<input type="checkbox"/>	
	QUESTION 5: Based on the identified risks and risk categorisation, what requirements of the SES are relevant?		
	Check all that apply		Comments
	<i>Principle 1: Human Rights</i>	<input type="checkbox"/>	
	<i>Principle 2: Gender Equality and Women's Empowerment</i>	<input checked="" type="checkbox"/>	
	<i>Principle 3: Environmental sustainability</i>		
	<i>1. Biodiversity Conservation and Natural Resource Management</i>	<input type="checkbox"/>	
	<i>2. Climate Change Mitigation and Adaptation</i>	<input type="checkbox"/>	
	<i>3. Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>	
	<i>4. Cultural Heritage</i>	<input type="checkbox"/>	
	<i>5. Displacement and Resettlement</i>	<input type="checkbox"/>	
	<i>6. Indigenous Peoples</i>	<input type="checkbox"/>	
	<i>7. Pollution Prevention and Resource Efficiency</i>	<input type="checkbox"/>	

Final Sign Off

Signature	Date	Description
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		Answer (Yes/No)
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalised groups?	N
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalised or excluded individuals or groups? ⁶⁵	N
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalised individuals or groups?	N
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalised groups, from fully participating in decisions that may affect them?	N
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	N
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	N
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	N
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	N
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	N
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	N
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	Y
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	N
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	N
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	N

⁶⁵ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	N
1.4	Would Project activities pose risks to endangered species?	N
1.5	Would the Project pose a risk of introducing invasive alien species?	N
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	N
1.9	Does the Project involve utilisation of genetic resources? (e.g. collection and/or harvesting, commercial development)	N
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	N
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	N
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ⁶⁶ greenhouse gas emissions or may exacerbate climate change?	N
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	N
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	N
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	N
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	N
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	N
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	N
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	N
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	N
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	N
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labour standards (i.e. principles and standards of ILO fundamental conventions)?	N

⁶⁶ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	N
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve cultural heritage may also have inadvertent adverse impacts)	N
4.2	Does the Project propose utilising tangible and/or intangible forms of cultural heritage for commercial or other purposes?	N
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	N
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	N
5.3	Is there a risk that the Project would lead to forced evictions? ⁶⁷	N
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	N
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	Y
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	Y
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognised as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	N
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	N
6.5	Does the proposed Project involve the utilisation and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	N
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	N
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	N
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialisation or use of their traditional knowledge and practices?	N
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	N
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	N

⁶⁷ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

7.3	<p>Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?</p> <p><i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i></p>	N
7.4	<p>Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?</p>	N
7.5	<p>Does the Project include activities that require significant consumption of raw materials, energy, and/or water?</p>	N

ANNEX 4: Risk Log

Project Title: Enabling gender-responsive disaster recovery, climate and environmental resilience in the Caribbean (EnGenDER)	Award ID: 00102522	Date: Dec 2018
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Description (event, causes)	Date Identified	Type	Impact and Probability Impact scale: 1 (limited) to 5 (extreme) Probability scale: 1 (not likely) to 5 (expected)	Countermeasures / management response	Last Update	Status
Significant gaps in key data and lengthy government approval processes have often extended the timeframes for policy development beyond original plans. Significant unforeseen delays potentially jeopardise the trajectory of the project and the scale of impact it could achieve, particularly in maximising policy debates and enabling political environments.	Sept 2018	Operational	Without sufficient time for effective design and consultation, proposed plans may prove unsustainable and/or of limited impact. Inadequate testing of tools may also result in more financial resources being allocated to these activities and the underfunding of other critical investments. I = 4 P = 3	Where approval of policy documents is not secured in a timely manner, resources will be redirected to targeted catalytic action that addresses needs of women and key vulnerable groups. UNDP will actively monitor progress at the output and outcome levels, with the risk log regularly updated and independent review to assess technical inputs. Additional support to governments and partners experiencing delays will also be provided as needed and feasible, apart from the Recovery Facility.	To be updated quarterly during project implementation	To be updated quarterly during project implementation
Even though there have been and will be efforts to strengthen national capacities in various areas, the size of the governments' technical workforce remains small e.g. in Grenada with an attrition policy with respect to new hiring, or Dominica where some units are	Sept 2018	Organisational	In many countries absorptive capacities remain low, which can affect their level of responsiveness and timeliness in leading activities in-country. I = 3 P = 3	The inter-sector nature of the work and intended collaboration is designed to allow agencies with resource constraints to leverage the capabilities of their counterparts in joint efforts. The proposed depth of technical capacities in the PMU, and close in-country technical coordination is necessary to mitigate some of the risks of slow delivery. Additionally,		

Description (event, causes)	Date Identified	Type	Impact and Probability Impact scale: 1 (limited) to 5 (extreme) Probability scale: 1 (not likely) to 5 (expected)	Countermeasures / management response	Last Update	Status
reliant on project funding to retain staffing.				the strengths of countries with more robust institutional mechanisms and thematic experience will be leveraged through South-South cooperation.		
There is a risk to retaining staff trained and guaranteeing that investments will be sustained and applied in the areas intended.	Sept 2018	Organisational	Common challenges faced include re-assignment, migration, retirement, etc. which disrupts the continuity of activities and flow of information among stakeholders. I = 4 P = 3	The project will undertake mitigation strategies including a ToT approach so that each person trained is committed to training at least another 2-3 people during the life of the project thus reducing the likelihood that movement will mean a complete loss of capacity and knowledge for the system.		
Concerns have been raised in relation to the potential exclusion of the needs of other vulnerable groups such as the elderly and young men with the strong focus on women and girls	Nov 2018	Environmental	Without proper analysis of the situation of each country, a common approach may have the effect of exacerbating or creating new vulnerabilities among marginalised and vulnerable populations or missing key groups which should be addressed I = 4 P = 2	The work on strengthening disaster recovery has been designed to specifically address various vulnerable groups to ensure an inclusive and holistic approach to resilient recovery is promoted and institutionalised. While the empowerment of women and girls is a specific priority, climate change interventions will respond to the specific needs of each country as driven by consultations and baseline analyses in each location.		
Several countries have general elections due during the project lifetime. Political changes present inherent risks as new administrations may have new priorities.	Feb 2019	Political	Direction and priorities of new political leadership or even with significant new developments under the same administration may postpone or disrupt the completion or implementation of policies (NAPs and NAMAs) or	Close engagement with any government, but also very importantly the wider society will be critical for successful implementation to proceed as planned, but also to define any alternative course of action which		

Description (event, causes)	Date Identified	Type	Impact and Probability Impact scale: 1 (limited) to 5 (extreme) Probability scale: 1 (not likely) to 5 (expected)	Countermeasures / management response	Last Update	Status
				will still yield tangible benefits for vulnerable groups in improving their resilience. It is expected that countries' commitments to the SAMOA Pathway and the SDGs will remain unwavering, and that any reformulation of national priorities will hold to these principles and a human rights-based approach, on which EnGenDER is premised		

ANNEX 5: Project Board Terms of Reference and TORs of key management positions

Terms of Reference for the Project Board (PB)

The Project Board will meet at least semi-annually i.e. every six months. Ad hoc meetings may be convened (i) if the majority of members, submit a request for such a meeting to UNDP or (ii) at the request of the Project Management Unit, when required. The Board will be chaired by UNDP. A rapporteur for the meetings will also be elected. The PB will make decisions based on consensus.

Specifically, the EnGenDER PB will have the following responsibilities:

- Provide overall guidance on the project's strategic policy direction and management;
- Annually review and assess the project's progress based upon a pre-defined monitoring and evaluation plan, including advances made towards measurable positive impacts on the environment;
- Discuss and review strategies for improving the sustainability of environmental and social benefits and replication drafted by the PMU;
- Monitor and review co-financing delivered to the project in line with donor and UNDP requirements;
- Review and approve annual Project Reports before they are submitted to UNDP and shared with beneficiary countries and donors;
- Annually review and approve the project's work plan and budgets, and provide strategic direction on the work plan;
- Review and approve the TORs for the mid-term evaluation and the independent terminal evaluation;
- Advise on appropriate mechanisms to strengthen interaction with sectoral actors and target groups;
- Seek additional funding to support the activities of the EnGenDER project;
- Review the extent and effectiveness of stakeholder involvement at the regional and national level, particularly among different government sectors that have an interest in or an impact on climate and disaster recovery;
- Review the quality of the outputs from the EnGenDER project; and
- Review and monitor the implementation of the project's outreach and communication strategy.

Terms of Reference for the Technical Advisory Group (TAG)

The role of the Technical Advisory Group (TAG) will be to facilitate cross-sectoral dialogue and guidance to the Project Management Unit (PMU) at the technical level on EnGenDER interventions throughout the course of the project. This dialogue will strengthen not only limited institutional coordination, but also coordination between the activities held in different locations across the nine beneficiary countries.

The TAG is proposed to be made up of representatives from, *inter alia*:

- i. Caribbean Disaster Emergency Management Agency (CDEMA);
- ii. Caribbean Community Climate Change Centre (CCCCC);
- iii. UNFCCC Regional Climate Change (UNFCCC RCC);
- iv. UN Women;
- v. WFP
- vi. UWI Centre for Resource Management and Environmental Studies (CERMES);
- vii. International Conservation Union (IUCN);
- viii. Women's Environment and Development Organisation (WEDO);
- ix. UWI Institute for Gender and Development Studies (IGDS).

Additional members may be included at the discretion of the Project Board and these may include key networking partners.

Members of the TAG can support UNDP in review of demand-driven proposals from countries for financing the implementation of NAP and NAMA-related sectoral plans. The TAG will be convened quarterly. Ad hoc meetings may be convened (i) if, most members submit a request for such a meeting to the PMU or (ii) at the request of the UNDP. The TAG will be chaired by a member elected from among its members and can be rotated annually. In addition, a rapporteur for the meeting should be designated; this position can be rotated at each meeting. The PMU will serve as the Secretary to the TAG to coordinate meetings. The TAG will make decisions based on a majority vote. The chair of the TAG will present a report of its decisions and advice to the Project Board. The location of the meetings of the TAG will rotate between the beneficiary countries to better facilitate participation by stakeholders at the sectoral level and gender-specific groups.

The TAG will have the following responsibilities:

- a) Provide technical guidance and strategic policy direction on the multidisciplinary and multisectoral aspects of the project;
- b) Steer project alignment/engagement with ongoing CCA and DRR planning activities;
- c) On a quarterly basis, review and assess the scientific progress made by the project, based on a pre-defined monitoring and evaluation plan, including progress made on achieving measurable results;
- d) Approve strategies for improving and collecting evidence to show the sustainability of environmental and social benefits and replication of project interventions;
- e) Discuss and approve a cooperative governance and stakeholder engagement strategy to ensure the sustainability of the interventions undertaken in the project, which is to be approved by the PB;
- f) Provide input on the TORs for the mid-term evaluation and the terminal evaluation and participate in the selection process for consultants;
- g) Recommend and implement appropriate mechanisms for fostering interaction with the private sector and sustaining engagement with targeted sectors;
- h) Provide input for the efforts to seek additional funding for the outputs and activities of the EnGenDER project; and
- i) Review and monitor the implementation of the project's outreach and communication strategy.

Terms of Reference of Project Staff

The core of the Project Management Unit (PMU) will be based in Barbados but other members of the team, both staff and consultants, will be located in key strategic countries to leverage representation and coordination at the national and sub-regional level. UNDP will provide oversight on the implementation of activities listed in the Project Document, which are based on priorities identified by the CIP/SIP, MSDF, the UNDP Strategic Plan as well as the UNFCCC, and the Paris Agreement, and Nationally Determined Contributions (NDC). Responsible for managing the project's daily activities, the PMU will report to the Project Board. The PMU will consist of a Project Manager, two Technical Officers, the Technical Coordinator, Project Associate, Climate Finance Specialist and the Communications Associate. The PMU will work under the purview of the UNDP in the various locations.

In accordance with the Project Document, the PMU will assume the following specific responsibilities:

- Manage the EnGenDER project's day-to-day activities;
- Create detailed TORs for all national and international consultants and subcontracts in close coordination with the UNDP;
- Facilitate the hiring of consultants and subcontractors by carrying out technical reviews of qualifications and preparing inputs for written tests and interviews, when necessary;
- Prepare an annual detailed work plan and submit it to the PB for approval. The work plan must include the Monitoring and Evaluation Plan, the Social and Environmental Safeguards Plan as well as cooperative governance and stakeholder engagement strategies;
- Develop the project outreach and communication strategy and submit it to the TAG and the PB for approval;
- Track progress on the work plan using appropriate tools and actively intervene to correct deficiencies in project progress;
- Serve as the Secretariat to the PB and the TAG;
- Liaise with the implementing agencies, other international partners and participants, as necessary, and host an annual project meeting;
- Review and approve all final work products, including those prepared by consultants;

- Prepare a quarterly project newsletter for broad dissemination to the Caribbean, as a whole, including via radio;
- Liaise with other UN and non-UN projects in the project area to ensure synergies and minimise overlap; and
- In collaboration with the PB and the UNDP, develop project pipelines or other mechanisms (e.g. incubation hubs) aimed at raising additional resources or creating partnerships for sustaining and upscaling/expanding these interventions after the completion of the grant.

Terms of Reference for Project Manager (Regional)

1. Overall responsibility:

The overall responsibility of the Project Manager is effective management of the GAC and DFID-funded project entitled “*Enabling gender-responsive disaster recovery, climate and environmental resilience in Caribbean SIDS (EnGenDER)*” in accordance with the signed project document, with a view to timely and proper implementation of the project in its entirety.

2. Duties and Responsibilities:

Under the guidance of UNDP and the Project Board, the Project Manager will be responsible for the implementation of the EnGenDER project in close consultation with the rest of the team as well as other project partners. The Project Manager shall specifically ensure that the activities specified within the project document are carried out in such a manner as to achieve the objectives and assist national institutions and other stakeholders and partners to perform the roles assigned to them. In general terms, the Project Manager shall undertake the following:

- a. Consult periodically with UNDP, other UN agencies and other partners on issues relevant to the project, including matters related to the administrative and financial arrangements for the project;
- b. Consult regularly on administrative and policy matters to ensure that the execution of the project is in line with UNDP policy;
- c. Maintain close liaison with designated executing partners and national institutions involved in the EnGenDER project, particularly on the activities delegated to these institutions;
- d. Ensure the appropriate and effective implementation of project activities and the use of GAC, DFID and other co-financing resources;
- e. Liaise with relevant UN agencies and other partners, that are working in the project target area, to ensure the efficient implementation and use of the project’s outputs, and actively seek synergies to accelerate or expand the results and impacts achieved by the project;
- f. Develop proposals for additional activities that are required to achieve the project’s objectives and present them to the UNDP for consideration.
- g. More specifically, the Project Manager will:
 - Develop systems and processes necessary for the tracking, planning and execution of all project activities and project-related governance structures;
 - Monitor project implementation at all stages, paying special attention to the analysis of risks and other difficulties, initiate remedial actions when necessary, and facilitate the mid-term review and the independent terminal evaluation;
 - Act as the Secretary to the PB;
 - Organise and supervise expert meetings, TAG meetings and training workshops or seminars;
 - Prepare working documents for discussion at PB and TAG meetings;
 - Prepare TORs for consultancies, participate in procurement processes and supervise and monitor the execution of the work;
 - Ensure the preparation of quarterly progress and financial reports, and other project reports stipulated in the project document for their submission to UNDP, GAC and DFID including annual and multi-year work plans including the financing required (to be approved by the PB);
 - Ensure completion of deliverables and adherence to timelines, while ensuring the high quality of the outcomes. Analyse and resolve issues that have the potential to undermine project performance and/or the ability to meet agreed-upon deliverables, as well as financial and

- operational reports to ensure full compliance with UNDP, GAC and DFID requirements. On the latter, the PM will work closely with the UNDP; and
- Complete annual evaluations for all UNDP staff under his/her supervision.

3. Job requirements:

- Master's degree or equivalent in the field of international development, climate change and development, gender and development, environmental sciences, natural resource, management, disaster risk management, social sciences, sustainable development or a related field.
- At least a minimum of 7 years of relevant professional and working experience in a field relevant to the project;
- At least 5 years working on issues of climate change, gender, environmental sciences, or disaster risk in development in the Caribbean region, particularly the English-speaking Caribbean;
- Working experience in a UN or multilateral agency is highly desirable;
- High level of fluency in written and spoken English;
- Demonstrated experience in the management of large projects including budget planning, financial management, monitoring and evaluation;
- Ability to use computers and related software for data management, information management and retrieval, as well as word processing and project fund management using spreadsheets;
- Demonstrated knowledge of the Caribbean development context including its gender, disaster and climate change context;
- Familiarity with the key networks and stakeholders working on issues related to gender, climate and disaster recovery.

ANNEX 6: Stakeholders consulted during project design

Country	State actors	Non-state actors
Antigua and Barbuda	Department of the Environment National Office for Disaster Services Barbuda Council Directorate of Gender Affairs	Marine Ecosystem Protected Area (MEPA) Trust Inc GEF SGP
Belize	National Emergency Management Organisation National Climate Change Office	
Dominica	<i>Office of Disaster Management</i> <i>Ministry of Planning and Economic Development</i>	Dominica Association of Industry and Commerce <i>Dominica National Council of Women</i>
Grenada	Ministry of Agriculture and Lands Ministry of Social Development, Housing and Community Empowerment Department of Economic and Technical Cooperation Royal Grenada Police Force	People in Action Grenada Ecological Resilience Research Institute (GERRI) Hope Community Foundation Caribbean Youth Environment Network (CYEN) Caribbean Association for Youth Development Grenada Organic Agriculture Movement (GOAM) Agency for Rural Transformation (ART) Inter-Agency Group of Development Organisations (IAGDO) Grenada Community Development Agency (GRENCODA) Legal Aid and Counselling Clinic Grenada Fund for Conservation Inc. Grenada National Organisation for Women (GNOW) Petit Martinique Women in Action
Guyana	Office of Climate Change National Agricultural Research and Extension Institute (NAREI) Guyana Livestock Development Authority (GLDA) Ministry of Social Protection Environmental Protection Agency (EPA) Guyana Energy Agency (GEA) Ministry of Finance Hydrometeorological Service	Guyana Red Cross Roseward Farmers Group Guyana Association of Private Trawler Owners and Sea Food Processors Upper Corentyne Fishermen's Cooperative Society Guyanese Girls Unite Empowering Young Minds Guyana Conference of Seventh-Day Adventists Guyana Rastafarian Council Methodist District Guyana Catholic Church Gibraltar-Fyrish Farmers Association National Commission on Disability Guyana Society for the Blind Guyana Responsible Parenthood Association Private farmers
Jamaica	Planning Institute of Jamaica (PIOJ) Climate Change Division	Hellshire Fishers' Cooperative

Country	State actors	Non-state actors
	Office of Disaster Preparedness and Emergency Management (ODPEM) Water Resources Authority Bureau of Gender Affairs National Environment and Planning Agency (NEPA) Ministry of Local Government and Community Development St. Catherine Municipal Corporation	
Saint Lucia	<i>National Emergency Management Organisation</i> <i>Ministry of Education, Innovation, Gender and Sustainable Development</i>	
St Vincent and the Grenadines	<i>National Emergency Management Organisation</i> <i>Sustainable Development Unit</i>	
Suriname	Office of the President Bureau of Gender Affairs National Institute for Environment and Development in Suriname (NIMOS) National Coordination Centre for Disaster Management Ministry of Foreign Affairs	
Regional		CDEMA OECS Commission CCCCC
International		UN Women WFP UNICEF FAO (Barbados, Guyana) UNDP (Belize, Barbados [Antigua, Dominica], Guyana, Jamaica, Suriname)

Additionally, 108 persons completed the online survey (84 F, 24 M).