



**United Nations Development Programme
Country: TRINIDAD AND TOBAGO**

PROJECT DOCUMENT

Project Title: Risk Reduction Management Centres Replication Project: Trinidad and Tobago

UNDAF Outcome(s):

By 2015, farmers and fisher folks have enhanced capacity for safe sustainable local food production.

Expected CP Outcome(s):

By 2015, Improved human security through implementation of evidence based policies, strategies and practical initiatives

Expected Output(s): RRMC replication at a regional level throughout Trinidad and Tobago including strengthening of capacity to reduce risk in relation to disaster risk identification, analysis and communication, and strengthening of community level capacity to prepare and respond to mainstreaming Disaster Risk Reduction into local development plans and increase knowledge sharing and documentation of experience.

Executing Entity: UNDP Trinidad and Tobago

Implementing Agencies: Ministry of National Security and Ministry of Local Government

Brief Description

The capacity at the local level for executing as well as supporting national disaster risk reduction activities in Trinidad and Tobago has historically been low. In 2013 a pilot project to enhance capacity to manage disaster risk based on a Cuban risk reduction model was implemented in the Mayaro Rio Claro region of Trinidad and Tobago. This pilot was successful in facilitating a sound capacity building programme geared toward improving performance of local governance institutions in their disaster risk reduction responsibilities and encouraging a community driven approach aligned with national systems. National interest was generated in replicating the model and the lessons learnt to the remaining thirteen regions in Trinidad and Tobago thereby strengthening local level responses on a national scale. This project outlines the approach to this replication process.

Programme Period:	2014 - 2018	Total resources required	US\$	4,108,752
Key Result Area:	Disaster Risk Management	Total allocated resources:		
Atlas Award ID:		• Donor	US\$	
Project ID:		• Other:		
Start date:	Q3, 2014	Government	US\$	
End Date	Q2, 2018			
Management arrangements				

				US\$
		Unfunded budget:		
		In-Kind Contributions:		

Agreed by: Minister of National Security

Date/Month/Year

Agreed by: Minister of Local Government

Date/Month/Year

Agreed by: UNDP Resident Representative

Date/Month/Year

Acronyms

BUR	Biennial Update Reporting under the UNFCCC
CBO	Community Based Organisation
CRMI	Caribbean Risk Management Initiative
DMU	Disaster Management Unit
EMA	Environmental Management Authority
GDP	Gross Domestic Product
GIS	Geographical Information System
GORTT	Government of the Republic of Trinidad and Tobago
ODPM	Office of Disaster Preparedness and Management
RRMC	Risk Reduction Management Centre
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change

I. SITUATION ANALYSIS

Trinidad and Tobago faces a number of natural disaster issues. The location of the islands in the extreme south of the Caribbean means that there is very little risk from hurricanes. However, the islands are subject to tropical storms and the associated heavy rainfalls result in flooding and landslides. The islands are both prone to occasional and generally moderate earthquakes. In 1997 Tobago did suffer extensive earthquake damage and in October 2000 Trinidad experienced an earthquake of magnitude 5.8. The islands are also at risk to recurrent drought.

Trinidad has a significant amount of industrial development and is at risk to a range of industrial hazards. These hazards include water and air pollution from industrial waste or accidental emissions. The risk is greatest in the areas surrounding industrial estates such as the Couva Point Lisas Industrial Estate. Oil pollution of beaches from oilrigs off the east coast has been an environmental concern for a number of years. Poor quarrying practices have contributed to the destruction of forested areas and the contamination of rivers.

Increased built development has created a number of issues. The clearing of hillsides has contributed to run-off and flooding. Air pollution within Port of Spain caused by the burning of garbage in the city dump is a major environmental issue. Malfunctioning sewerage disposal plants are contaminating coastal waters.

Agricultural activities have also created potential disaster issues for the country. Deforestation and in particular illegal logging has resulted in soil erosion and pollution of waterways. The clearing and burning of hillsides for agriculture has contributed to increased rates of soil erosion and flooding. The use of agricultural chemicals is polluting aquifers.

In 2005, the Government of the Republic of Trinidad and Tobago (GORTT) established the Office of Disaster Preparedness and Management (ODPM) as the national agency responsible for DRM. The ODPM's mandate is to transform the delivery of DRM services to the country from a focus on disaster response to one that facilitates comprehensive disaster management (CDM). The objective of CDM is to strengthen national and community level capacity for mitigation, preparedness, and coordinated response and recovery to natural and technological hazards and the effects of climate change. A core principle of CDM is to integrate disaster risk management into development decision-making. Since 2005 the ODPM has developed a CDM policy framework and completed a draft national response framework; draft mitigation, shelter, and relief policies; and a road map for their implementation, with support from the European Union.

Notwithstanding these advances, the country has struggled to fulfill its mandate for Comprehensive Disaster Management. In particular, the ODPM has been hampered in its ability to lead the national CDM effort due to (i) weak institutional capacity; (ii) weak policy and legislative frameworks, including the absence of a national building code; limited enforcement of existing legislation, including those related to town and country planning, environmental management and municipal corporations; (iii) the unavailability of risk information that is required to inform development decision making; and (iv) a general low priority assigned to disaster risk management in national policy, planning and development. Thus preparedness and response remain the main focus of the national CDM system and the more cost effective approaches of prevention and mitigation are minimally applied in public sector administration.

GORTT is faced with the challenge of strengthening the national disaster management system, including at the local government level, within the context of CDM, in order to more

effectively facilitate disaster risk reduction and increased disaster resilience. This includes the need for improved risk information and education, institutional strengthening, greater investments in prevention and mitigation, and enhancing financial risk management systems.

II. STRATEGY

As a step to strengthen the identification of risks and vulnerabilities and equip local corporations to make decisions and coordinate with the national disaster structure, TT is participating in the UNDP-coordinated RRMC south-south cooperation initiative between five Caribbean countries and Cuba. This initiative places emphasis on local governance and risk reduction, through the establishment of Risk Reduction Management Centres. Trinidad and Tobago has participated in various workshops and trainings, and has piloted the first RRMC in the Mayaro Rio Claro Regional Corporation.

A Risk Reduction Management Centre is a small professional team that manages, in essence, an information nodule or hub at the local level of governance; this team is at the centre of a system that is tasked with overseeing risk reduction and any other transformation that may reduce hazards and risks in the territory. A Risk Reduction Management Centre is located in the most vulnerable territories and is affiliated with and accountable to lowest level of political administration. This model operates best within a defined system of civil protection, articulated, resourced and supported by a national emergency/disaster management authority.

The Risk Reduction Management Centre plays the role of collecting, analyzing, compiling, and coordinating risk and disaster information for the purpose of informed decision-making by local authorities. Its primary functions are:

- Facilitate analysis and periodic assessment of local risks and factors that produce vulnerabilities, with the participation of territorial institutions and organizations.
- Control the reduction of vulnerabilities and risk of each given hazard
- Compile and process information for risk monitoring
- Participate in preparing territorial Disaster Reduction Plans
- Document and preserve historic memory of disaster reduction actions and events that took place
- Engage the community level as early warning actors, prepared and equipped to address risk and disasters
- Participate in the response to and recovery from disaster situations

The roll out of the RRMC model in the pilot area of Mayaro-Rio Claro Regional Corporation was a success on many levels. Within the 12 month period the following were achieved:

- Disaster Management Unit (DMU) of the Mayaro-Rio Claro regional Corporation was identified as the relevant unit most aligned to the structure and function of the RRMC
- The specific disaster risk reduction needs of the pilot region were determined and the capacity of the DMU in these priority areas was assessed
- Recommended inputs to enhance capacity were determined and provided- hardware, software, datasets, maps and training
- Training toolkits, training manuals, visual aids, SOP templates and sensitization and awareness raising materials developed to ensure sustainability and replicability (including video clips, picture albums, press releases, etc)
- The location of early warning points was decided
- Physical early warning points were established

- Basic capacity needs of early warning points were determined and addressed

III. LESSONS LEARNT

Adequate budget is essential: Over the course of the pilot, many staffing, training and outfitting costs were absorbed by local partners, relying on additional budget, willingness to invest and goodwill related to the process. An adequate budget includes including staffing costs which in the Cuba model are already assumed by the state. In addition, budget should be adjusted for purchasing power and market on the island to ensure adequate coverage of equipping and outfitting both the RRMC and the EWPs.

Build on existing structures: Disaster units and some form of community preparedness and response teams (EWPs) existed in most countries, although varied. The potential for successful establishment of RRMC and early warning points was increased where there were already plans or programmes in place, allowing for optimum alignment with the RRMC model.

Management structure: A robust management structure with clear lines of responsibility and accountability in terms of national and regional roles is necessary, particularly where the implementation of the model covers more than one sector or across regions.

Project Management: Strong project management was essential. Changes, which included staff turnover over the course of the pilot, had the potential to derail the implementation of the RRMC. While strategies such as the documentation, updating of the timeline of events, planning meetings and other briefing documents were developed and made available to new team members, implementing the RRMC model would benefit from a contracted project manager and support person at a national level, and stable DMU/RRMC staff at a local level.

Time: Adequate time must be provided for project activities to take place. Procurement of goods and services requires planning and time. In addition, unanticipated events – which occur as a matter of course during any project or programme implementation – should also be factored in.

Skill set: The availability of the skill sets required has to be taken into account. This includes designing data management systems, GIS mapping and modelling. In many cases these skills are not available either at the DMU or national level, leading to the need to access existing rosters of regional and international experts or to ensuring sufficient lead time for the necessary skills to be sourced.

Documentation: Documentation of the experience is critical for the sustainability of efforts. Guidance documents which facilitate understanding of the model and capacity building in the relevant fields were an integral aspect of raising awareness and building the basic knowledge base of the pilot. Therefore the scale up needs to pay particular attention to the knowledge management aspects of the project, which includes materials based on evolving experience, horizontal knowledge sharing (between regions and RRMCs), social/virtual platforms and analysis and documentation of lessons learned.

Participation: As a largely capacity building initiative it was equally important not only that the correct personnel be exposed but that the project activities be expanded to include as many relevant persons as possible. The staffing of the DMUs is dynamic and DMUs may share staff and other resources. In such a fluid situation the availability of alternates and the building of redundancies within the system become key.

The overall outcome of the RRCM National Project is strengthen the mainstreaming of disaster risk reduction and early warning at a regional level, providing local governments with the tools and capacity to reduce risk and vulnerabilities and protect lives and economic assets. Gender considerations will be key in achieving outputs across the project.

IV. OUTPUTS

The project is structured around six outputs:

Output 1: RRCM model established at regional levels. The first step would be to share the successes and lessons learned in the RRCM MRCRC pilot with all stakeholders, including meeting with national and regional decision-makers involved in the scaling up process. Vulnerability criteria would be applied to the selection of the first group of regional corporations to implement the RRCM model; a round of consultations would take place with the selected regional corporations and public sector representatives to build awareness, agree on implementation and cost sharing agreements, identify roles and responsibilities and outline communication and management procedures. Each RC would develop an implementation plan and protocols and assess the infrastructure and equipment needs to establish a RRCM.

Output 2 Capacity Assessment and Development: Building on the RRCM pilot in MRCRC, a capacity assessment will be conducted for the initial six DMUs with respect to the ability to identify and manage disaster risk in the specific territories. Based on this capacity assessment a capacity program will be developed, which would include key areas such as risk reduction approach, conducting vulnerability assessments, data collection and analysis, GIS and mapping, risk analysis, gender integration and the link between territorial development and risk reduction – all topic areas that the RRCM model engages and addresses. One aspect of building capacity would be the updating, development and standardization of tools, as well as training and technical assistance in both TT and drawing on the expertise that exists in Cuba. Train the trainer methodology will be utilized for community based trainings, to ensure sustainability and ongoing capacity. Cuban expertise and advances addressing disaster risk reduction in an integrated manner will be utilized fully.

Output 3 Risk Identification, Analysis and Communication: Risk identification and analysis forms the base of risk reduction management. If risk is not understood, measures will be taken blindly to reduce vulnerabilities, which may not be the highest risk to the territory. Risk studies involve a process of research, identification, characterization and estimation – both qualitatively and quantitatively – of the hazards, exposure to vulnerabilities, and risks in a given territory. They are designed with a standardized methodology, to facilitate comparison and analysis at macro-levels, and use the eco-system as the unit of measurement. Risk assessment relies on information sharing between actors and sectors, such as meteorology, water resources, agriculture, housing and public health, among others. The use of multi-disciplinary groups made up of diverse sectoral actors permits transversal information-sharing and comprehensive risk analysis. Data collection and management is essential for identifying where vulnerability exists within the population, infrastructure and economy.

At the territorial level, GIS are indispensable for the RRCMs. GIS is a system used to enter, store, recover, manipulate, analyze, and present geo-referenced data, with the goal of supporting local decision-making in areas such as planning, land use, the environment, transportation, urban infrastructure, risk management and others. Use of geo-referenced information increases awareness in the local authorities and the general population about the dimension of the risks to which they are exposed and measures they can take to address

the causes of the risk.

Enhanced risk and vulnerability studies, improved data collection and GIS mapping, and coordination of multi-stakeholder groups at local and national level are key components and aids in mainstreaming the DRR approach. Gender considerations, particularly in terms of data collection, analysis and mapping of risk, would be integrated into the approach. Documentation of risk and disaster history, production of regional risk profiles, risk studies by risk type and risk maps are inputs into the process of developing Disaster Risk Management Plans and Integrated Territorial Development plans in every region. Capacity development at the local and regional level will allow for and enhance the effectiveness of implementation of each RRMC. Cuban expertise and advances in applying a risk reduction approach will be maximized.

Output 4 Strengthen community level capacity: Communities vulnerable to disasters are on the front lines of risk management and can engage in risk reduction, preparation and first response activities. Upon assessment of community level capacity, early warning points (EWPs), communication tools and protocols will be established to link in with regional RRMC units. These early warning systems can be designed and implemented at a territorial level as well as by economic sector e.g. agriculture. Communities vulnerable to disasters will be trained and equipped to identify increased risk and respond as required. Community awareness and outreach will be improved through consultation, engagement, and targeted and tailored messaging, including gender-sensitive messaging.

Output 5 Mainstreaming of DRR into disaster management and territorial development plans: The RRMC plays a role in maintaining local and national decision-makers aware and empowering them to make evidence-based decisions prior to disaster event, to reduce risk to lives, economic well-being and goods. This awareness combined with the development of a comprehensive disaster management plan, with a focus on ex-ante prevention and risk reduction provides the region with clear priorities, actions and direction that can be taken in order to address territory-specific vulnerabilities. In addition, as a result of improved risk and vulnerability studies, data management, mapping and capacity building both corporation and the relevant public sector actors will be able to integrate risk reduction mechanisms into development policies and plans. Gender perspective, based on enhanced information, data and analysis, should be evident in DRR policies and planning. Integration of a risk reduction perspective will be addressed in all phases of disaster management, as well as addressed in territorial development plans, including advocacy for increased regulation for risk.

Output 6 Knowledge sharing and documentation of experience: This output would create the mechanisms for the documentation of knowledge generated by the RRMC experience as well as foster horizontal sharing of information and lessons learned. The tools to enable this would include a virtual platform and a community of practice. The virtual platform would serve as an information repository, hosting discussion forums and holding implementation tools; the community of practice could be jointly coordinated by the ODPM and the MoLG, allowing the DMUs to meet regularly to formalize exchanges of lessons learnt, introduce a structured process of sharing best practice, risk reduction and adaptation methods and promote a self-sustaining capacity building dynamic within the DMUs. One aim of good knowledge management could be to provide sufficient information and analysis in support of the development of protocols for the institutionalization of the model, as per national and regional context. Another component related to this output would be to actively share the experience with the broader Caribbean through forums, conferences and workshops.

V. RESULTS AND RESOURCES FRAMEWORK 2014 - 2018

Applicable Key Result Area (from UNDP Strategic Plan):				
Strategic Plan Outcome 5 : Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change				
Strategic Plan Output 5.1 : Effective institutional, legislative and policy frameworks in place to enhance the implementation of disaster and climate risk management measures at national and sub-national levels				
COUNTRY PROGRAMME OUTCOME #2: By 2015, Improved human security through implementation of evidence based policies, strategies and practical initiatives				
Outcome indicator: Improved perception of human security of the population through the development and implementation of approved policies and plans				
Partnership Strategy: UNDP CRMI, UNDP TT, UNDP Cuba and Counterparts, Ministry of Local Government, Ministry of National Security, ODPM, Regional Corporations. Trinidad and Tobago has Net Contributing Country (NCC) status in the UN system and therefore the GORTT will provide the majority of the resources required for the implementation of this project. Funds will be transferred to UNDP based on the cost share agreement schedule.				
Project title and ID (ATLAS Award ID): Risk Reduction Management Centres Replication Project				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1: RRM model at regional levels established</p> <p>Baseline: 1 pilot RRM located in Mayaro Rio Claro Regional Corporation, with 2 EWPs in Mayaro and Biche</p> <p>Indicators: Number of functional DRR units in TT with prepared communities (EWPs) Number of local governments with tools at disposal for decision-making for disaster management</p>	<p>Targets (Year 1)</p> <ul style="list-style-type: none"> Formally assess pilot RRM process Consult with regions; develop collaboration protocols Develop vulnerability criteria for application to DMUs Select six phase 1 DMUs based on criteria Develop implementation plans for six regions, focusing on the most vulnerable Equip and refurbish Phase I DMUs <p>Year 2</p> <ul style="list-style-type: none"> Vulnerability Assessments 	<p>AR 1.1 Consultations/Sensitization Local Government</p> <p>AR1.2 Vulnerability assessments completed of DMUs</p> <p>AR 1.3 Implementation Plans formulated for phase 1 and phase 2 DMUs</p> <p>AR 1.4 Equipping and refurbishing of selected DMUs</p> <p>AR 1.5 Drill and test functioning of the EWPs and RRM/DMU</p>	<p>UNDP</p> <p>ODPM</p> <p>MoLG</p> <p>Regional Corporations (RC)</p> <p>DMUs</p>	<p>AR 1.1 46,000</p> <p>AR 1.2 85,000</p> <p>AR 1.3 40,000</p> <p>AR 1.4 650,000</p> <p>AR 1.5 133,000</p> <p><i>Subtotal: 954,000</i></p>

	<p>continue</p> <ul style="list-style-type: none"> • Test functioning of risk reduction tools and approaches in remaining DMUS • Assess capacity of remaining DMUs to implement Cuban model and lessons learnt of DMU pilot • Develop implementation plans for Phase 2 DMUs <p>Year 3</p> <ul style="list-style-type: none"> • Equip and furbish Phase 2 DMUs • Implement RRMC model in remaining DMUs • Drill and test functioning of EWPs and RRMC/DMUs Phase 1 <p>Year 4</p> <ul style="list-style-type: none"> • Drill and test functioning of EWPs and RRMC/DMUs Phase 2 • Consultations and evaluation with Local Governments 			
<p>Output 2: Capacity Assessed and Developed</p> <p>Implementation Plans based on capacity assessments</p> <p>Baseline: 1 Pilot RRMC, no assessment or implementation plans</p> <p>Indicators: Number of capacity assessments and implementation plans</p> <p>% increase of capacity in DRR integration in DMU/RRMC</p>	<p>Targets (Year 1)</p> <ul style="list-style-type: none"> • Assess capacity of six phase 1 DMUs to implement risk reduction approach and lessons learned in pilot (establish baseline) • Develop DRR capacity development program and curriculum, to ensure DMUs personal are trained and equipped to use tools <p>Target (year 2):</p> <ul style="list-style-type: none"> • Initiate training and workshop series for Phase 1 • Study tour to Cuba to learn directly from the RRMC model for Phase 1 	<p>AR2.1 Capacity assessments completed for phase 1 and phase 2 DMUs</p> <p>AR 2.2 DRR Capacity Development Program and tools developed</p> <p>AR 2.3 Training, workshops and study tours to strengthen DRR capacity</p>	<p>UNDP ODPM MoLG Regional Corporations (RC) DMUs</p>	<p>AR. 2.1 75,000 AR 2.2 110,000 AR 2.3 395,000</p> <p><i>Subtotal: 580,000</i></p>

<p>personnel</p> <p>Increase in efficiency and scope of RRMCM reflecting DRR integration</p>	<ul style="list-style-type: none"> • Technical assistance from Cuba in specifically identified areas • Standardized tools produced and shared <p>Target (Year 3)</p> <ul style="list-style-type: none"> • Training series assessed and modified, based on feedback • Training and workshops for phase 2 DMUs • Study tour to Cuba to learn directly from RRMCM model for Phase 2 <p>Target (Year 4)</p> <ul style="list-style-type: none"> • Technical assistance from Cuba, in specifically identified areas • Evaluation of capacity program 			
<p>Output 3 Risks Identified, Analyzed and Communicated</p> <p>Baseline: inadequate risk analysis and mapping at the local government level</p> <p>Indicators: Number of risk profiles, risk maps and risk studies by risk type</p> <p>Number of functional multi-disciplinary groups providing consistent and standardized information</p> <p>Number of disaster histories</p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> • Development of standardized data management systems and tools, taking into account gender • Data gathering and analysis, involving multi-sector actors • Development of standardized risk and vulnerability studies by risk type <p>Targets (Year 2):</p> <ul style="list-style-type: none"> • Develop and produce risk maps, risk profiles and standardized risk studies by risk type for phase 1 DMUs • GIS risk maps produced for Phase I regions • Document historical incidence of disasters 	<p>AR 3.1 Data Management systems established</p> <p>AR 3.2. Development of standardized risk and vulnerability study methodology, by risk group (technical assistance, Cuba)</p> <p>AR 3.3 Risk Identified and analyzed, thru standardized Risk and Vulnerability Studies</p> <p>AR 3.4 GIS Risk Maps Produced</p> <p>AR 3.5. Collation of existing documentation on territorial disaster history</p>	<p>UNDP MoLG ODPM RC DMU</p>	<p>AR 3.1 25,000 AR 3.2 130,000 AR 3.3 109,000 AR 3.4 82,000 AR 3.5 49,000</p> <p><i>Subtotal: 395,000</i></p>

<p>documented by region</p>	<p>Targets (year 3)</p> <ul style="list-style-type: none"> • Data gathering and analysis for Phase 2 DMUs/RRMCs • Develop and produce risk maps, risk profiles and standardized risk studies by risk type for phase 2 DMUs • GIS risk maps produced for Phase 2 regions • Document historical incidence of disasters <p>Target (year 4)</p> <ul style="list-style-type: none"> • Develop and produce risk maps, risk profiles and standardized risk studies by risk type for phase 2 DMUs • Documentation of historical incidence in territory 			
<p>Output 4 Community level capacity in DRR Strengthened Baseline: 2 community early warning points</p> <p>Indicators: Number of community early warning points linked to 13 RRMCs Number of community consultations and development of communication protocols Number of community awareness campaigns Number of community preparation and first responder trainings</p>	<p>Targets (Year 2)</p> <ul style="list-style-type: none"> • Community early warning points linked to phase 1 (six) RRMCs established, as per vulnerability indicators • Community consultations conducted and capacity assessed • Communities prepared through training for Phase I • Community protocols developed and tested for Phase 1 • Community risk perception analyzed, including gender differences for Phase 1 <p>Targets (Year 3)</p> <ul style="list-style-type: none"> • Community early warning points linked to phase 2 (seven) RRMCs 	<p>AR 4.1 Establish # Early Warning Points AR 4.2. Community Early warning and first responder training conducted AR 4.3 Community Communication Protocols developed and tested AR. 4.4 Community risk perception analyzed AR 4.5 Gender sensitive community Awareness Campaign developed and implemented</p>	<p>ODPM DMU RC UNDP</p>	<p>AR 4.1 360,000 AR 4.2 83,000 AR 4.3 31,000 AR 4.4 50,000 AR 4.5 75,000</p> <p>Subtotal: 599,000</p>

	<p>established, as per vulnerability indicators</p> <ul style="list-style-type: none"> • Community consultations conducted and capacity assessed • Communities prepared through training for Phase 2 • Community protocols developed and tested for Phase 2 • Community risk perception analyzed, including gender differences for Phase 2 • Gender sensitive community awareness campaign developed for all DMUs and communities <p>Targets (Year 4)</p> <ul style="list-style-type: none"> • Community trainings continue • Gender sensitive campaign implemented 			
<p>Output 5</p> <p>Gender sensitive DRR mainstreamed into disaster management and territorial development plans</p> <p>Baseline: Number of regional disaster risk management plans</p> <p>Indicators:</p> <p>Number of disaster management plans with risk reduction integrated in all phases</p> <p>Number of territorial development plans that utilized risk reduction information and tools</p> <p>Increase in use of sex-disaggregated data reflecting in gender sensitive DM and development plans</p>	<p>Targets (year 3)</p> <ul style="list-style-type: none"> • Consultations with phase 1 and 2 regional corporations, convening multi-sector actors • Gender analysis training workshop for DMUs Phase 1 and 2 • Development of regional disaster management plans for Phase 1 and 2, using results of RVS and risk maps, and including gender analysis <p>Target (Year 4)</p> <ul style="list-style-type: none"> • Continued development of regional disaster management plans, using results of RVS and risk maps, including gender analysis • Pilot Integration of risk analysis into territorial development plans for Phase 1 and 2 	<p>AR 5.1 Consultation and awareness building with Regional Corporations</p> <p>AR 5.2 Gender Analysis training for DMUs</p> <p>AR 5.3 Produce regional DM plans, with risk reduction focus</p> <p>AR 5.4 Integrate risk approach into territorial development plans (includes workshop)</p>	<p>ODPM UNDP DMU RC</p>	<p>AR 5.1 25,000</p> <p>AR 5.2 25,000</p> <p>AR 5.3 95,000</p> <p>AR. 5.4 87,000</p> <p>Subtotal: 232,000</p>

	<ul style="list-style-type: none"> Multi-sector sharing experience workshop on integration of risk perspective into territorial development plans for all DMUs and regional corporations 			
<p>Output 6</p> <p>Knowledge shared and experience documented</p> <p>Baseline: Pilot project lessons learned</p> <p>Indicators:</p> <p>Participation in quarterly and annual meetings</p> <p>Traffic and activity on Virtual Platform</p> <p>Documentation and dissemination of TT RRMC experience through regional and international events</p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> DMU/RRMCs documenting and sharing experience through quarterly and annual meetings 2 regional or international events attended Protocol for replication established, with standardized tools produced Information sharing virtual platform designed and launched, to build a community of practice <p>Targets (Year 2)</p> <ul style="list-style-type: none"> DMU/RRMC lesson learned workshop to transfer knowledge/experience to phase 2 DMUs 2 regional or international events attended Virtual Platform active and responding to DMU needs, providing forum for sharing and information <p>Target (Year 3)</p> <ul style="list-style-type: none"> Phase 2 RRMCs documenting and sharing experience COP and quarterly meetings expanded to Phase 2 RRMCs <p>Target (Year 4)</p> <ul style="list-style-type: none"> Sharing experiences through 	<p>AR 6.1 Documentation of Experience, including protocols and tools</p> <p>AR 6.2 Virtual Platform designed and developed</p> <p>AR 6.3 Sharing of Experiences through COP and events</p>	<p>UNDP ODPM</p>	<p>AR 6.1 96,000</p> <p>AR 6.2 39,000</p> <p>AR 6.3 82,000</p> <p>Subtotal: 217,000</p>

	<ul style="list-style-type: none"> quarterly and annual meetings Sharing TT's experience with Cubans and regional counterparts National level Lessons Learned workshop for Phase 1 and 2, as well as regional corporations and national actors 			
Project Managed	<p>Targets (Year 1)</p> <ul style="list-style-type: none"> Project successfully delivers plans and activity <p>Targets (year 2)</p> <ul style="list-style-type: none"> Project successfully delivers plans and activities <p>Target (year 3)</p> <ul style="list-style-type: none"> Phase 2 DMU project expansion <p>Targets (year 4)</p> <ul style="list-style-type: none"> Project successfully delivers plans and activities Project is evaluated as successful 	AR 6.1 Project Managed	UNDP ODPM	Subtotal: 827,400
Admin Cost (8%)				304,352
TOTAL				4,108,752

VI. ANNUAL WORK PLANS

ANNUAL WORK PLAN YEAR: 2014

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1: RRCM model at regional levels established	AR 1.1 Consultations/Sensitisation Local Government <ul style="list-style-type: none"> Identify 6 corporation/region for implementation Consult with regional and national public sector bodies Collaboration protocols for RRCM management 			x		ODPM/UNDP/RC		25700 – Training, Workshop: 71600 – Travel: 74200 – AV/Publications	36,000
	AR 1.2 Vulnerability assessments completed for DMUSs <ul style="list-style-type: none"> Vulnerability criteria established 			x	x	OPDM/DMU		71200 – Intl Consult: 71300 Local Consult 71600 - Travel 74500 – Misc 25700 - Workshop; Training (meeting)	75,000
	AR 1.3 Implementation Plans formulated for phase 1 DMUs				x	DMU/RC		74500 – Misc 71300 - Local Consultant	14,000
	AR 1.4 Equipping and refurbishing of selected Phase 1 DMUs				x	DMU/RC/ODPM/UNDP		72400 Comm 72800 ITC 72200 Equip/Furn	150,000

								72500 Supplies	
subtotal									275,000
Output 2: Capacity Assessed and Developed	AR2.1 Capacity assessments completed for phase 1			x	x	UNDP		25700 – Training, Workshop: 71200 – Intl Consult: 71300 Local Consult 74500 – Misc 71600 Travel	75,000
	AR 2.2 DRR Capacity Development Program, Curriculum, and tools developed				x	UNDP/ODPM		74200 AV/Publications 71300 Local Consult 71200 - International Consultant	55,000
subtotal									130,000
Output 3: Risks Identified, Analyzed and Communicated	AR 3.1 Data Management systems established				x	DMU/ODPM		71300 Local Consult 74500 Misc	25,000
	AR 3.2. Development of standardized risk and vulnerability study methodology, by risk group (technical assistance, Cuba)				x	UNDP/Cuba/ODPM		71200 Intl Consult: 71300 Local Consultant 71600 Travel 74500 Misc	65,000
subtotal									90,000
Output 6: Knowledge shared and experience documented	AR 6.1 Documentation of Experience, including design of knowledge management plan			x	x	DMU/RC/ODPM		74200 AV/Publications 71200 International Consultant 71600 Travel 74500 Misc	20,000
	AR 6.2 Virtual Platform designed and				x	ODPM/UNDP		72800 ITC	20,000

	developed							71300 Local Consult	
subtotal									40,000
Project Managed	Project Managed to achieve results and activities			x	x	ODPM/UNDP		71200 Service Contract 72800 ITC 74500 Misc 72500 Supplies 71600 Travel	78,800
SUBTOTAL									613,800
+ 8% Admin Cost									49,104
TOTAL 2014									662,904

ANNUAL WORK PLAN YEAR: 2015

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1: RRMC model at regional levels established	AR 1.2 Vulnerability assessments continued	x				ODPM/DMU		25700 Training, Workshop: 71600 Travel 74500 Misc	10,000
	AR 1.4 Equipping and refurbishing of selected Phase 1 DMUs continues	x	x			DMU/RC/ODPM/UNDP		72800 ITC 72400 Comm 72200 Equip/Furn 74500 Misc 72500 Supplies	150,000
	AR 1.3 Implementation Plans formulated for phase 2 DMUs				x	DMU/RC		74500 – Misc 71200 - International Consultants	26,000

								71300 - Local Consultant	
									186,000
Output 2: Capacity Assessed and Developed	AR 2.2 DRR Capacity Development Program and tool development continued	x	x	x	x	UNDP/ODPM		71200 Intl Consult 74200 AV/Publications: 71300 Local Consult	55,000
	AR 2.3 Training, workshops and study tours to strengthen DRR capacity initiated and completed for Phase 1	x	x	x	x	UNDP/Cuba		25700 Training, Workshop 71200 Intl Consult: 71600 Travel 74200 AV/Publications: 71300 Local Consult 74500 Misc 72500 Supplies	175,000
									230,000
Output 3: Risks Identified, Analyzed and Communicated	AR 3.2. Development of standardized risk and vulnerability study methodology, by risk group (technical assistance: Cuba) continued	x	x	x	x	UNDP/Cuba/ODPM		71300 Local Consult 25700 Training, Workshop 71200 - International Consultants	65,000
	AR 3.3 Risk Identified and analyzed, thru standardized Risk and Vulnerability Studies (continued)		x	x	x	DMU/ODPM		71300 Local Consult 71600 Travel	35,000
	AR 3.4 GIS Risk Maps Produced			x	x	DMU/ODPM		72800 ITC 71300 Local Consult	20,000
	AR 3.5. Collation of existing documentation on territorial disaster history		x	x	x	DMU/ODPM		71300 Local Consult 74500 Misc	12,000

									132,000
Output 4: Community level capacity in DRR Strengthened	AR 4.1 Establish # Early Warning Points for Phase I		x	x	x	DMU/ODPM		72800 ITC 72400 Comm 72200 Equip/Furn 74500 Misc 72500 Supplies	360,000
	AR 4.2. Community Early warning training conducted			x	x	ODPM/UNDP/DMUs/Community representatives		25700 Training, Workshop 71200 Intl Consult 71600 Travel 71300 Local Consult 72500 supplies	30,000
	AR 4.3 Community Communication Protocols developed and tested				x	DMU/ODPM		74500 Misc 72500 Supplies	6,000
	AR. 4.4 Community risk perception analyzed including gender differences Phase 1			x	x	DMU		25700 Training, Workshop 71300 Local Consult 71600 Travel 72500 Supplies 74500 Misc	35,000
									431,000
Output 6: Knowledge shared and experience documented	AR 6.1 Documentation of Experience, including knowledge management, protocols and tools continued	x	x	x	x	DMU/RC/ODPM		72500 Supplies 74500 Misc 71200 Intl Consult 74200 AV/Publications	15,000
	AR 6.2 Virtual Platform designed, developed and hosted (continuation)	x	x	x	x	ODPM/UNDP		72800 ITC 71300 Local Consult	10,000

	AR 6.3 Sharing of Experiences through quarterly networking luncheons, annual Community of Practice and one international event.	x	x	x	x	RC/ODPM/UNDP		25700 Training, Workshop 71600 Travel	14,000
									39,000
Project Managed	Project Managed to achieve results and activities	x	x	x	x	ODPM/UNDP		71600 Travel 71200 Service Contract 72200 Equip/Furn 74500 Misc 72500 Supplies	152,100
SubTotal									1,170,100
+ 8% Admin Cost									93,608
TOTAL									1,263,708

ANNUAL WORK PLAN YEAR: 2016

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1: RRM model at regional levels established	AR 1.4 Equipping and refurbishing of selected Phase 2 DMUs	x	x	x		DMU/RC/ODPM/UNDP		72800 ITC 72400 Comm 72200 Equip/Furn 72500 Supplies	350,000
	AR 1.5 Drill and test functioning of the Phase 1 EWPs and RRM/DMU	x	x			DMU/ODPM		25700 Training, Workshop 71600 Travel 71300 Local Consult	60,000

subtotal									410,000
Output 2: Capacity Assessed and Developed	AR 2.3 Training, workshops and study tours to strengthen DRR capacity for Phase II DMUs	x	x	x	x	ODPM/UNDP/Cuba		25700 Training, Workshop 71200 Intl Consult: 71300 Local Consult 71600 Travel 74500 Misc	150,000
subtotal									150,000
Output 3: Risks Identified, Analyzed and Communicated	AR 3.3 Risk Identified and Analyzed, thru standardized Risk and Vulnerability Studies for Phase II DMU	x	x	x	x	DMU/ODPM		74200 AV/Publications: 71300 Local Consult	60,000
	AR 3.4 GIS Risk Maps Produced	x	x	x	x	DMU/ODPM		71300 Local Consult 72500 Supplies 74500 Misc	35,000
	AR 3.5. Collation of existing documentation on territorial disaster history	x	x	x	x	DMU		71300 Local Consult 74500 Misc	14,000
subtotal									109,000
Output 4 Community level capacity in DRR Strengthened	AR 4.2. Community Early warning training conducted Phase I (continued)	x				ODPM/UNDP		25700 Training, Workshop 71600 Travel 74200 AV/Publications: 71300 Local Consult 72500 Supplies	18,000
	AR 4.3 Community Communication Protocols developed and tested Phase I (continued)	x				DMU/ODPM		71600 Travel 71300 Local Consult 74500 Misc	10,000
	AR. 4.4 Community risk perception analyzed including gender differences	x				DMU		71300 Local Consult	15,000

	for Phase II							71600 Travel 72500 Supplies 74500 Misc	
	AR 4.5 Gender sensitive community Awareness Campaign developed for all DMUs		x	x	x	ODPM/UNDP/DMU		71200 Intl Consult 71300 Local Consult 71600 Travel 74200 AV/Publications	40,000
subtotal									83,000
Output 5 Gender sensitive DRR mainstreamed into disaster management and territorial development plans	AR 5.1 Consultation and awareness building on the importance of integrating DRR into territorial disaster management plan and development plan with Regional Corporations (phase 1 and 2)			x	x	RC/DMU/ODPM		71300 Local Consult 25700 Training Workshop 71600 Travel 74500 Misc	25,000
	AR 5.2 Gender Analysis training for DMUs (Phase I and II)			x	x	UNDP		25700 Training, Workshop 71200 Intl Consult: 71600 Travel	25,000
subtotal									50,000
Output 6: Knowledge shared and experience documented	AR 6.1 Documentation of Experience, including protocols and tools	x	x	x	x	DMU/RC/ODPM		72500 Supplies 74500 Misc 74200 AV/Publications	16,000
	AR 6.2 Virtual Platform hosted	x	x	x	x	ODPM		72800 ITC 71300 Local Consult	3,000
	AR 6.3 Sharing of Experiences through quarterly networking luncheons, annual Community of Practice and one international event.	x	x	x	x	RC/ODPM/UNDP		25700 Training, Workshop 71600 Travel 74500 Misc	14,000
subtotal									33,000

Project Managed	Project Managed to achieve results and activities	x	x	x	x	ODPM/UNDP	71600 Travel 71200 Service Contract 74500 Misc 72500 Supplies	228,700
SUBTOTAL								1,063,700
+ 8% Admin Cost								85,096
TOTAL								1,148,796

ANNUAL WORK PLAN YEAR: 2017

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1: RRMC model at regional levels established	AR 1.5 Drill and test functioning of the Phase II EWPs and RRMC/DMU				x	DMU/ODPM	25700 Training, Workshop 71600 Travel 71300 Local Consult	37,000	
subtotal								37,000	
Output 2: Capacity Assessed and Developed	AR 2.3 Training, workshops to strengthen DRR capacity	x	x	x	x	ODPM/UNDP	25700 Training, Workshop 71200 Intl Consult: 71300 Local Consult 71600 Travel 74500 Misc	70,000	
subtotal								70,000	
Output 3: Risks Identified, Analysed and Communicated	AR 3.3 Risk Identified and Analysed, thru standardized Risk and Vulnerability Studies for DMUs with additional risk categories	x	x	x	x	DMU/ODPM	74200 AV/Publications: 71300 Local Consult	14,000	
	AR 3.4 GIS Risk Maps Produced (continued) for additional risks	x	x	x	x	DMU/ODPM	71300 Local Consult	14,000	

								72500 Supplies	
	AR 3.5. Collation of documentation of current disaster events in regions	x	x	x	x	DMU		71300 Local Consult 74500 Misc	10,000
subtotal									38,000
Output 4 Community level capacity in DRR Strengthened	AR 4.2. Community Early warning training conducted Phase II		x	x		ODPM/UNDP		25700 Training, Workshop 71600 Travel 71300 Local Consult 72500 Supplies	35,000
	AR 4.3 Community Communication Protocols developed (in Phase I) are implemented and tested for Phase II				x	DMU/ODPM		71600 Travel 71300 Local Consult 74500 Misc	15,000
	AR 4.5 Gender sensitive community Awareness Campaign implemented in all DMUs	x	x			ODPM/UNDP		25700 Training, Workshop 71600 Travel 71300 Local consultant 74200 AV/Publications	35,000
subtotal									85,000
Output 5 Gender sensitive DRR mainstreamed into disaster management and territorial development plans	AR 5.3 Produce regional DM plans, with risk reduction focus for Phase I and Phase II (guidance provided by Cuban Technical Assistance)				x	DMU/RC/ODPM/Cuba		72500 Supplies 74500 Misc 71600 Travel 71200 Intl Consult	65,000
	AR 5.4 Integrate risk approach into territorial development plans (includes workshop by Cuban specialists) for Phase 1 and 2 DMUs/RCs				x	DMU/RC/ODPM/Cuba		71200 Intl Consult 71600 Travel 25700 Training, Workshop 72500 Supplies 74500 Misc	62,000

subtotal									127,000
Output 6: Knowledge shared and experience documented	AR 6.1 Documentation of Experience, including protocols and tools	x	x	x	x	DMU/RC/ODPM		72500 Supplies 74500 Misc 74200 AV/Publications	15,000
	AR 6.2 Virtual Platform hosted	x	x	x	x	ODPM		72800 ITC 71300 Local Consult	3,000
	AR 6.3 Sharing of Experiences through quarterly networking luncheons, annual Community of Practice and one regional/international event.	x	x	x	x	DMU/RC/ODPM/UNDP		25700 Training, Workshop 71600 Travel 74500 Misc	14,000
subtotal									32,000
Project Managed	Project Managed to achieve results and activities	x	x	x	x	ODPM/UNDP		71600 Travel 71200 Service Contract 74500 Misc 72500 Supplies	228,700
SUBTOTAL									617,700
+ 8% Admin Cost									49,416
TOTAL									667,116

ANNUAL WORK PLAN YEAR: 2018

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1: RRMC model at regional levels established	AR 1.1 Consultations/Sensitization Local Government	x				DMU/ODPM		74500 – Misc 71300 - Local Consultant	10,000

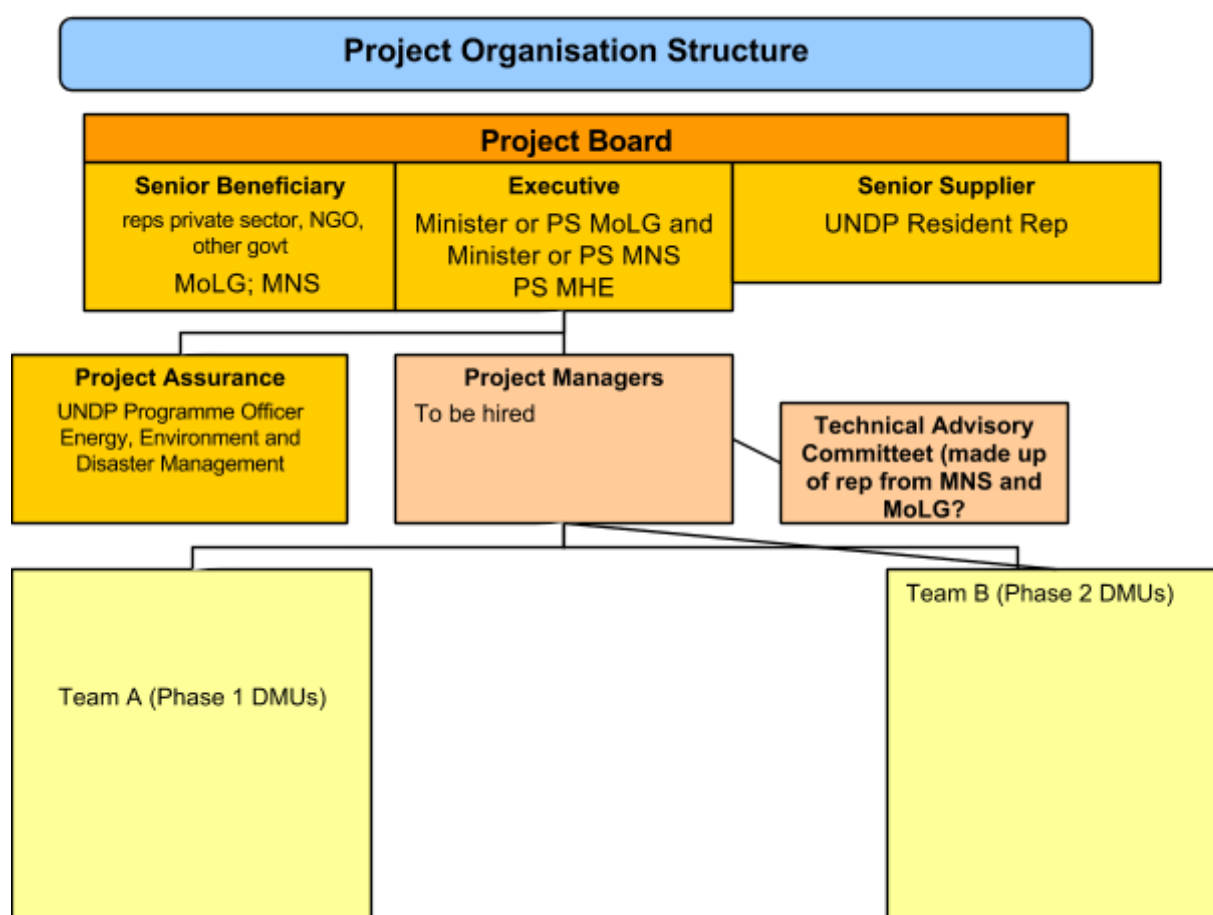
	AR 1.5 Drill and test functioning of Phase II EWPs and RRMC/DMU (continued)							25700 Training, Workshop 71600 Travel 71300 Local Consult	36,000
subtotal									46,000
Output 3: Risks Identified, Analysed and Communicated	AR 3.4 GIS Risk Maps Produced	x	x			DMU/ODPM		71300 Local Consult 72500 Supplies	13,000
	AR 3.5. Collation of existing documentation on territorial disaster history	x				DMU		71300 Local Consult 74500 Misc	13,000
subtotal									26,000
Output 5 Gender sensitive DRR mainstreamed into disaster management and territorial development plans	AR 5.3 Produce regional DM plans, with risk reduction focus	x	x			DMU/RC/ODPM/Cuba		72500 Supplies 71200 - Int. Consult. 74500 Misc	30,000
	AR 5.4 Integrate risk approach into territorial development plans	x	x			DMU/RC/ODPM/Cuba		71600 Travel 71200 - Int. Consult. 25700 Training, Workshop 72500 Supplies 74500 Misc	25,000
subtotal									55,000
Output 6: Knowledge shared and experience documented	AR 6.1 Documentation of Experience, KM documentation, including protocols and tools	x	x			DMU/RC/OPDM/UNDP		72500 Supplies 74500 Misc 74200 AV/Publications	30,000
	AR 6.2 Virtual Platform hosted	x	x	x	x	ODPM		72800 ITC 71300 Local Consult	3,000
	AR 6.3 Sharing of Experiences through quarterly networking luncheons, final Community of Practice and one regional/international event	x	x			DMU/RC/ODPM/UNDP		25700 Training, Workshop 71600 Travel	40,000

								74500 Misc	
subtotal									73,000
Project Managed	Project Managed to achieve results and activities	x	x					71600 Travel 71200 Service Contract 74500 Misc 72500 Supplies	139,100
SUBTOTAL									339,100
8% Admin Cost UNDP									27,128
TOTAL									366,228

VII. MANAGEMENT ARRANGEMENTS

The Executing Agency for the project will be the Ministry of National Security (MNS). This project will be managed using the UNDP Country Office Support to National Execution (NEX) modality, and the Project Manager will be hired and report to the Project Coordinator MNS.

Overall management arrangements will be handled by a Project Board as shown in the graphic below.



This project will be financed jointly by the Ministry of Local Government and the Ministry of National Security. Arrangements for such financing will be based on a Cost Sharing Agreement which will detail the procedures surrounding receipt of these funds by UNDP.

Project Assurance

UNDP will assume the major project assurance role. (See roles and responsibilities of UNDP below)

Executing Agency – Ministry for National Security (MNS)

1. Obtain and allocate resources for the project in a timely manner
2. Certification of all payments
3. Participation in the Project's Steering Committee Meeting

4. Certification of annual expenditure reports prepared by UNDP
5. Convening of and participation in Project Board meetings
6. Preparation of Annual project Report
7. Provides guidance to the project manager in the execution of monitoring and evaluation activities
8. Participation in monitoring and evaluation of project activities and outcomes
9. Collaborate with the project manager and UNDP in drafting Terms of Reference for any expert or adviser

UNDP – Senior Supplier

To facilitate implementation of the project, UNDP's Trinidad and Tobago Country office will provide the following services in accordance with UNDP procedures:

1. Identification and recruitment of both national and international experts with prior agreement of the MNS and the MoLG. These project partners will liaise with UNDP on any matters of concern.
2. Participate in meetings of the Project Board
3. Provide thematic and technical backstopping
4. Payment of experts upon certification by the project manager
5. Regularly review the status of project objectives, activity implementation, outputs, risks and emerging issues and when necessary convey concerns to relevant parties
6. Financial management of the project and preparation of financial reports

UNDP will process payments after confirming the following:

- o Activities financed are within the scope of the project
- o The project manager has certified payment within an appropriate time frame
- o Project funds are available to facilitate disbursements

In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery this Contribution, sourced from Other Resources, shall be subject to cost recovery by UNDP for indirect costs incurred by UNDP Headquarters (UNDP HQ) and Country Office (CO) structures in providing General Management Support (GMS) services. GMS encompasses general oversight and management functions of UNDP HQ and CO units, and include the following specific services:

- Project identification, formulation and appraisal
- Determination of execution modality and local capacity assessment
- Procurement of consultants
- Briefing and de-briefing of project staff and consultants
- General oversight and monitoring, including participation in project reviews and the Project Board
- Receipt, allocation and reporting to the donor of financial resources
- Thematic and technical backstopping through the UNDP Country Office
- Systems, IT infrastructure, branding and knowledge transfer

To cover these GMS costs, and in accordance with the decisions and directives of UNDP's Executive Board the contribution shall be charged: 8% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices.

Project Manager

The Project Manager will be recruited through a transparent process. He/she will have the following core tasks and duties:

1. Manage the realization of project outputs through activities
2. Provide direction and guidance to project team /responsible parties

3. Receive strategic guidance from and liaise with the Project Board to ensure overall direction and integrity of the project
4. Responsible for project administration
5. Liaise with UNDP, Project Supplier
6. The supervision of project consultants
7. Reporting to the Project Board
8. Preparation of Annual project Report

VIII. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

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

Annually

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

At the completion of the project an end of project report shall be prepared by the Project Manager detailing achievements of the project, lessons learned during the duration of the project and suggestions for new projects and ideas for implementation in the future in collaboration with the government.

Due to the scale of this project, only a single end-of-project evaluation will be conducted. The end-of-project evaluation will serve to document relevant lessons which can be drawn to support organizational learning, and to ensure significant financial coverage (i.e. the magnitude of project financial resources) to support the accountability of the executing agency. Project evaluation will be conducted jointly between UNDP and Ministries of National Security and Local Government.

The following reasons may be accepted as justifications for not conducting an evaluation that should be mandatory: 1. cancellation of the project; 2. the project has been evaluated by a development partner and the substantive concerns of UNDP have been adequately assessed by that evaluation.

Quality Management for Project Activity Results

OUTPUT 1: RRMC model at regional levels established		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i> RRMC Model Established	Start Date:2014 End Date:2017
Purpose	<i>What is the purpose of the activity?</i> Implement RRMC approach at DMU level in regions	
Description	<i>Planned actions to produce the activity result.</i> AR 1.1 Consultations/Sensitisation Local Government AR1.2 Vulnerability assessments completed of DMUs AR 1.3 Implementation Plans formulated for phase 1 and phase 2 DMUs AR 1.4 Equipping and refurbishing of selected DMUs AR 1.5 Drill and test functioning of the EWPs and RRMC/DMU	
Quality Criteria	Quality Method: <i>Means of verification.</i>	Date of Assessment
Consultations/Sensitisation Local Government	Post meeting evaluations	2014
Vulnerability assessments completed of regions and DMUs	Review by national disaster management agency and by RBLAC advisors	2014; 2016
Implementation Plans formulated for phase 1 and phase 2 DMUs	Implementation plans delivered and accepted by project board	2014; 2016
RRMCs equipped, operational and functioning	Document and photographic evidence; operational logs; drill test evaluations	2015; 2016;2017

OUTPUT 2: Capacity Assessed and Developed		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i> Capacity Development	Start Date:2014 End Date:2016
Purpose	<i>What is the purpose of the activity?</i> To build capacity for risk reduction at a local level	
Description	<i>Planned actions to produce the activity result.</i> AR2.1 Capacity assessments completed for phase 1 and phase 2 DMUs AR 2.2 DRR Capacity Development Program and tools developed AR 2.3 Training, workshops and study tours to strengthen DRR capacity	
Quality Criteria	Quality Method	Date of Assessment
Capacity Assessment conducted by region	Capacity assessments conducted according to agreed specifications	2014
Capacity Program developed and implemented	Program rational outline; tool use monitored	2014; 2015
DRR capacity strengthened through training and workshops	Workshop agendas and evaluations; participants lists; lessons learned documentation	2015-2016

OUTPUT 3: Risks Identified, Analysed and Communicated		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i> Risk Analysis	Start Date:2014 End Date:2018
Purpose	<i>What is the purpose of the activity?</i> To provide local governments with risk information	
Description	<i>Planned actions to produce the activity result.</i> AR 3.1 Data Management systems established AR 3.2. Development of standardized risk and vulnerability study methodology, by risk group AR 3.3 Risk Identified and Analysed, thru standardized Risk and Vulnerability Studies AR 3.4 GIS Risk Maps Produced AR 3.5. Collation of existing documentation on territorial disaster history	
Quality Criteria	Quality Method	Date of Assessment
Improved data management systems	Data sharing agreements;	2015; 2016
Existence of standardized RV methodologies	Risk categories established, each with standard methodology; comparative analysis available by risk	2015
Risks understood at regional level	Copy of risk reports and ppt presentations to local government	2015, 2016; 2017; 2018
Risk Maps in use	Copies of risk maps for each region	2015 - 2018
Enhanced comprehension of disaster history	Disaster history reports	2015-2018

OUTPUT 4: Strengthened community level capacity		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i> Community Capacity	Start Date:2014 End Date:2017
Purpose	<i>What is the purpose of the activity?</i> Strengthen community level early warning and preparation capacity	
Description	<i>Planned actions to produce the activity result.</i> AR 4.1 Establish # Early Warning Points AR 4.2. Community Early warning and first responder training conducted AR 4.3 Community Communication Protocols developed and tested AR. 4.4 Community risk perception analyzed AR 4.5 Gender sensitive community Awareness Campaign developed and implemented	
Quality Criteria	Quality Method	Date of Assessment
Establish # Early Warning Points	Characteristics of early warning points measured against model recommendations	2015-2017
Community Early warning training conducted	Training evaluations; agendas; participant lists	2015; 2017
Community risk perception measured	Post awareness raising session evaluations	2015; 2017
Increased gender-sensitive	Copies of campaign materials; pre & post	2016

community awareness of disaster risk	awareness assessment	
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OUTPUT 5: Gender-sensitive Mainstreaming of DRR into disaster management and territorial development plans		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i> Mainstreaming DRR	Start Date:2016 End Date:2018
Purpose	<i>What is the purpose of the activity?</i> To mainstream gender-sensitive DRR into disaster management and territorial development plans	
Description	<i>Planned actions to produce the activity result.</i> AR 5.1 Consultation and awareness building with Regional Corporations AR 5.2 Gender Analysis training for DMUs AR 5.3 Produce regional DM plans, with risk reduction focus AR 5.4 Integrate risk approach into territorial development plans (includes workshop)	
Quality Criteria	Quality Method	Date of Assessment
Consultations with Regional Corporations achieved	Minutes; agendas	2016
# of DMU personnel participating in training	Participants lists; agendas; training materials	2017
Assess DM Plans for DRR integration	Analysis report and integration of DRR information into DM Plans	2017
Integration of risk reduction into Territorial Plans	Review by national disaster management agency/Technical Advisory Committee; briefing notes for regional/territorial decision makers; territorial plans with evidence of using risk reduction information	2018

OUTPUT 6: Knowledge shared and experience documented		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i> Knowledge and experience sharing	Start Date:2014 End Date:2018
Purpose	<i>What is the purpose of the activity?</i> Sustainability of results and sharing of experience	
Description	<i>Planned actions to produce the activity result.</i> AR 6.1 Documentation of Experience AR 6.2 Virtual Platform designed and developed AR 6.3 Sharing of Experiences through COP and events	
Quality Criteria	Quality Method	Date of Assessment
Experience documented and shared	Copies of tools and protocols	2015 - 2018
Virtual KM Platform utilized	Usage analytics analysed	2014 - 2018
Sharing of Experience	Event reports; Community of practice feedback	2014 - 2018

IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Trinidad and Tobago and UNDP, signed in 1976.

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

The executing agency shall:

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

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

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

X. ANNEXES

Risk Matrix

Project Title: Risk Reduction Management Centres Replication Project: Trinidad and Tobago							Award ID: TBD Project ID: TBD	
Description of the Risk	Date Identified	Type	Rating	Impact / Probability (scale 1 to 5 with 1 lowest)	Management Response / Counter-measures	Owner	Submitted, updated by	
Strategy to work cross -sectorally fails to achieve stakeholder buy-in.	January 2014	<i>Operational</i>	Low	Project suffers delays, complications. P = 4 I = 5	<ul style="list-style-type: none"> o Project management arrangements firmly established and documented with consultation from all parties involved and written pre-approval by all stakeholders. 	Project Manager	UNDP	
Key stakeholders are not available to utilise capacity built for sustainable involvement at the community level disaster risk reduction beyond this project.	January 2014	<i>Operational</i>		After project completes there is no continuity of the work done and participation during implementation phase is low. P=4 I=5	<ul style="list-style-type: none"> o Develop strategy to reduce vulnerability and institutionalize knowledge. o Develop strategy to involve key stakeholders in the process. 	Project Manager	UNDP	
Counterpart government staff reassigned to other divisions.	January 2014	<i>Operational</i>		Counterpart staff leaves to other divisions resulting in unsuccessful capacity development and DRR integrated policies not highly prioritized to expedite approval. P = 2 I = 5	<ul style="list-style-type: none"> o Keep project board closely updated on progress. o Liaise closely with MoLG and MNS. 	Project Manager and Project Executive	UNDP	

No funding received from government.	January 2014	<i>Operational</i>		Project delay or cancellation. P= I=	o Letters of commitment for project proposal received prior to completion of full approval process.	UNDP Programme Officer	UNDP
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ANNEX I- N.B.INCLUDED AS TEMPLATE FOR INFORMATION ONLY. TO BE COMPLETED AND SIGNED WITH GOVERNMENT PARTNERS ON APPROVAL OF GOVERNMENT FUNDING

**COST SHARING AGREEMENT BETWEEN THE
UNITED NATIONS DEVELOPMENT PROGRAMME
AND
THE MINISTRY OF HOUSING AND THE ENVIRONMENT**

WHEREAS the United Nations Development Programme (hereinafter referred to as "UNDP") and the Government of Trinidad and Tobago through the Ministry of Housing and the Environment (hereinafter referred to as the "Donor") have agreed to co-operate in the implementation of the project **000xxxxx** in Trinidad (hereinafter referred to as "the Project ")

WHEREAS the Donor has informed UNDP of its willingness to contribute funds (hereinafter referred to as "the contribution") to the UNDP on a cost-sharing basis to increase the resources available for the Project;

WHEREAS the UNDP is prepared to receive and administer the contribution for the implementation of the project,

WHEREAS the Government of Trinidad and Tobago has approved of the contribution of the Donor to the project;

NOW THEREFORE, UNDP and the Donor hereby agree as follows:

Article I

The Donor shall, in the manner referred to in paragraph 2 of this Article, place at the disposal of UNDP the contribution of US\$ 00.00

1. The Donor shall, in accordance with the schedule of payments set out below, deposit the contribution in UNDP's contribution account:

Chase Bank
International Agencies Banking
1166 Avenue of the Americas, 17th Floor
New York, NY 10036-2708
UNDP Contributions Account
No. 015-002284
SWIFT Address: CHASUS33

(In making the deposit please identify the project number: 000xxxxx).

<u>Date payment due</u>	<u>Amount(US\$)</u>
a)	000.00
b)	000.00

The above schedule of payments takes into account the requirement that contributions shall be paid in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

3. The UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
4. All financial accounts and statements shall be expressed in United States dollars.
5. The value of a contribution-payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by UNDP of the contribution-payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Donor with a view to determining whether any further financing could be provided by the Donor. Should such further financing not be available, the assistance to be provided to the Project under this Agreement may be reduced, suspended or terminated by UNDP.
6. Any interest income attributable to the contribution shall be credited to the UNDP Account and shall be utilized in accordance with established UNDP procedures.

Article II

1. In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the contribution shall be subject to cost recovery by UNDP related to the provision of support services, namely:

Indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the contribution shall be charged a fee equal to 7%

2. The aggregate of the amounts budgeted for the project, together with the estimated costs of reimbursement of related support services, shall not exceed the total resources available to the project under this Agreement as well as funds which may be available to the project for project costs and for support costs under other sources of financing.

Article III

1. The contribution shall be administered by the UNDP in accordance with UNDP regulations, rules and directives, applying its normal procedures for the execution of its projects.
2. Project management and expenditures shall be governed by the regulations, rules and directives of UNDP and, where applicable, the regulations, rules and directives of the Executing Entity/Implementing Partner.

Article IV

1. The implementation of the responsibilities of the UNDP and of the Donor pursuant to this

Agreement and the relevant project document shall be dependent on receipt by the UNDP of the contribution in accordance with the schedule of payments set out in Article I, paragraph 2, above and to be in line with the attached Project Document.

2. If unforeseen increases in expenditures or commitments are expected or realized (whether due to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the Donor on a timely basis a supplementary estimate showing the further financing that will be necessary. The Donor shall use its best endeavours to obtain the additional funds required.
3. If the contribution-payments referred to in Article I, paragraph 2, above, are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 2, above, is not forthcoming from the Donor or other sources, the assistance to be provided to the Project under this Agreement may be reduced, suspended or terminated by UNDP.

Article V

Ownership of equipment, supplies and other property financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

Article VI

The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

Article VII

UNDP shall provide the Donor on request with financial and other reports prepared in accordance with UNDP reporting procedures.

Article VIII

1. UNDP shall notify the Donor when all activities relating to the contribution have been completed.
2. Notwithstanding the completion of all activities relating to the contribution, UNDP shall continue to hold unutilized contribution-payments until all commitments and liabilities incurred in implementation of the activities financed by the contribution have been satisfied and these activities brought to an orderly conclusion.
3. If the unutilized contribution-payments prove insufficient to meet such commitments and liabilities, UNDP shall notify the Donor and consult with the Donor on the manner in which such commitments and liabilities may be satisfied.
4. Any contribution-payments that remain unexpended after such commitments and liabilities have been satisfied shall be disposed of by UNDP in consultation with the Donor.

Article IX

1. After consultations have taken place between the two Parties to this Agreement and provided that the contribution-payments already received are, together with other funds available to the Project, sufficient to meet all commitments and liabilities incurred in the implementation of the

Project, this Agreement may be terminated by UNDP or by the Donor. The Agreement shall cease to be in force thirty (30) days after either of the Parties may have given notice in writing to the other Party of its decision to terminate the Agreement.

2. If the unutilized contribution-payments, together with other funds available to the Project, are insufficient to meet such commitments and liabilities, UNDP shall notify the Donor and consult with the Donor on the manner in which such commitments and liabilities may be satisfied.
3. Notwithstanding termination of this Agreement, UNDP shall continue to hold unutilized contribution-payments until all commitments and liabilities incurred in implementation of the activities financed by the contribution have been satisfied and these activities brought to an orderly conclusion.
4. Any contribution-payments that remain unexpended after such commitments and liabilities have been satisfied shall be disposed of by UNDP in consultation with the Donor.

Article X

This Agreement shall enter into force upon signature and deposit by the Donor of the first contribution-payment to be made in accordance with the schedule of payments set out in Article I, paragraph 2 of this Agreement.

This Agreement shall be valid from the date it enters into force through 28 November 2008.

IN WITNESS WHEREOF, the undersigned, being duly authorized thereto, have signed the present Agreement in the English language in two copies.