



PROJECT DOCUMENT
[Sint Maarten Recovering Back Better (RBB)]

Project Title: Sint Maarten Recovering Back Better (RBB)

Project Number:

Implementing Partner: UNDP

Start Date: 2nd January 2018

End Date: 30th June 2018 **PAC Meeting date:**

Brief Description

Sint Maarten is recovering from hurricane Irma. Whilst a long term and large-scale recovery effort is being set up to be implemented through a World-Bank led Trust Fund, this project looks at immediate short-term needs that can be addressed starting in January 2018. This project will use the “emergency employment” methodology to create labour intensive programs as a first step towards creating economic activities that will benefit the most vulnerable sets of the population. The project will ensure that 500 households have their dwellings repaired and that 50 key community infrastructures are repaired, all whilst engaging a total of 100 people in labour intensive programs for temporary livelihoods.

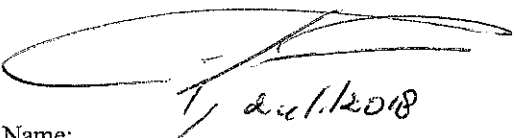
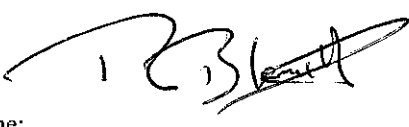
Contributing Outcome (UNDAF/CPD, RPD or GPD):
 Policies and programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy in place.

Indicative Output(s) with gender marker²: 1

- 500 households have their dwellings repaired to an internationally accepted standard following a “building back better approach”
- Selected sites are cleaned-up through labour intensive clean-up program involving 500 people in clean-up activities
- 50 key community infrastructure sites repaired or rehabilitated through labour intensive works

Total resources required:	2.6 million USD	
Total resources allocated:	UNDP TRAC:	0
	Donor:	2.6 million USD
	Government:	0
	In-Kind:	0
Unfunded:	0	

Agreed by (signatures)¹:

Government	UNDP
 _____ Print Name:	 _____ Print Name:
Date:	Date: 24/01/2018

¹ Note: Adjust signatures as needed

² 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)

I. DEVELOPMENT CHALLENGE

On 4th September 2017, after moving into more favourable conditions for its development, hurricane Irma strengthened into a Category 4 hurricane. On September 5, with its centre about 270 miles east of Antigua, Irma became a Category 5 hurricane with maximum sustained winds of 175 mph (280 km/h) and higher gusts. By September 6 near 00:00 UTC, maximum sustained winds reached 185 mph (295 km/h), and they continued at that rate for the next 37 hours. This made Irma the strongest hurricane ever observed in the open Atlantic Ocean, and one of only 5 hurricanes with measured winds of 185 mph (295 km/h) or higher in the entire Atlantic Basin. Irma was a Category 5 hurricane for 3 days, it is rare that such storm maintains this status for such a long period of time. Irma made landfalls in Sint Maarten at 7:00 UTC-5, on September 6.

Damages have been estimated at US\$1.1 billion. Social sectors suffered 47.9 per cent (US\$502.1 million) of the total damage, followed by productive sectors, 28.2 per cent, and infrastructure, 19.3 per cent (Table 2). Losses were estimated at US\$998 million, of which 87.7 per cent was in the productive sectors, 8.0 per cent infrastructure sectors, and 3.7 per cent social sectors.

Additional costs were estimated at US\$52.9 million, of which 61.4 per cent were in the infrastructure sectors, 21.1 per cent social sectors and 17.2 per cent productive sectors.

Overall, the sector most affected by the hurricane was tourism, sustaining 52.1 per cent of total costs, 21.3 per cent of damage and 86.6 per cent of total losses. Hotel infrastructure was severely damaged and will not be fully operational until 2019. Tourism losses amount to US\$855.5 million, of which US\$243.7 million occurs in 2017, US\$486.2 million in 2018, and US\$125.6 in 2019.

All residents of Sint Maarten will have been affected in some way by Hurricane Irma. An ECLAC assessment team estimated 34,000 persons sustained damage to their homes of varying degrees.

In addition to damages to households and homes, there are severe economic impacts affecting large parts of the population. Precise data on job loss and impacts on household economic realities are not yet available. What is known is that a lot of people have been depending on income streams originating from the hotel- and tourism industry. As a large part of this industry goes into reconstruction and starts laying off people, at least temporarily, the impact on household economies will be significant if not severe. As most employers in the tourism industry have paid their workers in the immediate months following Irma, the main chock of this impact is yet to come, and will start impacting people in early 2018. There will be a need for a series of programs in Sint Maarten to mitigate parts of this negative effect. This project will use labour intensive program techniques as a first step towards creating economic activities that will benefit the most vulnerable sets of the population.

II. STRATEGY

The Netherlands has allocated 550 million euro to the re-construction of Sint Maarten. A large part of this funding will go into a Trust Fund to be managed by the World Bank. This Trust Fund is currently being set up. However, it will take some time before all the arrangements have been made to make the fund operational. Such arrangements include the finalization of the Administrative Agreement between the Netherlands and the World Bank, the elaboration of a new reconstruction plan or framework building on earlier work in this domain, as well as the preparation of the operational guidelines or the Terms of Reference for the Trust Fund. Whilst this preparatory work will start in January, a realistic timeframe would put April as the first possible timeline for the first disbursements coming out of the Trust Fund.

To bridge the gap in the months to come until the Trust Fund is operational, the Government of the Netherlands have invited a number of partners, including international organizations and NGOs, to submit concept notes that could be the basis for “Quick Impact Projects”, or QIPs, that would be implemented immediately starting in January 2018. UNDP has put forward three such QIP proposals, all with a labour intensive program-approach in order to stimulate economic activity targeting vulnerable people, especially youth, in the locations where the QIPs would take place.

The QIPs proposed by UNDP and which this project document describe are about house/dwelling repairs, clean-up work, and repairs of community infrastructure. Whilst all three of these QIPs have concrete physical results (dwellings repaired, sites cleaned-up, infrastructure repaired), the approach is as important as the physical result. The approach is about labour intensive programs, ensuring that people are engaged in the repairs and clean-up works and can take home a salary from participating in these efforts.

It should be noted that these are “temporary livelihoods” efforts. Participation in these schemes do not guarantee long term employment. However, the aim is not only to provide temporary access to work and cash, but to provide “on the job”-training that can be beneficial to individuals seeking longer term work in Sint Maarten. A lot of reconstruction work will happen over the next two years, and participation in the labour intensive program schemes outlined in this project can give practical training that can strengthen employability for other and larger reconstruction efforts. At the moment of drafting this proposal it is unknown to what extent the hotel industry will be able to work with local labour in the reconstruction efforts, and to what extent they will work with contractors who may bring labour in from elsewhere. To the extent that labour will be sourced locally, this project should strengthen employability for those individuals who have participated in the repair works here described. An additional element is that work opportunities enable people to be agents of their own recovery, which may have positive effects as well for people’s sense of well-being.

The aim of this project is to utilize labour intensive programs approaches to reconstruct 500 households and 50 community infrastructures, as well as manage the debris in a number of sites and clean-up them up. The aim is also to do that involving 500 people in the clean-up operations, as well as mobile teams comprising a total of 100 people for the repair works. 20 percent of the repair workers would be skilled, 80 percent unskilled, and they will be paid a going daily market rate for skilled and un-skilled worked in Sint Maarten (including social insurance premiums). UNDP will enter into the necessary partnerships to achieve this. This includes the national government. It also includes contractors that UNDP would need to work with to accomplish the results.

III. RESULTS AND PARTNERSHIPS

Expected Results

The project will ensure that 500 households have their dwellings repaired and that 50 key community infrastructures are repaired, all whilst engaging a total of 100 people in cash for work temporary livelihoods activities. It will also provide short term cash income for 500 people involved in clean-up activities. For more details, please refer the Results Framework section below.

Resources Required to Achieve the Expected Results

The project is costed at 2.6 million US\$, all of which is to be funded by the GoNL MinBZK. UNDP has pre-financed and fielded advisors that are required to supervise the interventions. UNDP will also establish long term presence in Sint Maarten, bringing to the table additional resources from its network, this includes livelihoods expertise that can assist in ensuring proper beneficiary selection and that international standards are met when it comes to site

selection, beneficiary selection, and standards and tools for community engagement and dialogue.

Partnerships

GoSXM will be a critical partner in the implementation of this project. First of all because GoSXM is the main interlocutor when it comes to ensuring coordination of efforts among the actors engaged in early recovery. These actors include UNDP, Red Cross (NL), Sint Maarten Development Foundation, UNICEF, ADRA, Yellow and White Cross, and others. GoSXM plays a critical role in ensuring that all these efforts are coordinated, in line with GoSXM priorities and policies, and in line with programs that GoSXM may itself undertake.

Another critical partnership is that with active NGOs and International Organizations on Sint Maarten. UNDP has had a close relationship to the Dutch Red Cross for some time, which has allowed both organizations the chance to harmonize efforts and standards when it comes to rates for repairs and cash-for-work expenses. Such coordination is critical for ensuring that early recovery efforts are perceived by all as “fair” and that there are not vast disparities in rates and standards between the actors who are engaged in the early recovery work.

Private sector and contractors responsible for carrying out the works are essential partners as well. They will not only deliver the results, they will also be obliged to work closely with UNDP staff in ensuring the involvement of community-based vulnerable individuals in cash-for-work programs to produce the results.

Risks and Assumptions

The key assumptions underlying this project are the following:

- Resilience is built through a “building back better”-approach, creating development as part of the recovery process
- Working consensus is established with the key actors on selection criteria, focus, approaches, division of labour, standards, rates, etc.
- Availability of contractors to carry out the work is not a factor that creates delay.
- People in communities currently out of a job are eager and willing to take part in cash for work programmes

For an overview of the risks related to this project, please refer to the annex labelled “risk log” (Annex 1).

Stakeholder Engagement

The key stakeholders to this project are the GoNL Min BZK, GoSXM, the Sint Maarten NGO community, community councils, as well as direct beneficiaries of the project.

All of these stakeholders will be engaged in the implementation of this project. As the donor, GoNL MinBZK will be engaged on a regular basis and consulted on any potential changes impacting the project. GoSXM will be engaged on everything from beneficiary selection, coordination, and policy coherence. The NGO community will be engaged on coordination and harmonization of standards. Beneficiaries will be directly engaged on all aspects of the work affecting them. UNDP is bringing in a livelihoods advisor and an engineer to ensure that both social and technical interests of beneficiaries are taken care of and protected. The engineer is a safeguard and insurance function to ascertain that “building back better”

actually takes place, whilst the livelihoods advisor ensures the involvement of vulnerable people in the cash for work efforts. Both experts also coordinate and collaborate with other stakeholders as earlier mentioned.

South-South and Triangular Cooperation (SSC/TrC)

Efforts will be made to bring in building back better expertise from the Caribbean Region, to ensure that knowledge on hurricane resistance from the region is utilized in the recovery efforts.

Knowledge

The project will apply best practices from related projects implemented in other countries in similar context such as Dominica, Vanuatu or others. Additionally, the intervention aims at capturing lessons learnt, both from its own interventions as well as from interventions on early recovery in Sint Maarten in general. How this knowledge will be systematized and disseminated is to be determined.

Sustainability and Scaling Up

At beneficiary level, on the job training will ensure employability for individuals engaged in repair and construction work. Whilst this project is a beginning when it comes to early recovery livelihoods, it is by no means the end. No matter how successful this project may be, there will be more needs for more long-term livelihoods efforts on Sint Maarten for the next couple of years. These efforts may include training of hospitality workers and other forms of vocational training and SME engagement. As such, this project is an early and initial effort towards livelihoods programming on Sint Maarten. More long-term work can be picked up come April and financed through the World Bank Trust Fund.

The building back better approach will aid long term resilience efforts and development. It will also aid disaster risk reduction efforts, a cross-cutting element of the Sustainable Development Goals (SDGs).

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Cost efficiency in this project is ensured through benchmarking with other actors engaged in early recovery work in Sint Maarten. This entails prices for all required inputs, ranging from materials to the day-rates of skilled and un-skilled labour.

To the extent possible, this project will source both labor and material locally from Sint Maarten, as this maximizes the chances of local economic impact through the trickle-down effect.

Project Management

The project will be implemented by UNDP following the Direct Project Management (DIM) modality. The project will be led by a Senior Early Recovery Advisor fielded by UNDP. S/he will be supported by expertise on livelihoods as well as on construction/engineering. The Senior Early Recovery Advisor will report to the UNDP Resident Representative based in the UNDP Multi-Country office located in Trinidad and Tobago.

The Senior Early Recovery Advisor will work in close coordination with UNDP Senior Recovery Advisor (based in Barbados MCO) that leads the implementation and provides

operational support in the context of the UNDP Recovery Programme in the Caribbean after hurricanes Irma and Maria covering Dominica, Antigua and Barbuda, British Virgin Islands and Sint Maarten.

Audits will be implemented as per UNDP's corporate audit policy.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: 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 Country Programme: Number of countries with National Adaptation Plans (NAPS) under implementation, Number of countries with at least 2 sector specific Disaster Risk Reduction strategies under implementation

Applicable Output(s) from the UNDP Strategic Plan: Disaster risk reduction (DRR), Preparedness, response and recovery

Project title and Atlas Project Number: Sint Maarten Recovering Back better (RBB)

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE	TARGETS	DATA COLLECTION METHODS
Output 1 500 households have their dwellings repaired to an internationally accepted standard following a "building back better approach" (and 50 vulnerable individuals - in mobile teams - from target/beneficiary communities have obtained livelihoods through a "cash for work" -program)	# of repaired dwellings to an internationally accepted standard.	Assessment reports, GoSXM lists, verification based on criteria	Estimated 12,713 dwellings affected, including 2,044 severely damaged and destroyed	500	Field verification through engineer
	# individuals who obtained livelihoods through a "cash for work"-program and obtained training	Community councils, volunteering, verification based on criteria	Nil	50	Field verification through livelihoods expert
Output 2 Selected sites are cleaned-up through labour intensive clean-up program involving 500 people in clean-up activities	# individuals who have obtained temporary livelihoods through a clean-up "cash for work"-program.	GoSXM lists, verification based on criteria	Nil	500	Field verification through livelihoods expert
	The selected sites can be verified as cleaned-up.	Field verification	N/A	Achieved in all selected sites	Field verification through engineer
Output 3 50 key community infrastructure sites repaired or rehabilitated through labour intensive works program	# of repaired community infrastructures	Assessment reports, GoSXM lists, verification based on criteria	Nil	50	Field verification through engineer
	# individuals who obtained livelihoods through a "cash for work"-program and obtained training	Community councils, volunteering, verification based on criteria	Nil	50	Field verification through livelihoods expert

VI. MONITORING AND EVALUATION

Monitoring and evaluation plan

In accordance with UNDP procedures and policies, the projects will be monitored through a monitoring and evaluation plan. An outline of this plan pertaining to this project is given below.

Monitoring activity	Purpose	Frequency	Expected Action
Track results progress	Progress data against the results indicators in the log-frame will be collected and analysed to assess the progress of the project in achieving the agreed results	Weekly, or in the frequency required for each indicator	Slower than expected progress will be addressed by project management
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log building on the above risk-table	Weekly	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
Learning	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	Bi-weekly	Relevant lessons are captured by the project team and used to inform project management decisions
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making	At least monthly	Performance data, risks, lessons and quality will be discussed with project stakeholders and used to make course corrections
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 project to ensure realistic budgeting over the life of the project. An end-of project review would be held to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences	Quarterly	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified

An end of project evaluation is currently not planned for.

VII. WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED BUDGET	
		Funding Source	Amount
<p>Output 1: 500 households have their dwellings repaired to an internationally accepted standard following a "building back better approach"</p> <p><i>Gender marker: 1</i></p>	500 households provided with USD1,700 grants for materials purchase.	GoNL MimBZK	\$850,000
	Identification of priority households	GoNL MimBZK	\$15,000
	Training of mobile team in batches (3 full days and on the job training) 10 teamleaders@USD75 per day and 40 apprentices @USD55 per day	GoNL MimBZK	\$8,850
	Tools for mobile teams (hammers, shovels, wheel barrows, chain saws, masks, helmets, boots, gloves)	GoNL MimBZK	\$30,000
	Stipends for mobile teams	GoNL MimBZK	\$177,000
	10 teamleaders@USD75 per day and 40 apprentices @USD55 per day	GoNL MimBZK	\$4,840
	Visibility (caps, t-shirts, banners) USD36 per set of t-shirt and cap and 2500 for banners	GoNL MimBZK	\$42,000
	UNDP Engineer	GoNL MimBZK	\$15,000
	UNDP Early Recovery Adviser	GoNL MimBZK	\$22,500
	UNDP Livelihoods and Economic Recovery Expert	GoNL MimBZK	\$1,165,190
	Total Programmable Costs	GoNL MimBZK	\$23,304
	UNDP DPC (2%)	GoNL MimBZK	\$93,215
	UNDP Direct Costs (8%)	GoNL MimBZK	\$1,281,709
TOTAL			

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED BUDGET	
		Funding Source	Amount
Output 2: Selected sites are cleaned-up through labour intensive clean-up program involving 500 people in clean-up activities <i>Gender marker: 1</i>	Stipends for clean-up teams (500 pax for 20 days)	GoNL MinBZK	\$550,000
	Clean Up Tools shovels (wheel barrows, chain saws, masks, helmets, boots, gloves)	GoNL MinBZK	\$75,000
	Project Local Supervisor	GoNL MinBZK	\$2,000
	Visibility (caps, t-shirts)	GoNL MinBZK	\$19,800
	UNDP Early Recovery Adviser	GoNL MinBZK	\$15,000
	UNDP Livelihoods and Economic Recovery Expert	GoNL MinBZK	\$22,500
	Total Programmable Costs	GoNL MinBZK	\$684,300
	UNDP DPC (2%)	GoNL MinBZK	\$13,686
	UNDP Direct Costs (8%)	GoNL MinBZK	\$54,744
	TOTAL		

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Funding Source	PLANNED BUDGET
			Amount
Output 3: 50 key community infrastructure sites repaired or rehabilitated through labour intensive works program	Identification of priority community infrastructure	GoNL MinBZK	\$15,000
<i>Gender marker: 1</i>	50 community infrastructures repaired (clinics, schools, market place, etc.) 50 priority structures @USD5000 a piece	GoNL MinBZK	\$250,000
	Training of mobile team in batches (3 full days and on the job training)	GoNL MinBZK	\$8,850
	10 teamleaders@USD75 per day and 40 apprentices @USD55 per day	GoNL MinBZK	\$30,000
	Tools for mobile teams (hammers, shovels, wheel barrows, chain saws, masks, helmets, boots, gloves)	GoNL MinBZK	\$177,000
	Stipends for mobile teams 10 teamleaders@USD75 per day and 40 apprentices @USD55 per day	GoNL MinBZK	\$4,840
	Visibility (caps, t-shirts, banners) USD36 per set of t-shirt and cap and 2500 for banners	GoNL MinBZK	\$42,000
	UNDP Engineer	GoNL MinBZK	\$15,000
	UNDP Early Recovery Adviser	GoNL MinBZK	\$22,500
	UNDP Livelihoods and Economic Recovery Expert	GoNL MinBZK	\$565,190
	Total Programmable Costs	GoNL MinBZK	\$11,304
	UNDP DPC (2%)	GoNL MinBZK	\$45,215
	UNDP Direct Costs (8%)	GoNL MinBZK	\$621,709
TOTAL			

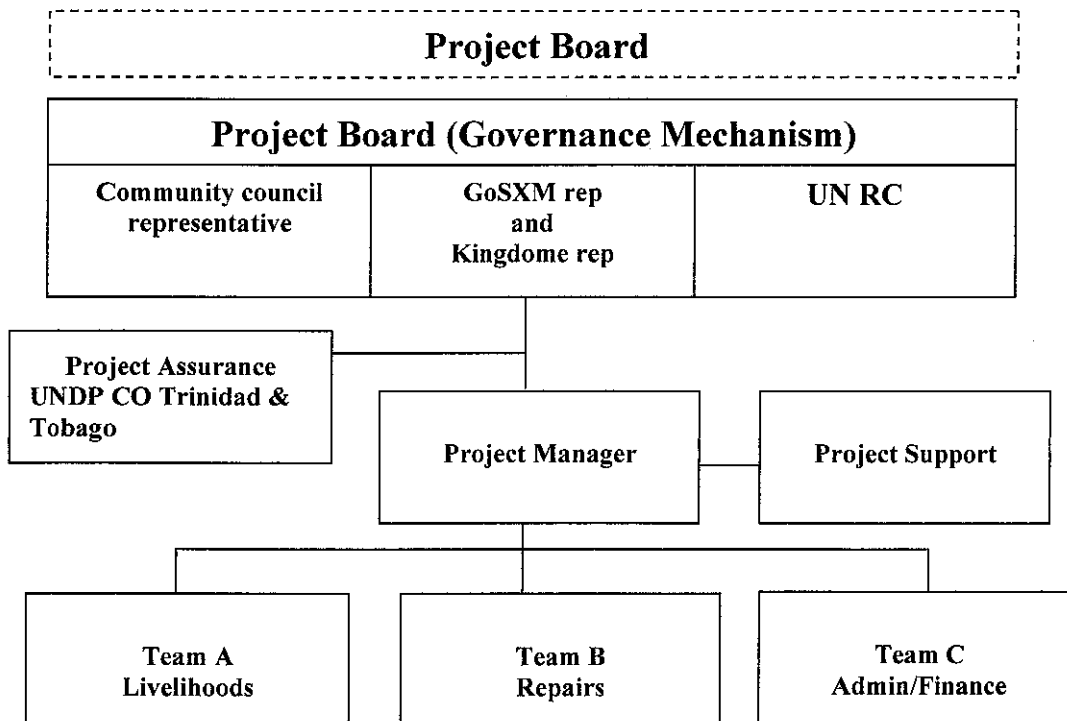
VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Day to day operations are led by the UNDP Senior Early Recovery Advisor, who manages a team of experts and contractors in order to implement the deliverables described in this project document. The UNDP Senior Early Recovery Advisor is supported by project support functions hired locally in Sint Maarten and also supported from finance, administration and procurement staff at the UNDP Multi-Country office based in Trinidad and Tobago.

The UNDP Multi-Country office in Trinidad and Tobago will also provide oversight and project assurance function. This will be achieved through monitoring of deliverables, as well as through field visits and internal control functions.

A project board will be established to provide strategic oversight. The board will have the mandate to provide strategic direction and endorse changes to the project, should such changes be required as per developments that may occur during the course of project implementation. The board will be chaired by the UN RC and will have members appointed by the Dutch Kingdom (as donor) and by GoSXM. The board will also have a member from beneficiary communities (a community council representative). The board will meet every quarter, or at a frequency determined by the board. The UNDP Senior Early Recovery Advisor serves as board secretariat.

An overview of governance and management arrangements are provided below.



IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNDP 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.

This project will be implemented by UNDP in accordance with its financial regulations, rules, practices and procedures.

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. 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.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. 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.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. 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, 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 this 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. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

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.

Annexes

Annex 1 - Risk-table

The below table gives an overview of the main risks associated with the project. The below assumes commencement as per the planned timeframe and availability of funds as per January 2018.

Risk	Probability	Consequence	Risk mitigation
Delays in identification of staff and personnel	Low	High	UNDP is already now drafting TORs and identifying the key personnel for this project
Delays in identification of contractors	Medium	High	UNDP has already started a discussion with VROMI and other partners on suitable contractors
Political delays (beneficiary identification, procedures for engagement)	Low/Medium	Medium	UNDP has already started a dialogue with Government and other partners (NGOs) on lists and harmonization of standards for cash for work fees
Election creates unrest and delays	Low/Medium	Medium	As much as possible, the work will be at an advanced stage by the time of the elections, so that disruptions will be minimized (see gantt-chart for details)
Difficulties in finding workers for mobile teams and for clean-ups	Low/Medium	High	UNDP will work with contractors to identify workers who correspond to pre-defined criteria
Delays among beneficiaries, due to competing schemes from various NGOs and providers	Low/Medium	High	This risk is already under mitigation through ongoing coordination efforts among actors, including the UN and the Red Cross and others
Repair works take place without proper "building back better"-oversight	Low/Medium	High	UNDP will hire a professional engineer with relevant experience to ensure the technical quality of the works

Annex 2 – Gantt-chart: indication of the expected result achievement broken down by month and weeks

Result achievement and activities by time period	Dates listed indicates the first day of the week in which the results are intended to be achieved																									
	Jan-01	Jan-08	Jan-15	Jan-22	Jan-29	Feb-05	Feb-12	Feb-19	Feb-26	Mar-05	Mar-12	Mar-19	Mar-26	Apr-02	Apr-09	Apr-16	Apr-23	Apr-30	May-07	May-14	May-21	May-28	Jun-04	Jun-11	Jun-18	Jun-25
Completion of beneficiary list house repairs, clean-up sites list, community infrastructure sites list																										
Recruitment of personnel (neighborhoods advisor, engineer?)																										
Procurement of contractors (house repairs, clean-ups, community infrastructure)																										
Identification of cash for work beneficiaries to work in mobile teams completed																										
Procurement of tools and equipment																										
Training of mobile teams (on site) house repairs																										
Training of mobile teams (on site) community infrastructure																										
Batch 1 of clean-up (20 working days, 100 people)																										
Batch 2 of clean-up (20 working days, 100 people)																										
Batch 3 of clean-up (20 working days, 100 people)																										
Batch 4 of clean-up (20 working days, 100 people)																										
Batch 5 of clean-up (20 working days, 100 people)																										
Closing ceremony clean-up program																										
House repair: first 100 households																										
House repair: Household 100-200																										
House repair: Household 200-300																										
House repair: Household 300-400																										
House repair: Household 400-500																										
Closing ceremony house repair program																										
Community infrastructure: Site 1-10																										
Community infrastructure: Site 11-20																										
Community infrastructure: Site 21-30																										
Community infrastructure: Site 31-40																										
Community infrastructure: Site 41-50																										
Closing ceremony community infrastructure repair program																										

Note: The above stipulates a break in work during the election week. If the work can indeed go ahead during the election week, it will indeed go ahead.