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Resilient nations.

PROJECT DOCUMENT

Project Title: Caribbean Recovery and Resilience Programme (CariPro)

Project Number:

Implementing Partner: UNDP

Start Date: 1 Sept 2018 **End Date:** 31 Dec 2019

PAC Meeting date: 13 July 2018

Brief Description

UNDP Multi-Country Office in Barbados will work in the Irma and Maria hurricanes recovery process in Dominica, Antigua and Barbuda and the British Virgin Islands. The project aims to create the conditions to consolidate early recovery efforts, building back better (BBB) and to facilitate investments in resilience in the affected islands.

Early recovery interventions have proved to be critical in this process as they serve as an entry point for long-term engagement to address the fundamental drivers of vulnerabilities. While this is a key step in the aftermath of the disaster, it is essential to also plan and invest for the medium and long-term resilience.

The project will address this strategy through the following 5 outputs:

- Output 1: Gender responsive recovery strategies developed and implemented at regional, national and local levels
- Output 2: National efforts on housing repairs upscaled, and critical community infrastructure reconstructed and rehabilitated
- Output 3: Livelihoods and income generating activities supported and local economies stimulated
- Output 4: Multi-hazard risk reduction measures implemented
- Output 5: Regional partnerships supported and knowledge promotion enabled

Barbados MCO will work closely with multiple partners including governments, national institutions, local stakeholders, affected communities, bilateral donors, South-South Cooperation Office and International Financial Institutions such as the World Bank (WB) and the Caribbean Development Bank (CDB). This collaboration will also extend to other UN agencies, NGOs and other UNDP COs supporting disaster recovery such as Jamaica and Trinidad and Tobago.

UNDP’s Crisis Response Unit (CRU), the Bureau for Policy and Programme Support (BPPS) and the Regional Bureau for Latin America and the Caribbean (RBLAC) will contribute with financial resources and technical assistance over the project activities as well as the Regional Hub based in Panamá.

Contributing Outcome (MCO MSDF):
Outcome 4.1.2. No. of countries where sustainable, resilient and resource-efficient construction and retrofitting has been carried out in at least one government building





Outcome 4.1.4. No. of countries with National Adaptation Plans or Disaster Risk Reduction and Climate Resilient strategies under implementation

Total resources required:	4,494,444	
Total resources allocated:		
	RBLAC:	220,000
	BPPS	750,000
	CRU	500,000
	Regional	444,444
	Denmark¹	540,000
	Romania²	100,000
Unfunded:	1,980,000	

¹ Agreement with donor to be signed.

² Agreement with donor to be signed.

Agreed by (signatures):

Government of Antigua and Barbuda	Government of the Commonwealth of Dominica	Government of the Virgin Islands	UNDP
 Print Name: Philmore Mullin	ANDERSON PRILLON Print Name: 	 Print Name: Bradrick Penn	Chisa Mikami Print Name: 
Date: 3/9/18	Date: 17/09/2018	Date: 19-Sep-18	Date: 15 October 2018

I. DEVELOPMENT CHALLENGE

Background

The 2017 Atlantic hurricane season was particularly active. Of the 17 named tropical storms, 10 were hurricanes occurring consecutively, and of those, six were major hurricanes (category 3 and stronger). The hurricane season was particularly active not only for the frequency of the hurricanes, but also for their intensity. Of the six major hurricanes, three made landfall in the Caribbean and four on continental US causing tragic loss of life and widespread devastation.

Table 1 -Summary of Post-Disaster Needs and Impacts

Irma, the most powerful hurricane recorded over the Atlantic, made landfall as hurricane category 5 in Anguilla, Antigua and Barbuda, the British Virgin Islands (BVI), Dominica, St. Kitts and Nevis, Montserrat, Turks and Caicos (TCI), the northern border of Haiti and the Bahamas. 169,000 people and 75,000 buildings were exposed to wind speeds higher than 252km/h. and 5.5 million people lived in areas exposed to winds in excess of 120km/h. At least 37 people have been reported dead.

IRMA most impacted Islands	Need for Assistance (ACPAS)	Impact (ACAPS)
Anguilla	Low	Major
Antigua	Moderate	Very low
Barbuda	Moderate	Major
Bahamas	Not required	Very low
BVI	Significant	Major
Sint Maarten	Low	Significant
Turks and Caicos	Low	Significant ³
Dominica	Significant	Major ⁴

The situation further deteriorated as hurricane Maria made landfall as a catastrophic category 5 hurricane in Dominica on 18 September, also affecting Guadeloupe, Martinique, Puerto Rico, St. Kitts and Nevis, Montserrat and the US and the British Virgin Islands. With 260 km/h maximum sustained wind speeds, hurricane Maria passed over Dominica affecting some 57,000 people (about 80% of the total population). According to the Prime Minister of Dominica address to the UN General Assembly "Dominica is pure devastation".

In both events, critical infrastructure - including electrical lines, houses, public buildings as government offices, schools and hospitals and private structures key to the economy and people's livelihoods (e.g. hotels and fish processing plants) were significantly damaged. Between 70-90% of houses were damaged in Barbuda, Anguilla, Bahamas, Turks and Caicos, Dominica and the British Virgin Islands. 1.2 million people have been affected by damage to water infrastructure. In Anguilla and Barbuda, 70-90% of infrastructure has been destroyed. 32,000 people have been displaced, with 17,000 of these in need of shelter. An estimated 20,000 children have been affected throughout the region. In Dominica, 90-95% of roofs were damaged or destroyed and 57,000 people (about 80% of the total population) are directly affected.

In terms of socio-economic impacts and associated needs, post disaster needs assessments (PDNA) and damage and loss assessments (DALA)⁵ have provided useful information on gender based socio-economic concerns, noting the need to ensure that women's care giving responsibilities and unique vulnerabilities are addressed in the recovery process, as well as the need for the restoration of livelihoods for both women and men.

The PDNA for Dominica on Hurricane Maria for example noted that impacts of "Hurricane Maria has significantly increased social vulnerability in Dominica. This vulnerability includes: increased reliance on negative coping methods, including drug and alcohol especially by men; increased GBV, including transactional sex for goods and supplies; lack of access to health services among women, the elderly and persons living with disabilities; and lack of food security especially for households that depend on subsistence farming by women. This can lead to increased social instability on the island and lack of productivity.⁶" It was recommended that grants for labour for women farmers as well as equipment and materials including seeds, livestock and basic farming tools needed to be provided as part of recovery requirements⁷.

The Antigua and Barbuda PDNA findings included that "Women who were not employed by the government or the Council either worked in tourism or in the food industry, selling fish and seafood. Those most concerned about employment were those who worked in tourism. They were no longer employed and were unsure of how they would

³ Assessment Capacities Project, Irma brief

⁴ Mission assessment, ACAPS not available

⁵ ⁵ Total Damage and Loss estimated at US\$2.6 billion (ECLAC 2018)

⁶ Post Disaster Needs Assessment Hurricane Maria, September 18 2017 - A Report by the Government of the Commonwealth of Dominica, pg. 128.

⁷ Ibid pg. 128.

be able to transfer their skills. Some men interviewed indicated that they found employment in construction in Antigua, however others were not working. Those men who were fishermen were keen to return to Barbuda to reengage in their source of livelihood.⁸

Assessments published recently⁹ estimates that “the total cost of Hurricane Irma in British Virgin Islands is US\$ 2.6 billion. This cost consists of three elements: direct physical damage, revenue and other income losses, and additional costs—such as debris removal. Of this total, damages are estimated at US\$ 1.9 billion. Productive sectors suffered 50 per cent (US\$ 960 million) of the total damage, followed by social sectors, 35 per cent, and infrastructure, 15 per cent. Losses are estimated at US\$ 444 million, of which 82.2 per cent is in the productive sectors, 13.7 per cent infrastructure sectors and 3.2 per cent social sectors. Additional costs are estimated at US\$ 194.5 million, of which 52.1 per cent is in the infrastructure sectors, 33.7 per cent social sectors and 14.0 per cent productive sectors.

Overall, the sector most affected by the hurricane is tourism, sustaining 52.3 per cent of total costs, 49.5 per cent of damage and 81.5 per cent of total losses. Hotel infrastructure is severely damaged and will not be fully operational until 2019. Tourism losses amount to US\$ 361.8 million, of which US\$ 121.5 million occurs in 2017, US\$ 217.3 million in 2018, and US\$ 22.0 million in 2019. Public sector assets account for 14.5 per cent of the total damage, 9.5 per cent of the total losses, and 43.9 per cent of the additional costs. The public sector must spend US\$ 243.3 million to replace damaged assets. In a reconstruction process it is expected that this expense will be greater than damage estimates due to improvements not only in quality but also in disaster risk reduction”.

In the BVI, given the specific vulnerabilities of women, the DALA found that there is a critical need for “affirmative steps to promote women’s access to economic resources in recovery as women are more likely than men to be affected by loss of employment in the tourism industry without commensurate increased opportunities to work in construction.”¹⁰ The DALA further underscores that gender-responsive recovery efforts should consider “ensuring the availability of decent and sustainable employment opportunities, expanding training programmes that provide support and mentorship, and facilitating access to credit, business knowledge, financial services and technical assistance to women them develop their micro and small businesses”, particularly in the Sister Islands.

Core Problems

The passage of the two category 5 hurricanes highlighted critical weaknesses in climate change readiness in the affected countries, and also served to compound existing structural socio-economic inequalities. Major damages were experienced in countries’ housing sectors, with between 85% and 95% of the housing stock in Dominica and Barbuda sustaining damage. In the BVI, houses throughout the Territory suffered wind damage to roofs and walls, water damage as a result of rain intrusion, or the impact of flying debris. Livelihoods were also significantly impacted, particularly in the agricultural, tourism and small business sectors, which account for substantial levels of employment and economic flows for many of the most vulnerable groups. There is likely to be increased unemployment in coming months as a result of hurricane damage to productive sectors of the economy, creating a risk of increases to poverty and social inequality. Immediate response and early-recovery activities in these and other sectors required substantial coordination and capacity, much of which was lacking in the affected countries. The objective of the activities outlined in the Strategy section is therefore to support Government’s and local communities in their efforts to address these systemic problems and their underlying causes.

⁸ Hurricane Irma Needs Assessment: A Report by the Government of Antigua and Barbuda 2017.

⁹ ECLAC Assessments of the Effects and impacts caused by Hurricanes Irma and María British Virgin Islands, August 2018

¹⁰ Assessment of the Effects and Impacts of Hurricanes Irma and Maria - British Virgin Islands, Preliminary Report, ECLAC 2018

Table 2 - Summary of Key Problems and Impacts

KEY PROBLEM	CAUSES	CONSEQUENCES
Weak building standards employed in the housing sector	<p>Higher financial costs of compliance with building standards/codes</p> <p>Limited fiscal space for government monitoring of compliance with building standards</p> <p>Limited local expertise in the construction sector to implement climate-resilient building</p>	<p>Catastrophic impacts on housing stock because of extreme weather events</p> <p>High human impact, including economic loss and physical displacement</p> <p>Increased safety and security risks due to exposed homes and increased reliance on emergency shelters</p>
Livelihoods not adapted to be resilient to climate change	<p>Lack of awareness of climate-resilient farming practices</p> <p>Limited access to micro-finance for MSMEs</p> <p>Lack of updated, gender responsive sector-level disaster response plans</p>	<p>Extensive damage and loss in key sectors following extreme weather events</p> <p>High levels of unemployment following extreme weather events due to loss of infrastructure and assets</p> <p>Collapse of government personal and business tax revenue following extreme weather events</p>
Lack of comprehensive gender-responsive disaster preparedness and management systems	<p>Limited access of women and other marginalised groups to national climate-related decision-making processes</p> <p>Limited local capacity for gender responsive disaster management and recovery planning</p> <p>Absent/weak coordination mechanisms among relevant agencies</p> <p>Weak preparedness arrangements for recovery</p> <p>Ineligibility for official development assistance (ODA) for capacity/institutional strengthening</p>	<p>Sustained, disproportionate impacts on women and other vulnerable groups in post-disaster situations</p> <p>Heavy reliance on international support for all aspects of response and recovery</p>

Response to Date

Following the hurricanes, the CCRIF SPC provided payouts to the affected countries whose policies were triggered. Barbuda received US\$7 million while Dominica received US\$19 million. Turks and Caicos received a combined payout of US\$14.8 million for excess rainfall in advance of hurricane Irma and for the damages caused by the hurricane itself.

On the humanitarian front, OCHA released a regional response plan for the Irma's impacted countries but did not launch a flash appeal. The regional response plan includes early recovery as one of the four objectives and a UNDP-lead sector was dedicated to Early recovery (1.7 million). The CERF allocated USD 2 million of which UNDP and UN Women received 300,000 mostly for debris and solid waste management.

UNDP immediately deployed first responders to the most impacted island (Turks and Caicos, Saint Maarten and Barbuda). In Dominica, UNDP led a Crisis Management Unit linking relief and recovery at the request of the UN Secretary General. UNDP also made allocations to each country to assess recovery needs. In TCI, UNDP contributed to the United Nations Disaster Assessment and Coordination (UNDAC) mission and supported the PDNA in Barbuda with coordination and sectorial expertise. UNDP also coordinated and provided sectorial expertise to the PDNA in Dominica. In Sint Maarten, UNDP coordinated the preparation of a UN wide recovery proposal for the consideration of the Dutch Government. Four quick impact projects submitted by UNDP to the Netherlands have been funded.

Countries / territories	Funding
Barbuda	USD 25,000
Dominica	USD 50,000
Turks and Caicos	USD 25,000
Saint Maarten	USD 25,000
Regional UNDP	USD 500,000
Regional CERF	USD 300,000

UNDP personnel on the ground coordinated i) work on early recovery in close partnership with the governments, other UN agencies, NGOs and private sector organizations to support immediate early recovery activities at the national level, ii) national recovery assessments, planning and programming and iii) regional engagement to strengthen resilience in the region on the longer term.

During the emergency phase UNDP provided advisory and post-disaster assessment services to the Government in Dominica, Antigua & Barbuda and BVI. Recovery programme teams are still present in Dominica, Antigua & Barbuda and BVI supporting emergency employment initiatives, recovery planning, and housing reconstruction. The emergency employment programme provided an immediate source of income to workers and also supported in restoring other livelihoods through clearing agricultural sites, road access and on-site debris around micro and small businesses. UNDP is continuing to work with the Governments of Dominica and Antigua and Barbuda to restore housing, with high quality roofing materials, being installed by government and NGO partners according to improved housing standards, which UNDP also supported.

Advisory support provided ensured guidance to assessment processes for reconstruction. In collaboration with the Ministries responsible for housing in Antigua & Barbuda and in Dominica, building damage assessments (BDAs) were undertaken. The BDAs enabled crucial information gathering, such as the level of damage, the types of material required, the volume of debris that will need to be managed, as well as the number of affected people by age, gender and other key information. These assessments are informing housing reconstruction planning.

II. STRATEGY

Beyond the immediate impact in the affected islands, the 2017 hurricane season highlighted existing gaps in the overall disaster preparedness/risk reduction and in the resilience levels of the Caribbean region. With the increasing frequency and intensity of the hurricanes due to climate change, it becomes even more compelling to adopt a long-term approach and invest in strengthening resilience to these events.

This project aims at addressing the root causes of vulnerability proposing a sound and results oriented theory of change.

As noted above, the impact of Irma and Maria has highlighted and further compounded key factors that contribute to peoples' socio-economic vulnerability i.e. exposure to hazards and stresses; inadequate infrastructure, fragile livelihoods; financial constrains; and limited national and local capacities. The project builds upon linkages between these factors, as well as ideas for action to promote resilience.

Supports towards sustainable livelihoods will address diversification, resilience to climate change, sustainable practices and development of added value chains. Strategic investments in climate change adaptation measures will be designed and piloted to demonstrate the value of innovative experiences and catalyse the expansion of successful programmes to produce the largest/most sustainable impacts.

The project will promote the application of best practices and lessons learnt from other post disaster contexts for the elaboration of gender responsive and people centred recovery strategies. This, together with the provision of support to ensure adequate national and local planning and implementing capacities as crucial to identifying and addressing the root causes of vulnerability both in terms of physical infrastructure and socio-economic vulnerability, including addressing social protection deficiencies and how these can be addressed to support short and long term recovery efforts.

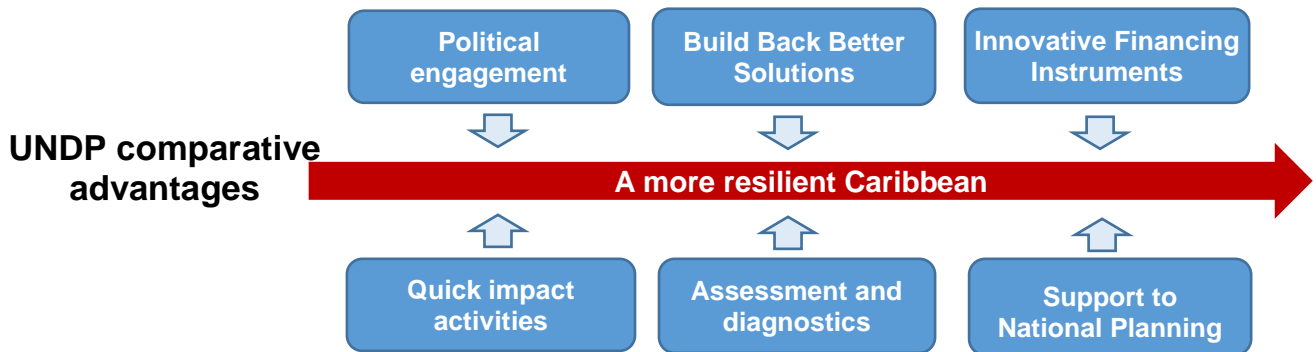
This will only be possible by benefiting from the knowledge and experience of other countries, institutions, experts and communities, the same way others will benefit from knowledge products and partnerships this initiative will contribute to elaborate and disseminate with the purpose of contributing to improve the global recovery "Theory of Change".

To this end, UNDP's recovery strategy will be twofold: to create the conditions to build back better and to facilitate investments in resilience building in the affected islands. With development as its core mandate, UNDP engages in recovery with the very purpose of putting countries back on the path of sustainable development and strengthening their resilience. Early recovery interventions are a key step in this process and need to serve as an entry point for long-

term engagement to address the fundamental drivers of vulnerabilities. UNDP needs to engage rapidly on the ground and sustain its investment to become a relevant partner for the long-term.

UNDP will pursue its strategy at both national and regional levels. UNDP has established medium term presence and teams in Dominica, Antigua and Barbuda, British Virgin Islands.

The teams are providing technical assistance and supporting the implementation of recovery initiatives. Leveraging the political momentum and awareness created by the hurricane season, the immediate support through early recovery interventions opened the national dialogue for policy change toward strengthening resilience. While this is key step at national level, it would be essential to create a similar dynamic at regional level to sustain the adoption of a transformative approach across the Caribbean.



The issues observed in the affected countries are mostly related to governance. Specifically:

- Limited integration of gender responsive climate and risk reduction measures into policies and of their implementation;
- Outdated or inadequate building codes and/or inconsistent application in the infrastructure and housing sectors;
- Land use not informed by risk assessment and/or standards not applied/enforced;
- Presence of pockets of vulnerable populations - comprising people who are income poor (especially female household heads/women with increased burden of care), migrants and undocumented persons.
- Lack of access to concessional financing, resilience funding and climate and disasters funds

UNDP’s 2018-2021 Strategic Plan supports countries to end extreme poverty, reduce inequality, and achieve the goals of the 2030 Agenda for Sustainable Development. The Plan offers innovative approaches and services to Member states to address persistent development issues, through partnership, interconnectivity, flexibility and country-specific support.

The project will directly focus on the UNDP SP development setting of building resilience to shocks, with a specific mandate to support reduced vulnerabilities to climate-related risks. Through various regional, national and local interventions, CariPro will work to support the creation of sustainable livelihoods in furtherance of Signature Solution 1, while contributing to improved institutional and community capacities related to national disaster management under signature solution 3. Finally, these interventions will focus on the most vulnerable, with a specific emphasis on women, who are disproportionately impacted by natural disasters.

The Strategic Plan stresses the importance of helping countries to prevent crisis and recover faster. UNDP works to help countries to reduce the risk of disasters, and adapt to the impacts of climate change, by building resilience that addresses the development processes themselves. This involves providing policy advice, technical assistance, finance and programmes, tailored to country needs, to accelerate progress towards the Sustainable Development Goals.

The project will contribute toward the Sub-Regional Programme Document (CPD) objectives of supporting climate change adaptation and mitigation measures in line with countries’ intended nationally determined contributions pledges across sectors.

The United Nations Multi-Country Sustainable Development Framework (UN MSDF) for the Caribbean is closely aligned to UNDP’s Strategic Plan. Priority area 4 of the MSDF “A Sustainable and Resilient Caribbean” focuses on strengthening institutional and community resilience at both regional and national levels, focusing on “policies and programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy. The MSDF therefore calls for coordinated support to governments to put measures and strategies in place to examine climate change, disaster risk reduction and mitigation, and environmental degradation, and make the link to underlying

development issues such as health, livelihoods, poverty, and human rights. Strengthening adaptive capacity, data and information management, and the protection of populations vulnerable to climate change and disasters are emphasized.

Within the context of the hurricane recovery and guided by the UNDP Strategic Plan, MSDF and CPD, this proposal envisions that UNDP will provide expert advisory, programmatic and operational support to national governments and partner agencies in the Eastern Caribbean, by grounding recovery strategies, plans and implementation in principles of resilience and risk reduction.

UNDP brings its core mandate of sustainable and inclusive development to support recovery processes: the community-based and capacity building approach, the focus on gender equality and the empowerment of women, the support to human rights for development, the focus on institutionalizing processes at a national and sub-national level, and its multidisciplinary work – including governance, livelihoods and environment.

The approach is guided by the two international frameworks: The outcome of the World Humanitarian Summit and the Sendai Framework for Disaster Risk Reduction 2015-2030. The World Humanitarian Summit Framework reached 32 core commitments through 7 round tables, including calls for strengthened gender perspective in humanitarian crisis settings.¹¹ In particular, the 6th round table, “Natural disasters and climate change, managing risks and crises differently” concluded with core commitments that are significant to this project. Through the proposed interventions, UNDP will work to reinforce national and local management of disaster and climate change risks (core commitment 24); implement risk reduction and climate change strategies and plans (core commitment 23); and build community resilience as a critical first line of response (core commitment 26). Further, the project will deliver on the shifts/changes in direction agreed in the WHS Framework. In particular, the proposed interventions of this project will be guided by the suggested direction under the core responsibility 4, “Working differently to end need,” including: to reinforce, not replace, national and local systems; to anticipate, not wait for, crises; and to deliver collective outcomes by transcending humanitarian-development divides¹².

These efforts also deliver on the Sendai Framework, especially under Priority area for action 4: Enhancing disaster preparedness for effective response and to “build back better” in recovery, rehabilitation and reconstruction. This priority facilitates the link between relief, rehabilitation and development and the use of opportunities during the recovery phase to develop capacities that reduce disaster risk in the short, medium and long term. Disaster risk reduction is integrated into recovery with recognition of gendered perspectives, through measures such as land-use planning, structural standards improvement, and the sharing of expertise, knowledge, and lessons learned to integrate post-disaster reconstruction into the economic and social sustainable development of affected areas.

Proper transition planning, including technical expertise (training), operating processes and use of physical and financial resources will be designed from the beginning of the intervention so results are sustained and expanded. These plans will be developed in a participatory and inclusive way with a focus on encouraging participation of women and marginalised groups. This process will include the development of institutional frameworks, supporting legislation and budget for agencies in each country to will support long-term planning, implementation and evaluation of recovery and rebuilding activities

To facilitate the greatest level of participation and encourage national ownership, a stakeholder mapping exercise will be undertaken during inception and a stakeholder engagement plan developed to guide country-level interactions for all of relevant outputs.

Priority Areas of Intervention

Given the scale of impact of hurricanes Irma and Maria, national capacities and request of support, **Dominica, Antigua and Barbuda and British Virgin Islands (BVI)** have been identified as priority countries.

UNDP’s support to recovery in these Caribbean islands will be comprehensive and gender responsive, and is being anchored in the resilience-based approach as expressed in UNDP’s Strategic Plan. This involves supporting resilient housing, creating gender-responsive employment and livelihoods, and building capacities at national, sub-national,

¹¹ Core WHS commitments include: 1) empower Women and Girls as change agents and leaders; 2) ensure universal access to sexual and reproductive health and reproductive rights

¹² World Humanitarian Summit: Commitments to Action

https://www.worldhumanitariansummit.org/sites/default/files/media/WHS%20Commitment%20to%20Action_8September2016.pdf

community and individual levels for disaster preparedness and recovery. This approach enables bridging of humanitarian and long-term development efforts, reduces risks and builds resilience.

The primary objective of UNDP's recovery programme is to provide comprehensive support to address the immediate and long-term recovery needs of individuals, households and communities affected by the hurricanes while enhancing capacities within the Government and communities to manage risks arising from disasters and climate change in gender responsive ways. UNDP will implement a programme for recovery that has three distinct strands: the first to provide advisory services for the national and local governments for gender responsive planning, implementation and coordination of recovery; the second to help communities "build back better" from the impacts of the disasters; and the third to improve disaster risk reduction systems, promote resilience and preparedness for recovery.

Benefiting from lessons learnt from past evaluations, the project will invest human and financial resources in developing a communication strategy that will serve provide the public with information on the objectives and later the results of the interventions. Elements of the communications strategy will increase the visibility of the partners, placing particular emphasis on highlighting South-South and Triangular cooperation interventions.

National level

National level project plans will clearly articulate and implement activities that mainstream gender equality outcomes at all steps of the planning, implementation and monitoring process. This includes prioritising at least 15% of each national budget to be spent on activities/interventions which have gender equality as a significant if not principal objective. Results should reflect the gender equality outcomes/impacts made as a result of project activities and evidence should be produced to reflect the same. Following on the above, during the inception phase of the project the Results Framework will be revised to reflect related outputs, indicators and targets.

In support of the above, UNDP is providing immediate support to national and local authorities to bring affected communities back to normalcy through early recovery interventions. These interventions are also serving to establish a dialogue with respective governments toward medium to long-term engagement and collaboration in the recovery process and resilience building. Based on individual context, UNDP will extend its support to provide guidance and technical assistance for gender responsive recovery planning and implementation and strengthening of climate and disaster risk governance arrangements. Based on needs identified in national recovery plans, UNDP intervention will be focused on the following priorities:

- Gender responsive recovery planning and implementation, including support for the establishment of national recovery coordinating agencies/platforms.
- Housing repairs and reconstruction as well as rehabilitation of community infrastructure
- Restoration of livelihoods and local economies
- Multi-hazard risk reduction measures and long-term resilience
- Partnership engagement and knowledge promotion

UNDP will seek opportunities for collaboration and coordination with other UN agencies and the international financing institutions on the ground. Particularly, UNDP will work in close relationship with the Caribbean Development Bank (CDB) and the World Bank (WB) in assessing the needs, elaborating recovery frameworks and considering financing options.

Regional level

In addition to the national governments, UNDP will also engage with regional institutions such as CARICOM, Organisation of Eastern Caribbean States, Caribbean Disaster Emergency Management Agency (CDEMA) and the Caribbean Community Climate Change Center to mobilise consensus on and action toward *how to pursue and finance resilience in the Caribbean*. While recognising the importance of supporting gender responsive recovery through concrete in-country interventions, there is also a recognition of the necessity to focus on long-term resilience building in the region capitalising on the current political momentum.

UNDP envisages the implementation of partnership engagement for resilience in the Caribbean. With that purpose, UNDP will undertake an analysis of the concrete partnership opportunities in the three countries and territories and those for new financing tools to build resilience in the region. Consultations will be undertaken with all relevant partners on the ground, namely: regional organisations (CARICOM, CDEMA, CDB, OECS, etc.), national governments, donor community (DFID, Netherlands, EU, ACP, etc), private sector (including insurance companies) and other international

organisations engaged in the Caribbean (UN system, WB, etc). The analysis aims to clearly identify the entry points for regional action and investigate whether there is space to create transformative partnerships for the Caribbean.

Among the areas of engagement for these partnerships are as follows:

- Private sector - including the insurance sector;
- Governance arrangements for gender responsive climate and disaster risk reduction (building on the national diagnostics);
- Financing gender responsive recovery and resilience;
- Investing in renewable energy.

III. RESULTS AND PARTNERSHIPS

Expected Results

In response to the needs and priority areas identified, the project will assist in the planning and implementation of gender responsive Recovery Strategies at regional, national and local levels as well as the definition and implementation of housing, infrastructure and livelihoods programmes, promoting resilience and long term sustainable development in the context of the 2030 agenda.

In parallel, working in a high level political engagement will enable the implementation of concrete measures to strengthen resilience and build back better.

The project principal objective is “To strengthen the partnerships with Caribbean Government for long-term engagement” will contribute to Regional programme outcome 4. “Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change” (Strategic plan outcome 5).

The project objective will be achieved through 5 expected results:

Output 1: Gender responsive recovery strategies developed and implemented at regional, national and local levels

Under this output the project will provide assistance to Dominica, Barbuda and British Virgin Islands governments with technical, policy and implementation support to facilitate gender responsive post-hurricane recovery.

A primary emphasis will be placed on strengthening national expertise, policy and planning and boosting institutional implementing capacity, including for the inclusion of women and other marginalised groups in national decision making and implementation processes. UNDP will support national partners during the transition, from early recovery, to long term recovery and sustainable development with high emphasis on gender responsive planning for building back better (BBB). Interventions will therefore be gender responsive and will contribute to the safe restoration of affected communities.

Additionally, efforts will be made to strengthen the national and local coordination capacity of the recovery process. This involves the set-up of project management offices for planning and coordination of recovery, technical capacity building, assistance to governments in the design of institutional arrangements to undertake gender responsive recovery processes including for the establishment of recovery structures under the leadership of the government and informal diagnosis of the disaster management systems.

There will be a focus on enhancing standards and approaches for resilience to disaster and building back better in current recovery efforts. Particular attention will be paid to include measures for BBB in plans and sectoral interventions, leveraging ongoing relevant activities and expertise.

Activity Result 1.1 National Governments received technical expertise and know-how for gender responsive recovery planning and programme implementation.

- Action 1.1.1: Dominica
- Action 1.1.2: Antigua and Barbuda
- Action 1.1.3: BVI

Activity Result 1.2 National/local authorities have access to the appropriate systems and institutional capacity to implement and coordinate recovery

- Action 1.2.1: Dominica
- Action 1.2.2: Antigua and Barbuda
- Action 1.2.3: BVI

Activity Result 1.3 Sub-regional, national and local capacities for gender responsive crisis preparedness, response and resilience promotion strengthened

- Action 1.3.1: Multi-country

Output 2. National efforts on housing repairs upscaled, and critical community infrastructure reconstructed and rehabilitated

Building upon the experience on house repairs and re-roofing in partnership with the Government of China, teams on the ground will continue the support in the areas of housing repairs, reconstruction and rehabilitation of infrastructure, with focus on impact at local level. This may include the expansion of interventions on schools, hospitals, government structures and other priority buildings. The project will promote the provision of basic services associated with housing and households needs taking into account risks of overcrowding, safe access to community spaces and the corresponding burden of care of single female headed households to ensure household safety and the safety of children and elderly persons.

Any intervention will adhere to international sustainability and environmental standards; this includes debris and waste management and design and construction of new houses among others.

Boosting national and local capacities will be a main component in all activities.

All interventions on housing repairs and reconstruction, and rehabilitation of community infrastructure will be always guided by the BBB and long-term resilience and self-sufficiency principles. Impact, national ownership and sustainability will be key criteria for the evaluation of activities.

Close and efficient collaboration with colleagues in the Panama Regional Hub will be paramount for the success of the project, particularly in programmatic areas and operational support for procurement.

Activity Result 2.1 Housing repairs and reconstruction.

- Action 2.1.1: Dominica
- Action 2.1.2: Antigua and Barbuda
- Action 2.1.3: BVI

Activity Result 2.2 Rehabilitation of infrastructure, with focus on impact at local level.

- Action 2.2.1: Dominica
- Action 2.2.2: Antigua and Barbuda
- Action 2.2.3: BVI

Output 3: Livelihoods and income generating activities supported and local economies stimulated ¹³

The interventions designed will be guided by the recommendations from PDNA's and other relevant documents and build on the experience with emergency employment initiatives. Although the specific focus and goals will be defined individually with relevant national institutions depending on country context and populations needs, interventions will work towards gender responsive and sustainable medium and long-term livelihoods that may include tourism, crops, livestock, forestry, fishing, micro, small and medium enterprise and others. As much as possible, medium and longer-

term interventions on local economic recovery will be designed with resilience and sustainability in mind, for example investing in climate smart agriculture and tourism opportunities.

Activities to achieve this output will address the needs of the most vulnerable and at risk groups – including those who are income poor, migrants and undocumented people – with no or limited access to services and benefits during the first months or so after the hurricane, due to the destruction of their means of livelihoods (e.g. agriculture/fishing equipment, etc.) or due to closure/suspension of businesses in which they are employed undergoing restoration (mostly hotels and tourist services).

Livelihood/income generating interventions will enable the most vulnerable and at risk to access critical goods and services while they await reconstruction of their homes and reestablishment of substantive economic activity. Essential public goods and services (e.g. health facilities) and transport networks are at varying levels of operability among the countries; in some islands, the entire population has had to temporarily relocate.

To support the achievement of sustainable outcomes, data collection activities will be undertaken in target communities to inform livelihood interventions, and will be gender responsive, participatory and inclusive, ensuring to address the needs of women, men and their dependents. Qualitative and quantitative instruments will be developed and or existing tools¹⁴ will be modified to address needs from a multi-dimensional perspective, including but not limited to living conditions, income generating activities, access to healthy foods, access to health resources (including for psychosocial support, sexual and reproductive health and the treatment of the chronically ill) and the general safety of communities as pertains to experiences of crime and violence.

The design and implementation of livelihood interventions will be undertaken in collaboration with national and international partners operating in each country. In keeping with a gender-responsive approach to development, the project will support women's empowerment by ensuring access of women to decision making processes concerning the design, participation in and critical evaluation of livelihoods programmes as they progress.

Prioritisation of support to developing and implementing income generating activities will accelerate recovery processes by injecting cash into communities and will facilitate the procurement and distribution of tools, equipment and materials required. The project will also support the provision of microfinance to local organizations and SMEs prioritising investments that include environmental sustainability and that enable medium to long term social and economic recovery of vulnerable and at risk groups. This to facilitate the stimulation of/rebuilding of local economies.

Activity result 3.1. Gender responsive emergency employment and short-term livelihoods opportunities created

Country based activities will include data collection and development of relevant livelihood interventions in:

- Action 3.1.1: Dominica
- Action 3.1.2: Antigua and Barbuda
- Action 3.1.3: BVI

Activity result 3.2. Gender responsive medium and long-term livelihoods opportunities created

Country based activities will include data collection and development of relevant livelihood interventions in:

- Action 3.2.1: Dominica
- Action 3.2.2: Antigua and Barbuda
- Action 3.2.3: BVI

Output 4: Multi-hazard gender responsive risk reduction measures implemented

Building resilience is a gender responsive and transformative process of strengthening the capacity of people, communities, institutions, and countries to anticipate, manage, recover, and transform from socio-economic environmental shocks. Resilience offers a unifying concept that brings together ongoing and often disparate efforts on disaster risk reduction and mitigation, preparedness, response, and recovery and reconstruction. In order to support

¹⁴ See Qualitative data collection tools developed through the UNDP supported OECS project Multi-dimensional Approaches to Poverty Eradication project

the efforts of the affected countries in building resilience UNDP proposes to provide support for diagnosis of disaster management systems ensuring to address gender responsiveness and sustainability.

Regional approaches to climate risk will be grounded in the work with governments, and will be engaged in with private sector partners and stakeholders such as the Climate Smart Coalition, the Clinton Foundation, insurance companies and others.

Specific areas of intervention:

- 1) Adaptation and risk governance: fostering resilience for food security; livelihoods, climate-resilient integrated water resource and coastal management; climate-resilient infrastructure and energy.
- 2) De-risking: Risk assessment and analysis, Legislative and institutional frameworks and energy de-risking.
- 3) Investments and access to finance: studies on resilience building projects, economic diversification and energy
- 4) Insurance for sustainable development: promotion of micro-Insurance for the most vulnerable communities and populations.

Activity Result 4.1 Support and strategic investments in gender responsive multi risk reduction measures, Disaster Risk Reduction initiatives, access to finance and insurance services.

- Action 4.1.1: Dominica
- Action 4.1.2: Antigua and Barbuda
- Action 4.1.3: BVI

Activity Result 4.2 Number of MSMEs accessing new finance and insurance services

- Action 4.2.1: Dominica
- Action 4.2.2: Antigua and Barbuda
- Action 4.2.3: BVI

Output 5. Regional partnership supported and knowledge promotion enabled

UNDP will support high level political engagement at the regional level to enable the implementation of concrete measures to strengthen resilience and Build back better. To achieve this goal, UNDP will engage with regional and national institutions to mobilise consensus on and action toward *how to pursue and finance resilience in the Caribbean*. In this regard, UNDP at the request of CARICOM Secretariat will support CARICOM through identification and recommendation of strategic approaches, preparing plans and documentation for donor and stakeholder engagement, and undertaking missions in the region to meet with governments, regional institutions, donors, and other stakeholders, providing technical and policy support among others.

The project will support the CARICOM Secretariat in developing a post donor conference follow-up mechanism for engagement with donors that have made financial pledges for recovery, reconstruction and resilience building.

The project will also undertake post hurricane damage and losses investigations as well as in depth exploration of financial instruments for risk transfer and partnerships.

Close engagement with the Caribbean Climate-Smart Coalition, Bill Clinton initiatives and other will be pursued.

Additionally, promotion on gender responsive disaster preparedness, response and resilient recovery will be promoted through exchange of practices and expertise on BBB among the islands in the region, and undertaking an After Action Review of the regional preparedness and response.

Activity Result 5.1 High level engagement with regional institutions obtained on Building Back Better & Resilience

- Action 5.1.1: Dominica

- Action 5.1.2: Antigua and Barbuda
- Action 5.1.3: BVI

Activity Result 5.2 Knowledge on Disaster preparedness, response and recovery promoted at regional level

- Action 5.2.1: Dominica
- Action 5.2.2: Antigua and Barbuda
- Action 5.2.3: BVI

Activity results reflected above are inclusive of those envisioned under the initiative and where funding has not been currently received (output 3 mostly). Relating to the associated results framework however, this will only include indicators and targets based on funding received and where necessary and applicable, this section will be further revised based on additional resources received

Resources Required

The project aims to build national and regional engagement to plan, manage and monitor the post-Irma and Maria recovery processes, addressing short, medium and longer-term activities, integrating BBB measures and increasing overall resilience.

The Project investment is primarily in human and institutional resources who can offer tools and technical assistance. These include the establishment of Project Offices and recruitment of international and local experts as well as functioning costs.

Programmatic resources will be invested in strategic interventions that respond to critical gaps at country level and/or will serve to trigger the mobilization of additional resources.

Governing Principles

The following principles will govern management and implementation arrangements:

- The focus of UNDP assistance is to promote approaches and activities that go beyond initial recovery towards more sustained social and economic recovery of affected communities.
- A flexible approach to development and implementation of recovery activities will be employed, through partnerships with UN agencies, and with options for engaging a range of implementing partners including national and local NGOs, international NGOs, private sector and others;
- Implementation of recovery activities will seek to employ gender responsive modalities that strengthen sustainable local level capacities; and
- Safety and security of UNDP staff, project personnel and implementing partners will be a key priority. UNDP projects will allocate resources for safety and security measures. This will include resources for efficient communications (with adequate redundancy), safety of project offices and personnel and other measures. Regular monitoring visits will be undertaken to ensure that efficient safety and security systems are in place.
- The management of recovery activities will promote strong collaboration and complementarities with other national and international assistance in the affected area.

Partnership Arrangements

At the national level, the main counterpart will include Government partners including the Offices of the Prime Ministers, line Ministries as the Ministry of Interior, Infrastructure, Labor and Environment, National Disaster Management Office and Local Authorities and or national recovery coordinating agencies/platforms. UNDP will also collaborate with Public Works Departments and other departments providing Community Services.

There are partnership possibilities at the national and local levels on the basis of their mandate and responsibility, and presence in the programme areas. These include:

- UN agencies: although the presence of UN agencies in these countries is very limited, UNDP is already working in close collaboration with IOM, PAHO/WHO, UNWOMEN, FAO, WFP and UNICEF.
- NGOs: a strong partnership has been developed with numerous local and international civil sector organization such as Engineers Without Borders, Samaritan's Purse, Americares, IsraAID and others.
- IFIs: partnerships and financial agreements have been reached in a very innovative and pioneer manner with organizations such as the World Bank and the Caribbean Development Bank.

- Donors: the agreement with the EU is a good example of the strong positioning UNDP has in the affected islands.

Risk Factors and Mitigation Measures

There are multiple risk factors associated with Hurricane Irma and María recovery.

This disaster has created widespread destruction of houses and infrastructure, disruption of basic service provision and has caused extensive damage and losses in income generating activities. Particularly there is a risk of increased gender related vulnerabilities and in particular those of women who are primary care givers for children/elderly/heads of households.

National institutions of affected countries and territories have been weakened and the functions associated with the response have increased existing workload and operating systems. Additionally, countries such as Dominica and BVI have identified the need to set up new coordination platforms or recovery institutions for which technical support is required.

Additionally, recovery operations are extremely difficult due to the disruption of the provision of basic services. The road network around the islands have been significantly impacted; and given the geographical nature of the islands, logistics and telecommunications are challenging with the air and seaports compromised, and isolated communities. In several places, coordination at local level is difficult despite the efforts of relevant authorities.

#	Risks	Mitigation measure
1	Resource availability: The recovery framework is built on the assumption that the additional resources necessary to move forward long-term engagement and programmes will be mobilized from donors.	The Project Offices, in close coordination with the MCO need to engage in continuous resource mobilization at country level; UNDP HQ needs to ensure support to resource Mobilisation with donor capitals; UNDP needs to be strategically positioned within the humanitarian community and coordinate closely with the aid community.
2	Sustainability: The expertise provided by this recovery framework is limited in time.	The recovery framework must be sequenced to ensure appropriate absorption by the MCO. Recovery Advisors and additional technical staff might need to be embedded in the MCO structure for the duration of the intervention. In particular gender equality expertise will be required to ensure that the efforts towards gender responsive recovery planning and implementation are achieved.
3	Occurrence of a disaster, particularly during the hurricane season, at national or regional level that may require urgent emergency measures and change of priorities due to response and recovery actions (Environmental)	Critical efforts towards ensuring the safety, preparedness and resilience of the affected populations must accelerate pre-hurricane season. In case a disaster occurs, support will be provided for coordination in the management of emergencies. The MCO is also coordinating capacity building efforts for the UN System in key areas.
4	Limited participation of institution (Political)	Promote constant dialogue and involvement of institutions for strengthening their commitment
5	UNDP role/space within the international configuration: as the situation on the ground evolves, UNDP will need to re-evaluate its space/role vis-à-vis other players, particularly with regard in emerging areas of work as insurance and finance. The inexistent and little presence of UNDP in the countries covered by this framework could also pose challenges to UNDP's positioning.	UNDP will engage in close coordination and information exchange with other international organisations present on the ground. The MCOs and the Regional Bureau share up-to-date information on the UN configuration and implication for programming; UNDP has reinforced its presence and capacity at national level though the deployment Heads of Project Offices in each island, and RBLAC has provided advisory services on resilience.

		With the support of BPPS FWs, the region benefits from advisory services on resilience.
6	Current structures and mechanisms reinforce existing gender and other biases	Consistent mainstreaming gender across all project activities and promoting increased representation of women within the decision-making process for CC planning
7	Reputational risk: depending on the islands, the political/ governance environment might result in governments to engage into long-term resilience building initiatives and this induces important reputational risk for UNDP.	A Recovery Advisor serving as the Head of Project Office is deployed to each of the three islands included in the framework to establish UNDP's presence and dialogue with the government; The Advisor will regularly update the Senior Recovery Advisor based in Barbados and advise on any issues proposing possible solutions/next steps.
8	Weak involvement of decision makers in strategic project activities (Political)	Maintain of a direct dialogue with the decision-making level of the national entities so that channels of communication and coordination can find alternative solutions in a timely manner.

Stakeholder Engagement

The project will make particular efforts to engage with national and local stakeholders in all components related to planning and managing recovery processes.

Ministries of Planning, Offices of Disaster Management, UNDP government focal point or other relevant entities depending on the specific nature of the intervention will play pivotal role throughout all the phases of the project identification, formulation, implementation, monitoring and evaluation.

At local level for instance, efforts will be taken to support local leadership and accountability in recovery implementation, administration and financial management of recovery processes.

For example, on housing repair and restoring component critically the project will work at Barbuda level with the National Authorizing Office, National Office of Disaster Services (NODS), Ministry of Health and Environment, Ministry of Public Works and the Council of Barbuda. At Dominica the critical actors will be the Office of Disaster Management (ODM), Ministry of Housing, Lands and Water Resource Management, Ministry of Planning, Economic Development and Investment or similar agency and/or engineers to ensure appropriate design of roofing to be meet agreed standards.

At the regional level, strong collaboration with CARICOM Secretariat and its associated regional institutions such as Caribbean Community Climate Change Center, Caribbean Disaster and Emergency Management Agency, Caribbean Institute for Meteorology and Hydrology and the Organization of Eastern Caribbean States Commission.

UNDP has also signed on to the Caribbean Climate Smart Coalition. The Coalition aims to mobilise private sector support and UNDP sees its added value to the coalition at both the regional and national levels – specifically, in project development and implementation.

Knowledge and South-South Cooperation

The project will produce a series of gender responsive knowledge products including Systematization of National and Local Recovery Planning Process integrating BBB measures; Diagnosis of the disaster management systems and governance arrangements; and identification of institutional modalities for recovery processes. The studies will analyze the impact of these recovery tools at local level.

At regional level knowledge products will include post hurricane damages and losses reports in the region; exploration of partnership opportunities to address resilience findings and identify appropriate financing instruments; and an after-Action review of the UNDP response. This will include an assessment of the gender responsiveness of UNDP interventions.

As a development tool, South-South Cooperation (SSC) promotes cooperation among countries through the sharing of best practices and the diversification and expansion of development options and economic links. The Framework of

Operational Guidelines defines SSC as “a process whereby two or more developing countries pursue their individual and/or national capacity development objectives through exchanges of knowledge, skills, resources and technical know-how and through regional and interregional collective actions, including partnership involving governments, regional organizations, civil society, academia and the private sector, for their individual and /or mutual benefit across regions.” To be effective, SSC should respond to clearly documented needs identified by the country looking to benefit from the experience of another.

Sustainability and Scale-Up

Sustainability is a fundamental concept in the project design, as local and national capacities and community well-being is central to achieving results. Building on existing capacity, the project will strengthen the existing national recovery coordination systems in different countries, through diagnosis of disaster management systems and review of governance arrangements, which will ensure effective progress.

All activities will be formulated and implemented using the BBB and long-term resilience lenses will ensure sustainability.

UNDP strategic programmatic investments will need to meet the criteria of impact, sustainability and replicability.

Gender Mainstreaming

In several respects, females face disproportionately higher vulnerability than males with regard to disaster risk and capacities to cope. For instance, female unemployment is typically higher than for males, single female-headed households are more likely to be income poor, and there are notable disparities in the dependency ratio for such households, with women primarily carrying the burden of care. This impacts their ability to prepare for and respond to risks, as well as potentially hindering their capacities to recover after an event.

This initiative, as a core principle, will ensure that gender considerations are fully integrated and applied in all actions. A gender-responsive survey has already commenced to analyze the needs and profiles of the families and households of the internally displaced persons in the affected countries. This will aim to determine the most vulnerable to form the target beneficiaries for emergency employment.

IV. PROJECT MANAGEMENT

UNDP project offices in Dominica, Antigua and Barbuda and British Virgin Islands will be responsible for local implementation, monitoring and communication with national counterparts, ensuring the implementation of the corresponding activities.

All operations will be directly supported and coordinated by the Barbados and the OECS MCO, in close collaboration with RBLAC in Panama and NY.

UNDP MCO will be responsible for oversight and implementation of the overall project. Head of Project Offices directly report to the Senior Recovery Advisor, based in Barbados MCO, who reports to the UNDP Resident Representative.

RBLAC NY in collaboration with the Regional Hub and the UNDP Barbados and OECS will ensure the overall implementation of the project to meet the five results.

BPPS’s technical assistance and guidance are key to ensure adequate support to governments and local counterparts in the recovery and coordination of the emergency with long term engagement approach.

Prior to the disaster, UNDP had small but longstanding programmatic presence and activities in the affected islands. The GEF Small Grants Programme has supported numerous non-governmental organizations in biodiversity and climate adaptation interventions. Projects in low-carbon development and establishment of conservation areas are under implementation in Dominica, as is an analysis of policy, technical and financial barriers to energy efficient applications and solar photovoltaic technologies. Likewise, UNDP is working with environmental authorities to model effective integrated landscape management and the establishment of a buffer zone. Since 2014, UNDP has supported the strengthening of the Common Alerting Protocol in Dominica and facilitated greater community-national integration in the four pillars of EWS in Dominica and Antigua and Barbuda, among others. Further UNDP has built capacity to PDNA

in Antigua and Barbuda and Dominica through national training in 2015 and 2016 respectively. In BVI, UNDP has supported the piloting of community early warning points and disaster preparedness training in Anegada. UNDP has strong and enduring relationships with local institutions, development partners and governments in the affected islands.

Building on this consolidated presence and strengthening the capacity to deliver on policy and programmatic services, UNDP will ensure the right set of capacities and delegated authorities on the ground. At the request of governments, UNDP has established an effective presence in the affected countries, to unify and consolidate its on-going work, implement a wide(r) range of recovery projects immediately in response to government needs, set up an implementation and back-office structure that supports project implementation and showcase the experiences and successes.

UNDP has established presence in Antigua Barbuda, Dominica and BVI, to provide advisory and programmatic support from recovery to resilience. While the situation in the three targeted countries is distinctly different, UNDP's project offices will ensure three main functions: advisory services, programme implementation, and partnership engagement.

These three offices will:

- Liaise with respective authorities, e.g. on informing prioritisation of needs of target communities, facilitating support to identified vulnerable groups, engagement of appropriate national partners
- Provide policy advice and technical programmatic expertise in gender responsive hurricane recovery, disaster risk reduction and resilience building
- Implement programmes and projects as necessary, ensuring a coordinated, coherent and systematic approach
- Establish baselines and indicators for effective monitoring, and follow up for results achievement
- Advocate and support building partnerships

Offices core structure is the following:

- Head of Project Office(s)
- Project Manager(s), as necessary and/or Recovery Manager (Advisory Function)
- Project Associate(s), as necessary
- Operations Assistant(s), as necessary
- Communications officer, as necessary
- Technical experts such as engineers, gender specialists and others
- Support team

V. RESULTS FRAMEWORK¹⁵

<p>Intended Outcome as stated in the Barbados and the OECS Multi-Country Sustainable Development Framework Results and Resource Framework Outcome 4.1.: POLICIES AND PROGRAMMES FOR CLIMATE CHANGE ADAPTATION, DISASTER RISK REDUCTION AND UNIVERSAL ACCESS TO CLEAN AND SUSTAINABLE ENERGY IN PLACE</p> <p>Indicators:</p> <ol style="list-style-type: none">1. Number of countries where sustainable, resilient and resource-efficient construction and retrofitting has been carried out in at least one Government building.2. Number of countries with at least 2 sector specific Disaster Risk Reduction strategies under implementation
<p>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: Sub-regional Programme</p> <p>Output 2.3. Preparedness systems in place to effectively address the consequences of and response to natural hazards e.g. geo-physical and climate resilient and man-made crisis at all levels of government and communities</p> <p>Indicators</p> <p>2.3.1. No. of countries with updated policies, institutional structures and end-to-end EWS for man-made crisis and all major hazards (e.g. geo-physical and climate induced hazards) Baseline: 0 Target: 5</p> <p>2.3.2. No. of new and updated national and community level mechanisms to prepare for and recover from disaster events (e.g. evacuation procedures, stockpiles, search and rescue, communication protocols and recovery preparedness plans, etc.) Baseline: 0 Target: 6</p>
<p>Applicable Output(s) from the UNDP Strategic Plan:</p> <p>1.3.1 National capacities and evidence-based assessment and planning tools enable gender-responsive and risk-informed development investments, including for response to and recovery from crisis <i>Number of countries with development, risk reduction and recovery interventions informed by multi-hazard and other risk assessments</i></p> <p>2.3.1. Data and risk-informed development policies, plans, systems and financing incorporate integrated and gender-responsive solutions to reduce disaster risks, enable climate change adaptation and mitigation, and prevent risk of conflict <i>Number of countries with data-informed development and investment plans that incorporate integrated solutions to reduce disaster risks and enable climate change adaptation and mitigation</i></p> <p>3.3.1. Evidence-based assessment and planning tools and mechanisms applied to enable implementation of gender-sensitive and risk-informed prevention and preparedness to limit the impact of natural hazards and pandemics and promote peaceful, just and inclusive societies <i>Number of countries with sub-national mechanisms for mitigating risks to urban centres</i></p> <p>3.6.1 Women's leadership and participation ensured in crisis prevention and recovery planning and action <i>Number and proportion of women among beneficiaries of recovery programmes</i></p>

Project title and Atlas Project Number: Umbrella Recovery Plan for the Barbados MCO after Irma and Maria hurricanes									
EXPECTED OUTCOME	OUTCOME INDICATORS	DATA SOURCE	BASELINE		TARGETS				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	TOTAL	
Outcome 1: Caribbean countries have improved national and community-level resilience to climate-related risks	Number of countries with improved capacities for gender responsive emergency response coordination and recovery planning	Ministry of Planning	0	2018	2	4		6	Gender responsive Recovery Plans, national development plans, institutional modalities for recovery and sectorial intervention plans integrating BBB elements Technical assistance on Building Codes revision CMU establishment act
	Number of countries with enhanced plans, systems and investments that reduce climate-related risks and improve response to extreme weather events	Ministry of Planning National Disaster Offices	0	2018	0	3		3	Roadmap, strategy or plan
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL YEAR	TOTAL	
Output 1: Recovery strategies developed and implemented at regional, national and local levels	1.1 Number of countries with updated gender-responsive recovery strategies	Ministry of Planning	0	2018	1	2		3	Recovery strategies
	1.2 Number of national/local authorities in key sectors with updated skills to implement and coordinate gender-sensitive recovery strategies	Government UNDP	0	2018	35	35		70	Training reports
Output 2:	2.1 Total number of houses repaired or reconstructed using BBB principles/standards	Ministry of Housing	684	2018	5	15		704	Newspaper articles Documentaries

National efforts on housing repairs upscaled, and critical community infrastructure reconstructed and rehabilitated									Pictures Government reports
	2.2 Number of direct beneficiaries of housing rehabilitation programme disaggregated by sex and household head/primary care giver for household	Ministry of Housing	30,745	2018	20	60		30,825....with at least 50% female	Beneficiary register
Output 4: Multi-hazard risk reduction measures implemented	4.1 Total number of strategic investments in gender responsive multi risk reduction measures, climate change adaptation and Disaster Risk Reduction initiatives	UNDP	0	2018	4	6		10	Reports/Documents Training reports Visibility material
Output 5: Regional partnerships supported and knowledge promotion enabled	5.1 Total number of high level engagements with regional institutions on building back better and resilience	UNDP	0	2018	2	2		4	Meeting report Visibility material
	5.2 Total number of new partnerships formed for regional DRR planning and communication	UNDP	3	2018	0	3		6	Signed partnership agreements
	5.3 % increase of individuals in target communities with improved knowledge of gender responsive disaster preparedness, response and recovery	UNDP	0	2018	0	30%	30%	Baseline and endline surveys KAPB Surveys, Knowledge and visibility products/materials developed in coordination with the local gender equality agents

VI. MONITORING AND EVALUATION

Monitoring and reporting Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly Report	Indicator monitoring; field visits; 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. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risk logs updated and maintained; risks are identified by project management and actions are taken to manage risk. Financial spot checks will be undertaken as required, including review of procurement processes, cash and asset management.		
Learn	Knowledge, good practices and lessons will be captured in a final evaluation	Annually	Field visits and consultations; relevant lessons are captured by the project team and used to inform management decisions. Final lessons learned publication will be produced.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Project Report	A progress report will be presented to the Project Board and key stakeholders.	Annually, and Final Report	Compilation of results achieved against annual targets at output level, quality rating summary, updated risk log, and any evaluation or review reports over the period.		
Project Review (Project Board)	The project board will hold annual project review to assess the performance of the project and review the Multi-Year Work Plan. In the final year, the	Annually	Meetings; travel, if relevant. Review of quality concerns or slower than expected progress and discussion as		

	Project Board will hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.		to management actions to be taken to address the issues identified.		
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Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	MSDF/SPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final evaluation		Signature solution 3	4/2			

VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS AND ACTIVITY RESULTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		2018	2019	2020		Funding Source	Budget Description	Amount
Output 1: Recovery strategies developed and implemented at regional, national and local levels								
Activity Result 1.1 National Governments received technical expertise and know-how for recovery planning and programme implementation.	1.1.1 <i>Dominica</i>				Barbados CO	CRU	61100 61200 61300 Staff costs	130,000
						CRU	61100 61200 61300 Staff costs	110,000
						Unfunded (Head of Project Office)	61100 61200 61300 Staff costs	260,000
						Unfunded (Project Manager)	61100 61200 61300 Staff costs	220,000
						BPPS	71200 Intl Consultants	20,000
							71300 Local Consultants	
							71600 Travel	
							72200 Material & Equipment	
							72500 Supplies	
							72800 ICT	
							74500 AV and Print	
						74500 Misc		
						75700 Training	5,765	
						BPPS		
			RBLAC	73100 Rent	15,000			
Subtotal activity 1.1.1							760,765	
	1.1.2 <i>Antigua and Barbuda</i>				Barbados CO	Unfunded (Head of	61100 61200 61300 Staff costs	260,000

EXPECTED OUTPUTS AND ACTIVITY RESULTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		2018	2019	2020		Funding Source	Budget Description	Amount
						Project Office)		
						Unfunded (Project Manager)	61100 61200 61300 Staff costs	220,000
						CRU	61100 61200 61300 Staff costs	130,000
						REG	61100 61200 61300 Staff costs	110,000
							71200 Intl Consultants	
							71300 Local Consultants	
							71600 Travel	
							72200 Material & Equipment	
							72500 Supplies	
							72800 ICT	
							74500 AV and Print	
							74500 Misc	
						BPPS	75700 Training	5,000
						RBLAC	73100 Rent	25,000
	Subtotal activity 1.1.2							750,000
	1.1.3 British Virgin Islands				Barbados CO	Unfunded (Recovery Advisor)	61100 61200 61300 Staff costs	260,000
						Unfunded (Procuremen t Specialists)	61100 61200 61300 Staff costs	220,000
						CRU	61100 61200 61300 Staff costs	130,000
						REG	61100 61200 61300 Staff costs	110,000
						BPPS	71200 Intl Consultants	15,000
							71300 Local Consultants	
							71600 Travel	

EXPECTED OUTPUTS AND ACTIVITY RESULTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		2018	2019	2020		Funding Source	Budget Description	Amount
						BPPS	72200 Material & Equipment	
							72500 Supplies	
							72800 ICT	
							74500 AV and Print	
							74500 Misc	
							75700 Training	5,000
						RBLAC	73100 Rent	15,000
Subtotal activity 1.1.3							755,000	
Activity Result 1.1 Subtotal							2,265,765	
Activity Result 1.2 National/local authorities have the appropriate capacity to implement and coordinate recovery	1.2.1 <i>Dominica</i>				Barbados CO		61100 61200 61300 Staff costs	
							61100 61200 61300 Staff costs	
							71200 Intl Consultants	
							71300 Local Consultants	
							71600 Travel	
							72200 Material & Equipment	
							72500 Supplies	
							72800 ICT	
							74500 AV and Print	
							74500 Misc	
	75700 Training							
Subtotal 1.2.1							0	
	1.2.2 <i>Antigua and Barbuda</i>				Barbados CO		61100 61200 61300 Staff costs	
							61100 61200 61300 Staff costs	
							71200 Intl Consultants	
							71300 Local Consultants	
							71600 Travel	
							72200 Material & Equipment	
	72500 Supplies							

EXPECTED OUTPUTS AND ACTIVITY RESULTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET			
		2018	2019	2020		Funding Source	Budget Description	Amount	
							72800 ICT		
							74500 AV and Print		
							74500 Misc		
							75700 Training		
		Subtotal 1.2.2							0
		1.2.3				Barbados CO		61100 61200 61300 Staff costs	
		BVI						61100 61200 61300 Staff costs	
								71200 Intl Consultants	
								71300 Local Consultants	
								71600 Travel	
								72200 Material & Equipment	
								72500 Supplies	
								72800 ICT	
								74500 AV and Print	
							74500 Misc		
							75700 Training		
	Subtotal 1.2.3							0	
	Activity Result 1.2 Subtotal							0	
Activity Result 1.3 Sub regional, national and local capacities for crisis preparedness, response and resilience promotion strengthened	1.3.1. Multi- country					RBLAC	61100 61200 61300 Staff costs	140,000	
						REG	61100 61200 61300 Staff costs	130,000	
						Unfunded SRA	61100 61200 61300 Staff costs	280,000	
						Unfunded OM	61100 61200 61300 Staff costs	260,000	
						BPPS	71200 Intl Consultants	25,000	
					DENMARK		71200 Int Consultant	25,000	
					BPPS		71300 Local Consultants	30,000	

EXPECTED OUTPUTS AND ACTIVITY RESULTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		2018	2019	2020		Funding Source	Budget Description	Amount
						DENMARK	71300 local consultants	25,000
						DENMARK	71400 Service Contractor	110,000
						DENMARK	71600 Travel	25,000
						RBLAC	72200 Material & Equipment	8,235
							72500 Supplies	
							72800 ICT	
							74500 AV and Print	
							74500 Misc	
							71600 Travel	40,000
						Denmark		
						BPPS	75700 Training	10,000
							Subtotal 1.3.1	1,123, 235
							Activity Result 1.3 Subtotal	
OUTPUT 1	QUALITY ASSURANCE							
	MONITORING							
	COMMUNICATION							
	SUBTOTAL							3,389,000
Output 2. National efforts on housing repairs upscaled, and critical community infrastructure reconstructed and rehabilitated								
Activity Result 2.1	2.1.1				Barbados CO		61100 61200 61300 Staff costs	
Housing repairs and reconstruction.	Dominica					Denmark	71200 Intl Consultants	
							71300 Local Consultants	
							71600 Travel	
							72200 Material & Equipment	90,000
							72500 Supplies	
							72800 ICT	
							74500 AV and Print	

EXPECTED OUTPUTS AND ACTIVITY RESULTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		2018	2019	2020		Funding Source	Budget Description	Amount
						Denmark	74500 Misc	
						Denmark	74700 Transport Shipping and Handling	25,000
							75700 Training	
Subtotal 2.1.1								115,000
	2.1.2 <i>Antigua and Barbuda</i>				Barbados CO		61100 61200 61300 Staff costs	
						Denmark	71200 Intl Consultants	
						Denmark	71300 Local Consultants	
						Denmark	71600 Travel	
						Denmark	72200 Material & Equipment	76,000
						Denmark	72500 Supplies	
						Denmark	72800 ICT	
						Denmark	74500 AV and Print	
						Denmark	74500 Misc	
						Denmark	74700 Transport Shipping and Handling	20,000
						Denmark	75700 Training	
Subtotal 2.1.2								96,000
	2.1.3 <i>BVI</i>				Barbados CO		61100 61200 61300 Staff costs	
							71200 Intl Consultants	
							71300 Local Consultants	
							71600 Travel	
							72200 Material & Equipment	
							72500 Supplies	
							72800 ICT	
							74500 AV and Print	

EXPECTED OUTPUTS AND ACTIVITY RESULTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		2018	2019	2020		Funding Source	Budget Description	Amount
							74500 Misc	
							75700 Training	
	Subtotal 2.1.3							0.00
	Activity Result 2.1 Subtotal							221,000
Activity Result 2.2 Rehabilitation of infrastructure, with focus on impact at local level.	2.2.1 <i>Dominica</i>				Barbados CO	Romania	61100 61200 61300 Staff costs	
							71200 Intl Consultants	15,000
							71300 Local Consultants	
							71600 Travel	
						Romania	72200 Material & Equipment	12,150
						BPPS	72200 Material & Equipment	45,000
							72500 Supplies	
							72800 ICT	
							74500 AV and Print	
						BPPS	74500 Misc	
							75700 Training	5,000
Subtotal 2.2.1	77,150							
2.2.2 <i>Antigua and Barbuda</i>					Barbados CO	Romania	61100 61200 61300 Staff costs	
							71200 Intl Consultants	15,000
							71300 Local Consultants	
						Romania	71600 Travel	
							72200 Material & Equipment	12,150
							72500 Supplies	
	72800 ICT							

EXPECTED OUTPUTS AND ACTIVITY RESULTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		2018	2019	2020		Funding Source	Budget Description	Amount
						74500 AV and Print		
						74500 Misc		
						75700 Training		
	Subtotal 2.2.2						27,150	
	2.2.3 BVI				Barbados CO	61100 61200 61300 Staff costs		
						71200 Intl Consultants		
						71300 Local Consultants		
						71600 Travel		
						72200 Material & Equipment		
						72500 Supplies		
						72800 ICT		
						74500 AV and Print		
						74500 Misc		
						75700 Training		
	Subtotal 2.2.3						0	
	Activity Result 2.2 Subtotal						104,300	
OUTPUT 2	QUALITY ASSURANCE							
	MONITORING							
	COMMUNICATION							
	SUBTOTAL						315,300	
Output 3. Livelihoods and income generating activities supported and local economies stimulated								
Activity Result 3.1 Gender responsive emergency employment and short-term livelihoods opportunities.	3.1.1 <i>Dominica</i>				Barbados CO	61100 61200 61300 Staff costs		
						71200 Intl Consultants		
						71300 Local Consultants		
						71600 Travel		
						72200 Material & Equipment		

EXPECTED OUTPUTS AND ACTIVITY RESULTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		2018	2019	2020		Funding Source	Budget Description	Amount
						72500 Supplies		
						72800 ICT		
						74500 AV and Print		
						74500 Misc		
						75700 Training		
	Subtotal 3.1.1						0	
	3.1.2 <i>Antigua and Barbuda</i>				Barbados CO	61100 61200 61300 Staff costs		
						71200 Intl Consultants		
						71300 Local Consultants		
						71600 Travel		
						72200 Material & Equipment		
						72500 Supplies		
						72800 ICT		
						74500 AV and Print		
						74500 Misc		
						75700 Training		
	Subtotal 3.1.2						0	
	3.1.3 <i>BVI</i>				Barbados CO	61100 61200 61300 Staff costs		
						71200 Intl Consultants		
						71300 Local Consultants		
						71600 Travel		
						72200 Material & Equipment		
						72500 Supplies		
						72800 ICT		
						74500 AV and Print		
						74500 Misc		
						75700 Training		

EXPECTED OUTPUTS AND ACTIVITY RESULTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET			
		2018	2019	2020		Funding Source	Budget Description	Amount	
	Subtotal 3.1.3							0	
	Activity Result 3.1 Subtotal							0	
Activity Result 3.2 Gender responsive medium and long-term livelihoods opportunities created	3.2.1 <i>Dominica</i>				Barbados CO		61100 61200 61300 Staff costs		
							71200 Intl Consultants		
							71300 Local Consultants		
							71600 Travel		
							72200 Material & Equipment		
							72500 Supplies		
							72800 ICT		
							74500 AV and Print		
							74500 Misc		
					75700 Training				
		Subtotal 3.2.1						0	
		3.2.2 <i>Antigua and Barbuda</i>				Barbados CO		61100 61200 61300 Staff costs	
								71200 Intl Consultants	
								71300 Local Consultants	
								71600 Travel	
								72200 Material & Equipment	
								72500 Supplies	
							72800 ICT		
							74500 AV and Print		
							74500 Misc		
					75700 Training				
	Subtotal 3.2.2						0		
	3.2.3 <i>BVI</i>				Barbados CO		61100 61200 61300 Staff costs		
							71200 Intl Consultants		

EXPECTED OUTPUTS AND ACTIVITY RESULTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET			
		2018	2019	2020		Funding Source	Budget Description	Amount	
							71300 Local Consultants		
							71600 Travel		
							72200 Material & Equipment		
							72500 Supplies		
							72800 ICT		
							74500 AV and Print		
							74500 Misc		
							75700 Training		
							64300 Staff – Direct Project Cost		
							74599 – GOE – Direct Project Cost		
							Subtotal 3.2.3	0	
							Activity Result 3.2 Subtotal	0	
							QUALITY ASSURANCE		
							MONITORING		
							QUALITY ASSURANCE		
							COMMUNICATION		
							SUBTOTAL	0	
Output 4: Multi-hazard risk reduction measures implemented									
Activity Result 4.1 Support and strategic investments in gender responsive multi risk reduction measures, Disaster Risk Reduction initiatives, access to finance and insurance services	4.1.1 Dominica				Barbados CO	BPPS	61100 61200 61300 Staff costs		
							BPPS	71200 Intl Consultants	60,000
							BPPS	71300 Local Consultants	39,500
							BPPS	71600 Travel	30,000
							BPPS	72200 Material & Equipment	60,000
								72500 Supplies	
								72800 ICT	

EXPECTED OUTPUTS AND ACTIVITY RESULTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		2018	2019	2020		Funding Source	Budget Description	Amount
						BPPS	74500 AV and Print	10,000
							74500 Misc	
						BPPS	75700 Training	10,000
	Subtotal 4.1.1							209,500
	4.1.2 Antigua and Barbuda				Barbados CO		61100 61200 61300 Staff costs	
						BPPS	71200 Intl Consultants	16,000
						BPPS	71300 Local Consultants	15,000
						BPPS	71600 Travel	25,000
						BPPS	72200 Material & Equipment	15,000
							72500 Supplies	
							72800 ICT	
						BPPS	74500 AV and Print	10,000
							74500 Misc	
						BPPS	75700 Training	10,000
	Subtotal 4.1.2							91,000
	4.1.3 BVI				Barbados CO		61100 61200 61300 Staff costs	
						Romania	71200 Intl Consultants	15,293
						BPPS	71200 Int Consultants	15,000
							71300 Local Consultants	
						BPPS	71600 Travel	20,000
						BPPS	72200 Material & Equipment	15,000
							72500 Supplies	

EXPECTED OUTPUTS AND ACTIVITY RESULTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		2018	2019	2020		Funding Source	Budget Description	Amount
						BPPS	72800 ICT	
						BPPS	74500 AV and Print	7,500
						BPPS	74500 Misc	10,000
						BPPS	75700 Training	5,000
						Romania	75700 Training	13,000
	Subtotal 4.1.3							100,793
	Activity Result 4.1 Subtotal							401,293
Activity Result 4.2 Number of MSMEs accessing new finance and insurance services	4.2.1 <i>Dominica</i>				Barbados CO	BPPS	61100 61200 61300 Staff costs	
							71200 Intl Consultants	
							71300 Local Consultants	
							71600 Travel	
							72200 Material & Equipment	
							72500 Supplies	
							72800 ICT	
							74500 AV and Print	15,000
							74500 Misc	
				75700 Training				
	Subtotal 4.2.1							15,000
	4.2.2 <i>Antigua and Barbuda</i>				Barbados CO		61100 61200 61300 Staff costs	
				71200 Intl Consultants				
				71300 Local Consultants				
				71600 Travel				

EXPECTED OUTPUTS AND ACTIVITY RESULTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		2018	2019	2020		Funding Source	Budget Description	Amount
						72200 Material & Equipment		
						72500 Supplies		
						72800 ICT		
						74500 AV and Print		
						74500 Misc		
						75700 Training		
	Subtotal 4.2.2							0
	4.2.3				Barbados CO	61100 61200 61300 Staff costs		
	BVI					71200 Intl Consultants		
						71300 Local Consultants		
						71600 Travel		
						72200 Material & Equipment		
						72500 Supplies		
						72800 ICT		
						74500 AV and Print		30,000
						74500 Misc		
						75700 Training		
	Subtotal 4.2.3							30,000
	Activity Result 4.2 Subtotal							45,000
	QUALITY ASSURANCE							
	MONITORING							
	QUALITY ASSURANCE							
	COMMUNICATION							

EXPECTED OUTPUTS AND ACTIVITY RESULTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		2018	2019	2020		Funding Source	Budget Description	Amount
	SUBTOTAL							446,293
Output 5: Regional partnership supported and knowledge promotion enabled								
Activity Result 5.1 High level engagement with regional institutions obtained on Building Back Better & Resilience	5.1.1 <i>Dominica</i>				Barbados CO	BPPS	61100 61200 61300 Staff costs	
							71200 Intl Consultants	
							71300 Local Consultants	
							71600 Travel	15,500
							72200 Material & Equipment	
							72500 Supplies	
							72800 ICT	
							74500 AV and Print	
							74500 Misc	
							75700 Training	
	Subtotal 5.1.1							15,500
	5.1.2 <i>Antigua and Barbuda</i>				Barbados CO	BPPS	61100 61200 61300 Staff costs	
							71200 Intl Consultants	3,000
							71300 Local Consultants	
							71600 Travel	10,000
							72200 Material & Equipment	
							72500 Supplies	
							72800 ICT	
							74500 AV and Print	
			74500 Misc					

EXPECTED OUTPUTS AND ACTIVITY RESULTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		2018	2019	2020		Funding Source	Budget Description	Amount
							75700 Training	
	Subtotal 5.1.2							13,000
	5.1.3 BVI				Barbados CO	BPPS	61100 61200 61300 Staff costs	
							71200 Intl Consultants	5,000
							71300 Local Consultants	
							71600 Travel	10,000
							72200 Material & Equipment	10,000
							72500 Supplies	
							72800 ICT	
							74500 AV and Print	
							74500 Misc	
						75700 Training		
	Subtotal 5.1.3							25,000
	Activity Result 5.1 Subtotal							53,500
Activity Result 5.2 Knowledge on Disaster preparedness, response and recovery promoted at regional level	5.2.1 Dominica				Barbados CO	BPPS	61100 61200 61300 Staff costs	
							71200 Intl Consultants	
							71300 Local Consultants	
							71600 Travel	
							72200 Material & Equipment	
							72500 Supplies	
							72800 ICT	
						74500 AV and Print	10,000	

EXPECTED OUTPUTS AND ACTIVITY RESULTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		2018	2019	2020		Funding Source	Budget Description	Amount
							74500 Misc	
							75700 Training	
	Subtotal 4.2.1							10,000
	5.2.2 Antigua and Barbuda				Barbados CO	Denmark	61100 61200 61300 Staff costs	
							71200 Intl Consultants	
							71300 Local Consultants	
							71600 Travel	5,000
							72200 Material & Equipment	
							72500 Supplies	
							72800 ICT	
							74500 AV and Print	
						Denmark	74500 Misc	
							75700 Training	10,000
	Subtotal 4.2.2							15,000
	5.2.3 BVI				Barbados CO	BPPS	61100 61200 61300 Staff costs	
							71200 Intl Consultants	
							71300 Local Consultants	
							71600 Travel	
							72200 Material & Equipment	
							72500 Supplies	
							72800 ICT	
						74500 AV and Print	14,500	

EXPECTED OUTPUTS AND ACTIVITY RESULTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		2018	2019	2020		Funding Source	Budget Description	Amount
						BPPS	74500 Misc	5,000
						BPPS	75700 Training	5,000
	Subtotal 5.1.3							24,500
	Activity Result 5.1 Subtotal							49,500
	QUALITY ASSURANCE							
	MONITORING							
	QUALITY ASSURANCE							
	COMMUNICATION							
	SUBTOTAL							103,000
Evaluation								
SUB-TOTAL								4,253,593
Audit								
Staff DPC						Denmark		37,000
GOE/Billing						Denmark		17,000
Staff DPC						Romania		7,000
GOE/Billing						Romania		3,000
Staff DPC						Reg - NZ		19,632
GOE/Billing						Reg - NZ		8,415
Staff DPC						BPPS		50,000
GOE/Billing						BPPS		25,000
Staff DPC						Reg_ Kuwait		2,260
GOE/Billing						Reg Kuwait		969.50
SUB-TOTAL								4,423,869.50

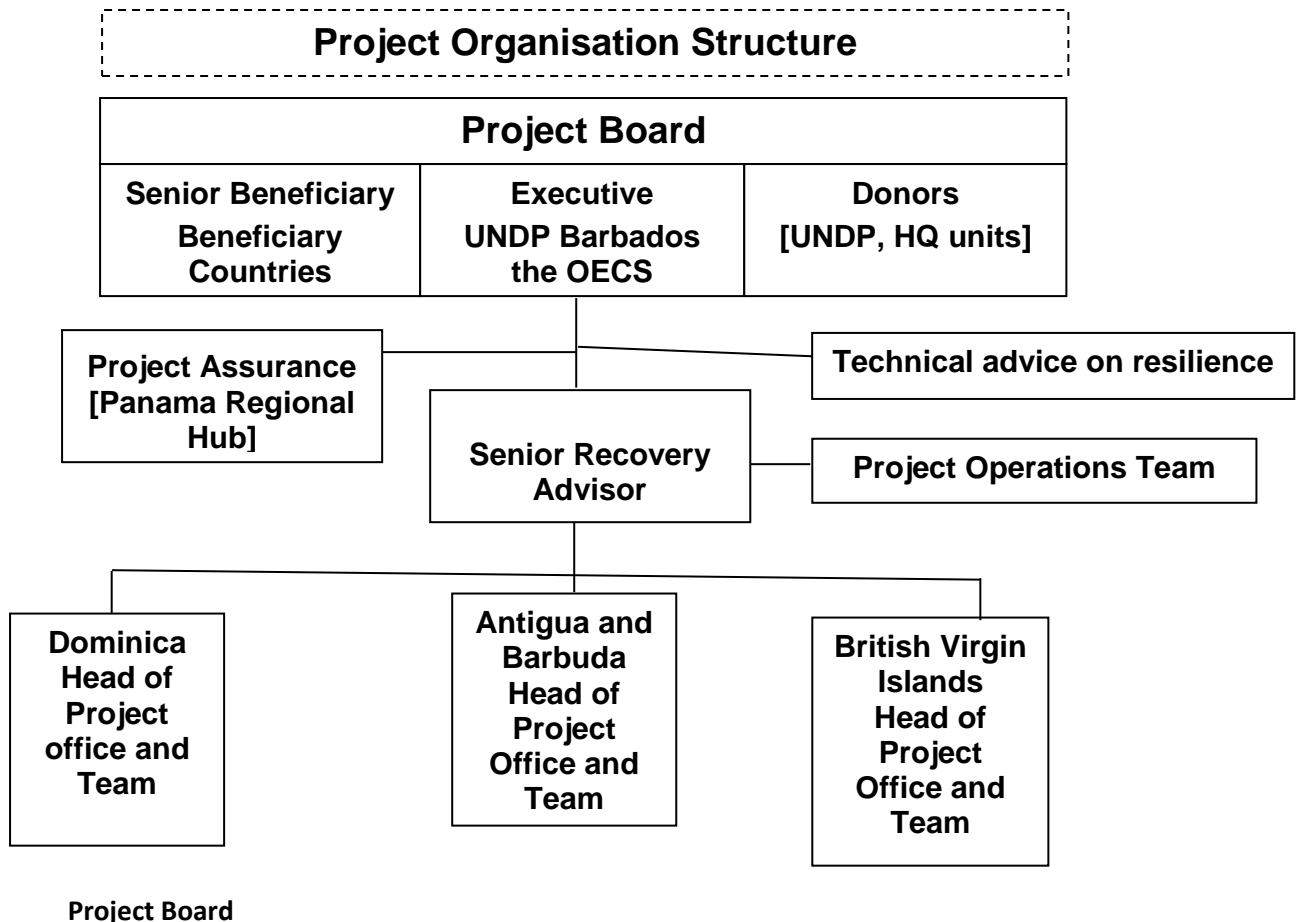
EXPECTED OUTPUTS AND ACTIVITY RESULTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		2018	2019	2020		Funding Source	Budget Description	Amount
General Management Support (8%)						Denmark		40,000
						Romania		7,407
						REG – NZ		20,775
						REG - KUWAIT		2,392
TOTAL								4,494,443.50

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project is managed under Direct Implementation Modality (DIM) by Barbados and the OECS MCO in collaboration with UNDP Regional Hub based in Panamá as well as RBLAC New York.

UNDP Project Offices are responsible for implementation, monitoring and provide support, inputs and supervision of consultants for national-level activities, to ensure maximum complementarity and relevance.

The project will be entered in ATLAS with an Award number and 5 Outputs, according to the Results Framework of the project. All UNDP offices are jointly involved in each output implementation, with different responsibilities in the implementation of the activities, as specified in the Work Plan.



1) The Project Board will be a key mechanism for ensuring coordination and planning of activities across national and regional stakeholders, and providing strategic guidance and advice for the implementation of the project. The Project Board will consist of a panel with the project responsible parties; UNDP Headquarters Units – RBLAC, BPPS, and CRU, UNDP Regional Hub based in Panama as well as the Barbados and the OECS MCO and Project Offices from Dominica, Antigua and Barbuda and BVI, including Countries’ representatives, and possible participation of Donors. This approach ensures that the perspectives and synergies of the partners are captured and that there is ownership, promotion of sustainability and coordination with regional and national strategies. Its main functions will be to: a) provide general advice to the project and maintain its alignment with defined objectives; b) provide advice on linking the project to regional and national priorities for achieving sustainable development goals; c) analyse results and outputs of project implementation and provide recommendations and technical assistance to the development of activities, d) review the project intervention plan.

The Project Board will be chaired by the Resident Representative (RR) of UNDP Barbados and will consist of:

- Executive: individual representing the project ownership to chair the group:

- Countries Senior Beneficiaries: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. Nominated representatives of the beneficiary countries will serve on the Project Board in this capacity.
- Add reference to Senior Suppliers (UNDP HQ Unit (and donors)

The meetings will be held twice a year and can be face-to-face or online. After the meetings, the Project Board will send out minutes within 10 working days. The Project Board will be responsible for providing recommendations for project management decisions, including approvals of Workplans and requests for substantive revisions to the project. The final decisions will be responsibility of the UNDP Resident Representative, as responsible parties for the execution of the project.

Project Management Team

1) The **Directorate of the Regional Bureau for Latin America and the Caribbean in HQ**, or its deputy, will authorize the project implementation under the DIM to the Barbados and the OECS MCO.

2) The **Barbados and the OECS MCO** is responsible for the overall management of the project. The Resident Representative (RR) will approve and sign the Project Document, and its eventual substantive and budget revisions. The RR will lead the Project Board. The project approval in ATLAS and the revisions will be carried out by the designated officers within the MCO, who will have the delegated authority to fulfil these functions.

3) **UNDP Project Offices** involved in the project will be responsible for their corresponding implementation of activities, planning and executing planned activities, providing technical assistance, monitoring progress and achieving the expected targets. To achieve this, the project will provide the necessary resources for hiring staff, acquiring goods and services, as well as managing payments, according to a Workplan. If Internal Control Framework rules can be applied given the small size of the teams on the ground, each Project Office budget will be decentralized; the UNDP Barbados and the OECS MCO will retain oversight, establish expenditure limits, and be responsible for budget revisions. The MCO will review expenditure on a quarterly basis and reserves the right to reallocate resources that are not being utilized. The Barbados and the OECS MCO is responsible for financial management, ensuring that all project process is in line with UNDP Programme and Operations Policies and Procedures (POPP).

4) **Heads of Project Offices** consisting of staff hired by or assigned to the project by UNDP, will be responsible for conducting technical, logistical and administrative processes in order to implement the activities in each country of intervention, to monitor the implementation of the National Work Plans, and to achieve the desired outputs. The Head of Project Offices will report to the Senior Recovery Advisor and will have the following functions:

- To ensure the achievement of the objectives, goals and results of the project in the country assigned (technical, budgetary, financial and legal components).
- Ensure the inclusion of the gender perspective in project products.
- Conduct strategic project planning exercises in coordination with the Government's strategic partners.
- Inter-institutional coordination with government agencies, NGOs, civil society etc.
- Elaboration of Terms of Reference for hiring national consultants.

IX. LEGAL CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT CLAUSES

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

RISK MANAGEMENT CLAUSES

UNDP (DIM)

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP agrees to 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. Consistent with UNDP’s Programme and Operations Policies and Procedures, 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. The Implementing Partner shall: (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.

Signatures

Name:
Title:
Date
Representative of the
Government of Antigua and Barbuda

Name:
Title:
Date
Representative of the
Government of the Commonwealth of Dominica

Name:
Title:
Date
Representative of the
Government of the British Virgin Islands

Name:
Title:
Date
Resident Representative of the
United Nations Development Programme (UNDP)

X. ANNEXES

1. Project Quality Assurance Report
2. Social and Environmental Screening Template
3. Risk log
4. TORs of Project Board and key management positions
 - a. Senior Recovery Advisor, P5, ToR
 - b. Head of Project Offices, P4, ToR
 - c. Monitoring and reporting