

PROJECT DOCUMENT
Commonwealth of Dominica



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Project Title: Strengthening Sustainable Livelihoods and Resilience in the Kalinago Territory
Project Number: 00127652
Implementing Partner: United Nations Development Programme
Start Date: 1 Feb 2021 **End Date:** 31 June 2022 **PAC Meeting date:** 28 January 2021




Brief Description

The project aims to strengthen the livelihoods and resilience of the Kalinago Territory, by working with Government in delivering an integrated package of support to strengthen capacities to boost agricultural production and sustainable agricultural practices; design and implement community reforestation programmes to augment livelihoods and protect critical water catchment areas; develop a comprehensive Kalinago tourism strategy and brand that generates new income opportunities for the territory, and; boost institutional capacities of the Kalinago Council for improved participative and inclusive decision making and planning.

<p>Contributing Outcome (UNDAF/CPD, RPD or GPD): MSDF priority: An inclusive, equitable and prosperous Caribbean.</p> <p>Outcome 1.2.: Access to equitable social protection systems, quality services and sustainable economic opportunities improved.</p> <p>Indicative Output(s) with gender marker²: GEN2- Gender equality as a significant objective</p>
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Total resources required:	1,331,837
Total resources allocated:	UNDP:
	Donor: 1,000,000
	Government: 331,837 ¹
	In-Kind: 11.2 Acres of Land
Unfunded:	

Agreed by (signatures)²:

Government	UNDP	Resident Coordinator Office
		
Print Name: Kimara Burton Economist (Temp)	Print Name: Ugo Blanco Resident Representative, a.i.	Print Name: Didier Trebucaq UN Resident Coordinator
Date: 17 February 2021	Date: 17 February 2021	Date: 23 February 2021

¹ USD 185,185 for the construction of the Kalinago Climate Smart Agriculture Research Centre; USD 146,652 for building three (3) cassava processing facilities

² Note: Adjust signatures as needed

² The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

I. OVERVIEW

1.1. Dominica in Context

The Commonwealth of Dominica is part of the Windward Islands in the Lesser Antilles archipelago in the Caribbean Sea. Dominica is an upper-middle-income small island state, with an estimated population of 71,293 (2011 census) and a gross development product per capita of US\$7,144. The country's landmass is 750 sq. km consisting primarily of mountainous terrain with 90% of the country's inhabitants residing along the coastal areas. The population is mostly of African and mixed African/European descent, with Indigenous, European, and Syrian minorities. Dominica ranks as one of the top five countries in the world with the highest nets of emigration, with the size of the Dominican diaspora more than double the country's existing population. The Dominican diaspora is an active set of individuals and organizations that are instrumental to the development of the island.

Dominica produces a narrow range of goods and services for export namely, agricultural products and educational services through the establishment of international medical schools. In 2016, the top exports of Dominica were refined petroleum, soap, medical instruments, low-voltage protection equipment and gravel and crushed stone. Dominica's main export agricultural goods include bananas, cereal and pellets, tropical fruits, cassava, citrus, beer, pasta spices, and vegetables. Although the economy is described as predominantly agricultural, the country is actively exploring prospects in tourism and is also developing the production of geothermal energy.

The 2015 United Nations Development Program Human Development Index ranked Dominica as 96 of 187 countries – poverty remains a pervasive development issue. Dominica continues to work towards improving the social conditions of its citizens through infrastructural investments, economic diversification and employment generation, yet its population and economy remain highly exposed to natural disaster events and catastrophic risk. Disasters stemming from natural hazards such as high wind exposure, floods and landslides have destroyed or damaged critical infrastructure and set back hard-earned development gains – disaster recovery and reconstruction have absorbed an increasingly large share of annual budgets imposing substantial costs on the country's economy.

1.2. Dominica Development Challenges

1.2.1. Disaster Risk Profile

The Dominica Post Disaster Needs Assessment indicates that Dominica is vulnerable to numerous natural disasters arising from meteorological events (high wind, excess rainfall and hurricanes) and geophysical events (earthquake, volcano and tsunami). Recurrent events have significantly harmed both the population's socioeconomic well-being and the country's general economic and fiscal stability. Particularly damaging are events associated with excessive or prolonged rainfall, which provokes flooding and landslide activity. Between 1925 and 2015, 35 people lost their lives due to landslides. Slide clearance and road repair have a long-term cumulative economic impact.

A significant proportion of Dominica's population as well as assets are highly vulnerable to hurricanes, as well as high-intensity rainfall, wind and storm surge events. The island's mountainous, rugged landscape presents significant engineering challenges. Nine volcanic mountains, each with their own radial drainage system, pose a challenge for the construction of a safe build environment, particularly for road construction.

In addition to the island's steep topography, underdeveloped and damaged infrastructure has been a key challenge to reducing vulnerability to disasters. This vulnerability arises, in part, from the failure to consider natural hazard and disaster risk in infrastructure design and construction. With regards to physical vulnerability, the steep topographic conditions and rugged interior mean human settlements and physical development are highly concentrated along narrow coastal areas (particularly in the south and west). Additionally, Dominica is geologically young and almost completely volcanic in origin, with nine active volcanoes: Morne au Diable, Morne Trois Pitons, Morne Diablotins, Morne Watts, Morne Anglais, Wotten Waven Caldera, Valley of Desolation, Grande Soufriere Hills and Morne Plat Pays. There have been two steam explosions in the Valley of Desolation, in 1880 and 1997.

1.2.2. Hurricane Maria and Reconstruction

1.2.2.1. Impacts of Hurricane Maria

On September 18, 2017, Hurricane Maria hit Dominica with catastrophic effect. Hurricane Maria was one of the most rapidly intensifying storms in recent history, intensifying to a category 5 hurricane, roughly 24 hours after being upgraded from a tropical storm. As the hurricane passed over the center

of the island, Dominica was exposed to extraordinary winds for more than three hours. This was accompanied by intense rainfall, which provoked flash floods and landslides. The impacts of Hurricane Maria were severe for both the country's economy as well as the human development of its citizens.

According to the Post-Disaster Needs Assessment, Hurricane Maria resulted in total damages of EC\$2.51 billion (US\$931 million) and losses of EC\$1.03 billion (US\$382 million), which amounted to 226 percent of 2016 gross domestic product (GDP). The identified recovery needs for reconstruction and resilience interventions, incorporating the principle of 'building back better' (BBB) where possible, amounted to EC\$3.69 billion (US\$1.37 billion).

In this respect, one of the most affected territories was the Kalinago Territory which faced the most extreme food insecurity scenario, given the dependence of the Kalinago people on subsistence farming and the sale of crafts to tourists. The PDNA estimated that approximately 500 artisans in the Kalinago Territory (equivalent to 98% of artisans) sustained damages or total destruction of their workspaces, and in some instances, their craft stock. In most cases these families only depended on craft sales.

1.2.2.2. The Reconstruction Agenda

Prior to the COVID-19 Global Pandemic, Dominica had been recovering from the damage caused by Hurricane Maria. Reconstruction had proceeded rapidly, with electricity and water services fully restored. Hotel capacity had reached 57 percent of pre-hurricane levels, up from about 30 percent in the period immediately following the hurricane. Employment and social conditions had also improved with an uptick in activities related to construction, public administration, and partial recovery of agriculture, manufacturing, tourism, real estate, and retail. Registered workers in Social Security were above pre-hurricane levels, partly reflecting a post Maria construction boom and government employment programs.

Furthermore, real GDP grew around 9.6 % for 2019 above the 2.2% growth in 2018. Tourism, imports, and construction and other activities also resumed growth. For example, the 2018-2019 Government Expenditure Review, revealed that the Ministry of Housing and Lands; and the Ministry of Public Works, Water Resource Management and Ports concentrated 73% of the Governments Public Sector Investment Programme. Both Ministries were implementing 46 reconstruction and rehabilitation projects (13 within the Ministry of Housing and Lands, and 33 within the Ministry of Public Works), achieving delivery rates for 2019 of 90.7% and 61.7% respectively. These programmes targeted vulnerable communities by restoring basic social services and access to government social programmes in favor of youth, women and low-income families.

In addition, Inflation during 2019 had also reported low, running near 2%. Trade indicators for Dominica from the ECCB showed total exports had more than doubled in January-June compared to the same period of 2018 while imports had increased by about 10% between the two periods. Stayover visitors showed a 71% increment, and electricity, water, and beverage production had increased by significant amounts in the first half of 2019 compared to the first half of 2018 (45%, 12% and 29%, respectively).

Dominica's progress on recovery also resulted from heavy investments in social protection to improve the quality of life of families and individuals who, for various reasons - including disability, gender, illness, low income or unemployment – could not meet their basic living costs. This assistance was delivered through more than thirty (30) safety net programs across several sectors and ministries, and include programmes such as the Rapid Response Programme; Public Assistance; Medical Services; the National Employment Programme; Child Welfare; Grants to Primary and Secondary School; the School Transfer Grant, among others; targeting vulnerable groups such as youth, women and the elderly. It is calculated that these programmes have benefited over 10% of Dominica's population.

1.2.3. The COVID-19 Global Pandemic

Many of the gains achieved by Dominica during the reconstruction process have been constrained by the COVID pandemic. Dominica recorded its first case of COVID-19 on 22nd March 2020, and until November 12, 2020, has reported 68 cases, of which 27 are active and 41 have recovered.

Overall, the impact of COVID-19 is projected to increase the strain on the Dominican economy as supply chain disruptions, reduced domestic consumption and lower remittances will increase the downward pressure on economic growth. Building on baseline scenarios, the **COVID-19 Report on**

Human and Economic Assessment of Impact signals the likelihood of a GDP decline for Dominica in excess of 6% in 2020, with unemployment levels in excess of 25% and a fiscal deficit exceeding 7% of GDP.

Against this backdrop, government has responded with an eight-pronged strategy consisting of the following:

- Keep COVID-19 from entering and spreading throughout Dominica,
- Ensure that the healthcare system is well equipped for testing, aggressive contact tracing and support to those who get infected,
- Stimulate economic activity through domestic spending led by Government projects to create decent work to boost employment and help the youth and families maintain themselves.
- Support and stimulate various sectors of the economy;
- Protect public officers especially frontline workers,
- Provide and maintain a social safety net for the most vulnerable;
- Prepare the economy and society to bounce back quickly after COVID-19 eases and travel resumes and,
- Continue the quest to build resilience.

1.2.4. Gender Analysis

A gender situational analysis conducted in 2013 to inform a review of the National Gender Policy of 2006 revealed that there are specific issues as it relates to the male population. This includes high prevalence of prostate cancer, higher rate of repetition at primary school level, higher rate of high school drop-out, and low participation in skills training programs and tertiary level educational programs, truncated performance at secondary level exit examinations. While there has been significant efforts have to provide universal secondary education, several of these issues have implications for how boys navigate the job market or access higher education.

With respect to females, the 2013 Labour Force Survey showed that women have substantially lower rates of labour market participation (59.5%) than men (70.6%); an inequality that is even more stark among the youth (41.3%). Furthermore, women in the formal economy are primarily in government services 55.7 percent, commercial services sector 55.3 percent followed by the agricultural sector 20.1 percent. Men represent 79.9 percent of the formal agricultural sector, and manufacturing. There is a wage gap across all sectors for men and women, with the largest gaps being between skilled agricultural and fishery workers and, craft and related trade. There are many women engaged in subsistence agriculture for the food security of their families, these women predominate in the 'informal economy'. These women who participate in the informal economy are usually connected to agricultural sector as street and market vendors, 'hucksters' in the inter-island trade in agricultural produce and other commodities, as well as vendors at tourism sites.

This high rate of unemployment and underemployment among women is compounded by the high burden of care facing women, as the level of female headed households stood at 38%. Although, participation in skills training programs continue to be subscribed by significantly larger proportions of women than men, female participation continues to be aligned to stereotypical female fields. Of noteworthy, women are increasingly becoming involved in the electoral and leadership process of the society, but the representation of Dominica's women in political positions of power and decision making, particularly at the national level, has remained persistently minimal.

According to the PDNA (pp. 125), "Although Dominica has made significant strides towards gender equality the impact of Tropical Storm Erika and Hurricane Maria have exacerbated the challenges the country faces in this context. These challenges include, but are not limited to, access to resources for women farmers, access to health care for women and men, increasing levels of gender-based violence (GBV) and economic empowerment for women, especially those in lower socio-economic sectors."

Government identifies that these gender considerations are cross-cutting and non-negotiable, and that women and men have different needs and experiences. The state is of the view that the success of its effected programs is more inspiring when society remains steadfast in its pursuit of greater gender equity and equality on all fronts, and when there is the active participation and inclusion of all income and social groups in national plans and programs.

Government commits to build on previous resolutions and advance the commitments made within national, regional, and international frameworks including the 2006 National Policy and Action Plan for Gender Equity and Equality, the Beijing Platform for Action, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), Commonwealth Plan of Action for Gender and Development, OAS/CIM Inter American Commission on Women, CARICOM Plan of Action and the Sustainable Development Goals (SDGs).

Several strategies throughout the NRDS account and reinforce the improvement of women's social status, protection of their rights and promotion of opportunities to improve their health and eliminate the feminization of poverty. Government will therefore advance gender equality through the following strategies:

- Accelerate the approval of the National Policy and Action Plan for Gender Equity and Equality which makes special consideration for emerging and relevant gendered issues specific to the national context;
- Strengthen capacity building opportunities for women, girls, and vulnerable groups to scale up their participation in decision making and in the labour market;
- Design gender-specific programs for men while ensuring these do not put women at a disadvantage;
- Ensure sustainability of efforts by promoting gender sensitivity education and training to build a society that champions gender issues;
- Reinforce priorities around poverty reduction, promotion of justice, and economic and social empowerment of women and girls informal sector work and contraceptive use to ensure Sustainable Development;
- Strengthen mechanisms to improve the management of gender issues;
- Support gender sensitive research, analysis and development of a highly disaggregated statistical base and information for implementation strategies;
- Enhance capacity to monitor and assess progress in meeting gender equality commitments specified in international and regional treaties and conventions, as well as in the implementation of the recovery program;

1.3. The Kalinago People

1.3.1. The Kalinago Territory

The Kalinago Territory consists of 3,782.03 acres of land stretching 9 miles on the east coast of Dominica in the Parish of St. David. The 2011 population census records the population of the Kalinago Territory to be 2,145 persons (1.76 acres per head of the KT population). The population distribution by sex indicates 1,212 (56.5%) males and 933 (43.5%) females; the 2011 population figure represents a 2.9 % decline in the population of the territory over the 2001 census figure of 2,208, however, there is no discernible change in the male to female population ratio over the two periods. "The Kalinago population is young. 70% are under the age of 30 and 40% are younger than 19" (PAHO, 2011).

The Kalinago live in the third poorest parish of the island. Fifty percent of all Kalinago are considered poor and overall, the poorest demographic grouping according to the Dominica Country Poverty Assessment of 2010. The livelihoods of residents are mainly derived from farming, trades and craft. A few residents also occupy positions in the public sector. Unemployment in the Carib Territory is estimated to be high, particularly among the youth. Decline in the agricultural sector coupled with delayed realization of strong and sustained growth in the tourism sector, have nationally continued to negatively impact employment in the Carib Territory.



Figure 1 - Map of Dominica and the Kalinago Territory

Kalinago farmers had traditionally cultivated crops by observing moon cycles and largely depended on rainfall irrigation, with rivers and streams serving mainly for leisure, social interactions and fishing. The

advent of an export-oriented agriculture transformed waterways into new productive resources for immediate exploitation, bringing water pollution, loss of biodiversity and forests reduction – while rivers and streams lost their functions as socializing places for tribe members.

Without limited push for agricultural diversification, today working in agriculture has become too expensive and socially insecure for most in the Kalinago Territory. This poses a significant threat since agriculture in the Kalinago Territory has historically provided self-reliance and cultural preservation. Such benefits continued to some degree during the boom of the banana industry, as agriculture remained the most common and secure livelihood for the Territory. When the banana trade proved no longer profitable in the 2000s, an altered landscape marked by little agricultural cultivation and difficult land management immediately followed. This impacted so many other aspects, leading for instance to declining water resources and a negative perceptions of the local landscape.³

The Territory is divided into 8 hamlets, namely; Sineku, Gaulette River, Mahaut River, St. Cyr, Salybia, Crayfish River, Battaca and Touna Concorde. Based on figures in the 2011 population census, some other demographic statistics of the territory include the following:

- Number of households: 652
- Number of persons per household: 3.3
- Number of dwelling units: 722 (dwelling units occupied – 630, vacant – 70, closed 22)

Deforestation is one of the most critical issues confronting the Kalinago Territory, causing an irrevocable disruption within the natural forestry habitat, compromising as well many of the natural watersheds in the Territory and contributing to a decrease in animal and aquatic wildlife. Deforestation has furthermore created an increased risk of landslides and exposure of residents to natural disasters.

The major ecosystems in the Kalinago Territory are littoral woodland, agriculture/residential zone, secondary forest, rain forest and Elfin Woodland. There are small pockets of pristine areas of the rain forest, littoral woodland and elfin woodland that are at risk of complete destruction from tourism development, agricultural expansion and infrastructural development.

The Kalinago Territory has a dense network of footpaths that allow for easy access to many areas of the forest. This poses additional threats to the natural resource base. Availability and quality of potable water are also at risk as a result of the impact of agricultural encroachment and deforestation within the watersheds. Land Clearing especially of slopes greater than 30% has caused increased land destabilization, landslides and land slippages. Road network construction also exposes many new areas to erosion through run-off.

In terms of tourism infrastructure, there are no certified accommodation facilities in the Carib Territory. Accommodation facilities include one Guest House with 8 rooms located in Crayfish River. The greatest tourism attraction for the Kalinago Territory includes the culture and lifestyle of the people and the associated social structures and historical and natural attractions. All the historical, natural and cultural sites have been identified within each hamlet and Government is working to upgrading visitor facilities and amenities to the tourism attractions; developing and upgrading the system of trails and access areas to the various attraction in the KT, among others.

The rich and unique cultural patrimony of the Kalinago, has long been recognized as a source of immense potential in enhancing tourism in the Kalinago Territory and Dominica. Tourism is seen by Government and the Kalinago Council as a key input to contribute to the much-needed socio-economic development of the Kalinago people. In this context, the Government of Dominica and the Kalinago Council have made significant efforts to scale up the tourism potential of the Kalinago Territory and by extension, enhance livelihoods and income-generating activities

According to the 2011 population and housing census statistics of the territory, the territory is by far the largest village/geographical district in the parish of St. David, and the largest village/district in nearly eight of the ten parishes in Dominica in terms of population, housing numbers and physical/geographical size in terms of square miles. In comparison to other parishes, the territory is

³ / Eloise, C. and K. Lapps (2020) "A local glimpse of Agriculture from the Caribbean: the Kalinago Territory", [Observatory on Food and Migration](#).

by Charlotte Eloise Stancioff, Kimani Lapps

also by far the largest village/district to any village/district in the parishes of St. Peter, St. Mark, St. Luke, St. Patrick (though about the same population size as Berricoa), St. Joseph (though about the same population size as Salisbury), St. John (other than Portsmouth), St. Paul (other than Canefield) and St. Andrew (other than Marigot/Concord with a population of 2,411 to the territory's 2,145).

The territory is also between the 5th and 7th largest village/district overall in Dominica in terms of population and household size. It is located within the parish of St. David which is the second largest parish in Dominica at 50.8 square miles (behind St. Andrew at 68.8 square miles and just ahead of St. Joseph at 46.8 square miles).

As mandated in the Kalinago Territory Act of 1978, the lands in the Territory are the property of the Kalinago Council and no individual can own land and/or have titled land in his or her name. The Council is solely responsible for allocating land for all purposes including housing, public conveniences, government projects and community projects. The Council is comprised of seven (7) persons – the person elected as Chief and six (6) other persons elected as members. The Chief is the Chairman of the Council hence, is responsible for convening meetings. In terms of other rights and privileges, the Indigenous Peoples are entitled to all rights like all Dominicans including voting, passports, political participation, etc. (DVRP IPP, 2014)

According to the Dominica' Land Use Policy (2004); "the Kalinago Territory as an area of special significance will be treated as a special policy area in recognition of the Kalinago's unique position as the original inhabitants of the island, and be planned to support the culture and lifestyle of the people, their social structures, and historical and natural attractions." (Dominica Land Use Policy, 2014). The policy will "protect and enhance the vitality of forest and natural environment". It lists five categories of forest including the Kalinago territory as one of the five categories of forest. Rivers, wetlands and waterfalls are among the range of natural resources the land use policy will address.

1.3.2. Legal and institutional framework applicable to Indigenous Peoples

The Kalinago Territory Act of 1978 (as amended)

The Kalinago Territory Act of 1978 is formerly known as the Carib Act of 1978. The change in the name of the Act follows the passing into law of Carib Territory Amendment Act No 2 of 2015. The Act provides for the establishment of a corporate body for the administration of the territory, and for matters connected therewith. It gives the Kalinago Territory Council (KTC) and Kalinago Territory Chief/Kalinago Chief the authority and responsibility for the management of the Kalinago Territory. With respect to the elections of the Kalinago Chief and matters contained therewith as cited in the 1978 Act were amended by the Carib Reserve Amendments Act no. 8 of 1994.

The Act (of 1978) indicates how funds are to be used on behalf of the territory. It gives the KTC powers to institute various bylaws pertinent to the management of the territory. The Council is further organized into Hamlet Development Committees, governed by a constitution prepared by the Council. At the time of writing, not all Hamlet Development Committees are functional.

In 2005, the Ministry of Carib Affairs now the Ministry of Environment, **Rural Modernisation, and Kalinago upliftment** was established. The mission of the Ministry is to work towards the improvement of the socio-economic condition, the preservation and promotion of the cultural heritage of the people of the Kalinago Territory and to facilitate the vigorous promotion of the integration of Dominica's Indigenous People into the socio-economic life of the wider Dominican society.

The United Nations Declaration on Indigenous Peoples (UNDRIPS)

UNDRIPS provides an international framework for the recognition and support for the rights of Indigenous Peoples. The UNDRIP was adopted by resolution of the UN General Assembly on September 13, 2007. It is a non-legally binding aspirational document that describes both individual and collective rights of Indigenous Peoples around the world. It addresses issues such as culture, identity, language, health and education and provides guidance to states, the United Nations, and other international organizations on harmonious, cooperative relationships with Indigenous Peoples. It is based on the principles of equality, partnership, good faith and mutual respect. UNDRIPS specifically calls for the protection of the rights of Indigenous Peoples under Article 26 where it states:

Indigenous peoples have the right to the lands, territories and resources which they have traditionally owned, occupied or otherwise used or acquired.

- Indigenous peoples have the right to own, use, develop and control the lands, territories and resources that they possess by reason of traditional ownership or other traditional occupation or use, as well as those which they have otherwise acquired.
- States shall give legal recognition and protection to these lands, territories and resources. Such recognition shall be conducted with due respect to the customs, traditions and land tenure systems of the Indigenous Peoples concerned.

The ILO Convention 169

The ILO Convention 169 on indigenous and Tribal Peoples, requires consultations be carried out in good faith and in a form appropriate to the circumstances, with the objective of achieving agreement or consent to the proposed measures. Article 6 also continues:

- Consultation of the people's concerned, through their appropriate procedures and in particular through their representative institutions.
- Establish means through which these peoples can freely participate, to at least the same extent as other sectors of the population, at all levels of decision-making in elective institutions and administrative and other bodies responsible for policies and programs which concern them.
- Establish means for the full development of these peoples' own institutions and initiatives, and in appropriate cases provide the resources necessary for this purpose.

The priority issues of the Indigenous People's include land and natural resources (grazing lands). Any potential adverse impacts on these were topical subjects for consultations and were sensitively discussed and prioritized at all times. Informed participation in decision-making on mitigation measures proposed and participation in the implementation of the same was encouraged.

The rights of the peoples concerned to the natural resources pertaining to their lands shall be specially safeguarded. These rights include the right of these peoples to participate in the use, management and conservation of these resources.

1.4. Theory of Change

The programme aims to reduce poverty and strengthen sustainability of livelihoods in the Kalinago Territory, which faces as compound of challenges linked to limited access to traditional financing systems, limited capacity and skills related to climate smart and sustainable agriculture and limited opportunities for moving from primary production to higher revenue-generating activities in the value chain. These constraints have limited the expansion of agriculture and other forms of development within the community and contributed to the persistence of poverty and vulnerability among the Kalinago people.

By applying a systems approach to targeting these identified challenges, the programme seeks to contribute to expanding access to capital, strengthening existing livelihoods and creating opportunities for new, sustainable jobs.

In particular, the programme will strengthen capacities and skills to boost agricultural production and sustainable agriculture practices: The main economic activity in the Kalinago Territory is agriculture. Its revitalization is seen as critically important in order to safeguard people's livelihood, health and sense of well-being. such revitalization would need to encompass the principle of enhancing economic and social resilience and empowerment, and the preservation of indigenous heritage.

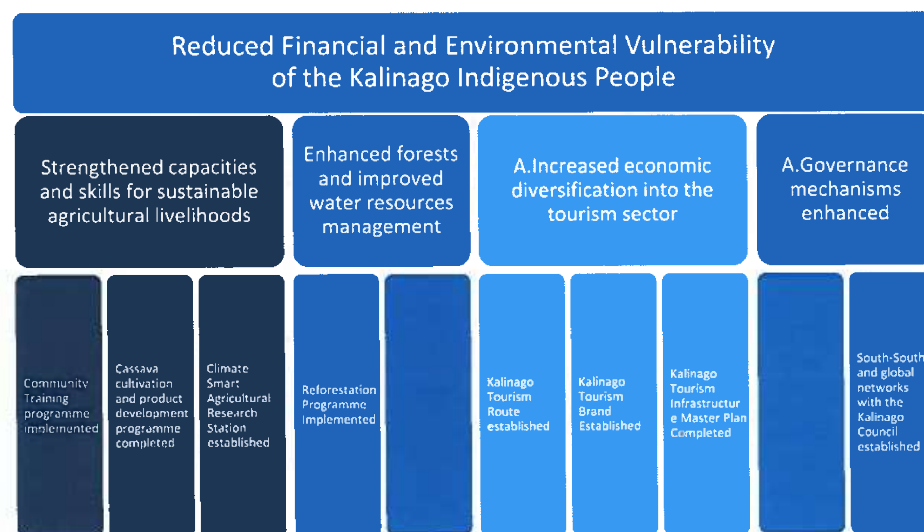
At the same time, interventions will enhance forests for sustainable livelihoods and protection of critical water catchment areas: Deforestation is one of the most critical issues confronting the Kalinago Territory, causing an irrevocable disruption within the natural forestry habitat, compromising as well many of the natural watersheds in the Territory and contributing to a decrease in animal and aquatic wildlife.

Under the programme, a comprehensive Indigenous tourism strategy and brand will be developed for the Kalinago Community: The rich and unique cultural patrimony of the Kalinago, has long been recognized as a source of immense potential in enhancing tourism in the Kalinago Territory. Tourism

is seen by the Kalinago Council as a key input to contribute to the much-needed socio-economic development of the Kalinago people.

The capacities of the Kalinago Council to fulfil their mandate is very limited, urgently requiring technical assistance to improve participative and gender inclusive decision-making processes and policies to support the development of the Kalinago Territory. Although the Ministry of Kalinago Affairs - in addition to ongoing relations with other key Ministries such as Tourism and Agriculture & Fisheries - have an ongoing working relationship with the Kalinago Council, the need for independent technical assistance has been identified as a priority by the Council. The Council has the custody, management and control of the Reserve, for and on the behalf of the residents of the Reserve. The Kalinago Council is not being recipient of assistance to support its institutional strengthening nor to participate in global and regional Indigenous Peoples forums which hinders their ability to exchange experiences and best practices with other indigenous communities and groups. The documents within the archives of the Kalinago council are paper based part of which have been lost during Hurricane Maria. There is a need for digitization of records to aid in the conservation of information for future generations.

Figure 2 - Theory of Change Flow Chart



1.5. Government Response

The most important assets for the Kalinago people inclusive of their human capital are culture, tradition, fertile agricultural land and, related to this, the aesthetic value of their landscape (in terms of its potential for tourism). The Kalinago people by their very nature support the preservation of nature and traditional values.

Therefore, a continued Government goal in the long term for the Kalinago Territory (KT) has been to preserve soil and forests whilst conserving tradition and ensuring the integration of a balanced diet through diversification. The former for its subsistence and food and nutrition security, in order to have a healthy way of life. The latter, to diversify crop production and move its economy towards agro-tourism.

The Government of Commonwealth of Dominica (GOCD) articulated a policy for the Kalinago People that includes: Agriculture, Tourism and Housing for economic prosperity, with the aim of producing high-value agriculture produce, tourism and the progressive incorporation of the Kalinago people's traditional heritage.

In keeping with the Government's policy of Dominica becoming the first climate-resilient nation, it is vital to consider adaptation in building resilience for both agricultural systems and food security systems.

To this end the “Strengthening Sustainable Livelihoods and Resilience in the Kalinago Territory” project has been designed to be embedded within the Government of Dominica priorities and the Ministerial Results for the Kalinago territory as described in following section. Furthermore, the Government approved budget plan for 2021 secures that the activities under the present proposal will compliment and further strengthen government programmes for the Territory.

1.5.1. The Ministry of Environment, Rural Modernisation, and Kalinago upliftment

The Ministry of Environment, Rural Modernisation, and Kalinago upliftment was created in December 2019 with its vision to position the Commonwealth of Dominica at the forefront of sustainable environmental management within a climate-resilient framework while creating employment opportunities, improving the quality of life of the Kalinago people, and promoting rural modernization.

Against this backdrop, the Ministry has identified 4 Key Results that are highly relevant to Strengthening Sustainable Livelihoods and Resilience in the Kalinago Territory. These are:

- **KRA#2** Sustainable growth and development in the Forestry sector
- **KRA#7** Improved economic and sustainable Kalinago community with an enhanced standard of living.
- **KRA#8** Increased national appreciation for the value and sacrifice of the Kalinago people.
- **KRA#9** Improved agricultural sector with special emphasis on short term and high-value crops in the Kalinago community for local consumption and export.

To achieve this, the Ministry will enhance the government’s awareness of the concerns of the Kalinago population, and best practices for consulting and engaging with the Kalinago people; set priorities for and to track the progress of Dominica’s indigenous agenda; promote collaboration and coordination across Government Ministries on indigenous policies and programs; and develop International/ regional relations with other indigenous people.

1.5.2. The Ministry of Blue and Green Economy, Agriculture and National Food Security

Historically, the Sector has been defined as the primary production of crops, livestock, forestry, and fisheries sub-sectors, and food and non-food processing of raw material outputs from the same at the micro and small-scale level served as the backbone of Dominica’s economy. The Sector creates employment, supplies wholesome foods, and maintains socio-economic growth and development, as regards its contribution to rural livelihoods and food and nutrition security. The introduction of the blue, green economy, and renewable energy into the new portfolio, strategically position the country to augment its reach as it relates to socio-economic opportunities in the sphere of marine, ocean, land, and renewable energy resources.

The vision of the ministry is a sustainable marine, land, and renewable energy resources sector transformed to drive the socio-economic development of the nation, whilst ensuring the well-being of the people of Dominica. The Ministry has identified 3 Key Results that are highly relevant to Strengthening Sustainable Livelihoods and Resilience in the Kalinago Territory. These are:

- **KRA#5** Development of priority value chains towards economic viability.
- **KRA#6** Fostering gender, social equity community, and stakeholder inclusiveness.
- **KRA#7** To enhance National Food and Nutrition Security, Agricultural Health, and Food Safety.

To achieve this, the Ministry will aim to establish Dominica as the Global Centre for Agricultural Resilience; create the enabling environment for national food security; enhance livelihoods in the sector; reduce poverty and enhance food production.

1.5.3. The Ministry of Tourism, International Transport and Maritime Initiative

Tourism is a major pillar that supports the Dominican economy. As such the infrastructure, security, and safety of visitors is critical to the sustainability of this very volatile sector. Therefore, the Government of the Commonwealth of Dominica through the Ministry of Tourism International Transport and Maritime Initiatives will seek to position the Tourism Sector on a level comparable to and even advance of that of other destinations in the Caribbean by making the appropriate investment in infrastructure, human resource, and marketing.

The Ministry’s vision is to establish Dominica as a resilient and guest-centred destination that is responsive and economically viable. Towards this end, the Ministry has identified 3 Key Results and that are highly relevant to Strengthening Sustainable Livelihoods and Resilience in the Kalinago Territory. These are:

- **KRA#1:** Enhanced visitor experience
- **KRA#3:** Increased visitor arrivals
- **KRA#5:** Strong and Vibrant Small Business Sector

To achieve this, the Ministry has committed to the creation of an enabling environment for the development of tourism at community and national levels; supporting programs which help to promote and preserve all the various aspects of Dominica's arts, culture, heritage, and natural environment; and delivering training and undertaking business-related activities that contribute significantly towards the alleviation of poverty and an increase in prosperity

1.6. UNDP Engagement

1.6.1. Recovery and Resilience

Working through its network of nearly 170 country offices, UNDP supports governments to develop recovery policies; formulate recovery guidelines; develop institutional arrangements; and assign technical resources for recovery support. Throughout the process, UNDP emphasizes the social-economic aspects of recovery and seeks to make recovery a more community-centred process, making the process inclusive with the participation of all stakeholders. In particular, UNDP highlights the gender dimensions of recovery by promoting women as leaders and active participants in the recovery process and works to ensure the participation of marginalized groups, such as indigenous peoples (with special focus on women's indigenous groups) and people living with disabilities.

In an effort to further enhance resilience, UNDP draws upon its technical expertise on gender-responsive climate change adaptation, disaster risk reduction and sustainable energy to ensure that recovery addresses climate and disaster risks, while also strengthening energy access, efficiency and sustainability. Through its support to governments, UNDP has helped recovery emerge as a distinct area of public policy, and together with the World Bank and the European Union, has developed a guide to developing Disaster Recovery Frameworks as an easy yet critical reference for affected governments.

In addition to providing support to governments, UNDP develops its own recovery programmes and mobilizes resources for their implementation. Since 2005, UNDP has spent more than US \$1 billion on recovery, providing technical and financial assistance for post-disaster recovery programming in 112 countries. UNDP supports Post Disaster Needs Assessments (PDNA) as the first step towards developing a holistic recovery programme. By partnering with national governments, NGOs, civil society groups and communities, UNDP emphasizes the human and social aspects of disaster recovery that help people build back better, reduce risks and build resilience.

1.6.2. Indigenous Populations

UNDP continues its work and engagement with indigenous peoples, grounded in its overall vision to assist countries to achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion. These efforts are guided by the international human rights standards and principles, and particularly the United Nations Declaration on the Rights of Indigenous Peoples ([UNDRIP](#)). To further implementation of UNDRIP, UNDP works together with [ILO](#), [OHCHR](#), [UNESCO](#), [UNFPA](#), and [UNICEF](#) through the [United Nations Indigenous Peoples Partnership](#).

UNDP is committed to implementing the [UN's System-Wide Action Plan on Indigenous Peoples](#), and furthering Indigenous Peoples' rights through the 2030 Agenda. Additionally, UNDP's [Social and Environmental Standards](#) help to ensure that our projects protect and foster full respect for the human rights of Indigenous Peoples, including Free and Prior Informed Consent.

UNDP supports capacity building of indigenous organizations, through programmes like the [Equator Initiative](#), and indigenous peoples' [access to justice](#). UNDP also partners with UN entities to advance this agenda, including through the [Global Environment Fund](#) and the [UN Redd programme](#). See UNDP's [latest report](#) to the [UN Permanent Forum on Indigenous Issues](#) for more information about this area of work.

1.6.3. UNDP in Barbados and the Eastern Caribbean

UNDP's presence in the Barbados and Eastern Caribbean is a Multi-Country Office that covers Barbados and the Eastern Caribbean countries, including Anguilla, Antigua and Barbuda, the British

Virgin Islands, the Commonwealth of Dominica, Grenada, Montserrat, Saint Kitts and Nevis, Saint Lucia and Saint Vincent and the Grenadines.

Within the Eastern Caribbean, UNDP aims to create an enabling environment where our national governments have the capacities for inclusive and sustainable human development; meet their regional commitments, and internationally agreed goals including the Sustainable Development Goals (SDGs). Operating in a context where five out of ten (10) countries are considered Net Contributor Countries (NCC), UNDP focuses on policy and knowledge advisory services that facilitate poverty reduction, improved democratic governance, sound environmental management, climate resilience, options for sustainable energy and building resilience to natural and man-made hazards.

Recognising climate change as one of the challenges which compounds inherent vulnerabilities in the Caribbean and threatens the region's development, UNDP Barbados and the Eastern Caribbean supports countries in long-term sustainable development strategies on the principles of climate risk management and resilience building.

1.6.4. UNDP in Dominica

UNDP's current work in Dominica includes a focus on recovery, resilience and sustainability. Strengthening national recovery frameworks, disaster preparedness and climate and community resilience is a part of that work, as is empowering women to take a more proactive role in emergencies.

Under the projects *Improving Recovery Planning & Capacities for Resilience in the Caribbean and Development of Climate Resilience & Recovery Plan*, UNDP along with the Dominican Office of Disaster Management advanced the creation of a Climate Resilience and Recovery Plan which bolsters national systems for preparedness and ensures the integration of gender equality. UNDP also provides implementation support to the Climate Resilience Execution Agency for Dominica (CREAD).

Dominica's goal of becoming the world's first climate-resilient nation is an ambitious one, and through projects and programmes, UNDP is providing the support needed to accelerate and achieve this goal. The Green Climate Fund (GCF) *Readiness Support* project was created to enhance the capacity of the country to access climate change funding and financing available from the GCF.

Meanwhile, the Enabling Gender-Responsive Disaster Recovery, Climate and Environmental Resilience in the Caribbean (*EnGenDER*) project is being implemented to ensure that climate change and post-disaster recovery actions are better informed by an analysis of gender inequalities and to guarantee that inequalities are alleviated rather than exacerbated. Climate resilience and energy efficiency work in tandem therefore the Low Carbon Development Path (LCDP) project was developed with the aim of removing policy, technical and financial barriers to the use of energy-efficient applications and under the *Japan Caribbean Climate Change Partnership*, Dominicans were able to access alternative low-emission and climate-resilient technologies and strengthen their knowledge networks to further develop these technologies.

Restoration efforts in Dominica are conducted using UNDP's "build back better" approach to ensure resilience against future shocks. Employing this approach UNDP, through resources provided by the India UN Development Partnership Fund, supported the resilient rehabilitation of two buildings at the *Salisbury Educational Facility* which were severely damaged by Hurricane Maria. Resilient reconstruction of this facility has accelerated the return of essential schooling for students and provided a safe haven in the event of future disasters. Recovery efforts, also included the provision of technical expertise in debris/waste management, the implementation of a short-term emergency employment programme that benefited 400 persons (in 18 communities), the re-roofing of 480 buildings (472 homes, 3 schools and 5 medical centres), and the successful implementation of a Building Damage Assessment (BDA) to evaluate the state of 29,431 structures throughout Dominica.

The need to improve post-disaster communication infrastructure is also critical given the physical isolation and communications' disruption experienced by villages and communities after Hurricane Maria. With support from national and international partners and input from three communities, UNDP is implementing an innovative community wi-fi network to provide communities with reliable access to emergency communications' systems.

Sustainable sectoral development is necessary to build resilience against shocks. The agriculture sector is Dominica's primary industry; however, it is constantly threatened by reoccurring disasters. *The Strengthening Disaster Management Capacity of Women in the Cooperative Republic of Guyana and Commonwealth of Dominica* aims to scale up the resilience of small farmers and female farmer groups by enhancing risk-informed decision making and community support. Similarly, the *Supporting Sustainable Ecosystems* initiative provides effective integrated landscape management of the Morne Trois Pitons National Park, establishing a buffer zone to reduce threats to biodiversity and ecological functioning.

The development of the blue tourism sector is essential to Dominica's sustainable economic growth. Through the donation of vital equipment, UNDP is supporting the livelihoods and economic recovery of the Portsmouth Association of Yachting Services (PAYS). This will directly and indirectly benefit over 100 persons by connecting farmers, fishers, laundry services, restaurants, retailers, tour guides, tour operators, taxi operators and others within the yachting and tourism sector.

II. STRATEGY

The project aims to strengthen the livelihoods and resilience of the Kalinago Territory, by working with Government in delivering an integrated package of support to strengthen capacities to boost agricultural production and sustainable agricultural practices; design and implement community reforestation programmes to augment livelihoods and protect critical water catchment areas; develop a comprehensive Kalinago tourism strategy and brand that generates new income opportunities for the territory, and; boost institutional capacities of the Kalinago Council for improved decision making and planning.

The project is further embedded within Government priorities for the Kalinago Territory, complementing the strategic results of the participating ministries, which will support the sustainability of the following results:

A. Strengthened capacities and skills to boost agricultural production and sustainable agriculture practices

The India UN Development Partnership fund will provide equipment and materials to support by construction of a smart plant and indigenous tree propagation facility (Emphasis of indigenous trees such as Gommier trees and Larouma); providing technical assistance for product development and marketing of Cassava (the Kalinago community is well known for value added cassava products such as farine and traditional cassava bread, which are still very popular among consumers in Dominica and neighbouring islands); and providing small grants to support Kalinago farmers with Cassava cultivation and product development. Emphasis will be given to securing gender balance with at least 55% of all beneficiaries being women farmers, and initiatives to empower and train women and women groups will be deployed to encourage the participation of women to access capacity building opportunities and small grants.

Emphasis on sustainable farming and production techniques, organized production, and market support and coordination assistance in collaboration with homeowners and farmers is expected to achieve the long-term goal of enhancing the value of agriculture at both the subsistence and commercial levels.

B. Community livelihoods and reforestation programme increases Kalinago people's income and protects four critical water catchment areas

The India UN Development Partnership Fund will support the update of a reforestation strategy for the Kalinago Territory and develop a community livelihoods programme for the reforestation of four water catchment areas to help conserve and protect the rainforests and traditional trees (particularly those facing extinction as a result of sapping and debarking). The programme will also assist with sensitizing residents of the Kalinago Territory on issues of biodiversity.

The livelihood programme will provide an alternative means of income for those individuals who are currently engaged in deforestation activities and will lead to the creation of bio-diversity protectors. The reforestation initiative will be linked to the smart plant and tree propagation facility ensuring a reliable supply of seedlings of the selected species. Emphasis will be placed on the propagation of indigenous trees such as Gommier Trees (critical for building of the canoes used by the indigenous peoples for fishing) and the propagation of the Larouma (critical to the indigenous craft industry). Community plant nurseries will be established as part of this component.

The delivery of the livelihood programme will secure gender balance with at least 55% of all beneficiaries being women. Furthermore, initiatives to empower and train women organizations and groups will be deployed to encourage the participation of women throughout the implementation of the livelihood programme.

C. A comprehensive indigenous gender sensitive tourism strategy and Kalinago brand is designed and handed for its implementation to Government

Due to women's concentration in lower status and lower paid jobs in tourism, their potential to contribute fully is currently untapped. Empowering women to participate fully in economic life is essential to building strong economies; creating more stable and just societies; achieving internationally agreed goals for development, sustainability and human rights; and improving the quality of life of women, and consequently, that of communities. For the tourism sector, the impact of greater gender equality and women's empowerment would be highly beneficial, because diverse and gender equitable organizations perform better. The India UN Development Partnership Fund will

assist with the design of a gender sensitive tourism strategy for the Kalinago Territory, focusing on three areas: a). Design of a Kalinago Tourism Route; b). Design of a Kalinago Tourism Brand; and c). Design of a Kalinago gender sensitive tourism infrastructure Master Plan. These instruments will provide Government and the Kalinago Council with the necessary information and tools for decision making to deploy a comprehensive gender sensitive tourism intervention in the territory in support of the Government of Dominica Tourism Master Plan. Emphasis will be ensuring the Plan will be gender sensitive and ensure women, elder, youth and other vulnerable groups are included. The Tourism Strategy will also identify concrete measures to secure initiatives that will empower women and girls in benefiting from tourism activities for the Kalinago Territory

D. Institutional capacities of the Kalinago Council are strengthened

The India UN Development Partnership Fund will support the integration and participation of members of the Kalinago Council in international and regional seminars and forums on Indigenous Peoples, including the UN Permanent Forum of Indigenous Peoples.

In addition, it will allow deploying experts and technical assistance to support the Kalinago Council with strengthening participative and gender inclusive decision-making processes; while providing advice on policy documents and planning instruments (such as the Kalinago Development Strategy). A final activity will be the digitalization and conservation of Kalinago Council archives, which is currently available through physical means (part of it was lost during Hurricane Maria).

III. PROGRAMMATIC PRIORITIES

The Programmatic priorities of the Strengthening of Sustainable Livelihoods and Resilience in the Kalinago Territory are the following:

1. Strengthen capacities and skills to boost agricultural production and sustainable agriculture practices

The main economic activity in the Kalinago Territory is agriculture. Its revitalization is seen as critically important in order to safeguard people's livelihood, health and sense of well-being. Such revitalization would need to encompass the principle of enhancing economic and social resilience and empowerment and the preservation of indigenous heritage. Agriculture is also considered as one of the pillar interventions in the transformation of the lives of the Kalinago people.

The Government of Dominica will implement a Climate Smart Agricultural Research Station (KCSARC) - within the Kalinago Territory- to advance initiatives for creating employment in the agricultural sector and for organizing and supporting a major backyard gardening initiative. The KCSARC will also generate agricultural products, provide a place for local research and extension services and introduce new technologies, techniques, varieties and breeds, and production systems that foster innovation, enhance and protect the local environment while providing for the local community food and employment needs.

The Kalinago Climate Smart Agriculture Research Centre will thus be an integrative approach to address challenges of food and nutrition security, adaptive knowledge, climate change, preservation of cultural heritage and economic prosperity of the Kalinago people. Towards this end, The Ministry of Environment, Rural Modernisation and Kalinago Upliftment through the Kalinago Council has therefore allocated 11.962 acres of land within the Salybia Hamlet for the development of the proposed Kalinago Climate Smart Agriculture Research Centre (KCSARC).

A small grants programme will be implemented to support Kalinago farmers with Cassava cultivation and product development. This will assist small farmers with small grants to support with Cassava cultivation, product development and technical assistance on business and organizational development. The project will prioritize gender balance, securing that at least 55% of beneficiaries and recipients of small grants are women

2. Enhance forests for sustainable livelihoods and protection of critical water catchment areas

Deforestation is one of the most critical issues confronting the Kalinago Territory, causing an irrevocable disruption within the natural forestry habitat, compromising as well many of the natural watersheds in the Territory and contributing to a decrease in animal and aquatic wildlife. Deforestation has furthermore created an increased risk of landslides and exposure of residents to natural disasters.

The major ecosystems in the Kalinago Territory are littoral woodland, agriculture/residential zone, secondary forest, rain forest and Elfin Woodland. There are small pockets of pristine areas of the rain forest, littoral woodland and elfin woodland that are at risk of complete destruction from tourism development, agricultural expansion and infrastructural development.

The Kalinago Territory has a dense network of footpaths that allow for easy access to many areas of the forest. This poses additional threats to the natural resource base. Availability and quality of potable water are also at risk as a result of the impact of agricultural encroachment and deforestation within the watersheds. Land Clearing especially of slopes greater than 30% has caused increased land destabilization, landslides and land slippages. Road network construction also exposes many new areas to erosion through run-off.

Against this backdrop, Government is supporting the demarcation for some of the major activities important to the livelihood of the Carib Territory - agriculture, tourism and social forestry - so as to provide some management regime that would decrease the risk of further deforestation and destruction of the biodiversity of the Carib Territory; identifying specific hamlets for planting of fields of trees *Larouma*, *Ishnosiphon arouma*, mibi Corde mull Gaulette Savanne, Roseau Reed *Gynerium sagittata*, Mahot Piment, Bwa tan, Byrsonima coriacea var. *spicata*, vétiver, *Vetiveria odorata* and bamboo, *Bambusa* spp for the reforestation and afforestation of water catchments.

The project will therefore engage in reforestation interventions and provide alternative means of income for the territory, leading to the creation of bio-diversity protectors, and a smart plant and tree propagation facility. The delivery of the livelihood programme will secure gender balance with at least 55% of all beneficiaries being women. Furthermore, initiatives to empower and train women organizations and groups will be deployed to encourage the participation of women throughout the implementation of the livelihood programme.

3. Develop a comprehensive indigenous gender sensitive tourism strategy and brand for the Kalinago Community

Due to women's concentration in lower status and lower paid jobs in tourism, their potential to contribute fully is currently untapped. For the tourism sector, the impact of greater gender equality and women's empowerment would be highly beneficial, because diverse and gender equitable organizations perform better. In addition government has declared the Kalinago Territory as an "Area of Special Significance" in light of the consideration to ensuring that any development of the area takes into account the development and preservation of the Kalinago culture. Construction of the Kalinago Barana Aute (KBA) is the largest tourism investment in the Carib Territory.

In terms of tourism infrastructure, there are no certified accommodation facilities in the Carib Territory. Accommodation facilities include one Guest House with 8 rooms located in Crayfish River. The greatest tourism attraction for the Kalinago Territory includes the culture and lifestyle of the people and the associated social structures and historical and natural attractions. All the historical, natural and cultural sites have been identified within each hamlet and Government is working to upgrading visitor facilities and amenities to the tourism attractions; developing and upgrading the system of trails and access areas to the various attraction in the KT, among others.

The rich and unique cultural patrimony of the Kalinago, has long been recognized as a source of immense potential in enhancing tourism in the Kalinago Territory and Dominica. Tourism is seen by Government and the Kalinago Council as a key input to contribute to the much-needed socio-economic development of the Kalinago people. In this context, the Government of Dominica and the Kalinago Council have made significant efforts to scale up the tourism potential of the Kalinago Territory and by extension, enhance livelihoods and income-generating activities.

The project will therefore support the design of a gender sensitive tourism strategy for the Kalinago Territory, focusing on three areas: a). Design of a Kalinago Tourism Route; b). Design of a Kalinago Tourism Brand; and c). Design of a Kalinago gender sensitive tourism infrastructure Master Plan. All Plans will be gender sensitive and secure women, elder, youth and other vulnerable groups are included. The gender sensitive Tourism Strategy will ensure equitable opportunities and equal outcomes for women and men and ensure they are equally involved in the decision making and design. Additionally concrete measures to secure initiatives that will empower women and girls in benefiting from tourism activities will be identified.

The strategy will be developed in consultation with the Kalinago Council and the Kalinago Community and will become the main tool for Government to invest and support tourism in the Kalinago Territory. The strategy will benefit the Kalinago Community and has been discussed with the Kalinago Council which is in full agreement. There are several infrastructure plans for the Territory all done in consent with the Kalinago Council who have also has expressed interest that Tourism Infrastructure is developed in the Territory

4. Improve institutional capacities of the Kalinago Council

The Council has the custody, management and control of the Reserve for and on the behalf of the residents of the Reserve, and it mandated with providing the "expenditure for the Reserve of all money authorized by law to be raised for such purpose; to provide the good government and the improvement of the Reserve; and to enforce the provision of this or any other Kalinago Act". The Existing Kalinago Council is composed of 5 members, who are responsible for overseeing Kalinago matters relating to: i) Tourism, Hand craft, Culture Development and Special Events; ii) Health, Social Issues and Community Development; iii). Education, Public Relations and Research; iv) Youth and Sports; and v) Agriculture, Forestry and Fisheries.

At present, the capacities of the Kalinago Council to fulfil their mandate is very limited, urgently requiring technical assistance to improve participative and gender inclusive decision-making processes and policies to support the development of the Kalinago Territory. Although the Ministry of Kalinago Affairs - in addition to ongoing relations with other key Ministries such as Tourism and Agriculture & Fisheries - have an ongoing working relationship with the Kalinago Council, the need for independent technical assistance has been identified as a priority by the Council.

In addition, the Kalinago Council is not being recipient of assistance to participate in global and regional Indigenous Peoples forums which hinders their ability to exchange experiences and best practices with other indigenous communities and groups. A final issue to address is the need to digitalize their archives (currently these only exist in physical) to secure the historic memory of the Kalinago Council (many archives were lost during Hurricane Maria).

IV. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Expected Results

Output 1: Strengthening sustainable agriculture management

- Activity 1.1: Construction of a plant and tree propagation facility linked to the Kalinago Climate Smart Agricultural Research Center. The government will be leading the construction process with the project providing supplementary equipment and materials where needed to support the final construction and implementation of a smart plant and tree propagation facility (linked to activity 2.2 -emphasis on indigenous trees such as Gommier Trees and the Larouma).
- Activity 1.2: Technical expertise for product development (aggregate products) and marketing of Cassava: This activity will allow for technical assistance for product development and marketing of Cassava placing emphasis on sustainable farming and production techniques, organized production, market support and coordination assistance in collaboration with homeowners and farmers. The project will empower women and girls and encourage their participation in benefiting from capacity building and training opportunities.
- Activity 1.3: Small grants programme to support Kalinago farmers with Cassava cultivation and product development. This will assist small farmers with small grants to support with Cassava cultivation, product development and technical assistance on business and organizational development. The project will prioritize gender balance, securing that at least 55% of beneficiaries and recipients of small grants are women.
- Activity 1.4. Grant management support to assist with the identification of beneficiaries, disbursement of small grants and monitoring of progress, securing gender balance.

Output 2: Community livelihood and reforestation of water catchment areas

- Activity 2.1: Update of reforestation strategy for Kalinago Territory: This involves the deployment of technical experts and coordination meetings with Government Authorities to agree on critical matters to commence with reforestation efforts, placing emphasis on the propagation of indigenous species which can contribute to sustaining the livelihoods of the indigenous peoples of Dominica. Additionally, the project would incorporate non-invasive sap harvesting from Gommier Trees to support the candle and incense making industry.
- Activity 2.2: Livelihood programme for reforestation: The livelihood programme will be implemented under a cash for work programme for selected individuals that are currently engaged in deforestation activities and will lead to the creation of bio-diversity protectors. The reforestation initiative will be linked to the smart plant and tree propagation facility. Emphasis will be placed on the propagation of trees such as Gommier Trees (critical for building of the canoes used by the indigenous peoples for fishing) and the propagation of the Larouma (critical to the indigenous craft industry). Community plant nurseries will be established as part of this component. The programme will assist with education and training to farmers and agricultural producers on sustainable bio-friendly methods of farming and agriculture; as well as sensitizing residents of the Kalinago Territory on issues of biodiversity. The programme will secure gender balance with at least 55% of all beneficiaries and grant receivers are women.
- Activity 2.3: Operational expenses to assist with the identification of beneficiaries, disbursement of grants and monitoring of progress securing gender balance.

Output 3: Design of indigenous gender sensitive tourism strategy and Kalinago Brand

Due to women's concentration in lower status and lower paid jobs in tourism, their potential to contribute fully is currently untapped. Empowering women to participate fully in economic life is essential to building strong economies; creating more stable and just societies; achieving internationally agreed goals for development, sustainability and human rights; and improving the quality of life of women, and consequently, that of communities. For the tourism sector, the impact of greater gender equality and women's empowerment would be highly beneficial, because diverse and gender equitable organizations perform better.

- Activity 3.1: Design of an indigenous tourism route/experience in the Kalinago Territory that supports both their culture and long-term business potential: This activity will consist of organizing participative meetings with the Kalinago peoples, Kalinago women and youth the Kalinago Council and the Ministry of Tourism to design a viable tourism route (which includes identifying competitive advantages, investment needs, and gender perspectives etc.) that can

benefit as much Kalinago people as possible. The Tourism Strategy will also identify concrete measures to secure initiatives that will empower women and girls in benefiting from tourism activities.

- Activity 3.2: Design of a gender sensitive tourism infrastructure plan: The indigenous tourism route will require an infrastructure master plan that can help viabilise the tourism route. The master plan will help the Kalinago Council and the Government to prioritize infrastructure development to strengthen tourism in the territory. The plans will be gender sensitive and secure women, elder, youth and other vulnerable groups are included. The gender sensitive plan will ensure equitable also opportunities and equal outcomes for women and men and ensure they are equally involved in the decision making and design. Additionally concrete measures identify concrete measures to secure initiatives that will empower women and girls in benefiting from tourism activities will be identified. The strategy will be developed in consultation with the Kalinago Council and the Kalinago Community and will become the main tool for Government to invest and support tourism in the Kalinago Territory. The strategy will benefit the Kalinago Community and has been discussed with the Kalinago Council which is in full agreement. There are several infrastructure plans for the Territory all done in consent with the Kalinago Council who have also has expressed interest that Tourism Infrastructure is developed in the Territory
- Activity 3.3: Design of a Kalinago Tourism Brand package: This will support the design of a branding package to scale up tourism in the Kalinago Territory and will include a consultation process with Kalinago peoples, women and youth. The Tourism Brand will also identify concrete measures to secure initiatives that will empower women and girls in benefiting from tourism activities.
- Activity 3.4: Extension services and training: Design of training modules to support the enhancement of capacities in areas linked to tourism attraction, management and service orientation, securing gender balance and women participation.
- Activity 3.5: Operational support to assist with strategic sourcing, procurement, technical assurance and monitoring of results.

Output 4: Institutional strengthening of the Kalinago Council

- Activity 4.1: Participation of Kalinago Council to regional and international forums and conferences on Indigenous Peoples: This activity will promote south-south collaboration and exchange of best practices between Kalinago peoples and other indigenous groups, through the participation of members of the Kalinago Council in regional and international forums and conferences on Indigenous Peoples and study tours.
- Activity 4.2: Review and update of key Kalinago Council planning documents (Kalinago development strategy, etc.). This activity will support the deployment of experts and technical assistance to support the Kalinago Council with the design and review of critical decision-making processes -including the integration of women in decision making processes-, and documents (such as the Kalinago development strategy) to secure the voice of the Kalinago in Kalinago Affairs.
- Activity 4.3: Digitalization of Kalinago Council archives: The activity will digitalize Kalinago Council archives, which are currently only available through physical means (part of it was lost during Hurricane Maria).
- Activity 4.4: Supply of Equipment: Equipment to support the digital transformation of the Kalinago Council will be procured.
- Activity 4.5: Technical and Operational expenses to assist with strategic sourcing, procurement, technical assurance and monitoring of results.

Resources Required to Achieve the Expected Results

The current project envelope is estimated at US\$ 1 million and the funds will be allocated as per existing project estimates for the realization of the 4 outputs and activities within a period of 18 months. UNDP and the Government of the Commonwealth of Dominica may amend the present project to increase the scope and resources available for the Project through an exchange of official letters between them.

Partnerships

The UNDP partnership strategy is multi-pronged, including building synergies with various Government Ministries and Donors on the ground. *The Strengthening Sustainable Livelihoods and Resilience in the Kalinago Territory* project will work primarily with the Ministry of Environment and Kalinago Upliftment, the Ministry of Blue and Green Economy, Agriculture and Food Security, the Ministry of Tourism and Urban Renewal, the Kalinago Council and agencies such as CREAD with a

view at the long-term sustainability of the project outcomes, while maintaining top-notch oversight, quality assurance, coordination of technical assistance and support to resource mobilization.

Risks and Assumptions

The Project's logic is based on the following assumptions:

- National stakeholders support the *Strengthening of Sustainable Livelihoods and Resilience in the Kalinago Territory* objectives and are willing to cooperate to enable and facilitate project implementation - including willingness to a). coordinate and b). accelerate operationalization.
- Adequate information on location-specific hazard and environmental risks is made available by relevant authorities in a timely manner to facilitate resilience building;
- Local communities engage with the project and develop a sense of ownership for project results.
- It is expected that the establishment of the project will have a catalytic impact and serve to assist Government and Kalinago Authorities to access additional funding sources and increase programmatic portfolios associated to the scope of work related to this initiative.
- COVID-19 crisis does not prolong in time so activities planned in 2021 cannot be implemented. In that scenario, all preparatory work and desk reviews will be prepared so implementation of activities can take place in an accelerated mode as soon as the pandemic recedes.

Project risks log is documented below

Risks	Mitigation Measures	Likelihood	Impact
Environmental			
Occurrence of a hazard 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	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.	Likely	High
Economic			
Resurgence of the Pandemic resulting in further national lockdowns	Health Response Border Closure Isolation Testing and Tracking Increase of the Health System's Capacity International Cooperation	Moderately Likely	High
Political			
Risk in augmenting the assistance through cash grants as beneficiaries may consider them entitlements, making a return to previous levels of support difficult and unpopular	Criteria selection process open and transparent Clear and strong communication campaign.	Moderately Likely	Low
Operational			
Government beneficiaries and Kalinago Council may disagree on the methodology to implement certain project activities	Constant engagement with relevant stakeholders	Low Likelihood	High

Stakeholder Engagement

The main stakeholders of the project include Government Ministries, Agencies and the Kalinago Community. Of relevant importance are the Ministries of Ministry of Environment and Kalinago Upliftment, the Ministry of Blue and Green Economy, Agriculture and Food Security, The Ministry of Tourism and Urban Renewal, the Kalinago Council and the Kalinago Community.

South-South and Triangular Cooperation (SSC/TrC)

One of the objectives of the Strengthening Sustainable Livelihoods and Resilience in the Kalinago Territory is to promote Dominica's active participation and engagement as a key player in the region in

matters related to Climate Resilience. Dominica's participation in regional and sub-regional initiatives will be boosted through South-South and Triangular cooperation mechanisms, participation of Kalinago and Dominica representatives in regional fora and, elaboration and publication of a Lessons Learnt document on Dominica's experience and good practices. Furthermore the project will support the participation of the Kalinago Council in regional and international forums and conferences on Indigenous Peoples with the objective of exchanging good practices, experiences and lessons learned.

Knowledge

The project will produce a series of publications on Resilience and Development, and how Government and the Kalinago have strengthened climate resilience throughout the territory. UNDP will also work with its Dominica communications specialist to enhance the visibility of all products for knowledge and lessons learned generated by the project so others can benefit.

Communication

All communications related to progress and status of the Strengthening Sustainable Livelihoods and Resilience in the Kalinago Territory will be led by UNDP in coordination with Government and the Kalinago Council.

Sustainability

The project is embedded within Government priorities for the Kalinago Territory, complementing the strategic results and budgets of participating ministries engagements to support the development of the Kalinago Community.

V. PROJECT MANAGEMENT

UNDP as Project Manager of the will establish a Project Coordinator (PC) to support the management and implementation of the activities. The PC will advise the Steering Committee and have the primary responsibility for providing technical support and quality assurance for the overall implementation of the project.

The Project Coordinator will operate under the overall guidance of the UNDP senior management in Dominica and Barbados and the Eastern Caribbean and apply UNDP's rules and regulations. Additional support staff for processing finance, direct payments, procurement support, technical assistance, policy advice and logistical aspects of the implementation of the project will be assigned by UNDP without increasing the project's direct costs.

Short-term expertise may be brought on board on a consultancy basis to support the technical work under the supervision of the Project Coordinator. In addition, the Project Coordinator will require rental and equipment of office spaces as well as purchasing of office equipment such as desks, chairs, laptops, printers, telecom equipment, etc. Economies of scale will be made by using as much as possible of UNDP's Dominica Office existing infrastructure.

The Project Coordinator may require the short or medium-term support of specialised consultants and experts to support with the implementation of the *Strengthening Sustainable Livelihoods and Resilience in the Kalinago Territory*, who will be recruited within the cost envelope established for the management of the project and without additional budget requirements.

Furthermore, the Project Coordinator will coordinate with Government to promote an initial gender capacity building training on the importance of addressing gender issues in relation to the project and specific training on specific issues such as gender-responsive implementation, gender budgeting, and the importance of a gender-sensitive M&E that include gender indicators and reports.

VI. RESULTS FRAMEWORK⁴

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: MSDF priority: An inclusive, equitable and prosperous Caribbean.								
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: Outcome 1.2.: Access to equitable social protection systems, quality services and sustainable economic opportunities improved.								
Applicable Output(s) from the UNDP Strategic Plan: Output 7.3. National development plans to address poverty and inequality are sustainable and risk resilient. Output 7.4. Countries enabled to gain equitable access to, and manage, ODA and other sources of global development financing. Output 7.5 South-South and Triangular cooperation partnerships established and/or strengthened for development solutions. Output 7.6. Innovations enabled for development solutions, partnerships and other collaborative arrangements.								
Project title and Atlas Project Number: Strengthening Sustainable Livelihoods and Resilience in the Kalinago Territory								
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1	Year 2		TOTAL
Outcome: Output 1	Activity 1.1: Percentage completion for construction of propagation facility	UNDP	0	2021	100%	100%	100%	Reports and site visits
	Activity 1.2: - Percentage of beneficiaries identified and assisted with capacity building. - Percentage of training beneficiaries with increased capacity for product development (aggregate products) and marketing of Cassava - Percentage of beneficiaries that are women.	UNDP	0	2021	100%	100%	100% 100% 55%	Evaluation, Reports, Site Visits ex ante and ex post training reports
	Activity 1.3: - Percentage of identified beneficiaries of small grants for product development that express satisfaction with the programme	UNDP	0	2021	100%	100%	100%	Evaluation, Reports, Site Visits Interviews

VII. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring 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. To this end, for each of the specific activities, a baseline will be established within the first six months of the project.	Quarterly	Site inspections, beneficiary interviews, spot checks and stakeholder surveys will be undertaken to assess progress toward targets. Slower than expected progress will be addressed by project management. A baseline will be established within the first six months of the project.	With participation of project partners as required.	See project budget
Monitor and Manage Risk	Identify specific risks that may threaten the achievement of intended results. Identify and monitor risk management actions using a risk log. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	With participation of project partners as desired	See project budget
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	With participation of project partners as desired	See project budget
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.	With participation of project partners as desired	See project budget
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the Steering Committee and used to make course corrections.	With participation of project partners as desired	See project budget
Project Report	A progress report will be presented to the Steering Committee and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Quarterly and Annually, and at the end of the project (final report)	Quarterly narrative and financial reporting will be prepared according to UNDP's corporate requirements and will be presented to UNOSSC and to the Steering Committee	UNDP	See project budget
Project Review (Project Board)	Monthly updates of 3-4 bullet points will be shared with UNOSSC. The project's governance mechanism (i.e., project steering committee) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Steering Committee shall 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.	At least once in 2021 and 2022	Any quality concerns or slower than expected progress should be discussed by the Steering Committee and management actions agreed to address the issues identified.	With participation of project partners as desired	See project budget

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation	TBD			2022	UNDP, Ministry of Environment	15,000

VIII. MULTI-YEAR WORK PLAN ⁵⁶

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

Multi-Year Plan for Allocated Resources

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)		RESPONSIBLE PARTY	PLANNED BUDGET (USD)		
		Year 1	Year 2		Funding Source	Budget Description	TOTAL
		Activity 1.1: Financial support to the construction of a plant and tree propagation facility	100,000		---	UNDP	INDIA FUND
Activity 1.2: Technical expertise for product development - cassava	30,000	20,000	UNDP	INDIA FUND	Consultancies	50,000	
Output 1	Activity 1.3: Small grants programme to support Kalinago farmers (55% of budget earmarked for women participation)	130,000	70,000	UNDP	INDIA FUND	Small Grants	200,000
	Activity 1.4: Grant management support	14,000	6,000	UNDP	INDIA FUND	Travel, communication, Monitoring and Evaluation, Technical Assistance	20,000
	Subtotal Output 1	274,000	96,000				370,000
	Activity 2.1: Update of reforestation strategy for Kalinago Territory:	40,000	---	UNDP	INDIA FUND	Consultancy	40,000
Output 2	Activity 2.2: livelihood programme for reforestation (55% of budget earmarked for women's participation)	150,000	50,000	UNDP	INDIA FUND	Small Grants / Cash for Work	200,000
	Activity 2.3: Operational Support	14,000	6,000	UNDP	INDIA FUND	Travel, communication, Monitoring and Evaluation, Technical Assistance	20,000

⁵ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁶ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

IX. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Project will be implemented by UNDP in collaboration with the Ministry of Environment and Kalinago Upliftment. UNDP will frame its assistance under a Direct Implementation Modality, which implies that UNDP will assume the technical and administrative responsibility for mobilizing and applying effectively the required inputs in order to reach the expected outputs. UNDP assumes overall management responsibility and accountability for project implementation. Accordingly, UNDP must follow all policies and procedures established for its own operations.

Steering Committee

The Steering Committee will be the highest body governing the Strengthening Sustainable Livelihoods and Resilience in the Kalinago Territory. The Steering Committee will be chaired by the Ministry of Environment and Kalinago Upliftment. The Steering Committee may include members from relevant government institutions (such as from the Ministries of Agriculture and Tourism) and a representative of the Indian Embassy. The Steering Committee composition should ensure the principles of national ownership, inclusiveness and balanced representation, as well as the need to have a manageable size for effective decision-making.

ToRs for the Steering Committee will be proposed by the Project Coordinator during the first Steering Committee meeting and shall include the following:

- Receive and approve annual and quarterly work plans and progress reports;
- Identify key constituency to contact for input during planning process;
- Help mobilise financial and other support for the project;
- Review progress and outcomes of the project
- Make policy decisions relating to the project, for example, the scope, extension, expansion of the project.
- Provide oversight and accountability over the project.
- Provide overall guidance and direction and agree on adjustments within provided tolerance levels (see Manage Change);
- Assess the achievement of results in the context of the national results/outcomes;
- Assess the quality of programming against the quality criteria for UNDP programming;
- Assess risks to the programme or project, and agree on management actions and resources to address them effectively; and
- Identify and address operational issues of programme and project implementation, including those that could lead to revisions of the project if required.

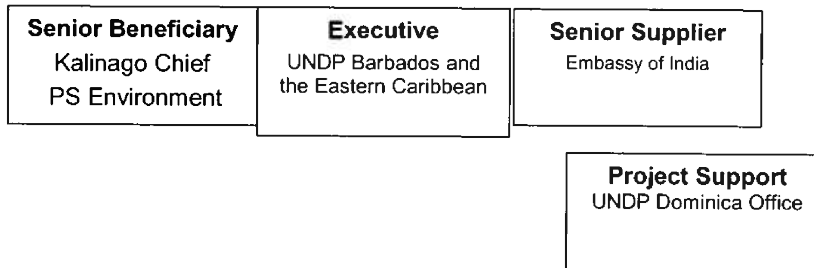
Assurance is the responsibility of each board member. The assurance role supports respective board members in carrying out oversight and monitoring functions. This role ensures appropriate management milestones are managed and completed.

Annual review meetings should take place at the time of year most effective for reviewing results and making decisions. It should verify that the recommendations of the previous review were appropriately followed up and make recommendations to overcome any new issues or seize opportunities identified. Recommendations also support the preparation of inputs into the UNDP Results-Oriented Analysis Report and other reporting required by stakeholders/donors. Changes that could adversely impact the achievement of already approved results or that could result in a (re)allocation of earmarked resources are considered amendments that must be submitted to the regional bureau for review.

The Steering Committee is responsible for making management decisions by consensus when required, including the approval of project plans and revisions, and the project manager's tolerances. It reviews evidence on project performance based on monitoring, evaluation and reporting, including progress reports and the combined delivery report. The project quality assurance report and donor should be discussed with the board, along with management actions to improve quality. Board decisions are made in accordance with standards to ensure management for development results: best value for money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the board, a final decision shall rest with the UNDP Resident Representative.

Project Organisation Structure

Project Doc **Steering Committee (Governance Mechanism)** LRKT)



Potential members of the Project Board are reviewed and recommended for approval during the Project Appraisal Committee (PAC) meeting. Representatives of other stakeholders can be included in the Board as appropriate. The objective is to create a mechanism for effective project management. The Board contains four distinct roles:

- **Executive:** represents the project ownership to chair the group. For this project, UNDP Barbados and the Eastern Caribbean will assume this role. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier. Specific responsibilities include to:
 - Ensure that there is a coherent project organisation structure and logical set of plans
 - Set tolerances in the AWP and other plans as required for the Project Manager
 - Monitor and control the progress of the project at a strategic level
 - Ensure that risks are being tracked and mitigated as effectively as possible
 - Brief Outcome Board and relevant stakeholders about project progress
 - Organise and chair Project Board meetings
- **Senior Beneficiary:** individual or group of individuals representing the interests of those who will ultimately benefit from the project. The primary function within the Board is to ensure the realisation of project results from the perspective of project beneficiaries. The Beneficiary representatives are responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The beneficiary representatives role monitors progress against targets and quality criteria. Specific responsibilities include to:
 - Ensure the expected output(s) and related activities of the project are well defined
 - Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
 - Promote and maintain focus on the expected project output(s)
 - Prioritise and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
 - Resolve priority conflicts

The assurance responsibilities of the beneficiary representatives are to check that:

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

The Kalinago Chief, who Chairs the Kalinago Council, will perform the Senior Beneficiary function under the project along with the PS Environment

- **Senior Supplier:** individual or group representing the interests of the parties concerned which provide funding for specific cost sharing projects and/or technical expertise to the project. The primary function within the Board is to provide guidance regarding the technical feasibility of the project. This includes technical guidance on designing, developing, facilitating, procuring and implementing the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required.
 - Make sure that progress towards the outputs remains consistent from the supplier perspective
 - Promote and maintain focus on the expected project output(s) from the point of view of supplier management
 - Ensure that the supplier resources required for the project are made available
 - Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
 - Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

Project Assurance: this role is the responsibility of each Project Board member; however, the role can be delegated. The project assurance role performs objective and independent project oversight and monitoring functions, independent of the Project Managers, ensuring appropriate project management milestones are managed and completed. The Deputy Resident Representative of UNDP Barbados and the Eastern Caribbean, or his designate, will provide quality assurance oversight

The Project Coordinator

The Project Coordinator will 1) ensure effective project management by maintaining the delivery of appropriate technical, operational, financial and administrative outputs, while tracking the project progress through monitoring, evaluation and reporting; 2) maintain collaborative working relationships among key project partners and donors, through effective communication, consultation and reporting, and; 3) align the project with UN values and UNDP priorities.

The Project Coordinator will work with Government in establishing a strong accountability guideline and mechanism for the use of funds in alignment with best international practices; as well as conducting regular project finance monitoring and assurance activities, including periodic monitoring visits and 'spot checks' of expenses and results achieved, to ensure prompt detection of any deviations from the project work plan and budget. The Project Coordinator will secure that monitoring and assurance actions encompass operational and financial considerations, as well as programmatic ones.

The Project Coordinator will also be responsible for coordinating independent audits and reviewing audit reports, helping partners take corrective actions to address audit recommendations, particularly in cases where qualified audit opinions are issued by the auditors. The Project Coordinator will also be responsible for coordinating and processing direct payments that are consistent with the annual work plan or project budget; requesting appropriate documentation to process payments; and securing that documentation has no inconsistencies with regards to the vendor or implementing partner approvals, etc.

The Project Coordinator will also coordinate and procure (using UNDP procedures) technical assistance and south-south cooperation arrangements that may be required by Government and Kalinago Authorities to strengthen capacities. This will be done in strict agreement and collaboration with the Implementing Partners. Short-term expertise will be brought on board on a consultancy basis to support the technical work under the supervision of the Steering Committee and the Implementing Partners.

The Project Coordinator shall submit periodic consolidated progress reports to the Steering Committee. Other ad hoc reports and information at the formal request of the Steering Committee including cash flow forecast may be provided. Reports shall include outcomes of any assessments, reviews and evaluations and speak to the overall M&E framework.

UNDP Barbados and Eastern Caribbean Multi-Country Office

UNDP Barbados and Eastern Caribbean MCO will provide human resources, strategic sourcing and procurement support in identifying and onboarding relevant technical expertise required by the project. In addition, the MCO will assist the Project Coordinator with project finance including treasury operations and banking. Technical assistance will also be coordinated with and through the MCO, particularly as it relates to gender-responsive recovery, resettlement, reconstruction and other areas of interest. Project management services will support the Project Coordinator in areas of monitoring

and evaluation; supervisory support, partnership building, reporting, advocacy and resource mobilization.

X. LEGAL CONTEXT

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

This project will be implemented by UNDP ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

XI. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/ag_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP will ensure that the Implementing Partner abide by the following obligations that are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
 - c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or

subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.

- d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

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

- h. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.
- i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

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

Annex I

Strengthening Sustainable Livelihoods and Resilience in the Kalinago Territory

Terms of Reference (TOR) for the Project Board

1.0 COMPOSITION

Representatives from the following organisations shall comprise the Project Board:

- United Nations Development Programme (UNDP) as (Chair and Secretariat to the Board)
 - Barbados and the Eastern Caribbean
- Government of Commonwealth of Dominica:
 - Ministry of Environment, Rural Modernisation and Kalinago Upliftment
- Kalinago Council represented by the Kalinago Chief
- Embassy of India (Senior Supplier)

Observers to the Board will include 1 representative each from the:

- Ministry of Tourism, International Transport and Maritime Initiatives
- Ministry of Blue and Green Economy, Agriculture and National Food Security

2.0 FUNCTIONS OF THE PROJECT BOARD

1. Offer overall policy and technical guidance and direction towards the implementation of the project, ensuring it remains within any specified constraints
2. Provide input into work plans, budgets and implementation schedules to guide the achievement of project objectives
3. Approve project implementation schedule, annual work plan (AWP) and indicative project budget at the commencement of each project year within its remit
4. Provide guidance and agree on possible countermeasures/management actions to address specific project risks
5. Address project issues as raised by the Project Manager
6. Agree on Project Manager's tolerances as required, and provide ad-hoc direction and advice for situations when tolerances are exceeded
7. Review and endorse changes in project work plans, budgets and schedules as necessary
8. Monitor project implementation and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans
9. Review and make decisions on recommendations related to project management from the Implementing Agency
10. Arbitrate where necessary and decide on any alterations to the programme
11. Endorse an overall project evaluation and monitoring plan for the duration of the project through a mechanism agreeable to all Project Board parties
12. Providing necessary oversight to ensure sustainability of project

3.0 MEETINGS

The Project Board will meet at least once a year during the project implementation when the project team will provide it with the narrative progress report. In addition, meetings of the Board can be convened on an ad hoc basis, to address significant implementation issues, as necessary when raised by the implementing agency, at a time and place convenient to all members. A quorum will be constituted by 50% plus one of the representatives listed under section 1.0 of this TOR and this must be present for meetings of the Project Board to be convened. Meetings may also be convened virtually as needed.

4.0 CHAIRPERSON

The Project Board Chair will chair the Project Board meeting. The Chair will be responsible for:

1. The conduct of the meeting
2. Ensuring that an accurate record of the discussions and decisions of each meeting is prepared and forwarded to all members
3. Ensuring adequate follow-up on the undertakings of the members of the Project Board.

5.0 SECRETARIAT OF THE COMMITTEE

The Project Manager/Coordinator will provide secretariat services to the Project Board.

6.0 COMMUNICATION

Documentation being presented for review at any meeting of the Project Board will, as far as possible, be distributed one week prior to the meeting. The preparation of the records of all official meetings of the Project Board will be the responsibility of the secretary. These records must be forwarded to Project Board members no later than two weeks after its conclusion.

7.0 DURATION

The Project Board will exist for the duration of the project.

8.0 FUNDING OF PROJECT BOARD ACTIVITIES

Project resources will be used to support the participation of country representatives and other members as required.

10.0 MEETING LOCATION

Meetings of the Project Board will be held in Dominica and virtually