



PROJECT DOCUMENT

Strengthening Community Resilience within Kalinago Territory

Project Title: Strengthening Community Resilience within Kalinago Territory (SCR-K)

Project Number:

Implementing Partner: United Nations Development Programme

Start Date: 1 July 2025

End Date: 31 December 2026

LPAC Meeting date: 22 May 2025

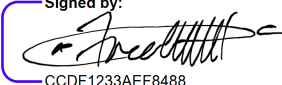
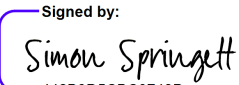
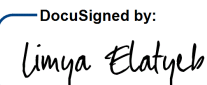
Brief Description

This project builds upon and complements what was achieved by the Strengthening Sustainable Livelihoods and Resilience in the Kalinago Territory (SSLR) project that was approved in 2021 to strengthen the livelihoods and resilience. This project “Strengthening Community Resilience within Kalinago Territory” aims to address the multifaceted development challenge faced by the Kalinago Territory in Dominica, involving enhancing agricultural productivity, improving forest and watershed management, and boosting indigenous tourism while ensuring gender perspectives and awareness are addressed across all activities. Some of the key issues are the need to revitalize agriculture to support national food security and economic growth, mitigate the impact of climate-related hazards and deforestation on forest ecosystems, and develop sustainable tourism practices that leverage the unique cultural heritage of the Kalinago community. These challenges are compounded by the need for effective community engagement and capacity building to ensure long-term resilience and economic benefits. The expected results are as follows.

- 1. Improved Resilience in Agriculture: The project aims to establish a community greenhouse park and support local agricultural initiatives to boost food security and economic output. This includes creating employment opportunities for women, men and youth and fostering innovation through digital technologies and community engagement.
- 2. Enhanced Forests and Watersheds: It will strengthen forest and watershed management through policy development, community-based programs, and knowledge sharing, addressing environmental degradation and its impacts on local livelihoods and natural resources.
- 3. Strengthened Indigenous Tourism: The project will support the growth of eco-indigenous tourism by developing marketing strategies, enhancing capacity for tourism-related businesses, and promoting cultural heritage. This will contribute to economic diversification and the preservation of the Kalinago culture.

<u>Contributing Outcome (UNSDCF/CPD):</u> Resilience to Climate Change/Shocks & Sustainable Natural Resource Management Outcome 2: The Caribbean has fully transitioned to a more diversified and sustainable economy that supports inclusive and resilient economic growth. Outcome 5: Caribbean people, communities, and institutions have enhanced adaptive capacity for inclusive, gender responsive Disaster Risk Management and climate change adaptation and mitigation. Outcome 6: Caribbean countries manage natural resources & ecosystems strengthening their resilience & enhancing the resilience & prosperity of the people and communities that depend on them. <u>MCPD:</u> Priority area 1 (UNMSDCF pillar 1) Economic resilience and shared prosperity. Priority area 2 (UNMSDCF pillar 3): Resilience to climate change and sustainable natural resources management. Signature Solution 4: Environment: 4.1 Natural resources protected and managed to enhance sustainable productivity and livelihoods Solution 1: 1.3 Access to basic services and financial and non-financial assets and services improved to support productive capacities for sustainable livelihoods and jobs to achieve prosperity <u>Indicative Output(s)</u> GEN2- Gender equality as a significant objective	Total resources required:	USD 1,000,000	
	Total resources allocated:	UNDP TRAC:	
		India-UN Fund:	1,000,000
		Government:	
		In-Kind:	Land

Agreed by (signatures):

Government of Dominica	UNRCO	UNDP
Signed by:  CCDF1233AEF8488... Print Name: Cozier Frederick Date: 31-Jul-2025	Signed by:  442B9D5CBC0743D... Print Name Simon Springett Date: 31-Jul-2025	DocuSigned by:  03DD4D3F37AE422... Print Name: Limya Eltayeb Date: 30-Jul-2025

I. DEVELOPMENT CHALLENGE**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\$7,144¹. 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 population². 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 schools³. In 2016, the top exports of Dominica were refined petroleum, soap, medical instruments, low-voltage protection equipment, 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 2022 United Nations Development Programme Human Development Index ranked Dominica as 97 of 193 countries. – Poverty remains a pervasive development issue⁴. Between 2000 and 2022, Dominica's life expectancy at birth changed by 0.3 years, expected years of schooling changed by -1.4 years and mean years of schooling changed by 1.3 years. Dominica's GNI per capita changed by about 34.3 percent between 2000 and 2022. 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 infrastructure⁵ 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 World Bank. (2019). *Dominica Overview*. World Bank.

² United Nations. (2017). *International Migration Report 2017*. UN DESA.

³ Caribbean Development Bank. (2018). *Economic Review of the Caribbean*. CDB.

⁴ United Nations Development Programme. (2022). *Human Development Report 2022*. UNDP.

⁵ Caribbean Disaster Emergency Management Agency. (2018). *Disaster Risk Reduction in the Caribbean*. CDEMA.

Dominica was devastated by Category-5 Hurricane Maria in 2017, and has set a precedent by striving to become the world's first climate-resilient country⁶. This ambition highlights the severe structural vulnerabilities faced by Small Island Developing States (SIDS), which grapple with remoteness, economic concentration, and dependence on external flows. Dominica's governmental vision, encapsulated in the "Dynamic Dominica" framework, focuses on fortifying communities and infrastructure to withstand climate-related shocks and other systemic vulnerabilities.



Source: Dominica Census 2011

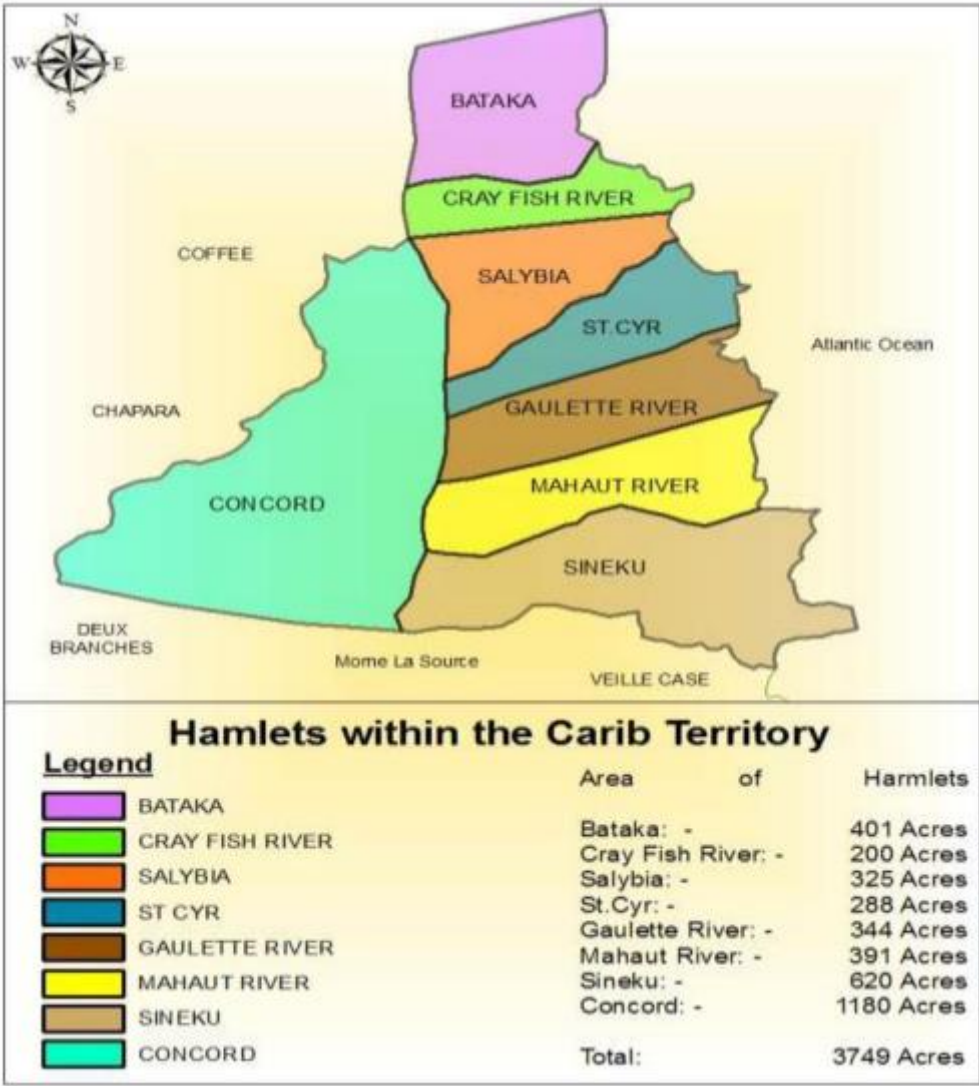
1.2 The Kalinago

The Kalinago people, the largest indigenous group in the Eastern Caribbean, epitomize the extreme vulnerability within Dominica. The Kalinago Territory, established in 1903 and encompassing 3,782.5 acres, includes eight hamlets and is characterized by communal land ownership managed by the Kalinago Council. This indigenous population faces acute socioeconomic and environmental challenges. According to the Dominica Country Poverty Assessment, 50% of Kalinago residents live in poverty, making them the island's most impoverished demographic⁷. Traditional livelihoods, primarily based on agriculture, have deteriorated due to economic shifts and environmental degradation, with the decline in the banana trade precipitating reduced agricultural output and food insecurity, this has had an uneven impact between men and women. Valuable ecosystems are facing degradation and fragmentation from unsustainable development,

⁶ United Nations Office for Disaster Risk Reduction. (2018). *Building Climate Resilience in Dominica*. UNDRR.

⁷ Government of Dominica. (2015). *Dominica Country Poverty Assessment*

agricultural expansion, pollution, sedimentation and erosion, and the introduction of invasive species. The growing frequency and intensity of climate-related events, such as the devastating Hurricane Maria in 2017, also cause significant ecosystem damage. Forests are essential for sectors like tourism, agriculture, and water management, and approximately 20% of jobs in Dominica are indirectly linked to forests. This is especially true for the Kalinago, whose livelihoods rely heavily on healthy ecosystems for subsistence agriculture and non-timber forest products, such as the larouman reed which is used to make and sell traditional handicrafts.⁸



Source: Map – Hamlets within the Territory (OECS 2009)

The Kalinago Territory has experienced severe environmental degradation, driven by deforestation from agricultural expansion, tourism, and infrastructure development⁹. This degradation has led to diminished biodiversity, increased

⁸ World Bank (2018) Indigenous Peoples Planning Framework Kalinago Territory Dominica

⁹ Food and Agriculture Organization. (2017). State of the World’s Forests 2018. FAO .

landslide risks, and compromised water resources. The impact of Hurricane Maria has exacerbated these vulnerabilities, further jeopardizing the Kalinago's traditional lifestyle and economic stability.

Evidence of the profound impact includes high poverty rates and substantial environmental damage, such as deforestation and reduced agricultural productivity. These factors underscore the urgent need for interventions that address both immediate and root causes of vulnerability (and addressing the impact different groups including youth, women, men and people with disabilities). Immediate causes include environmental degradation, economic instability, and inadequate disaster preparedness. Underlying causes involve economic dependence, limited resource access, and insufficient disaster planning. Root causes encompass historical inequalities, structural poverty, and capacity limitations.

The project aligns with national, regional, and global development priorities. At the national level, it supports Dominica's goal of achieving climate resilience through its National Resilient Development Strategy (NRDS) and Climate Resilience and Recovery Plan (CRRP). Regionally, it contributes to SIDS resilience strategies and broader climate adaptation frameworks. Globally, it advances the Sustainable Development Goals (SDGs), particularly SDG 1 (No Poverty), SDG 2 (Zero Hunger), SDG 13 (Climate Action), and SDG 15 (Life on Land).

The "Strengthening Community Resilience within the Kalinago Territory" project is designed to address and build upon the findings and limitations identified in the evaluation of the previous Strengthening Sustainable Livelihoods and Resilience (SSLR) project. The SSLR project, despite delivering many benefits, faced several challenges in achieving its intended outcomes, and these have informed the design and focus of the current initiative.

Enhancing Agricultural Capacity

The SSLR project had notable successes in strengthening the capacities and skills of small-scale cassava farmers and processors through targeted training and equipment provision. This is particularly relevant given cassava's resilience and its importance in food security. However, the project faced limitations in implementing its initial strategy, including the establishment of a plant and tree propagation facility.

Land tenure issues and legal complexities arose, as the communal land within the Kalinago Territory led to contention among individuals seeking compensation. To address these challenges, the current project will adopt a revised strategy that focuses on expanding greenhouse initiatives and integrating sustainable agricultural practices that were previously hindered. The Kalinago Council has identified designated land for the greenhouse park, which eliminates past issues related to land access, as the property now falls under the Council's purview. This ensures that there will be no land-related complications for the greenhouse initiative.

By utilizing land that is already under the control of the Council, the project will effectively support both male and female farmers with enhanced resources and training, fostering the development of agricultural practices that promote

sustainability and resilience. This strategic shift not only builds upon the successes of the SSLR project but also lays a solid foundation for achieving different and improved results this time around.

Improving Food Security and Agricultural Practices

While the SSLR project made significant contributions to improving food availability and diversity through community greenhouses and equipment provision, it also revealed areas for enhancement in the delivery and implementation of some planned activities. The current project directly addresses these gaps by focusing on the effective delivery and utilization of agricultural tools and resources. It will build on the SSLR project's value chain and market assessment by promoting sustainable agricultural practices and strengthening market access for local male and female farmers, thereby refining the approach to sustainable agriculture.

A key focus of the current initiative will be the establishment of a coordinating mechanism for the cassava sector, as highlighted in the previous market assessment. This mechanism aims to enhance information sharing and facilitate joint planning and marketing efforts among farmers, effectively addressing the challenges associated with the inconsistent availability of fresh cassava.

Importantly, the market assessment identified a lack of a structured program to address these challenges, underscoring the value proposition of this project. By leveraging the foundational work of the SSLR project, the current initiative will enhance sustainable agricultural practices and strengthen market access for local farmers, ultimately contributing to greater food security and resilience in the Kalinago community.

Forest and Water Resource Management

The SSLR project successfully engaged in reforestation efforts by planting over 9,000 trees and implementing a cash-for-trees program, which provided income to approximately 40 residents. However, the project faced challenges in addressing critical areas, such as vulnerable sliding areas, and its contribution to long-term reforestation impacts was not fully realized. The new project will leverage these initial efforts by incorporating advanced nature-based solutions and more targeted reforestation strategies. This includes developing comprehensive watershed management plans and addressing vulnerabilities in critical areas, with a focus on sustainability and long-term ecological impact.

Tourism and Institutional Capacity

The SSLR project made efforts to develop an indigenous tourism strategy, but its impact was limited due to delays and lack of explicit integration with the project's broader objectives. The current project will address these limitations by ensuring that tourism development is more closely aligned with the overall resilience-building goals. This includes enhancing the Kalinago's involvement in tourism planning and ensuring that the strategies developed are operationalized and supported by key stakeholders. Additionally, the project will build upon the SSLR project's efforts to strengthen the institutional capacities of the Kalinago Council by providing targeted training and improving digital infrastructure, ensuring better management and response capabilities.

Sustainability and Impact Measurement

One of the major findings from the SSLR project was the lack of robust mechanisms to measure long-term impact and sustainability. The new project addresses this by incorporating comprehensive monitoring and evaluation frameworks that track progress at both strategic and operational levels. It will also ensure alignment with national initiatives, such as the National Reforestation Programme and School Feeding Programme, to enhance the sustainability of project interventions. By focusing on these areas, the project aims to build on SSLR's legacy, ensuring that its activities contribute to long-term resilience and sustainable development within the Kalinago Territory.

Direct beneficiaries include men and women small businesses, farmers, beekeepers, and indigenous craft producers. While indirect beneficiaries encompass the broader Kalinago community. This initiative represents a comprehensive approach to enhancing resilience, addressing poverty, and promoting sustainable development, contributing significantly to the overarching goals of UNDP and development partner priorities.

Overall, the “Strengthening Community Resilience within the Kalinago Territory” project builds on the SSLR project’s experiences and findings by addressing identified gaps and challenges. It aims to improve agricultural practices, enhance food security, advance forest management, support indigenous tourism, and ensure sustainability through effective gender mainstreaming, impact measurement and alignment with national initiatives. A gender analysis will be developed during the first 3 months of the project to validate baseline data and targets. Baseline information from Engender project “gender responsive Livelihood assessment in the Kalinago” will be used as baseline referenced data.

A sustainability plan will be initiated in Q3 of the project by the project coordinated and finalised in Q4. The plan will detail phase out arrangements and areas for further replication and upscaling. This should also include concept notes for further funding from donors.

II. STRATEGY

In the development of the project, considerations from other projects in Dominica and in the Kalinago were taken into consideration, along with the development challenges identified in the problem tree below which then informed the development of the Theory of Change. The Government, the Kalinago Council, the community and the UNOSSC and the donor were deeply involved in a consultative process in the development of the concept note and then the project document.

A human rights-based approach was integrated into the development and design of the project. The community and indigenous Kalinago were consulted through community consultations on activities and locations, this was also revalidated with the community and the Kalinago council.

The project is aligned with the United Nations Multi-Country Sustainable Development Cooperation framework (UNMSDCF) Outcome Resilience to Climate Change. Specifically Outcome 2: The Caribbean has fully transitioned to a more diversified and sustainable economy that supports inclusive and resilient economic growth; Outcome 5: Caribbean people communities, and institutions have enhanced adaptive capacity for inclusive, gender responsive Disaster Risk Management and climate change adaptation and mitigation, Caribbean people, communities, and institutions have enhanced adaptive capacity for inclusive, gender responsive Disaster Risk Management; and Outcome 6: Caribbean countries manage natural resources & ecosystems strengthening their resilience & enhancing the resilience & prosperity of the people and communities that depend on them Shocks & Sustainable Natural Resource Management.

Through the use of a human rights-based approach, the project ensures that its work and engagement with indigenous peoples is grounded in its overall vision to assist countries to achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion. These efforts will be guided by the international human rights standards and principles, and particularly the United Nations Declaration on the Rights of Indigenous Peoples UNDRIP. The project design and associated activities speak to the recognition of the centrality of human rights to sustainable development and poverty alleviation. The project will also integrate persons with disabilities within project activities.

The project design engaged through a consultative process including group meetings and dialogues national partners (Government of Dominic, Kalinago Council, Members of the Kalinago Community). At the Global level engagement was also made with the donor and the UN Office of South South Cooperation at the concept level, activity level and proposal level. Comments and feedback provided was integrated into the final project design.

Emphasis will be placed on sustaining and strengthening 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. Ultimately, the project will focus on building livelihood resilience among the indigenous Kalinago People by expanding their access to new and sustainable economic opportunities, including among the youth. The project will adopt a systems approach to sustainable economic growth by focusing on women's empowerment, through targeted interventions to support women's livelihoods and to increase women's access to decision-making position and roles in sub-national governance.

Focusing on the nexus between people and planet, the project will also include:

1. Improved Resilience in Agriculture: The project aims to establish a community greenhouse park and support local agricultural initiatives to boost food security and economic output. This includes creating employment opportunities for women, men and youth and fostering innovation through digital technologies and community engagement.
2. Enhanced Forests and Watersheds: It will strengthen forest and watershed management through policy development, community-based programs, and knowledge sharing, addressing environmental degradation and its impacts on local livelihoods and natural resources.
3. Strengthened Indigenous Tourism: The project will support the growth of eco-indigenous tourism by developing marketing strategies, enhancing capacity for tourism-related businesses, and promoting cultural heritage. This will contribute to economic diversification and the preservation of the Kalinago culture.

Additionally concrete measures to secure initiatives that will empower women and girls in benefiting from tourism activities will also be identified.

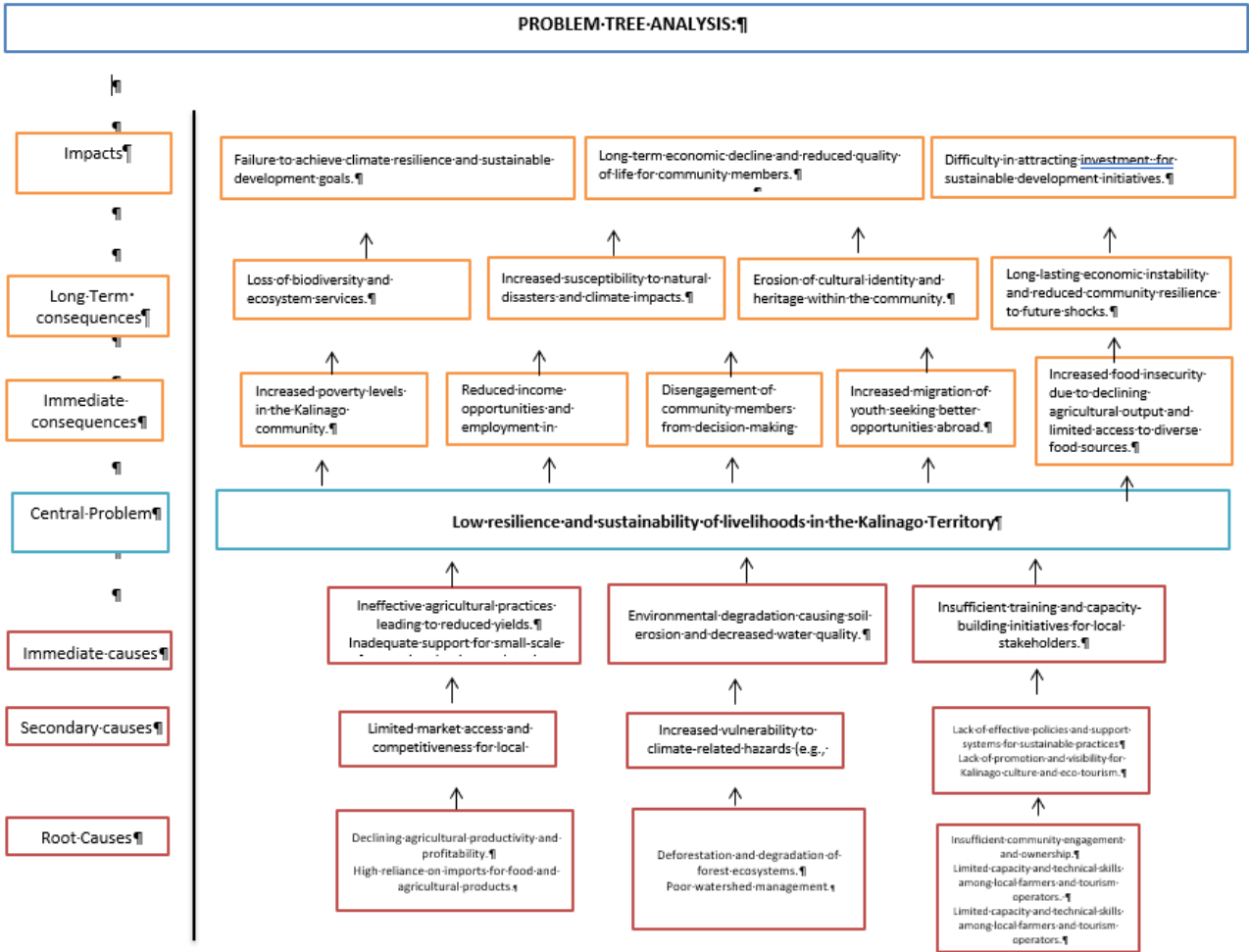
The project activities will be revalidated through community consultations to best uphold the principles of accountability/rule of law/participation and inclusion.

The project design integrated a human rights based approach.

- Ensuring the project enhances human rights protection, with due attention to intersectionality, biodiversity and cultural heritage in the Kalinago Territory;
- Integrate local experts and Kalinago knowledge holders, subject to FPIC, into the design and development of any climate resilience projects and programmes;
- Support and directly funding community-led and youth-led initiatives through flexible approaches for local priority-setting and iterative learning;

At the UNDP Multi Country Programme Document level, the project is aligned with Priority areas: 1 (Economic resilience and shared prosperity) and 2 (Resilience to climate change and sustainable natural resource management).

2.1 Problem Tree



2.2 Theory of Change

The Theory of Change (ToC) for the "Strengthening Community Resilience within the Kalinago Territory" project outlines a comprehensive framework designed to achieve desired outcomes and impacts by clearly identifying the necessary conditions and causal pathways connecting project activities to intended results.

At the input level, the project requires essential resources, including financial resources amounting to US\$ 1 million, human resources comprising project staff and local experts, partnerships with various government ministries, NGOs, and community organizations, as well as the deployment of digital technologies and infrastructure. These inputs are crucial for facilitating the project's activities.

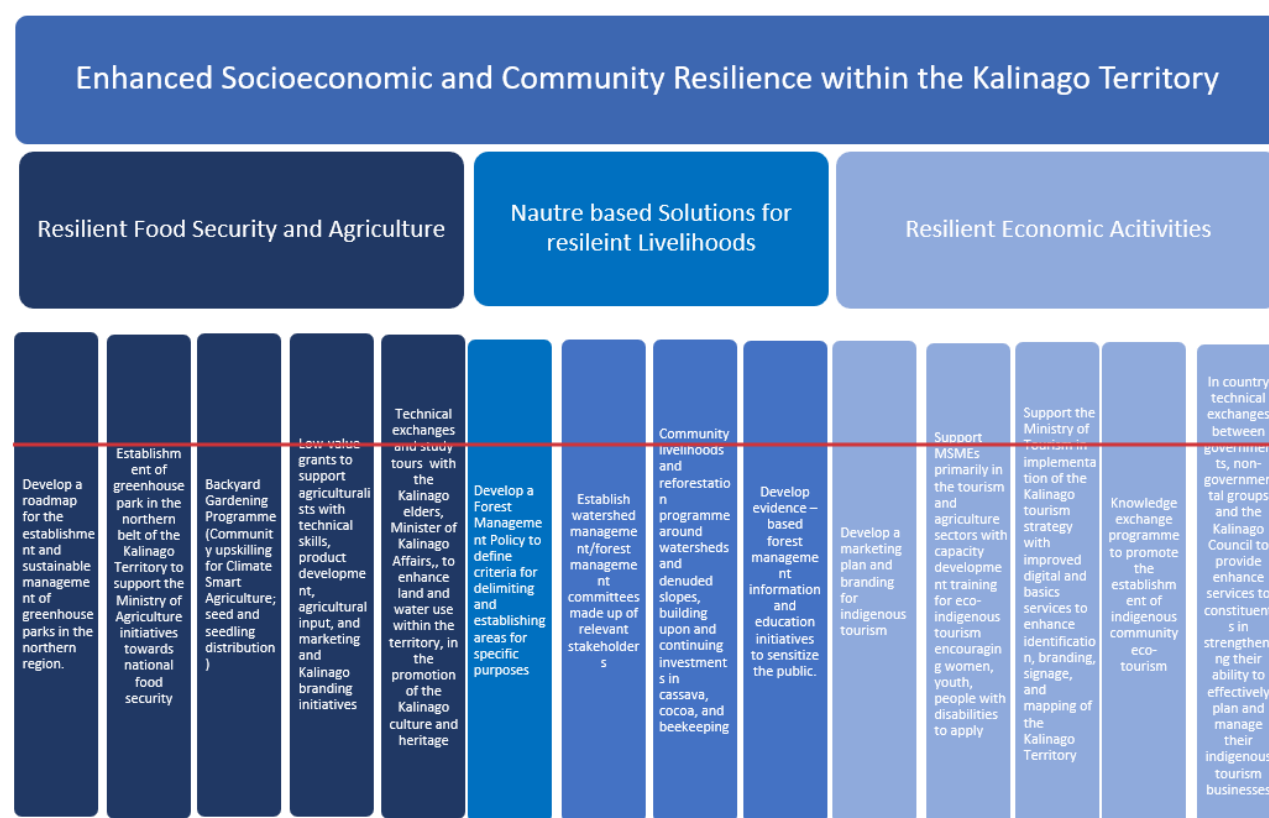
The activities designed to leverage these inputs include establishing greenhouse parks and conducting community training in climate-smart agriculture. Additionally, the project will focus on developing a Forest Management Policy and implementing watershed management strategies. Enhancing the Kalinago tourism strategy through marketing, branding, and capacity-building initiatives will be another key activity, alongside conducting knowledge exchange programs aimed at promoting sustainable practices.

These activities are expected to yield several outputs. Increased agricultural productivity and improved food security will be key outcomes, along with enhanced forest and watershed management practices. The project aims to strengthen the capacity of the Kalinago Council and local businesses in the tourism sector, fostering greater community engagement and ownership of development initiatives.

As a result of these outputs, the project seeks to achieve significant outcomes, including enhanced resilience of the Kalinago community to climate-related shocks, sustainable economic growth driven by diversified agricultural and tourism activities, and improved social cohesion and cultural preservation among the Kalinago people.

Ultimately, the intended impact of the project is a long-term reduction in poverty and vulnerability within the Kalinago community, contributing to the achievement of national and global climate resilience goals. The effectiveness of this ToC relies on key assumptions, such as the active support of national stakeholders and community engagement, as well as the timely provision of relevant information. However, the project also faces risks, including natural disasters, political instability, and economic fluctuations that could hinder its success. Identifying potential leverage points, such as partnerships with local organizations, the utilization of indigenous knowledge, and the implementation of digital technologies, will enhance the project's effectiveness and sustainability.

The diagram below details the Outcome, Output and activities. The project outcome aims to enhance Socioeconomic and Community Resilience within the Kalinago Territory.



2.3 Intended Results:

The Kalinago Territory faces multiple challenges, including the need to enhance agricultural resilience, protect forest ecosystems and watersheds, and develop sustainable tourism. Climate-related hazards and human activities have disrupted natural resources, affecting food security and economic stability. The community's economic potential in agriculture and tourism remains underutilized, and there is a need for integrated approaches to improve resilience and promote sustainable livelihoods. The project aims to address the development challenge by integrating activities in a gender sensitive way across agriculture, forestry, and tourism to build resilience and promote sustainable development in the Kalinago Territory. By improving agricultural practices, protecting and restoring forest ecosystems, and developing indigenous tourism, the project seeks to enhance community resilience, contribute to national food security, and support economic and environmental sustainability while enhancing gender equality. UNDP, along with its partners, will drive these outcomes through strategic planning, gender mainstreaming, capacity building, and stakeholder engagement, leveraging lessons learned from previous initiatives and aligning with national goals.

The project strategically builds on the lessons learned and best practices identified from the previous SSLR project to enhance its effectiveness and impact. Recognizing the importance of comprehensive planning, the new project incorporates detailed baseline assessments and clear targets for agricultural productivity, forest management, and tourism development, addressing previous gaps in data and measurement. It emphasizes improved coordination and integration across various project components, ensuring that activities are interlinked and complementary to create a cohesive approach.

Building on the SSLR project's challenges with stakeholder engagement, the new project places a strong emphasis on involving local stakeholders, including the Kalinago men and women and youth and relevant government agencies, from the outset. This will ensure greater ownership and active participation in decision-making processes. Additionally, the new project addresses vulnerabilities and inclusivity by focusing on marginalized and vulnerable populations (youth, elderly, people with disabilities and women), ensuring that their needs are effectively met.

Sustainable resource management and long-term impact are central to the new project, integrating nature-based solutions and sustainable practices in agriculture and forestry. It includes mechanisms for tracking long-term impacts and ensuring the sustainability of interventions. By leveraging data and evidence from previous evaluations, the new project employs evidence-based/gender responsive decision-making to guide its design and implementation.

The project also builds on best practices such as providing targeted training and capacity-building activities, aligning with national and local initiatives, and adopting adaptive management practices. It aligns its activities with broader national goals, such as the National Reforestation Programme and the School Feeding Programme, ensuring relevance and leveraging existing resources. Furthermore, the integrated approach combines efforts in agriculture, forestry, and tourism to achieve comprehensive outcomes, enhancing gender equality and overall resilience and development in the Kalinago Territory.

2.3.1. Resilient Food Security and Agriculture

The project will support the food security and agricultural output of the Kalinago communities, through the development of a greenhouse park. This environment will allow for greater control of crop production and will assist with research and education programmes. Technical assistance will be provided for the development of SOPs for the management of the greenhouse parks. The fund will also allow for the provision of grants to support Kalinago men and women farmers with product development through value additions and marketing for crops such as cassava, cocoa, passionfruit. Emphasis will be placed on land use management and monitoring, facilitating sustainable farming and production techniques, organized production and market support in collaboration with homeowners and farmers. This is expected to achieve the long-term goal of enhancing the value chain of agriculture at both the subsistence and commercial levels. Activities will further support study tours and technical exchanges inclusive of Kalinago Chief, Kalinago elders, the Minister and Permanent Secretary of Kalinago Upliftment to gain information and methodologies to enhance land and water use within the territory, in the promotion of the Kalinago culture and heritage towards achieving resilient food security.

2.3.2 Nature-based Solutions for Resilient Livelihoods

The project will support the implementation of a watershed management plan for the two main watersheds in the Kalinago Territory, namely the Madjini and Concorde watersheds. This will be supported by a livelihoods programme to continue the reforestation of the two named watersheds to help conserve and protect the rainforests and boost the

water levels of rivers and streams which emanate from these watersheds. The programme will also 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 communities on ecosystem conservation. The community approach to reforestation will promote the establishment of an environment watch group with particular emphasis on women and youth. The reforestation initiative will be linked to the greenhouse park where seedling propagation of indigenous plants will be encouraged.

2.3.3. Resilient Economic Activities

The project will support the development of Indigenous eco-tourism in the Kalinago Territory, as a means to diversify the economic activities and enhance the recognition of their cultural heritage. It will build on the capacities of government, non-governmental groups and the Kalinago Council to provide services to constituents in strengthening their ability to effectively plan and manage their indigenous tourism businesses. Concepts such as leadership, environmental awareness, gender mainstreaming, and digital transformation are cross cutting themes. Sessions will include capacity building and training in areas focused on tourism market readiness and support to MSMEs targeting enterprises which provide services within the tourism sector of the Kalinago Territory. Activities will support strengthening of the Kalinago tourism product, targeting accessibility, planning, advocacy skills, branding, and innovative digital technologies.

2.4 Outputs

The project is designed to lead to change at the output level through a series of targeted activities that address specific needs and challenges within the Kalinago Territory while integrating gender perspectives and awareness. Each output is expected to drive change:

1. Output 1: Resilient Food Security and Agriculture

- Activity 1.1: Developing a gender inclusive and sensitive roadmap for greenhouse parks will provide a structured plan for sustainable management and expansion of agricultural infrastructure. This will enhance local agricultural production and knowledge, leading to improved food security and economic stability.
- Activity 1.2: Establishing the greenhouse park will introduce advanced agricultural technologies and techniques, creating a model for innovation and capacity building. This will directly boost local food production, reduce dependency on imports, and create employment opportunities.
- Activity 1.3: The Backyard Gardening Programme will empower residents (including vulnerable groups) with the skills and resources needed for climate-smart agriculture. This will lead to increased local food production and self-sufficiency, strengthening community resilience.
- Activity 1.4: Providing low-value grants will support agriculturalists in developing their businesses and improving market access. This will foster economic growth, enhance product quality, and promote Kalinago branding, increasing the value and competitiveness of local agricultural products.

- Activity 1.5: Technical exchanges and study tours will facilitate knowledge transfer and cultural exchange, enhancing land and water use practices. This will strengthen community engagement and support the sustainable management of agricultural resources.

2. Output 2: Nature-based Solutions for Resilient Livelihoods

- Activity 2.1: Developing a Forest Management Policy (that includes gender related issues and based discrimination) will provide a framework for sustainable forest and watershed management. This will help protect vital ecosystems and mitigate the impact of climate-related hazards, contributing to long-term environmental and community resilience.
- Activity 2.2: Establishing watershed and forest management committees will create a structured approach to managing natural resources. These committees will oversee conservation efforts, monitor environmental changes, and implement strategies to protect critical watersheds and forests.
- Activity 2.3: The community livelihoods and reforestation programme will engage residents in restoring degraded areas and developing sustainable agricultural practices. This will enhance environmental health, reduce risks of land slippage, and support local livelihoods through continued investments in key crops and beekeeping.
- Activity 2.4: Developing evidence-based forest management information and educational initiatives will raise awareness and build capacity among residents. This will foster community involvement in forest conservation and sustainable resource management.

3. Output 3: Resilient Economic Activities

- Activity 3.1: Creating a marketing plan and branding strategy for indigenous tourism will enhance the visibility and appeal of Kalinago tourism offerings. This will attract visitors, diversify the local economy, and support cultural preservation.
- Activity 3.2: Capacity development training for MSMEs will improve the skills and competencies of local businesses in the tourism sector. This will lead to higher quality services, increased tourist satisfaction, and more inclusive economic opportunities for youth and people with disabilities.
- Activity 3.3: Supporting the Ministry of Tourism with improved digital services and infrastructure will enhance the management and promotion of the Kalinago Territory. This will improve tourism visibility, streamline visitor experiences, and strengthen the overall tourism strategy.
- Activity 3.4: Knowledge exchange programmes will facilitate the sharing of best practices and innovations in eco-tourism. This will support the development of indigenous community tourism and enhance the capacity of local stakeholders to manage and promote tourism initiatives.
- Activity 3.5: Technical exchanges between governments, NGOs, and the Kalinago Council will provide valuable insights and support for managing indigenous tourism businesses. This will improve planning and management, strengthen community capacity, and contribute to the overall success of tourism initiatives.

By focusing on these targeted activities, the project aims to create tangible changes in agricultural practices, environmental management, and tourism development. Each output contributes to the overarching goal of enhancing

resilience and sustainability in the Kalinago Territory, ultimately leading to improved food security, economic development, and environmental protection.

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

Expected Results

Resilient Food Security and Agriculture

The project's interventions in the field of agriculture aim to significantly bolster food security and economic stability within the Kalinago Territory. By establishing a greenhouse park and implementing a community backyard gardening program, the project introduces advanced agricultural techniques and sustainable practices that directly address local food production challenges. The greenhouse park will serve as a hub for research, education, and innovation, creating employment opportunities for men, women and youth and enhancing local agricultural production capacities. The backyard gardening program further empowers Women. Men and youth residents by providing resources and training to cultivate climate-smart agriculture. Additionally, low-value grants for agriculturalists will enhance technical skills, product development, and marketing efforts, fostering a more competitive agricultural sector. Technical exchanges with Kalinago elders will ensure that traditional knowledge is integrated with modern practices, optimizing land and water use. Collectively, these interventions are expected to increase agricultural productivity, reduce dependency on imports, and improve local food security, contributing to the overall economic stability and resilience of the community. Considering that women and youth are disproportionately affected by poverty, experience a decline in agricultural productivity, and bear the brunt of the consequences of environmental degradation and climate change, it is expected that the project will significantly provide opportunities for women and youth to be involved, benefit and impacted by the project.

- Activity 1.1: Develop a roadmap for the establishment and sustainable management of greenhouse parks in the northern region. This will include inclusive engagement and capacity building on land use planning and monitoring for evidence-based planning.
- Activity 1.2: Establishment of greenhouse park in the northern belt of the Kalinago Territory to support the Ministry of Agriculture initiatives towards national food security.
- Activity 1.3: Backyard Gardening Programme (Community upskilling for Climate Smart Agriculture; seed and seedling distribution).
- Activity 1.4: Low-value grants to support agriculturalists with technical skills, product development, agricultural input, and marketing and Kalinago branding initiatives.
- Activity 1.5: Technical exchanges and study tours with the Kalinago elders, Minister of Kalinago Affairs, who is also of Kalinago heritage, to enhance land and water use within the territory, in the promotion of the Kalinago culture and heritage

Nature-based Solutions for Resilient Livelihoods

The project's focus on nature-based solutions aims to address the pressing issues of forest degradation and watershed disruption in the Kalinago Territory. By developing a comprehensive forest management policy and establishing watershed management committees, the project provides a structured approach to sustainable resource management. This policy will guide efforts to protect and restore critical forest ecosystems and watersheds, mitigating the impacts of climate-related hazards and human activities. Community livelihoods and reforestation programs will engage residents in activities that restore degraded lands and support sustainable agriculture, building on existing investments in cassava, cocoa, and beekeeping. These initiatives are designed to enhance environmental health, reduce the risk of land slippage, and improve community livelihoods by integrating traditional practices with modern conservation techniques. Through these efforts, the project aims to achieve a resilient natural environment and sustainable livelihoods, contributing to long-term ecological and economic stability.

- Activity 2.1: Develop a Forest Management Policy to define criteria for delimiting and establishing areas for specific purposes
- Activity 2.2: Establish watershed management/forest management committees made up of relevant stakeholders
- Activity 2.3: Community livelihoods and reforestation programme around watersheds and denuded slopes, building upon and continuing investments in cassava, cocoa, and beekeeping.
- Activity 2.4: Develop evidence – based forest management information and education initiatives to sensitize the public.

Resilient Economic Activities

In the realm of economic development, the project seeks to enhance the Kalinago Territory's tourism sector and promote indigenous eco-tourism. By developing a marketing and branding strategy for indigenous tourism, the project aims to elevate the visibility and appeal of the Kalinago's unique cultural and natural offerings. Supporting MSMEs in the tourism sector with capacity development training will improve service quality and inclusivity, creating new economic opportunities for youth, women and marginalized groups (such as people with disabilities). Additionally, the project will bolster the Ministry of Tourism's efforts by upgrading digital services and infrastructure, which will streamline tourism management and enhance visitor experiences. Through knowledge exchange programs and technical support, the project will foster the growth of indigenous eco-tourism, contributing to economic diversification and the preservation of cultural heritage. These interventions are expected to drive increased tourism revenues, enhance local economic opportunities, and support the national vision of becoming a leading eco-tourism destination.

- Activity 3.1: Develop a marketing plan and branding for indigenous tourism in the Kalinago Territory.
- Activity 3.2: Support MSMEs primarily in the tourism and agriculture sectors with capacity development training for eco-indigenous tourism (hospitality, customer service, culinary, digital marketing, etc), encouraging youth, people with disabilities to apply.

- Activity 3.3: Support the Ministry of Tourism in implementation of the Kalinago tourism strategy with improved digital and basics services to enhance identification, branding, signage, and mapping of the Kalinago Territory.
- Activity 3.4: Knowledge exchange programme to promote the establishment of indigenous community eco- tourism.
- Activity 3.5: In-country technical exchanges between governments, non-governmental groups and the Kalinago Council to provide enhance services to constituents in strengthening their ability to effectively plan and manage their indigenous tourism businesses.¹⁰

Resources Required to Achieve the Expected Results

To effectively achieve the expected results, the project will require a comprehensive set of resources, encompassing financial, human, and partnership inputs. The estimated project envelope is US\$ 1 million, allocated over an 18-month period to realize the four outputs and associated activities.

Contributions through cost-sharing financial agreements to the project, will be subject to cost recovery for indirect costs incurred by UNDP in providing General Management Support (GMS) services. To cover GMS costs, all contributions will be charged a fee of 3%. Furthermore, all costs for Delivery Enabling Services (DES) are identified in the project budget against a relevant budget line and borne by the project accordingly.

The allocated budget will be distributed according to existing project estimates, covering costs related to the establishment and management of greenhouse parks, nature-based solutions, and enhancing indigenous tourism. Additional funding may be secured through amendments agreed upon by UNDP and the Government of the Commonwealth of Dominica, facilitated by an exchange of official letters.

UNDP will deploy staff from the country office, regional support, and headquarters as needed. This includes project management teams, technical experts in agriculture, environmental management, and tourism, as well as support for monitoring and evaluation. Adequate staffing and expertise are crucial for planning, executing, and overseeing the project activities and ensuring alignment with the theory of change.

Effective project implementation will require collaboration with key stakeholders, including the Ministry of Agriculture, local Kalinago leaders, and various community-based organizations. Partnerships will be critical for technical exchanges, capacity building, and integrating community insights into the project's execution. Engaging these stakeholders will help enhance project outcomes and ensure the sustainability of the interventions.

¹⁰The interventions align with the United Nations Sustainable Development Cooperation Framework (UNMSDCF) by promoting sustainable development, climate resilience, and inclusive economic growth. The project supports the strategic objectives of scaling up climate actions, strengthening partnerships, and increasing climate data uptake, as outlined in the UNDP Strategic Plan. The focus on resilience, capacity building, and sustainable development aligns with these strategic priorities.

Resources will also cover procurement of necessary equipment, materials, and services, including greenhouse infrastructure, educational tools, and technology for forest and watershed management. Adequate logistics planning will support the efficient execution of activities and the timely delivery of outputs.

Partnerships

The UNDP partnership strategy is multi-pronged, including building synergies with various Government Ministries and Donors on the ground. The '***Strengthening Community Resilience within Kalinago Territory***' project will work primarily with the Ministry of Environment, Rural Modernisation, Kalinago Upliftment and Constituency Empowerment, 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 (now integrated into the Ministry of Finance). The partnership strategy includes 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 design is based on several key assumptions, which are crucial for achieving the desired outcomes. It is assumed that national stakeholders will continue to support the objectives of the project. The project objectives and activities were revalidated through a series of consultations with Government and the community during Q2 and Q3 of 2024. The stakeholder support will involve cooperation to enable and facilitate project implementation, with a willingness to coordinate and accelerate operational processes.
- It is essential that relevant authorities continue to provide adequate and timely information on location-specific hazard and environmental risks to support effective resilience building.
- Local communities engage with the project and develop a sense of ownership for project results, including rehabilitated/ reconstructed local community infrastructure. , which is vital for the long-term success and sustainability of the initiatives. Additionally, the project is anticipated to have a catalytic effect, helping both the Government and Kalinago Authorities to access additional funding sources and expand their programmatic portfolios in alignment with the project's scope.
- Finally 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 while also implementing self-sustaining activities.

Social Inclusion and Gender Considerations

Social Inclusion, and Gender equality and the empowerment of women are central to achieving the outcome of this project and more broadly sustainable development in Dominica.

Baseline information from the SSLR project and from the Engender project “gender responsive Livelihood assessment in the Kalinago” will be used as baseline referenced data.

The project will continue the gender positioning and strong momentum that is currently in place in Dominica, noting that the President of Dominica (First Female President) and also in the Kalinago Territory the newly (Sept 2024) appointment Kalinago Chief (First Female Kalinago Chief) and the composition of the Kalinago Council (4 female members and three Male members).

Gender will be mainstreamed throughout project cycle: design of activities, implementation, monitoring, evaluation and reporting to ensure that the project effectively promotes gender equality and empowers women. To guide gender responsive tracking, monitoring and adjustments and reporting, the project will generate gender disaggregated data by sex and if possible, by age. Gender technical expertise will be placed at the disposal of the project management team to provide oversight, provide gender capacity and ensure project accountability and delivery in advancing women and gender equality.

Stakeholder Engagement

The primary stakeholders in the project include various Government Ministries, Agencies, and the Kalinago Community. Key ministries involved are the Ministry of Environment, Ministry of Rural Modernization, Ministry of Kalinago Upliftment and Constituency Empowerment, Ministry of Finance, Ministry of Agriculture and Food Security, and the Ministry of Tourism and Urban Renewal. Additionally, the Kalinago Council and the broader Kalinago Community are crucial participants.

The direct beneficiaries are the Kalinago people, residing in the Kalinago Territory, which is divided into eight hamlets: Sineku, Gaulette River, Mahaut River, St. Cyr, Salybia, Crayfish River, Battaca, and Touna Concorde. According to the 2011 population census, the territory has the following demographic statistics:

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

This project builds upon the interventions of the previously implemented Strengthening Sustainable Livelihoods and Resilience (SSLR) project, maintaining the same stakeholder relationships that were instrumental in guiding the direction of the new initiative. Since the closure of the SSLR project, the Kalinago Council, the Ministry of

Agriculture, and the beneficiaries have collaborated to refine project outputs and targets, ensuring that the interventions are both feasible and purpose fit. Furthermore, despite the time lapse, ensuring there remains strong community ownership and buy-in for the implementation of this project.

South-South and Triangular Cooperation (SSC/TrC)¹¹

To achieve and sustain the results outlined in the project, the following strategies utilizing South-South Cooperation (SSC) and Triangular Cooperation (TrC) will be employed:

1. Support the Ministry of Tourism in the Implementation of the Kalinago Tourism Strategy (Activity 3.3): This activity will leverage SSC by engaging experts and practitioners from other countries that have successfully implemented similar tourism strategies. These international partners will provide technical assistance and share best practices for enhancing digital and basic services related to identification, branding, signage, and mapping of the Kalinago Territory. The inclusion of SSC will ensure that the Kalinago tourism strategy benefits from proven methods and innovations tailored to local contexts, while fostering long-term partnerships with other countries and organizations.
2. Knowledge Exchange Programme to Promote Indigenous Community Eco-Tourism (Activity 3.4): The project will facilitate knowledge exchange programs that connect the Kalinago community with successful indigenous tourism initiatives from other regions. By engaging with other indigenous communities globally through SSC, the project will enable the Kalinago community to learn from diverse experiences and integrate successful eco-tourism practices. These exchanges will provide valuable insights into sustainable tourism management, enhance local capacities, and promote the establishment of indigenous community eco-tourism initiatives in the Kalinago Territory.
3. In-country Technical Exchanges Between Governments, NGOs, and the Kalinago Council (Activity 3.5): Triangular Cooperation will be utilized to foster collaboration among governments, non-governmental organizations (NGOs), and the Kalinago Council. This approach will facilitate the sharing of technical expertise, resources, and experiences between regional and international stakeholders. The technical exchanges will focus on strengthening the capacity of the Kalinago Council and other local entities to plan and manage indigenous tourism businesses effectively. By engaging in these exchanges, the project will build local expertise, ensure that best practices are adapted to the Kalinago context, and establish sustainable networks that support ongoing development and management of indigenous tourism initiatives.

Digital Solutions¹²

¹¹ Reference [Considerations for South-South and Triangular Cooperation Design, Implementation, and Documentation](#).

¹² Reference [Guideline “Embedding Digital in Project Design”](#).

The project will harness digital technologies to enhance its effectiveness and impact across several key areas. It will implement digital platforms for real-time monitoring and management in agriculture, improving practices and yields. Geographic Information Systems (GIS) and remote sensing will be used to support forest and watershed management, enabling precise mapping and monitoring. Digital tools will aid in the promotion of indigenous tourism through improved branding, signage, and interactive mapping. Additionally, the project will leverage digital communication tools such as web-based technology to facilitate knowledge exchange and capacity building among stakeholders. These technological solutions will help streamline processes, increase efficiency, and provide innovative ways to address development challenges.

Knowledge Products and Management

The project will produce several specific knowledge products to capture and share lessons learned and insights gained throughout its implementation. These will include:

1. **Publications:** Comprehensive reports and case studies detailing the project's progress, outcomes, and best practices will be produced. These publications will highlight the innovative approaches used, such as digital tools in agriculture and tourism, and the results achieved in forest and watershed management.
2. **Databases:** An online repository will be developed to house data collected during the project. This will include information on agricultural practices, forest management strategies, and tourism development, allowing stakeholders to access and utilize valuable data.
3. **Media Products:** A series of media products, including videos, infographics, and interactive maps, will be created to showcase the project's achievements and innovations. These will be designed to engage a broader audience and raise awareness about the project's impact.
4. **Knowledge Exchange Platforms:** Online platforms and webinars will be established to facilitate knowledge sharing and capacity building among stakeholders. These platforms will provide opportunities for dialogue, learning, and collaboration.

To ensure visibility, the project will actively promote these knowledge products through partnerships with relevant organizations, social media campaigns, and presentations at conferences and workshops. By making these resources accessible and engaging, the project aims to share valuable insights and lessons learned, benefiting a wider audience and fostering the replication of successful approaches.

UNDP Comparative advantage

UNDP is the lead United Nations agency on international development working in 170 countries and territories to eradicate poverty and reduce inequality. UNDP help countries develop policies, leadership skills, partnerships and institutional capabilities to achieve the Sustainable Development Goals. UNDPs work is centred around six core development areas, known as signature solutions: poverty and inequality, governance, resilience, environment, energy and gender equality.

UNDP's comparative advantage in Dominica is in its on-the-ground presence, its longstanding relationship and partnerships with government and local stakeholders, its impartiality, and its ability to adapt to address emerging development priorities hence leading foster mutually beneficial relationships with multiple partners on the ground. UNDP is the largest UN development agency in Dominica.

Communication & Visibility

All communications related to project will be led by UNDP. UNDP will prepare a communication strategy during the inception phase of the project and carry out public information campaigns for specific activities. UNDP commits to full acknowledgement of the India-UN Fund and stakeholders during all communication activities and with development partner branding. Commitment to India-UN Fund visibility (detailing specifics relating to the project in terms of branding of project equipment/structure, activities, and outreach engagements). This will include appropriate signage (signs, stickers etc) with acknowledgment of India UN fund and use of the fund logo and funds information.

UNDP will also provide quarterly reporting through UNOSSC as Secretariat in line with the Fund's requirements.

Sustainability and Scaling Up

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.

The project will develop in its first year a sustainability plan including timelines for phasing down, phasing out and phasing over to stakeholders in the kalinago. Opportunities for scaling up similar interventions will also be included in the sustainability plan which is developed by the project.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The strategy for this project is designed to deliver maximum results with the available resources through a combination of well-established approaches and innovative practices, drawing on evidence from similar contexts and lessons learned.

- I. Theory of Change Analysis: The project's theory of change (ToC) has been rigorously applied to explore and select the most effective pathways to achieve the desired outcomes. By mapping out the causal relationships between activities, outputs, and outcomes, the ToC has identified key leverage points and potential barriers. This analysis has guided the selection of interventions that are not only aligned with the project's goals but also supported by evidence from similar initiatives. For instance, the integration of digital technologies in agriculture and tourism, supported by successful examples from other countries, is expected to enhance productivity and market reach efficiently. This approach ensures that resources are allocated to activities with the highest potential for impact and sustainability.

- II. **Portfolio Management Approach:** To maximize cost-effectiveness and learning, the project will adopt a portfolio management approach. This involves leveraging synergies with other initiatives and projects to optimize resource use. By aligning activities with existing programs and partnerships, such as those with the Ministry of Tourism and local stakeholders, the project can build on ongoing efforts and avoid duplication. For example, integrating the development of the Kalinago tourism strategy within a broader national tourism initiatives will enhance efficiency and impact. Additionally, the project will benefit from shared knowledge and resources, improving overall effectiveness and facilitating cross-learning.
- III. **Joint Operations:** The project will engage in joint operations with other partners to enhance operational efficiency and reduce costs. This includes collaborative efforts in monitoring and procurement, where possible. By partnering with governmental agencies, NGOs, and local organizations, the project can streamline processes and benefit from collective expertise. For instance, joint procurement for technical equipment and services will not only reduce costs but also ensure that resources are utilized efficiently. Similarly, collaborative monitoring efforts will provide more comprehensive oversight and enable timely adjustments based on shared data and insights.

Overall, these strategies are expected to maximize the project's impact by ensuring that resources are used effectively, lessons from similar contexts are applied, and synergies with other initiatives are leveraged. The selected approach is based on a robust analysis of available evidence and good practices, making it the most efficient and effective option for achieving the project's goals.

Project Management

UNDP as Project Manager will have 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 finance, direct payments, procurement support, technical assistance, policy advice and logistical aspects of the implementation of the project will be cost shared in order to maximise efficiencies.

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 Community Resilience within 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, gender-sensitive M&E that include gender indicators and reporting.

A gender analysis will be undertaken and integrated into the start of each of the three outputs.

V. RESULTS FRAMEWORK¹³

¹³ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

Intended Outcome as stated in the UNSDCF:

SDCF: Resilience to Climate Change/Shocks & Sustainable Natural Resource Management.

Outcome 2: The Caribbean has fully transitioned to a more diversified and sustainable economy that supports inclusive and resilient economic growth.

Outcome 5: Caribbean people communities, and institutions have enhanced adaptive capacity for inclusive, gender responsive Disaster Risk Management and climate change adaptation and mitigation Caribbean people, communities, and institutions have enhanced adaptive capacity for inclusive, gender responsive Disaster Risk Management

Outcome 6: Caribbean countries manage natural resources & ecosystems strengthening their resilience & enhancing the resilience & prosperity of the people and communities that depend on them.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Priority Area 1: Economic resilience and shared Prosperity

Priority Area 2: Resilience to climate change and sustainable natural resource management.

Applicable Output(s) from the UNDP Strategic Plan:

Outcome 3: Resilience built to respond to systematic uncertainty and risk and other collaborative arrangements.

Signature Solutions:

Environment: nature-based solutions for development

Women's empowerment and gender equality

Keeping people out of poverty

Signature Solution 1: 1.3 Access to basic services and financial and non-financial assets and services improved to support productive capacities for sustainable livelihoods and jobs to achieve prosperity

1.3.1 Number of people⁸ accessing basic services:

- Female
- Male
- Sex-disaggregated data unavailable
- Poor (income measure)
- Informal sector workers
- Youth
- Persons with disabilities
- Displaced populations
- Ethnic minorities

Signature Solution 4: Environment: 4.1 Natural resources protected and managed to enhance sustainable productivity and livelihoods

4.1.1 Number of people directly benefitting from initiatives to protect nature and promote sustainable use of resources:

- Female
- Male
- Sex-disaggregated data unavailable

Project title and Quantum Project Number:

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁴	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
Output 1 Resilient Food Security and Agriculture	1.1: Greenhouse Park established in the northern belt of the Kalinago Territory.	UNDP			1		1	Evaluation, Reports, Site Visits
	1.1 B: 1.3 Access to basic services and financial and non-financial assets and services improved to support productive capacities for sustainable livelihoods and jobs to achieve prosperity 1.3.1 Number of people ⁸ accessing basic services: • Female • Male • Sex-disaggregated data unavailable • Poor (income measure) • Informal sector workers • Youth • Persons with disabilities • Displaced populations • Ethnic minorities	UNDP				100	100	Evaluation, reporting
	1.2: Percentage in greenhouse land under cultivation.	UNDP				100%	100%	Agricultural production reports and records from local farming cooperatives and government agricultural agencies. Surveys and field assessments of crop yields and livestock growth.

¹⁴ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁴	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
	1.3: Number of community members trained in climate-smart agriculture techniques.	UNDP	40 Farmers 15 processors	2022	40	20	60	Training evaluation reports, pre- and post-training surveys, and interviews with participants
	1.4: Number of seeds and seedlings distributed to number of households.	UNDP			30	25%	55	Field reports
	1.5: Number of low-value grants awarded to agriculturalists and their reported improvements in technical skills and marketing.	UNDP			5	5	10	Market analysis reports, trade and export data, sales records from local and regional markets, and export documentation.
	1.6: Number of technical exchanges and study tours conducted,	UNDP			1	1	2	Evaluation, Reports
	1.6.b Number of participants involved in study tours				20	20	4-	Evaluation, Reports
Output 2 Nature-based Solutions for Resilient Livelihoods	2.1: Forest Management Policy developed	UNDP			1		1	Policy implementation report
	2.1.b Forest Management Policy approved.	UNDP			1		1	Approved policy
	2.2: Number of watershed and forest management committees established and operational. (4.1.2 IRRF)	UNDP			1		1	Report
	2.3: Area (hectares) of land reforested (4.1.2) IRRF	UNDP	10,000 trees	2022	500 trees over 20 hectares	4000 trees over 80 hectares	100	Field surveys and assessments
	2.3.b Number of households participating in reforestation and livelihood programs.	UNDP			100		100	Field surveys and assessments

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁴	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
	2.4: Number of educational materials on forest management produced and disseminated.	UNDP				300	300 ¹⁵	Publications
	2.5: Number of public sensitization events held on forest management and reforestation.	UNDP			2	2	4	Publications and Visibility materials
	2.6 Number of people directly benefitting from initiatives to protect nature and promote sustainable use of resources: - Female - Male Sex-disaggregated data unavailable	UNDP			50	150	200	Field surveys and reports
Output 3: Resilient Economic Activities	3.1: Marketing plan and branding strategy for indigenous tourism completed and implemented.	UNDP			1		1	Tourist satisfaction surveys, reviews, and ratings
	3.2: Number of MSMEs receiving capacity development training in eco-indigenous tourism.	UNDP				20	20	Training evaluation reports, pre- and post-training surveys, and interviews
	3.3: Number of tourism-related businesses adopting new branding and improved digital and basic services.	UNDP				20		Revenue reports from tourism businesses and local economic surveys. Financial records and economic impact assessments.
	3.4: Number of knowledge exchange programs conducted, and best practices shared.	UNDP			1	1	2	Records of joint initiatives and projects, partnership agreements, and collaboration reports.

¹⁵ Figure indicates number of to households be distributed

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁴	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
	3.5: Number of technical exchanges between governments, NGOs, and the Kalinago Council, and the improvement in planning and management skills reported by participants.	UNDP			2	1	3	Interviews and feedback from stakeholders involved in partnerships
Direct Beneficiaries and Indirect Beneficiaries (disaggregated by sex)	Number of women and men directly receiving support through South-South trust-fund projects	UNDP	0		50 (28F:27M)		50 (28F:27M)	Recipients of grants, agricultural inputs; users of water facilities, health services, vocational training, etc
	Number of men and women indirectly benefiting through South-South trust-fund projects	UNDP	0		100 (55F:45M)		100 (55F:45M)	inhabitants of project catchment area who benefit from the projects/initiatives, participants of online workshops/meetings, webinars etc
South-South cooperation indicators	Number of examples of good practices in South-South cooperation transferred to developing countries with support by the India-UN Fund project	UNDP			1		1	Project outputs, activities, products
	Number of South-South cooperation knowledge exchanges supported/facilitated by the India-UN Fund project	UNDP			1		1	Project outputs, activities, products
	Number of evidence-based good practices documented based on the achievements of the India-UN Fund projects	UNDP			2		2	Project outputs, activities, products

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

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.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
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.		
Reports to UNOSSC	Quarterly reporting through UNOSSC as Secretariat in line with the Fund's requirements	Quarterly	Progress update report		
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.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision-making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board 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,	Annually, and at the end of the project (final report)			

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	and any evaluation or review reports prepared over the period.				
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

Evaluation Plan¹⁶

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Terminal Evaluation	external			2 months before end of project	All project stakeholders	USD15,000

¹⁶ Optional, if needed

VII. MULTI-YEAR WORK PLAN¹⁷¹⁸

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.

The planned budget fully covers all foreseen costs.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2		Funding Source	Budget Description	Amount
Output 1: Resilient Food Security and Agriculture <i>Gender marker:</i>	Activity 1.1: Develop a roadmap for the establishment and sustainable management of greenhouse parks in the northern region. This will include inclusive engagement and capacity building on land use planning and monitoring for evidence-based planning.	50,000		UNDP	INDIA FUND	Consultancy, Materials and Equipment	50,000
	Activity 1.2: Establishment of greenhouse park in the northern belt of the Kalinago Territory to support the Ministry of Agriculture initiatives towards national food security.	130,000	60,000	UNDP	INDIA FUND	Consultancy, Materials and Equipment	190,000
	Activity1.3: Backyard Gardening Programme (Community upskilling for Climate Smart Agriculture; seed and seedling distribution).	50,000		UNDP	INDIA FUND	Consultancies	50,000
	Activity1.4: Low-value grants to support agriculturalists with technical skills, product development, agricultural input, and marketing and Kalinago branding initiatives.	70,000	40,000	UNDP	INDIA FUND	Grants	110,000

¹⁷ 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

¹⁸ 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.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2		Funding Source	Budget Description	Amount
	Activity 1.5 Technical exchanges and study tours with the Kalinago elders, Minister of Kalinago Affairs, who is also of Kalinago heritage, to enhance land and water use within the territory, in the promotion of the Kalinago culture and heritage.	7,500	7,500	UNDP	INDIA FUND	Meetings and workshops; Travel	15,000
	MONITORING						
	Sub-Total for Output 1	307,500	107,500				415,000
Output2: Nature-based Solutions for Resilient Livelihoods <i>Gender marker:</i>	Activity 2.1: Develop a Forest Management Policy to define criteria for delimiting and establishing areas for specific purposes.	35,000		UNDP	INDIA FUND	Consultancies	35,000
	Activity 2.2: Establish watershed management/forest management committees made up of relevant stakeholders.	10,000		UNDP	INDIA FUND	Consultancy	10,000
	Activity 2.3: Community livelihoods and reforestation programme around watersheds and denuded slopes, building upon and continuing investments in cassava, cocoa, and beekeeping.	90,000	40,000	UNDP	INDIA FUND	Meeting and workshops; Grants	130,000
	Activity 2.4: Develop evidence – based forest management information and education initiatives to sensitize the public.	10,000	20,000	UNDP	INDIA FUND	Consultancy; visibility and educational materials developed	30,000
	MONITORING						
	Sub-Total for Output 2	145,000	60,000				205,000
Output 3: Resilient Economic Activities	Activity 3.1: Develop a marketing plan and branding for indigenous tourism in the Kalinago Territory.	30,000	10,000	UNDP	INDIA FUND	Consultancies	40,000
	Activity 3.2: Support MSMEs primarily in the tourism and agriculture sectors with capacity development training for eco-indigenous tourism (hospitality, customer service, culinary, digital marketing, etc), encouraging youth, people with disabilities to apply.	100,000	20,874	UNDP	INDIA FUND	Meetings and Workshops; Grants; equipment	120,874

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2		Funding Source	Budget Description	Amount
	Activity 3.3: Support the Ministry of Tourism in implementation of the Kalinago tourism strategy with improved digital and basics services to enhance identification, branding, signage, and mapping of the Kalinago Territory.	40,000		UNDP	INDIA FUND	Consultancies	40,000
	Activity 3.4: Knowledge exchange programme to promote the establishment of indigenous community eco- tourism.	10,000	40,000	UNDP	INDIA FUND	Training; audio visual equipment	50,000
	Activity 3.5: In country technical exchanges between governments, non-governmental groups and the Kalinago Council to provide enhance services to constituents in strengthening their ability to effectively plan and manage their indigenous tourism businesses.	10,000	30,000	UNDP	INDIA FUND	Consultancies	40,000
	MONITORING						
	Sub-Total for Output 3	190,000	100,874				290,874
Project Management	Project Coordinator	30,000	15,000	UNDP	INDIA FUND	Staff and Personnel	45,000
	Project Evaluation		15,000	UNDP	INDIA FUND	Consultancy	15,000
	Sub-Total for Project Management	30,000	30,000				60,000
Total without GMS		672,500	298,374				970,874
General Management Support 3%	GMS rate for South-South cooperation in line with UNDP Executive Board Decision DP/2013/9	20,175	8,951.22				29,126.22
TOTAL							1,000,000.22

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Project will be implemented by UNDP in collaboration with the Ministry of Environment, Rural Modernisation, Kalinago Upliftment and Constituency Empowerment. UNDP will frame its assistance under a Direct Implementation Modality, which implies that UNDP will assume the technical and administrative responsibility for mobilizing and effectively applying 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 project 'Strengthening Community Resilience within Kalinago Territory in the Kalinago Territory'. The Steering Committee will be chaired by UNDP. The Ministry of Environment, Rural Modernisation, Kalinago Upliftment and Constituency Empowerment is the senior beneficiary. 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.

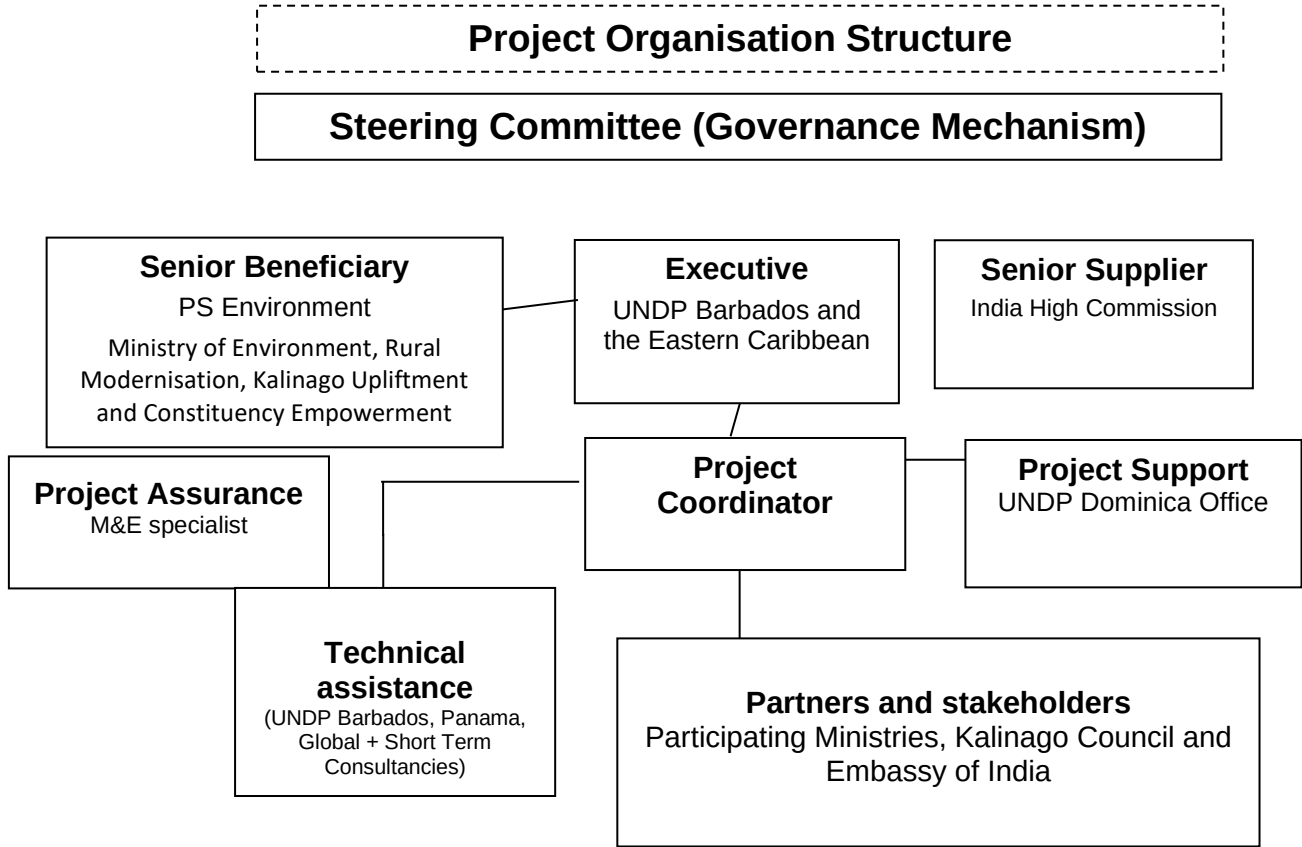
ToRs for the Steering Committee will be proposed by the Project Coordinator during the first Steering Committee meeting and shall include the following:

- 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/partners. 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 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.



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 representative's 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 Ministry of Environment, Rural Modernisation, Kalinago Upliftment and Constituency Empowerment will perform the Senior Beneficiary function under the project along with the PS Environment and in close coordination with The Kalinago Chief, who Chairs the Kalinago Council.

- **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, in this case the India High Commission. 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 (including quarterly reporting to UNOSSC) , 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.

IX. 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.

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]¹⁹ [UNDP funds received pursuant to the Project Document]²⁰ are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. 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.
6. 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.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:
 - a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

¹⁹ To be used where UNDP is the Implementing Partner

²⁰ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

- 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, sub-contractor's and sub-recipient's obligations under this Project Document.
- c. Each responsible party, subcontractor, and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
 - (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
 - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.
- d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities) and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
 - (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
 - (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
 - (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;

- (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
 - (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
 - f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
 - g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, 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, anti-fraud and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
 - h. 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 (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) 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.
 - i. 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.
 - j. 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, corruption other financial irregularities 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.

k. *Choose one of the three following options:*

Option 1: 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 corruption, other financial irregularities 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.

Option 2: Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud corruption or other financial irregularities or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Option 3: 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 corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

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

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

- l. 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.

- m. 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.
- n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening Template** [\[English\]](#) [\[French\]](#) [\[Spanish\]](#), including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*
- 3. Draft TOR Project Coordinator**

DRAFT TOR (PROJECT COORDINATOR)

1. POSITION INFORMATION

Office/Unit/Project	UNDP
Functional Title	Project Coordinator - Strengthening Community Resilience within Kalinago Territory
Classified Level (NPSA 1-12)	NB4 – NPSA8
Duty station (City and Country)	Dominica
Type (Regular or Short term)	Regular
Office- or Home-based	Office
Expected starting date	15 March 2025
Expected Duration	31 July 2026

2. OFFICE/UNIT/PROJECT DESCRIPTION

UNDP Barbados and the Eastern Caribbean MCO 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 objectives including the SDGs. The MCO 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.

As part of UNDP Barbados MCO support to the Commonwealth of Dominica, a Project Office was established in 2017 to assist government with immediate response, recovery, and reconstruction post Hurricane Maria. This included strengthening national recovery frameworks, disaster preparedness and climate and community resilience, as well as empowering women to take a more proactive role in emergencies. Since 2017, the Dominica Project Office has evolved its portfolio to include climate resilience, economic recovery, and sustainable development initiatives.

Under the overall guidance and supervision of the Head of the Dominica Office, the Project Coordinator will be responsible for the implementation of the project “Strengthening Community Resilience within Kalinago Territory”, to deliver an integrated package of support 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; strengthen institutional capacities of the Kalinago Council for improved participative and inclusive decision making and planning.

The Project Coordinator will build synergies and work in close coordination with the Ministry of Environment and Kalinago Upliftment 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.

3. Scope of Work

Under the supervision of the Head of UNDP Project Office in Dominica, the Project Coordinator's main responsibility is to implement the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Coordinator is responsible for day-to-day management and decision-making for the project. The Project Coordinator's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

Specific responsibilities would include the following:

PARTNERSHIP BUILDING

- Develops and maintains relationships with counterparts in-country to ensure buy-in and successful implementation.
- Builds strategic partnerships and synergies to enhance the impact and sustainability of the project outcomes.
- Liaises with key personnel of project partners to ensure adequate and timely technical inputs to the project.

PROJECT DEVELOPMENT, PLANNING, AND IMPLEMENTATION

- Coordinates the general planning, execution, and monitoring of the project's activities toward the achievement of project objectives.
- Uses tools, methodologies, and innovation for participatory, gender-responsive and people centred design, implementation, and monitoring, including the UNDP Sustainable Livelihoods Framework
- Guides and supervises the work of the members of the Project Management Unit
- Prepares annual work plans for endorsement by the Project Board
- Liaises with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project.
- Identifies and obtains any support and advice required for the management, planning, and control of the project.
- Prepares annual procurement plan based on the project document and the annual workplan approved by the Project Board
- Mobilises goods and services to initiate activities, including drafting TORs and work specifications, with guidance from the Technical Specialists, and coordinating procurement processes.
- Supervises the execution of all contracts, approves intermediate payments against review of deliverables, and prepares final evaluations as a condition for final payment. This will include improving erequisitions in the Atlas system and approving direct payment requests.
- Ensures that the administrative, technical, and financial processes are carried out in conformity with UNDP regulations, policies, and procedures.

PROJECT MONITORING AND REPORTING

- Monitors and analyses project development and implementation, including coordinating and leading in field visits
- Monitors events as determined in the Annual Work Plan, and updates the plan as required
- Ensures implementation of the Monitoring and Evaluation (M&E) Plan and updates as needed
- Uses Quantum and the Enhanced Resource Based Management platforms to periodically update project progress, achievement of targets, risk logs, etc.
- Monitors financial resources and accounting to ensure accuracy and reliability of financial reports and oversees the overall financial processes for the project in collaboration with the Project Associate
- Coordinates and serves as secretary to Project Board meetings, in collaboration with their national counterpart
- Manages and monitors the project risks initially identified; submits new risks to the Project Board for consideration and decision on possible actions if required; and updates the status of these risks by maintaining the Project Risk Log
- Prepares the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board
- Prepares the Annual Review Report, and submit the report to the Project Board
- Based on the review, prepares the AWP for the following year, as well as Quarterly Plans if required
- Coordinates periodic project evaluations, in collaboration with their National counterpart, including developing and implementing the management response
- Provides project updates to the development partner

PROJECT CLOSURE

- Prepares Final Project Review Reports to be submitted to the Project Board
- Identifies follow-on actions and submits them for consideration to the Project Board
- Manages the transfer of project deliverables, documents, files, assets, etc. to beneficiaries as appropriate

KNOWLEDGE SHARING

- Develops and implements, in collaboration with their National counterpart, a Communications/Visibility Plan for the project results and impact and support knowledge sharing activities
- Facilitates information sharing and coordination of activities amongst beneficiary countries

Perform any other duties within your functional profile as assigned and deemed necessary for the efficient functioning of the office

4. Institutional Arrangement

Reports to: Head of Office, UNDP Project Office Dominica

5. MINIMUM QUALIFICATIONS OF THE SUCCESSFUL NPSA

Min. Academic Education	☐ Advanced university degree in environmental management, natural resource management, disaster management, agricultural technology, climate change, sustainable development, gender studies or related field
Min. years of relevant Work experience	• Minimum 3 years of working experience in project management or project coordination. • Previous experience working on development and/or resilience building would be a good asset. • Demonstrated experience working with national governments, communities, and diverse stakeholder groups for a minimum of 3 years. • Experience in applying gender-responsive approaches in capacity building, community initiatives and/or development projects. • Experience in the Caribbean region desired • Sound understanding of disaster risk management, climate change, biodiversity, farming, indigenous peoples, community resilience and sustainable development. • Demonstrated evidence of research and reporting skills (e.g., published papers). • Demonstrable computer skills including Microsoft Office.
Required skills and competencies	Core Innovation - Ability to make new and useful ideas work Leadership - Ability to persuade others to follow People Management – Ability to improve performance and satisfaction Communication - Ability to listen, adapt, persuade, and transform Delivery - Ability to get things done while exercising good judgement Technical Brief and Speech Writing - Ability to prepare quality briefs and/or speeches Disaster Risk Reduction - Knowledge of DRR, concepts, framework, risk management and principles and ability to apply to strategic and/or practical situations Gender Issues and Analysis - Knowledge of gender issues and the ability to apply to strategic and/or practical situations, including analysis of projects from a gender perspective Change Management - Ability to apply a systematic approach to adapt, control and effect change

	Stakeholders Management - Ability to manage multiple stakeholders and balance often contradictory expectations, building and maintaining relationships Communication - Ability to effectively communicate intentions and requirements to internal and external stakeholders
Desired additional skills and competencies	• Non-Smoking environment • Legal Status to work in Dominica e.g., CARICOM Graduate/Skilled National Certificate
Required Language(s) (at working level)	• Proficiency in English. Working knowledge of other UN language desirable • Knowledge of indigenous languages of Dominica is highly advantageous

6. Travel:

- ☐ Undertakes such travel as may be required from time to time in connection with project execution

7. The following documents shall be required from the applicants:

- a) Personal CV or P11, indicating all past positions held and their main underlying functions, their durations (month/year), the qualifications, as well as the contact details (email and telephone number) of the Candidate, and at least three (3) the most recent professional references of previous supervisors. References may also include peers.
- b) A cover letter (maximum length: 1 page) indicating why the candidate considers him/herself to be suitable for the position.
- c) Managers may ask (ad hoc) for any other materials relevant to pre-assessing the relevance of their experience, such as reports, presentations, publications, campaigns or other materials.

8. Annexes to the TOR

- a) Links to any relevant (non-confidential) materials that may help candidates gain a better understanding of the office/unit/project context.
- b) Organigram of the office/unit/project indicating the position of the function.

9. Approval This TOR is approved by XXXXXXXX

This certifies the appropriateness of the functions to the NPSA contractual modality.

Signature:

Name and Designation:

Date of Signing: