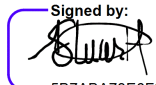
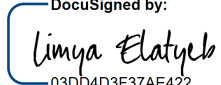




**United Nations Development Programme
Annotated Project Document template for projects
financed by the Green Climate Fund**

Project title: <i>Early Warning for ALL (EW4ALL): Antigua and Barbuda</i>		
Country(ies): Antigua and Barbuda	Implementing Partner (GCF Executing Entity): <i>UNDP</i>	Execution Modality: <i>Direct implementation (DIM)</i>
Contributing Outcome (UNSDCF/CPD, RPD, GPD): <i>MSDCF Outcome 5: Caribbean people, communities, and institutions have enhanced their adaptive capacity for inclusive, gender responsive Disaster Risk Management and climate change adaptation and mitigation.</i>		
UNDP Social and Environmental Screening Category: <i>Low</i>		UNDP Gender Marker: <i>GEN2 (Gender equality as a significant objective)</i>
Quantum Award ID: [To be inserted once setup on Quantum]		Quantum Project/Output ID: To be inserted after Prodoc Signature]
UNDP PIMS ID number: 10407		GCF Project ID number: <i>FP258</i>
LPAC meeting date: <i>22 April 2026</i>		
Actual start date: 18 November 2025		Project completion date: 18 November 2030
Interim Evaluation Report (a.k.a. Mid-Term Review) deadline for submission to GCF: 18 August 2028		Final Evaluation Report (a.k.a. Terminal evaluation report deadline for submission to GCF: 18 May 2031
		Project Completion Report deadline for submission to GCF: 18 February 2031
Operational Closure Date: 18 August 2031		Financial Closure Date: 18 February 2032
Brief project description: 1. Antigua and Barbuda faces an urgent development challenge as a highly climate-vulnerable small island developing state. Ranked 5th on the 2023 World Risk Index, the country is exposed to a range of climate-induced hazards — including hurricanes, droughts, coastal flooding, and sea level rise — which increasingly interact in compounding and cascading ways. These hazards are intensified by the islands' low-lying geography, concentrated coastal infrastructure, and constrained fiscal resources. The result is a fragile risk environment in which a single hazard can trigger widespread disruptions, with disproportionate impacts on vulnerable populations. However, current early warning systems, disaster risk governance, and preparedness capacities remain fragmented, under-resourced, and outdated, limiting the country's ability to anticipate, prepare for, and respond effectively to such threats. 2. The EW4All project addresses this systemic challenge by strengthening Antigua and Barbuda's multi-hazard early warning systems (MHEWS) and building the institutional and technical foundations for anticipatory action (AA). It aims to overhaul disaster governance by updating legislation, integrating DRR into sectoral planning, and establishing a dedicated national preparedness and response fund. It enhances risk knowledge through comprehensive hazard assessments and the development of a national risk information platform. Forecasting capacities will be bolstered by modernising the meteorological service, operationalising flood guidance systems, and improving ocean observation and impact-based forecasting.		

3. Complementing these technical upgrades, the project will strengthen public communication systems, develop a National Emergency Telecommunication Plan, and ensure early warnings are accessible, inclusive, and trusted. Finally, the project promotes community-level preparedness by expanding community-based early warning systems and improving response capabilities through training, scenario planning, and evacuation support. 4. Together, these actions are expected to transform disaster risk management in Antigua and Barbuda — enabling faster, more coordinated, and more effective responses to climate hazards, while safeguarding lives, protecting livelihoods, and fostering long-term national resilience.		
FINANCING PLAN		
GCF grant	USD 12,373,360	
UNDP TRAC resources	N/A	
Confirmed cash co-financing to be administered by UNDP	USD 0	
(1) Total budget administered by UNDP	USD 12,373,360	
CONFIRMED CO-FINANCING COMMITTED TO THE FUNDED ACTIVITY (AS DEFINED IN THE FAA)		
N/A	USD0	
(2) Total confirmed co-financing that is not administered by UNDP	USD 0	
(3) Grand-Total Project Financing (1)+(2)	USD 12,373,360	
SIGNATURES		
Signature:  Signed by: Sarah Stuart Permanent Secretary, Social and Urban Transformation 5B7ABA73E6F9400...	Agreed by Government Development Coordination Authority¹	Date/Month/Year: 24-Apr-2026
Signature:	Agreed by Implementing Partner²	Date/Month/Year: N/A
Signature:  DocuSigned by: Limya Eltayeb Resident Representative UNDP Barbados and the OECS 03DD4D3F37AF422	Agreed by UNDP³	Date/Month/Year: 24-Apr-2026

Disbursement: Government is aware of the conditions of disbursement ascribed to the first and subsequent tranches of the GCF funding as specified in the FAA (and in particular Clause 9 of the FAA, as referenced in the Financial Management Section of this Project Document). To the extent that these obligations reflect actions of the Government, the Government must ensure that the conditions are met and there is continuing compliance, as well as understanding that availability of GCF funding is contingent on meeting all conditions listed in the FAA.

¹ Other evidence of government agreement may be accepted in lieu of a signature, unless the programme country government requires a signature.

² Not required when UNDP is the implementing partner (i.e. DIM implementation modality). If a UN Agency is the implementing partner, and has signed a SBEAA with UNDP, then the Government Development Coordination Authority¹, UNDP and UN Agency sign the project document. If an IGO is the implementing partner, and has signed a SBEAA with UNDP, then the Government Development Coordination Authority¹, UNDP and IGO sign the project document, provided that the IGO shall provide documentary evidence that it has submitted the ProDoc to the relevant governments and has been duly authorized by the governments to execute the project document. If a CSO/NGO is the implementing partner, the Government Development Coordination Authority¹ and UNDP sign the project document and attached it to the Project Cooperation Agreement to be signed by the CSO/NGO and UNDP.

³ For NIM projects this is the Resident Representative. For DIM projects in a single country this is the Resident Representative. For global, regional DIM projects this is UNDP-BPPS/VF Programme Support, Oversight and Compliance Hub.

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Acronym Definition

AA	Anticipatory Action
ABMS	Antigua and Barbuda Meteorological Service
ABRC	Antigua and Barbuda Red Cross
ABSAR	Antigua and Barbuda Search and Rescue
AMA	Accreditation Master Agreement
AML/CTF	Anti-Money Laundering/Countering the Financing of Terrorism
APR	Annual Performance Report
BCR	The benefit-cost ratio
BPPS	Bureau for Policy and Programme Support
CAP	Common Alert Protocol
CCA	Climate Change Adaptation
CDEMA	Caribbean Disaster Emergency Management Agency
CDM	Comprehensive Disaster Management
CDMRP	Comprehensive Disaster Management and Response Plan
CDMS	Climate Data Management System
CDRTs	Community Disaster Response Teams
CEWS	Community Early Warning System
CERT	Community Emergency Response Team
DDC	District Disaster Committee
DCVN	District Command Volunteer Network
DMA	Disaster Management Act
DRR	Disaster Risk Reduction
DSA	Daily Subsistence Allowance
ESMF	Environmental and Social Management Framework

Acronym	Definition
EWEA	Enhanced Early Warning Early Action
EW	Early Warning
EW4All	Early Warning for All
EWS	Early Warning Systems
FAA	Funded Activity Agreement
FER	Final Evaluation Report
FFGS	Flash-flood Guidance Systems
FP	Funding Proposal
GBON	Global Basic Observing Network
GBV/SH	Gender-based Violence/Sexual Harassment
GEDSI	Gender, Equity, Diversity, Social Inclusion
GEF	Global Environmental Facility
GCF	Green Climate Fund
GCF Sec	Green Climate Fund Secretariat
GIS-based	Geographic information system-based
GoAB	Government of Antigua and Barbuda
GBON	Global Basic Observing Network
GoAB	Government of Antigua and Barbuda
HACT	Harmonized Approach to Cash Transfers
IER	Independent Interim Evaluation Report
IP	Implementing Partner
ITAP	GCF Independent Technical Advisory Panel
KAP	Knowledge, Attitude and Practices
LAAP	Local Area Adaptation Plan
M&E	Monitoring and Evaluation
MHEWS	Multi-Hazard Early Warning Systems
MCO	UNDP Multi-Country Office
MOA	Ministry of Agriculture
MoF	Ministry of Finance
MOHE	Ministry of Health, Welfare and Environment
NCAT	National Capacity Assessment Tool
NDC	Nationally Determined Contribution(s)
ND-GAIN	ND-GAIN Index (Notre Dame Global Adaptation Initiative)
NODS	National Office of Disaster Services
NDA	National Designated Authority
ND-GAIN	ND-GAIN (already listed)
NETP	National Emergency Telecommunication Plan
NDCs	Nationally Determined Contributions
OAI	UNDP's Office of Audit and Investigations
O&M	Operations and Maintenance
PCAT	Partner Capacity Assessment Tool

Acronym	Definition
PCR	Project Completion Report
PIMS	Project Information Management System
PM	Project Manager
PMU	Project Management Unit
POPP	Programme and Operations Policies and Procedures
PTA	Principal Technical Advisor
QA	Quality assurance
RP	Responsible Parties
RSMC	Regional Specialized Meteorological Centre
RSHC	Regional Specialized Hydrological Centre
RTA	Regional Technical Advisor
SIDS	Small Island Developing State(s)
SES	UNDP Social and Environmental Standards
SESP	UNDP Social and Environmental Screening Procedure (SESP)
SIMEX	Simulation Exercise
SOFF	Systematic Observations Financing Facility
SSC/TrC	South-South and Triangular Cooperation
TA	Technical Assistance
ToR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNDP-BPPS	UNDP Bureau for Policy and Programme Support
UNDRR	United Nations Office for Disaster Risk Reduction
UWI	University of the West Indies
USAID	United States Agency for International Development
WIS	WMO Information System
WMO	World Meteorological Organization
eVCA	Enhanced Vulnerability and Capacity Assessment

II. DEVELOPMENT CHALLENGE

5. Antigua and Barbuda is a small island developing state (SIDS) made up of two main inhabited islands: Antigua, which covers 280 km², and Barbuda, which spans 160 km². Located in the Caribbean Sea among the Leeward Islands⁴, Antigua and Barbuda is on the frontline of climate change, facing a range of intensifying climatic hazards that threaten their very existence. Ranked as the 5th highest in the World Risk Index in 2023⁵, the islands are highly exposed to an array of baseline hazards, including hurricanes, extreme rainfall, droughts, and rising sea levels. These risks are exacerbated by the islands' low-lying topography and limited land area, making them particularly vulnerable to the cascading and compounding impacts of climate change.
6. As a SIDS, Antigua and Barbuda is particularly vulnerable to extreme climate events such as hurricanes, droughts and coastal flooding, ranking 85th on the ND-GAIN index. The country's NDC identifies five primary reasons for the country's vulnerability, including: i) inefficient planning and management of the built environment; ii) high costs of repairing damage caused by recurrent extreme climate events; iii) the composition of the country's economy; iv) high population density in the coastal zone; and v) limited availability of freshwater resources.
7. Hurricanes pose the most significant threat, with the devastation from Hurricanes Irma and Maria in 2017 serving as stark reminders of the destructive power of these storms. These hurricanes not only caused widespread destruction of infrastructure but also disrupted essential services such as healthcare, electricity, water, and waste management. In Barbuda, nearly 90% of the island's infrastructure was destroyed, rendering the island temporarily uninhabitable. The increasing intensity of these storms, fuelled by climate change, is expected to lead to even more catastrophic events in the future.
8. Flooding, another major concern, is exacerbated by the islands' natural topography, which causes rapid runoff after heavy rains, leading to frequent flash floods. Coastal flooding is also a significant risk due to the low-lying nature of the islands and the concentration of economic activities along the coasts. The threat of flooding is not limited to hurricanes; it can occur during extreme rainfall events, which are predicted to become more frequent and intense due to climate change. Droughts, while less dramatic than hurricanes, also pose a persistent and growing threat to the country. Historically, droughts have led to severe water shortages, impacting utilities, agriculture, and even leading to economic crises, such as the need to import water during the drought of 1983-1985. With projections indicating a 30%-50% reduction in annual rainfall by 2090, droughts are expected to become more severe, further straining the already limited water resources.
9. Sea-level rise presents a long-term threat to Antigua and Barbuda, with projections indicating that by 2060, Antigua could lose approximately 20 km² of land, while Barbuda could lose 15 km². This loss of land, combined with rising sea surface temperatures and increased ocean acidification, threatens not only the islands' ecosystems but also the livelihoods of those who depend on the sea, particularly in the tourism and fishing sectors.
10. Climate change is increasing the frequency of high-intensity hurricanes (see Climate Change Trends below), which will have severe impacts on the country, including loss of life, economic losses and damage to infrastructure. These impacts are further exacerbated by the potential to disrupt key economic activities, including tourism which makes up the largest proportion of the country's GDP (~60%) and accounts for the highest overall investment, at ~40%. Antigua and Barbuda is also heavily reliant on imports of basic supplies, including food, medicine and building materials, increasing vulnerability to disruptions to shipping routes and associated increases in insurance costs during and after extreme events. Fisherfolk are also particularly vulnerable given the limited availability of risk information and forecasts for ocean conditions or environmental impacts of climate change on reef fisheries.
11. While Antigua and Barbuda invests heavily in building resilience, their capacity to do so is severely constrained by the current economic conditions in the country. Although classified as high-income in terms of per capita GDP, the

⁴ Part of the Lesser Antilles, a group of islands that arc from the Virgin Islands in the northwest to Trinidad and Tobago in the southeast

⁵ [World Risk Report 2021](#)

distribution of wealth is largely skewed by a few high-income persons who have moved to the country from abroad, with much of the local population having much lower income. Moreover, the country's small tax and market base, as well as its high public debt — more than 87% its GDP in 2022 — constrains the government's ability to allocate funding from the national budget for adaptation. External investment is therefore critical to enhance MHEWS and AA measures needed to build climate resilience and preparedness of Antigua and Barbuda's population.

Climate Change Trends

12. Over recent decades, Antigua and Barbuda have experienced significant shifts in various climate variables, trends that are expected to continue and intensify in the coming years. The interplay between observed and projected climate changes offers a comprehensive picture of the growing vulnerabilities facing the country. An overview of the climate change trends and projections for Antigua and Barbuda are presented below, with more specific details presented in Annex 2: Feasibility Study.
13. Temperature: Observed data show that temperatures in Antigua and Barbuda have been steadily rising. From 1980 to 2017, average temperatures increased by approximately 0.2°C per decade, with particularly noticeable increases during the early winter months. This warming trend is consistent with the broader Caribbean region, which has experienced a similar rise. Looking forward, climate models project a continued increase in temperatures, with significant warming expected by mid-century and beyond. By 2050, under moderate emission scenarios, average temperatures could reach 27.3°C, with a further rise to 29.6°C by 2100 under high-emission scenarios. These temperature increases will result in more extreme heat conditions, with historical high temperatures becoming the new norm.
14. Rainfall: Rainfall patterns have shifted, with a noticeable decline in annual precipitation over the past few decades. The 2000s saw an 8% reduction in rainfall compared to the 1990s, and this decline deepened in the 2010s. This trend is likely to continue, with projections indicating a 6% to 28% decrease in annual rainfall by 2100, depending on the scenario. The reduction will be most pronounced during the wet season, exacerbating water scarcity issues, particularly in high-topography areas of Antigua.
15. Hurricanes: The frequency and intensity of hurricanes have shown a troubling trend. While the overall number of hurricanes has not changed significantly, the number of more intense hurricanes, particularly Categories 4 and 5, has increased. This pattern is expected to persist, with future projections suggesting a 50% increase in the frequency of high-intensity hurricanes. Additionally, these storms are likely to become more powerful, with higher wind speeds and greater precipitation rates, posing an even greater threat to the islands.
16. Drought: Droughts have become more frequent and severe, with 14 episodes recorded between 2000 and 2020. These droughts, which occur approximately every two years, are expected to intensify in the future. Projections indicate an increase in the number of consecutive dry days and a further decline in the Standardised Precipitation-Evapotranspiration Index (SPEI), signalling harsher drought conditions. By the end of the century, the islands could experience nine additional drought years compared to historical periods.
17. Sea Level Rise: Sea levels around Antigua and Barbuda have been rising, consistent with global trends driven by polar ice melt and seawater expansion. This rise is expected to continue, with projections indicating an increase of up to 0.7 meters by 2100 under high-emission scenarios. Such a rise will significantly impact the islands' coastlines, particularly in Barbuda, where large areas will be vulnerable to annual flooding. The northwest region of Barbuda, near Codrington Lagoon, is especially at risk of inundation.
18. Sea Surface Temperatures and Ocean Acidification: The warming of the oceans has already had detrimental effects on marine ecosystems, including coral bleaching and reduced fish stocks. Sea surface temperatures in the Caribbean have risen by 1°C since the latter half of the 20th century, and this trend is expected to continue. Projections suggest further increases in marine heatwaves, which will likely double in frequency, duration, and intensity, further stressing marine life and coastal communities.

Climate Vulnerability

19. The interplay of these climatic hazards creates a highly vulnerable environment for Antigua and Barbuda, where the effects of one event can exacerbate the impacts of another. For example, a severe hurricane can lead to flooding, which disrupts essential services and exacerbates water shortages caused by droughts. The cascading effects of these hazards, coupled with the islands' low-lying topography and concentration of economic activities along the coast, underscore the urgent need for comprehensive climate adaptation strategies.
20. Local stakeholders have identified several key areas that require urgent attention to strengthen the islands' resilience. The first is the need for improved observation and forecasting systems, particularly for marine hazards. Given the islands' exposure to ocean-related hazards such as storm surges and coastal erosion, there is a critical need for accurate and locally specific advisories to protect vulnerable groups. The built environment is another area of concern, as many buildings are not resilient to high-intensity storms due to the cost of building to code and the existence of outdated infrastructure. An improved understanding of building resilience is crucial for planning emergency responses, including evacuations and sheltering.
21. The tourism sector, which employs a large percentage of the population and is heavily concentrated in exposed coastal areas, also requires targeted preparatory actions. International visitors, who may lack local knowledge of climate hazards, are particularly vulnerable, highlighting the need for better integration of the tourism sector into the islands' Multi-Hazard Early Warning Systems (MHEWS) and Anticipatory Action (AA) systems. Finally, the island of Barbuda, still recovering from the devastating impacts of Hurricane Irma, has been flagged as a key focus area for improving preparedness and response capabilities.
22. In summary, Antigua and Barbuda's exposure to increasingly intense hurricanes, extreme rainfall, droughts, and sea-level rise creates a highly vulnerable environment that requires urgent and comprehensive climate adaptation strategies. The cascading and compounding effects of these hazards underscore the need for immediate action to protect lives, livelihoods, and the islands' future.

Alignment with national climate strategy and frameworks

23. The project is designed to complement Antigua and Barbuda's NDCs, which focus on enhancing climate resilience and reducing vulnerability to climate-induced hazards. By updating the national disaster management legislation and integrating disaster risk reduction into sectoral policies, the project directly supports the NDCs' objectives of improving adaptive capacity and resilience. The project also supports the implementation of the NAP by addressing key areas such as enhanced risk knowledge, observation systems, and community-based early warning systems. These efforts align with the strategic priorities outlined in the NAP, particularly in building adaptive capacity and integrating climate resilience into national and sectoral planning.

III. STRATEGY

Goal Statement

24. **IF** the governance structures and strategies for disaster preparedness and response are strengthened and disaster response agencies are supported to enhance the production and dissemination of impact-based forecasts and early warnings in Antigua and Barbuda, **THEN** the impacts of extreme weather events on the lives, livelihoods and infrastructure of local communities will be reduced **BECAUSE** communities and response agencies will be able to adopt effective and timely disaster mitigation and response actions.

Barriers

25. Several gaps and barriers have been identified that are currently constraining MHEWS and anticipatory action (AA) in Antigua and Barbuda. These barriers cut across all four pillars of the EW4All initiative, as well as overarching governance barriers that cut across all four pillars. A detailed assessment of these barriers, the gaps that underpin

them and the associated needs they trigger are presented in Section 5 of the Feasibility Study. The core barriers are summarised below.

- **Inadequate governance frameworks for coordinated MHEWS and AA.**
- **Siloed and incomplete disaster risk information constrains informed DRM.**
- **Inadequate technical and scientific capacities for impact-based forecasting and early warnings.**
- **Inefficient dissemination of early warnings and as-sociated anticipatory action advice to enable preparedness and response to climate hazards.**
- **Insufficient national and local level disaster preparedness and anticipatory action planning.**

Proposed Solution

26. The Early Warning for All (EW4All) project in Antigua and Barbuda is rooted in a comprehensive and interconnected approach, aimed at transforming the country's ability to prepare for and respond to climate-related hazards. At its core, the project seeks to create a resilient and adaptive system that not only mitigates the impacts of disasters but also ensures the safety and well-being of communities across the nation.
27. The project approach was developed through an extensive multi-stakeholder engagement process, which culminated in an implementation roadmap for reinforcing a people-centric MHEWS in the country. The roadmap identified several key principles which underpin the approach, focused on: i) strengthening the national governance framework; ii) data-sharing collaborations and consolidation; iii) bridging the gap between technical information and community comprehension; and iv) enhancing capacity for emergency management. Moreover, several key sectors/areas have been prioritised to fill gaps in the existing MHEWS, particularly focused on the marine environment – including ocean conditions and environmental impacts – and the introduction of an EWS for Barbuda that is not wholly reliant on already stretched services in Antigua.
28. From a governance perspective, the project addresses critical gaps in the current regulatory framework for disaster management. In its existing state, the framework is outdated, failing to account for the evolving risk profile of Antigua and Barbuda or the latest advances in global DRM best practices. The lack of clarity in mandates and the fragmented nature of sectoral policies contribute to inefficiencies in disaster preparedness and response. Recognising this, the project sets out to update national disaster management legislation and integrate disaster risk reduction (DRR) measures into sectoral policies. By doing so, it lays a strong foundation for improved governance and coordination across all sectors, ensuring that disaster response efforts are streamlined and effective.
29. A key component of this governance enhancement is the establishment of a Disaster Preparedness and Response Fund. In a context where fiscal constraints limit the ability of public agencies to maintain and expand their operational capacities, this fund will provide a sustainable mechanism to channel resources toward critical disaster preparedness and response activities. The fund, drawing on the existing framework of the Sustainable Island Resilience Framework (SIRF) Fund, will be instrumental in ensuring that financial resources are readily available to support urgent actions, thus enhancing the country's long-term resilience.
30. Building on this strengthened governance structure, the project then focuses on enhancing the technical foundation of disaster risk management by improving risk knowledge and forecasting systems — covering Pillars 1 and 2 of the EW4All strategy. At the heart of this effort is the development of an online risk data platform, designed to centralise and manage critical risk information across all relevant sectors. This platform will enable a seamless flow of information between relevant government agencies, supporting organisations and the public to improve coordination and enable more holistic developmental planning, with more accurate and accessible risk data and information readily available to all stakeholders, fostering better-informed decision-making and coordination.
31. In parallel, the project undertakes comprehensive hazard and risk assessments, addressing significant knowledge gaps, particularly in Barbuda. These assessments are not just one-time efforts but are integrated into ongoing government processes to ensure that the data remains current and relevant. Strengthening the Antigua and Barbuda

Meteorological Service (ABMS) is also a priority, with targeted investments in infrastructure, personnel, and technology aimed at enhancing the accuracy and reliability of forecasts. This will include improving existing hydrological observation infrastructure and monitoring systems to enhance flash flood forecast system for urban and rural areas, as well as initiating the establishment of a regional ocean monitoring and forecasting system for swells and potential environmental changes. The enhancements to these networks will include provisions for real time monitoring and analysis of hydrometeorological data, ensuring interoperability with risk data in place at ABMS through the introduction of a platform to consolidate geospatial hydrometeorological and disaster risk information. This improvement in forecasting capabilities is essential for generating the impact-based forecasts that form the backbone of early warning systems.

32. The third component of the EW4All approach is the effective dissemination of these early warnings and the enhancement of disaster preparedness – covering Pillars 3 and 4 of the EW4All strategy. Recognising that early warnings are only valuable if they reach those at risk, the project works to establish robust, multi-channel dissemination systems that ensure warnings are communicated clearly and effectively to all segments of the population. This includes the development of a National Emergency Telecommunication Plan, as well as targeted efforts to improve the clarity and inclusivity of warning messages. A core focus of this approach is on simpler warning messages that are easily understandable by the public, ensuring that warning messages are clear, concise, and actionable during emergencies. This will be supported by awareness actions to build trust among communities in the warnings being presented and their associated anticipatory actions.
33. Moreover, the project recognises the importance of community engagement in disaster preparedness. By supporting the development and scaling of community-based early warning systems (CEWS), the project empowers local communities to take an active role in monitoring, disseminating, and responding to potential threats — developing specialised risk-informed response/contingency plans for extreme events based on the needs of vulnerable community groups. This localised approach not only enhances the accuracy and timeliness of warnings but also fosters a sense of ownership and resilience within the communities themselves.
34. Moreover, the project will enhance training and equipment for national emergency responders, provide resources for rapid evacuation and shelter services, and strengthen scenario-based planning with impact-based forecasting to improve response capabilities. The anticipatory action will be closely linked with the governance support interventions – ensuring that relevant legislation is updated to accommodate the emerging functions of key response institutions – while also developing dedicated financing mechanisms.
35. Ultimately, the project’s integrated approach ensures that each component — governance, risk knowledge, forecasting, dissemination and preparedness — reinforces the others, creating a comprehensive and resilient DRM system. By addressing these critical areas in tandem, the project aims to transform Antigua and Barbuda’s disaster management capabilities, making the country better prepared to face the challenges of climate change and extreme weather events. Through this holistic and interconnected strategy, the project seeks to safeguard lives, protect livelihoods, and ensure the long-term resilience of the people of Antigua and Barbuda.

Assumptions

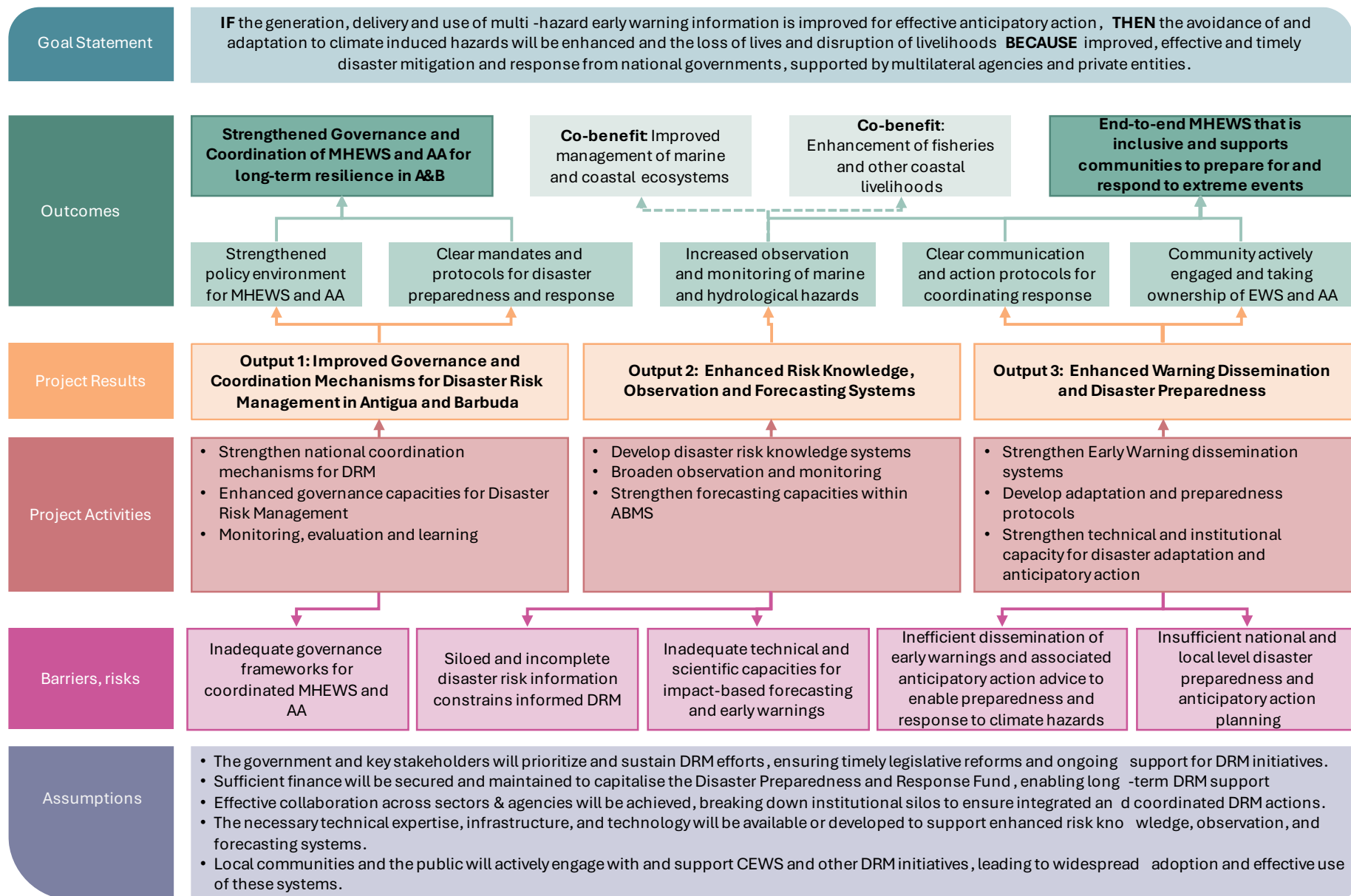
- **Political Commitment and Governance:** The government and key stakeholders will prioritise and sustain DRM efforts, ensuring timely legislative reforms and ongoing support for disaster risk management initiatives.
- **Financial Resources and Sustainability:** Sufficient financial resources will be secured and maintained to establish and sustain the Disaster Preparedness and Response Fund, enabling long-term support for DRM activities.
- **Inter-Agency Coordination and Collaboration:** Effective collaboration across sectors and agencies will be achieved, breaking down institutional silos to ensure integrated and coordinated DRM actions.
- **Technical Capacity and Infrastructure:** The necessary technical expertise, infrastructure, and technology will be available or developed to support enhanced risk knowledge, observation, and forecasting systems.

- **Community Engagement and Public Participation:** Local communities and the public will actively engage with and support Community Early Warning Systems and other DRM initiatives, leading to widespread adoption and effective use of these systems.

Use of Best Practice

36. The project adopts best practices by incorporating globally recognised standards and innovative approaches in disaster risk management, early warning systems, and climate adaptation. These best practices draw on a wealth of knowledge from previous initiatives in Antigua and Barbuda and the eastern Caribbean region, as well as through UNDP's global experience in MHEWSs. Key ways in which the project exemplifies best practice are described below:

- Integration of global frameworks: The project aligns with international frameworks such as the Sendai Framework for Disaster Risk Reduction, the Paris Agreement, and the WMO Global Framework for Climate Services (GFCS). By adhering to these frameworks, the project ensures that its approach is consistent with global standards for reducing disaster risk, enhancing resilience, and managing climate services effectively.
- Evidence-based decision-making: The project employs a data-driven approach by establishing a robust knowledge management platform and conducting comprehensive hazard and risk assessments. This approach ensures that decision-making is informed by accurate and up-to-date risk data, enhancing the effectiveness of early warning systems and response strategies.
- Stakeholder engagement: Best practices in stakeholder engagement are adopted by actively involving civil society organisations, indigenous peoples, women, and other vulnerable groups. The project ensures that these stakeholders contribute to and benefit from the planning and implementation processes, promoting inclusivity and local ownership.
- Sustainable financing mechanisms: The establishment of a Disaster Preparedness and Response Fund reflects best practices in financial sustainability. The project leverages diverse funding sources and financial mechanisms, including public-private partnerships and international financing, to ensure long-term support for disaster risk management and response actions.
- Innovative technologies and tools: The project incorporates advanced technologies and tools for risk assessment, monitoring, and forecasting. This includes enhancing meteorological and hydrological observation networks, developing impact-based forecasting systems, and utilising online risk data platforms. These innovations improve the accuracy and timeliness of early warnings and support effective disaster preparedness.
- Community-based approaches: By developing and scaling Community Early Warning Systems (CEWS), the project adheres to best practices in local-level disaster risk management. CEWS empower communities to actively participate in risk reduction and response efforts, making the systems more responsive to local needs and conditions.
- Application of lessons learnt: The project incorporates lessons learnt from previous initiatives and pilot programs, such as the GCF Build project. This iterative approach ensures that the project builds on past experiences and continuously improves its strategies and methodologies.



Theory of Change

IV. RESULTS AND PARTNERSHIPS

Expected Results:

Output 1: Improved Governance and Coordination Mechanisms for Disaster Risk Management in Antigua and Barbuda.

(Total Cost: US\$ 1,434,550; GCF project grant requested: US\$ 1,434,550)

37. The regulatory framework for disaster risk management in Antigua and Barbuda is outdated and doesn't adequately account for the current risk profile of the country, the latest advances in global disaster risk management (DRM) best practice, or the changing socio-political landscape in the country. As a result, disaster preparedness and response efforts are sub-optimal, with unclear mandates and lack of coordination between different sectors and response agencies reducing efficiencies in the system. To address this challenge, the project will support the National Office of Disaster Services (NODS) and sectoral agencies to update the legislative and regulatory frameworks to create a strong foundation for DRM in the country.

Activity 1.1: Strengthen national coordination mechanisms for DRM

38. Under this activity, the project will update core national legislation to provide the overarching framework for DRM. Additionally, sectoral policies will be revised to enhance the integration of DRM and to harmonise policies across sectors, enabling improved cross-sectoral cooperation and coordination. Throughout this process, the language of the legislative and policy documents will be revised to enable more dynamic structures for cross-sectoral partnerships that account for changes in institutional structures.

Sub-activity 1.1.1: Update Antigua and Barbuda's disaster management legislative framework for enhanced responsiveness to the latest climate and social contexts of the country.

39. To establish a foundation for DRM governance, the first activity will focus on updating the national disaster management legislation and related strategic plans, including formalising the legislative basis for the establishment and mandate of ABMS. Legislative updates will ensure alignment of the governance frameworks with regional and international frameworks for disaster risk reduction, particularly the Sendai Framework. Training will also be provided to key stakeholders to sensitise them to the updates and build their technical and institutional capacity to engage with the provisions of the legislation and strategic plans.
- Action 1.1.1.1: Provide technical assistance to draft an updated Disaster Management Act to reflect principles and best practices of Multi-Hazard Early Warning Systems and Anticipatory Action.
 - Action 1.1.1.2: Revise and support the adoption of draft legislation formally establishing the mandate of the ABMS.

Sub-activity 1.1.2: Integrate disaster risk reduction (DRR) measures into sectoral policies.

40. Once the national regulatory framework has been established, the project will support the integration of DRR measures into sectoral policies, ensuring harmonisation of policies – both vertically with the national DRM framework and horizontally between sectors – and optimising opportunities for collaboration/coordination between sectors. The revision of sectoral policies will be done based on a firm foundation of risk knowledge and will consider the full spectrum of the sectoral governance framework, including policy, legislation and regulations. Sub-activities under this activity will target the following sectors: Health, Environment, Agriculture, Fisheries, Education, Infrastructure, Telecoms, Finance and Tourism.
- Action 1.1.2.1: Conduct sector-specific risk assessments to identify vulnerabilities and provide a firm risk-knowledge basis for the updating of sectoral policies and the CDMRP.
 - Action 1.1.2.2: Conduct a multi-sectoral gap assessment of sectoral policies, legislation and regulations to identify gaps in the cross-sectoral coordination in relation to DRR.
 - Action 1.1.2.3: Conduct sector-specific analyses on DRM integration

- Action 1.1.2.4: Draft sectoral policy/legislative briefs for the integration of coordinated DRR.

Sub-activity 1.1.3: Draft updated regulations to be included under the newly revised Physical Planning Act to facilitate the integration of building resilience considerations into DRM processes.

41. Given the importance of infrastructure integrity for hurricane resilience — and therefore disaster readiness and response — several stakeholders highlighted the need to introduce new regulations to improve awareness of resilience in the building sector. This includes the need to regularly assess the resilience of individual buildings, provide a rating relative to different hurricane categories.

- Action 1.1.3.1: Develop draft regulations through a consultative process

Sub-activity 1.1.4: Provide technical assistance to support the development of a Disaster Preparedness and Response Fund.

42. Maintaining systems for disaster preparedness and response in the long term requires a sustainable finance mechanism that can channel funds to critical operational, maintenance, and response actions. Given the constrained fiscal space in the Antigua and Barbuda public sector, relying solely on public funds would severely constrain the system. Already, the capacity of AMBS to maintain and expand its observation and forecasting capacities is financially constrained, while other sectors are regularly seeking access to funds initiate preparedness or response actions. To address this issue, the project will support the GoAB to establish a Disaster Preparedness and Response Fund, which will crowd in finance from multiple sources to provide a long-term mechanism that can mobilise financing for urgent actions on DRM. The fund would draw on the process and structure of the existing Sustainable Island Resilience Framework (SIRF) Fund which was established as a Special Fund under the Finance Administration Act (2006). This status as a special fund enables Antigua and Barbuda to earmark income from a range of sources to achieve specific goals towards the public good.
43. The proposed project will provide technical assistance to the Ministry of Finance and NODS to scope out the potential for and initiate the process of establishing a Disaster Preparedness and Response Fund. This activity will include identifying potential sources of finance to capitalise the fund, establishing the legal, regulatory and administrative systems, and setting the criteria for investment from the fund. This would include establishing a hierarchy of actions, with maintenance of the existing CIEWS systems as the highest priority. Other potential investment areas would be in support to response agencies to improve their response capacities (including updating and maintaining rescue equipment), support to sectoral agencies to implement preparatory actions, and finally to support urgent and unforeseen response actions. Assuming the ability to source sufficient capital, the fund would enable additional flexibility in mobilising funds for urgent DRM needs. The Fund would leverage the provisions made in the 2011 Procurement Act for an emergency procurement mechanism which can help shorten the procurement process for emergency functions and could be used to mobilise resources quickly when needed.

- Action 1.1.4.1: Provide technical assistance to support the development of a Disaster Preparedness and Response Fund.

Activity 1.2: Enhanced governance capacities for Disaster Risk Management

44. Effective governance is a cornerstone of comprehensive and sustainable Disaster Risk Management (DRM). It ensures that roles, responsibilities, and resources are clearly defined, fostering coordinated and timely responses to disaster risks. Strong governance also facilitates the integration of disaster risk considerations into national development planning and decision-making processes, enhancing resilience at the institutional, community, and individual levels.
45. This activity strengthens DRM governance by focusing on updating and operationalising the Comprehensive Disaster Management and Response Plan (CDMRP) to align with the latest revisions to the Disaster Management Act. This ensures that the legislative and operational frameworks are coherent and actionable. Additionally, the activity will sensitise key stakeholders, including government agencies, civil society organisations, and private sector actors, on the updated legislative framework. Stakeholders will also receive targeted training on its implementation, equipping them with the knowledge and skills to fulfil their roles effectively. Together, these interventions aim to create a

robust governance framework that promotes accountability, coordination, and proactive disaster risk reduction and response.

Sub-activity 1.2.1: Update and operationalise the Comprehensive Disaster Management and Response Plan to account for the revisions to the DMA.

46. Provision for a Comprehensive Disaster Management and Response Plan (CDMRP) was included in the Disaster Management Act in 2002, and a first iteration of the plan was drafted for the period of 2012-2016, but never formally adopted. Recent attention on the need for an updated CDMRP has led to a consultancy being issued to draft a revised plan; the output of which is expected in the last quarter of 2024. However, despite this recent development, there is still a need to support the finalisation and adoption of the plan to ensure that it is operationalised.

- Action 1.2.1.1: Provide technical assistance to NODS to update the CDMRP
- Action 1.2.2.1: Host a sensitisation workshop on key findings and recommendations from the sectoral policy briefs and updated DMA.
- Action 1.2.2.2: Conduct training workshops on thresholds, coordinating mechanisms, roles, responsibilities and SOPs for key stakeholders arising from the revised Disaster Management Act and CDMRP.

Activity 1.3: Monitoring, evaluation and learning

Sub-activity 1.3.1: Establish monitoring and evaluation mechanisms to track progress and identify areas for improvement.

47. A critical aspect in maximising the operational efficiencies of DRM processes to the need for robust monitoring, evaluation, and adaptive management. To this end, a monitoring and evaluation mechanism within NODS will be established, providing clear processes to track the implementation and impacts of disaster preparedness and response efforts in Antigua and Barbuda. The mechanism will include tools for monitoring key indicators and analysing the results to assess the impacts. These results will be critically evaluated and used to generate actions to adapt key strategies (including aspects such as coordination, communication, and definition of mandates) to continually improve DRM processes in the country. Alongside the establishment of the M&E mechanism, the team developing the mechanism will conduct baseline, mid-term and end-term impact evaluations of MHEWS and AA systems in Antigua and Barbuda.

- Action 1.3.1.1: Procure the services of a consulting firm to develop a robust M&E mechanism.

Output 2: Enhanced Risk Knowledge, Observation and Forecasting Systems.

(Total Cost: US\$ 4,951,335; GCF project grant requested: US\$ 4,951,335)

48. The production of clear and actionable early warnings requires a strong technical basis build on a foundation of risk knowledge and robust observation and forecasting systems — Pillars 1 and 2 of the EW4All framework. Under this Output, the project will enhance the technical capacity of key agencies — particularly NODS and ABMS — to generate and manage climate hazard and risk knowledge and apply that knowledge to generate impact-based forecasts that can be fashioned into clear and actionable early warnings.
49. Support towards Pillar 2 will also include enhancing the observation network — particularly with regards to ocean and hydrological monitoring — which together with improved modelling capacity within ABMS will enable more accurate and locally specific forecasting of ocean swells, storm surge, ocean warming, and flash flooding; something that is currently underserved in the current met services. The project support will also enable AMBS to separate out forecasts for Barbuda, which will be critical for providing locally relevant forecasts and early warnings to the population of Barbuda.

Activity 2.1: Develop disaster risk knowledge systems

50. The foundation of the output will be a knowledge management platform that will enable centralised and coordinated management of risk knowledge, with clear tools and processes for data collection to ensure accessibility and interoperability of risk data across all relevant sectors. The knowledge management processes will be complemented by direct support for knowledge generation which can feed into Pillar 2 for the generation of impact-based forecasts (IbF).

Sub-activity 2.1.1: Develop an online risk data platform and associated data collection tools accessible by government agencies and the public.

51. As noted above, the foundation of the risk knowledge component will be the establishment of a robust knowledge management system, centred on an online risk data platform. To optimise the function and accessibility of the platform, tools will be created to guide knowledge management across different sectors, ensuring interoperability of data to function across the needs of various users. The sub-activities will provide for the full process of knowledge management, from assessment and data collection, to sharing, exchange and storage of data. Stakeholders across the key target sectors — namely Health, Environment, Agriculture, Fisheries, Education, Infrastructure, Finance and Tourism — will also be trained on the data management tools and protocols, ensuring that they are embedded into government systems. This mainstreaming will be further enhanced by supporting NODS to repeal the current Data Protection Act and introduce new legislation for “Data Protection Management and Sharing” that will provide the legislative grounding for the improved risk data management processes.

- Action 2.1.1.1: Provide technical assistance for the establishment of standardised national risk assessment protocols and tools tailored to the Antigua and Barbuda context.
- Action 2.1.1.2: Develop national standards and SOPs for disaster risk information sharing and exchange.
- Action 2.1.1.3: Provide technical assistance to enhance the capacity of response agencies for risk data collection and processing.
- Action 2.1.1.4: Procure services to construct an online platform and provide training on its use.
- Action 2.1.1.5: Provide technical assistance to NODS and the Ministry of Legal Affairs to repeal the current Data Protection Act and introduce new legislation for “Data Protection Management and Sharing” to become more in line with OECS harmonisation initiative.

Sub-activity 2.1.2: Conduct climate hazard and risk assessments and mapping to enhance knowledge on hazards, exposure and disaster risk reduction.

52. Under this activity, the project will conduct various hazard mapping and risk assessment exercises in Antigua and Barbuda. The processes for the exercises will also be mainstreamed into government processes to enable ongoing assessments that will ensure that the data collected is regularly updated and remains relevant. This will include focused assessments on Barbuda to fill major gaps in the current risk knowledge on the island, and to identify areas where additional support is needed to bring the risk management processes in line with those in Antigua.

- Action 2.1.2.1: Develop national integrated hazard risk maps for exposed communities and infrastructure particularly in the context of a changing climate and evolving risk landscape.
- Action 2.1.2.2: Train technical experts within NODS to institutionalise hazard mapping and disaster loss and damage tracking processes.
- Action 2.1.2.3: Conduct a safety audit of existing infrastructure.
- Action 2.1.2.4: Conduct social hazards risk assessments to inform the inclusion of social hazards in the context of EWS.

Sub-activity 2.1.3: Conduct a gap analysis of current zoning laws and hazard maps and develop recommendations for updating the Local Area Adaptation Planning process to better incorporate DRR.

53. Local area planning is a critical process to long term disaster preparedness, ensuring that physical planning considers resilience, while also setting a framework for emergency response planning from the perspective of access and

mobility. The Development Control Authority, which is responsible for local area planning, has initiated the process of developing local area adaptation plans (LAAPs) that can help to bridge central planning and local priorities, thereby connecting higher level mobilisation of resources for adaptation and channelling those resources into the reach of the relevant planning and implementing bodies. Planning at the local level is crucial to enabling communities to respond to opportunities at the national level — creating an understanding of the constraints to their uptake and assimilation and recognising the challenges being faced within the context of climate change. These plans include social, economic, and physical actions to mitigate the negative impacts of climate change, at the local level. LAAPs also collect baseline data to inform future decisions and include Monitoring and Evaluation frameworks against which their impact can be evaluated.

54. Under the ongoing NAP project, LAAPs have been developed for four areas, namely: Airport and Fitches Creek Area, Jolly Harbour to Johnsons Point Area, and St. John's City. While these plans provide a good baseline for critical areas across the country, there is need to develop additional LAAPs for the rest of the country.

- Action 2.1.3.1: Compile recommendations for streamlining the LAAP process in Antigua and Barbuda

Sub-activity 2.1.4: Conduct an assessment to strengthen Barbuda-specific risk knowledge.

55. A focused hazard risk assessment will be conducted for Barbuda that will build on the assessments conducted under the previous sub-activities to include additional detail on the vulnerability and disaster readiness of local systems. This assessment will fill major gaps in the current risk knowledge on the island, and to identify areas where additional support is needed to bring disaster risk knowledge and management in line with those in Antigua. This will include assessing the remaining needs to return Barbuda back to pre-Irma (2017) levels and equip the island to reduce the impact of future disasters.

- Action 2.1.4.1: Procure services to conduct a hazard risk assessment for Barbuda island

Activity 2.2. Broaden observation and monitoring

56. Under this activity, the project will enhance the meteorological and hydrological monitoring, and forecasting capabilities of the ABMS to improve disaster preparedness and response. This includes supporting the development and operationalisation of advanced regional forecasting systems for flash floods and ocean conditions.

Sub-activity 2.2.1: Enhance flood forecast systems in Antigua and Barbuda.

57. The WMO EWS-F initiative has developed an iteration of the Flash-flood Guidance Systems (FFGS) that covers four target countries in the Caribbean region, including Antigua and Barbuda. While this provides a solid platform for enhancing flash flood forecasting in Antigua and Barbuda, the EWS-F did not have the requisite funding to operationalise the use of the system in each country. While the core FFGS system will cover the country, there is a clear need for an urban module and additional monitoring capacities for storm networks and hydrological monitoring systems — particularly infrastructure related — as well as further models.

58. The proposed EW4All project will, therefore, support ABMS to operationalise the FFGS in Antigua and Barbuda to enable accurate forecasts on flash flood risk — something that has been highlighted as a considerable priority for multiple stakeholders in both rural and urban areas.

59. Technical support will be provided to operationalise FFGS. The use and verification of the FFGS will be further enhanced through the procurement and installation of web-linked cameras to be installed at key flood points to monitor flood waters in real time.

60. The National Capacity Assessment Tool (NCAT) serves as a strategic framework for evaluating and strengthening hydrological and meteorological capacities in Antigua and Barbuda. Developed by WMO, NCAT provides a comprehensive assessment across the hydromet value chain, including observation networks, forecasting systems, data management, and dissemination protocols. The assessment benchmarks current capacities against global

standards, such as WMO Guidelines (No. 1286), and identifies actionable priorities for scaling end-to-end multi-hazard early warning systems (MHEWS). The forthcoming NCAT results, expected in Q1 2025, will be used to inform and align targeted interventions for operational hydrological capabilities for the operationalisation of the FFGS system in Antigua and Barbuda. NCAT results will provide exact numbers for hydrology infrastructure as well as technical specifications and requirements for operational hydrological forecasting.

61. In addition to the FFGS, the WMO Information System (WIS 2) offers opportunities for Antigua and Barbuda to access life-saving products for forecasting and advisory purposes that can work within the bounds of ABMS's limited operational hydrological capacity. These products are provided through Regional Specialized Meteorological Centres (RSMCs), Regional Specialized Hydrological Centres (RSHCs), Regional Flash Flood Forecasting Centres, and Global Centres. Under this activity, WMO will support ABMS to enable them to receive and operate the RSMC and RSHC products from WIS 2, ensuring that the operational data and information is managed in a pragmatic, tailored manner that aligns with their staff capacity and organizational limitations.

- Action 2.2.1.1: Operationalise the Flash Flood Guidance System in Antigua and Barbuda
- Action 2.2.1.2: Support ABMS to enable them to receive and operate the RSMC and RSHC products from WIS 2

Sub-activity 2.2.2: Initiate the design of a regional ocean monitoring and forecast system.

62. Marine observations have been identified by ABMS as a critical gap in effective hazard monitoring. As a SIDS, Antigua and Barbuda is heavily impacted by marine conditions, including swells, storm surge, and ocean temperatures. However, ABMS currently does not have a suitable observation or modelling system for marine and coastal conditions, which is necessary to accurately track weather conditions, monitor climatic changes, and forecast potential hazards. Given the increasing intensity of storms in the Caribbean, the inability to properly forecast marine conditions during storms will become increasingly problematic.

63. While a country-specific, high-resolution ocean observation and forecasting system would be ideal, such systems are resource intensive, requiring considerable resources to maintain and operate the system in the long-term; something that is not currently feasible given the human and financial capacity constraints on ABMS. A regional system has therefore been proposed as an alternative, allowing for the burden of managing the systems to be shared among countries in the region that would benefit from a regional system.

64. The Caribbean region has a long history of working towards a regional ocean observing system, having produced several studies that identify and discuss the scientific needs to observe the ocean and understand its physical, and biogeochemical levels, among other traits. However, there is a need to now focus on advancing the development of ocean and coastal observing systems directly contributing to early warning systems.

- Action 2.2.2.1: Conduct a feasibility study for operationalising a regional ocean monitoring and forecasting system
- Action 2.2.2.2: Facilitate engagements to discuss and agree on the governance arrangements for a regional ocean monitoring and forecasting system

Activity 2.3: Strengthen forecasting capacities within ABMS

65. Under this activity, the project will enhance the meteorological and hydrological monitoring, forecasting, and dissemination capabilities of the ABMS to improve disaster preparedness and response. This includes emphasising the importance of refining forecast models, particularly for the unique geographic contexts of the two islands of Antigua and Barbuda and ensuring that forecasts are accurate and reliable through the implementation of standardised verification systems.

66. To support these efforts, the project will engage in several key initiatives, including developing a Hazardous Event Tracking System, co-developing a roadmap for IbF and setting impact-based thresholds and triggers for early warning, and improving public access to weather data through a new, user-friendly website. These actions are designed to ensure that ABMS is equipped with the necessary tools, infrastructure, and knowledge to provide timely and

accurate forecasts that can effectively inform and protect the public from the impacts of severe weather events. Ultimately, this comprehensive approach will contribute to a more resilient Antigua and Barbuda, better prepared to face the challenges posed by climate change and extreme weather.

67. The activity also aims to integrate Indigenous, Local Knowledge, and Practices (ILKP) into the national Multi-Hazard Early Warning System (MHEWS) and strengthen ABMS's ability to produce and broadcast forecasts through enhanced equipment and training. These comprehensive efforts are designed to ensure that ABMS operates efficiently and sustainably, with the necessary resources, infrastructure, and expertise to provide timely and accurate warnings, ultimately improving the safety and preparedness of the community in the face of natural hazards.

Sub-activity 2.3.1. Build institutional capacity within ABMS and strengthen infrastructure of the ABMS office.

68. This activity focuses on strengthening the Antigua and Barbuda Meteorological Service (ABMS) to enhance its capacity to deliver effective early warning services and support disaster risk management. Through this activity, the project will address the critical needs of ABMS by providing technical assistance to advocate for increased government funding, updating and operationalising the National Strategic Plan, and recruiting and training technical personnel. Additionally, it includes efforts to engage local academic institutions in developing specialised training, improve data management systems, and retrofit ABMS facilities to ensure their resilience during extreme weather events.

- Action 2.3.1.1: Provide technical assistance to ABMS to advocate for increasing governmental regular budget for ABMS operations.
- Action 2.3.1.2: Update and Operationalise the National Strategic Plans (NSP) for ABMS.
- Action 2.3.1.3: Support ABMS to recruit and train technical personnel for sustainable operation of observation and forecasting systems for tropical cyclones, ocean swells and storm surge, and flash flooding.
- Action 2.3.1.4: Conduct engagement workshops to co-develop impact-based thresholds and triggers for early / anticipatory action.
- Action 2.3.1.5: Procure additional broadcast equipment for ABMS to enhance forecast dissemination services to during emergencies.
- Action 2.3.1.6: Train ABMS staff on broadcast and social media communication to improve the quality of messaging.

Sub-activity 2.3.2: Retrofit the existing ABMS offices to improve working conditions for staff.

69. The continued operation of the ABMS before, during and directly after a hurricane is essential for effective disaster preparation and response. The ABMS offices are currently not adequately equipped to remain operational through a storm⁶. Until such time that new premises can be identified, there is urgent need to retrofit the office — including reinforcing the roof with hurricane straps, and fixing leaks and improving waterproofing of the roof. Additional improvements are also required to improve the functionality of the ABMS offices. For example, there are no suitable rest areas for staff (particularly when having to be locked in for prolonged periods during a hurricane), and limited storage solutions, limiting the practical use of space for expanding the team. While ultimately there is a need for new premises that are resilient and able to accommodate the needs of a growing body of staff, developing such premises is costly and complicated, putting it outside of the scope of this project.

- Action 2.3.2.1: Procure services to retrofit existing offices.
- Action 2.3.2.2: Update backup systems for power supply and communication during severe events.

Sub-activity 2.3.3: Upgrade and modernise data management systems for ABMS, including the development of a user-friendly public weather forecasting website

70. The data management systems within ABMS will be updated to include specialised systems for additional thematic areas and to ensure interoperability of risk data across different themes. Plans are already in place through the SOFF

⁶ For example, at least a third of the building is not hurricane resilient — posing considerable risk to the lives of staff and the function of the service at the most critical times — and there are multiple leaks with threaten technical equipment during heavy rains.

initiative to develop a climate data management system for meteorological services. This project will extend on those efforts to introduce similar systems for hydrological and marine data. The revised systems will include provision to the integration of data from multiple diverse sources, including ground-based observation networks, remote sensing technologies, satellite imagery, and crowd-sourced information, to provide comprehensive and timely and quality inputs for forecasting and warning systems.

- Action 2.3.3.1: Develop a common data platform to assure interoperability with risk data in place at ABMS.
- Action 2.3.3.2: Strengthen national MHEWS with Indigenous, Local, Knowledge and Practices (ILKP) and risk data.
- Action 2.3.3.3: Develop a new interactive website for ABMS where the public can obtain weather information in near real time.
- Action 2.3.3.4: Develop hazardous event tracking system and tools.

Sub-activity 2.3.4: Update forecast models to separate out forecasts for Barbuda from those of Antigua.

71. Currently, ABMS models focus directly on Antigua and do not account for geographic separation between the two islands. As a result, Barbuda does not receive tailored forecasts and is reliant on generalised forecasts generated for Antigua or global online services for weather forecasts. Under this activity, the project will adjust the models to separate out the forecasts for Antigua and Barbuda. This will significantly increase the accuracy of forecasts, enabling more responsive anticipatory actions and building trust in forecasts among the local population. Separation of models will include all existing models, as well as the new/updated models being developed under this project. The computational capacity of ABMS will also be enhanced to accommodate the added computational requirements of the individualised models.

- Action 2.3.4.1: Procure a firm to support ABMS in updating forecast models

Sub-activity 2.3.5: Strengthen forecast verification systems.

72. There is currently not systematic forecast verification system for ABMS. Verification is currently ad-hoc and unstructured, with limited feedback into improving the accuracy of forecasts. To address this, the project will design standardised metrics, methodologies, and procedures for assessing forecast accuracy, reliability, and skill scores across all priority hazards, facilitating continuous improvement and optimisation of forecasting models and techniques.

- Action 2.3.5.1: Design standardised metrics, methodologies, and procedures for forecast verification.

Output 3: Enhanced Warning Dissemination and Disaster Preparedness.

(Total Cost: US\$ 5,987,475; GCF project grant requested: US\$ 5,987,475)

73. Early warning systems are only effective if they include robust systems for the dissemination of warnings to response agencies and the general public, accompanied by clear structures for anticipatory action and response – the basis for Pillars 3 and 4 of the EW4All initiative. In the absence of clear systems for both pillars, efforts to forecast extreme climate events and generate warnings thereof will not translate into action on the ground to prepare for such an event. In response to this critical need, activities under this third Output will work to establish diverse and robust warning dissemination systems that operate through multiple channels to create redundancies and maximise the reach of early warnings. This will be complemented by support to improve the nature of messaging to ensure that warnings are clear and actionable.

74. Finally, the project will support in establishing community-based early warnings and associated response plans, as well as building the technical and institutional capacity of response agencies to engage in anticipatory actions in Antigua and Barbuda. Response measures will consider the differing impacts of different climate hazards, particularly focusing on tropical storms and hurricanes, flash flooding, and drought.

Activity 3.1. Strengthen Early Warning dissemination systems

75. Activity 3.1 focuses on strengthening early warning dissemination systems in Antigua and Barbuda to enhance disaster risk management and community resilience. Central to this initiative is the development of a National Emergency Telecommunication Plan (NETP), which will provide a comprehensive framework for coordinating the use of telecommunications across all phases of the DRM cycle. Through detailed assessments, training, and collaboration with stakeholders, the NETP will establish policies, structures, and coordination methods to optimise resource allocation and improve communication pathways. Actions under this activity include enhancing the Common Alert Protocol (CAP) system, integrating assistive technologies for inclusivity, and operationalising a cell broadcast system to enable precise and reliable message dissemination. Additionally, the project will expand the coverage and functionality of traditional mass warning systems, such as sirens and loudspeakers, ensuring accessibility in remote and vulnerable areas.
76. To complement these advancements, a participatory approach will refine early warning messages and communication strategies, ensuring they are actionable and contextually relevant. Stakeholder workshops, including government entities, civil society, and community members, will help co-design effective hazard messages tailored to diverse audiences. Public awareness campaigns and training programs will build trust and familiarity with the alert systems while fostering a culture of disaster preparedness. Special attention will be given to the needs of vulnerable populations through inclusive frameworks and capacity-building initiatives, ensuring equitable access to critical information. Together, these efforts aim to create a robust, inclusive, and integrated early warning dissemination system that enhances the nation's ability to respond to and recover from disasters.

Sub-activity 3.1.1: Enhance institutional framework for telecommunication-based warning dissemination.

77. Telecommunications form the foundation of early warning dissemination in Antigua and Barbuda – with mobile coverage reaching almost 100% of the land area and high penetration of mobile phone access. In addition to the mobile phone network, Antigua and Barbuda telecommunication network includes numerous other systems, including television, radio, broadband internet, satellite communications and amateur radio operator networks. This diversity enables some level of redundancy in the system, with is vital as communication networks are often impacted by extreme events, with mobile networks often being overloaded or completely downed during intense storms and hurricanes. While telecommunications provide a strong platform for warning dissemination, several gaps have been identified that currently prevent their effectiveness. Under this activity, the project will establish a National Emergency Telecommunication Plan, which will provide the overarching framework for managing early warning dissemination systems in Antigua and Barbuda. This will be underpinned by several assessments of the telecommunication network, as well as actions to enhance the structure of key dissemination pathways.

- Action 3.1.1.1: Conduct a telecommunication network quality and infrastructure resilience assessment.
- Action 3.1.1.2: Train operational teams in the Telecommunications Division on the ongoing mapping and inventory updates of critical telecommunications infrastructure.
- Action 3.1.1.3: Develop a National Emergency Telecommunication Plan.
- Action 3.1.1.4: Enhance the Common Alert Protocol (CAP) in accordance with ITU-T Recommendation X.1303.
- Action 3.1.1.5: Configure message dissemination networks under the NETP to integrate Assistive Technologies.

Sub-activity 3.1.2: Operationalise Cell Broadcast.

78. To enhance the effectiveness and accessibility of telecommunications for early warnings, the project will establish and operationalise a cell broadcast system for Antigua and Barbuda. This system will leverage the country's extensive mobile network coverage to deliver targeted, location-based alerts, avoid network congestion, and ensure users receive critical information through audible notifications and on-screen messages.
79. Currently, warnings are disseminated via manually operated SMS functions, where the National Office of Disaster Services (NODS) forwards alerts to cellular operators, who voluntarily broadcast them to subscribers. While this method helps bridge communication gaps for individuals without reliable cellular data — representing 20–30% of

the population —it relies on the prompt actions of network operators and does not allow NODS to directly manage the messaging process.

- Action 3.1.2.1: Conduct a feasibility study for cell broadcast in Antigua and Barbuda
- Action 3.1.2.2: Establish an Emergency Alert System (EAS)

Sub-activity 3.1.3: Provide technical assistance to enhance early warning communication.

80. Further to the support under Activity 3.1 that target telecommunications, the project will provide broader support to enhance early warning communication in Antigua and Barbuda, including refining the coordination protocols and standard operating procedures (SOPs) for early warning communication, improving the nature of early warning messages, and training people on the NETP and effective communication practices. Moreover, the project will engage with persons and other vulnerable groups to develop a framework for inclusive messaging and communication.

- Action 3.1.3.1: Implement improved coordination protocols and SOPs for early warning communication.
- Action 3.1.3.2: Organise co-design workshops together with government, academia, civil society organisations and community members to develop/harmonise and contextualise actionable messages for inclusion in official hazard alerts.
- Action 3.1.3.3: Host a communication and awareness campaign to develop trust in alert dissemination.
- Action 3.1.3.4: Provide trainings and organise drills with relevant government staff, media, communities and civil society on warning dissemination and communication.

Sub-activity 3.1.4: Develop an all-inclusive framework for persons with disabilities and other vulnerable groups in the national early warning structure.

81. Linking closely with the efforts for the integration of Assisted Technologies under Sub-activity 3.1.6, the project will support further inclusion of persons and other vulnerable groups through the development of an all-inclusive framework for disaster readiness processes and information targeting vulnerable populations. Under this activity, the project will engage with NODS, ABMS, response agencies, and civil society (including persons with disabilities) to identify and understand their specific needs in disaster scenarios. Based on these engagements, a framework will be drafted that can be applied across all aspects of Pillars 3 and 4, including the NETP and revised coordination protocols (Activities 3.1 and 3.2), as well as in the development of community-based early warning systems (Activity 3.3), and various anticipatory action and response actions (Activities 3.4 and 3.5).

82. The framework will be supported by training for key stakeholders under the coordination of NODS to apply the framework, as well as training workshops for vulnerable populations to develop their capacity to engage with warning dissemination systems and applications.

- Action 3.1.4.1: Host engagement workshops
- Action 3.1.4.2: Draft all-inclusive framework for persons with disabilities and other vulnerable groups
- Action 3.1.4.3: Train key stakeholders to apply the framework
- Action 3.1.4.4: Host training workshops for vulnerable populations to develop their capacity to engage with warning dissemination systems and applications

Sub-activity 3.1.5: Enhance and operationalise traditional mass warning capability.

83. The final aspect of message dissemination is the enhancement of traditional mass warning systems. In Antigua and Barbuda, two primary forms of mass broadcast are used: sirens and loudspeakers. Efforts are currently underway to enhance the coverage of these systems, targeting a system on every emergency response building, including fire, police and military installations, as well as places of mass gatherings. The project will also further enhance the effectiveness of siren alerts by revising messaging protocols and raising awareness on broadcast messaging and tonalities (through the actions under Sub-activity 3.1.3).

- Action 3.1.5.1: Develop SOPs for the operation and maintenance of the siren systems

- Action 3.1.5.2: Install warning sirens and remote-control systems

Activity 3.2: Develop adaptation and preparedness protocols

84. This activity centres on the development and operationalization of Community Early Warning Systems (CEWS) in Antigua and Barbuda, aiming to empower local communities with the knowledge, tools, and structures necessary to proactively respond to climate-induced hazards. A sensitization campaign will lay the foundation by increasing awareness of CEWS and climate-smart disaster preparedness practices, encouraging trust and participation from community members. Grounded in insights from Knowledge, Attitude, and Practices (KAP) surveys, the campaign will emphasize the importance of inclusive, community-driven solutions, educating stakeholders on their roles within CEWS while promoting actionable measures to reduce risk at the household and community levels. Enhanced Vulnerability and Capacity Assessments (eVCAs) will further support this process by providing detailed risk analyses and fostering collaborative development of Community Resilience Plans (CRPs) tailored to local conditions.
85. To ensure effective disaster response, the initiative will also strengthen the capacity of Community Emergency Response Teams (CERTs) through targeted training and the provision of critical equipment. CERTs will be equipped to manage disasters effectively, supported by district command centers outfitted with essential communication tools and response gear. Community workshops will integrate findings from eVCAs and CRPs into contingency planning, incorporating traditional knowledge and modern technologies for multi-hazard early warning systems. Together, these efforts will establish a robust framework for local disaster management, fostering resilience and preparedness across vulnerable communities in Antigua and Barbuda.

Sub-activity 3.2.1: Develop and implement a sensitisation campaign for the Early Warning for All initiative and related climate-smart approaches to disaster risk reduction.

86. To lay the groundwork for, and encourage buy and engagement from, local communities in the process of establishing CEWS, the project will implement a sensitisation campaign within communities. This campaign will build off the awareness campaign under Sub-activity 3.2.3⁷ that targets trust building in the warning dissemination, adding the additional dimension of raising awareness on the concepts of EW4All, CEWS and participatory response. The design of the campaign will be informed by the KAP survey in Sub-activity 3.2.2, with the aim of sensitising communities to the early warning and CEWS process, raising awareness on what to expect from the project, what role the CEWS will play in their communities, and what roles they can play in the CEWS. Moreover, this activity will raise awareness among communities of climate-smart actions, including options for disaster preparedness at home, and responsive actions during an extreme event.

- Action 3.2.1.1: Host a public sensitisation campaign across various media.

Sub-activity 3.2.2: Support the development and integration of robust community EWS and response actions to protect lives and livelihoods.

- Action 3.2.2.1: Knowledge, Attitude and Practices (KAP) Surveys in 5 communities in Antigua and Barbuda.
- Action 3.2.2.2: Initiate a training of trainers' programme for enhanced vulnerability and capacity assessments (eVCAs).
- Action 3.2.2.3: Conduct eVCA in five communities in Antigua and Barbuda.
- Action 3.2.2.4: Organise community-level workshop to set up CEWS and enhance/develop local contingency plans.

Sub-activity 3.2.3: Strengthen the capacity of community emergency response teams (CERTs)/ District Command Volunteer Network (DCVN) through training and provision of equipment to support early action delivery capacity.

87. To expand their reach in communities, NODS works through the District Command Volunteer Network (DCVN) – a network of trained individuals who act as official agents of NODS during emergency response, including representatives from Antigua and Barbuda Red Cross (ABRC), Antigua and Barbuda Search and Rescue (ABSAR), District Disaster Committee (DDC) and local Radio Operation Volunteers. While the mandate of the DCVN will be

⁷ The cost of the campaign is shared across the two sub-activities.

formalised in the revised Disaster Management Act, there is need to further enhance the capacity of individuals in the network to respond to an extreme event. Currently, the DCVNs are zoned into 17 districts, each having its own DDC and an operations centre that hosts a Community Emergency Response Team (CERT). However, currently not all districts meet the minimum CERT complement (which requires at least six members per team). Under this sub-activity, the project will support this capacity development through two pathways – training and equipment.

- Action 3.2.3.1: Train CERTs on disaster management and response protocols
- Action 3.2.3.2: Provide emergency response equipment for district command centres

Activity 3.3: Strengthen technical and institutional capacity for disaster adaptation and anticipatory action

88. This activity aims to strengthen the country's readiness for climate-related hazards through targeted interventions. This includes hosting training on Enhanced Early Warning Early Action (EWEA) to educate stakeholders on utilising forecasts for proactive disaster response and securing early-action funding. Additionally, the activity involves designing and executing comprehensive simulation exercises (SIMEX) to test and enhance disaster response capabilities, integrating ICT-specific exercises, public awareness campaigns, and feedback mechanisms to refine procedures.
89. Further support includes updating disaster management plans for fishing vessel landing sites to address hurricane vulnerabilities and improving crisis response protocols in the tourism and agriculture sectors. This comprehensive approach ensures that Antigua and Barbuda can better prepare for, and respond to climate-induced disasters, ultimately building resilience across various sectors.

Sub-activity 3.3.1: Provide targeted training and simulation exercises to strengthen early warning, anticipatory action, and multi-stakeholder disaster response frameworks.

90. This activity aims to build the technical capacity of national and sub-national stakeholders in Antigua and Barbuda to effectively implement climate-related Enhanced Early Warning Early Action (EWEA) and respond to disasters through simulation exercises (SIMEX). Participants will gain a comprehensive understanding of anticipatory action concepts, such as the use of hazard forecasts to trigger early responses, development of early action plans, and securing pre-arranged funding for rapid intervention. Additionally, the training will emphasize community engagement and public communication strategies to ensure trust and collaboration between response agencies and affected populations.
91. The SIMEX component will complement the training by testing disaster response capabilities through realistic emergency scenarios tailored to local risks, such as hurricanes and flooding. These exercises will integrate communications and ICT-specific tasks, including protocols to maintain operational channels during emergencies and public awareness efforts on disaster response plans. A collaborative approach will involve government agencies, civil society organizations, and volunteer networks, ensuring an inclusive disaster response framework.
- Action 3.3.1.1: Host climate-related Enhanced Early Warning Early Action (EWEA) training.
 - Action 3.3.1.2: Design and execute simulation exercises (SIMEX) for disaster response.

Sub-activity 3.3.2: Provide technical support to the tourism sector to improve enforcement of DRR regulation for tourism establishments and update the crisis response manual for tourism in Antigua and Barbuda.

92. The tourism sector in Antigua and Barbuda attracts over 250,000 international visitors per year, creating an added dimension to vulnerability and disaster management. While the number of visitors drops slightly during the hurricane season compared to other months, there are still significant number of tourists that are exposed to climate threats, many of whom are unfamiliar with the nature of hurricanes and the appropriate actions to take before, during, and after an emergency. It is essential, therefore, that tourism establishments provide adequate information to guests to prepare them in the event of a hurricane or other extreme event. Policy updates under Activity 1.1 will create the foundation for reliance in the sector, integrating responsive actions into regulations (for example,

establishing more robust regulations for the provision of emergency response protocols and risk information at hotels and guesthouses, as well as defining the responsibilities of hosts/owners of tourism establishments). Under this sub-activity, the project will support the tourism sector to roll out and enforce those regulations.

- Action 3.3.2.1: Update protocols for annual inspections of tourism establishments
- Action 3.3.2.2: Train tourism inspectors to implement updated protocols
- Action 3.3.2.3: Update the crisis response manual for the tourism sector

Sub-activity 3.3.3: Develop disaster management plans for fisheries landing sites.

93. Fishing vessels in Antigua and Barbuda are highly vulnerable to hurricanes, primarily due to their exposure to the harsh marine environment and the limited protective infrastructure available to safeguard them during extreme weather events. The vulnerability of fishing vessels is exacerbated by several factors, including the often-small nature of the vessels which are not built to withstand the extreme wind speeds, high waves, and storm surges that accompany hurricanes. During a hurricane, these boats are at risk of being capsized, sunk, or thrown ashore, leading to significant financial losses for fishermen who may not have the means to replace or repair damaged vessels.
94. Even when early warnings are issued, the time available to secure vessels and relocate them to safer areas is often limited, and many fishing communities lack the resources or infrastructure to do so effectively. As a result, many fisherfolk head to one of country's main landing sites to seek shelter. However, these sites have limited space to accommodate vessels, with the influx leading to congestion and competition for space —including with other commercial vessels and private yachts. As a result, many boats being left exposed.
95. In response to these constraints, the project will develop a comprehensive disaster management plan for each of the five main landing sites — Earlings, Parham Harbour, Point Wharf, St Johns, and Codrington in Barbuda. These plans will incorporate several key measures focused on enhancing the hurricane resilience of docking and mooring infrastructure. This will include plans for installing reinforced mooring systems and creating sheltered areas. The plans should also include clear evacuation protocols for vessels and guidelines for securing boats against extreme weather, linking with early warning systems to alert fisherfolk. Furthermore, the plans will establish emergency response teams and involve local communities to ensure effective coordination and support. By addressing these considerations, the disaster management plan can help mitigate the impact of hurricanes on fishing vessels and protect the livelihoods of the local fishing communities.

- Action 3.3.3.1: Develop comprehensive disaster management plan for each of the five main landing sites

Sub-activity 3.3.4: Provide technical assistance to the Antigua and Barbuda agricultural extension service to compile a disaster readiness and response manual.

96. Although relatively limited, the agriculture sector in Antigua and Barbuda is vulnerable to extreme climate events – including both slow onset (for example drought) and rapid onset events (for example hurricanes). The extension service officers in the country have been monitoring and studying the impacts of these events for years and have compiled an extensive list of examples (including photographs) of the impacts of different events as well as the potential mitigation measures available and the effectiveness thereof. This data provides a strong baseline to develop early action advisories that can support farmers in preparing for and recovering from an extreme event. However, the dissemination of such information is largely informal and unstructured.
 97. Under this sub-activity, the project will provide technical assistance to the agricultural extension service to compile this data into a user-friendly disaster readiness and response manual. A consultant will be brought in to lead the process, engaging with extension officers to gather data from their experiences and combine it with international best practices to produce a comprehensive manual that can be distributed to farmers in print and digitally.
- Action 3.3.4.1: Provide technical assistance to the agricultural extension service to compile this data into a user-friendly disaster readiness and response manual

Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information:

To accord proper acknowledgement to the GCF for providing grant funding, the GCF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GCF will also accord proper acknowledgement to the GCF. Information will be disclosed by UNDP in accordance with relevant policies notably the UNDP Disclosure Policy⁹. In addition GCF may further disclose project information under its own GCF Disclosure Policy⁹, in line with the terms and conditions set out in the AMA. See also [GCF Branding Guidelines](#).

Carbon offsets or units

As outlined in the AMA agreement between UNDP and the GCF, to the extent permitted by applicable laws and regulations, the Implementing Partner will ensure that any greenhouse gas emission reductions (e.g. in emissions by sources or an enhancement of removal by sinks) achieved by this project shall not be converted into any offset credits or units generated thereby, or if so converted, will be retired without allowing any other emissions of greenhouse gases to be offset.

Partnerships

Project details	Project objective	Linkage with the proposed project
Systematic Observations Financing Facility (SOFF) Investment Phase US\$2,528,000 Timeline TBD UNDP Country Focal Point: ABMS	The objective of SOFF is to strengthen the global meteorological observation network, particularly in data-sparse regions, to improve weather forecasting, climate monitoring, and disaster preparedness, ultimately supporting global efforts to adapt to and mitigate the impacts of climate change. During the investment phase, several of the recommendations outlined in the GBON National Contribution Plan, developed during the Readiness phase, will be implemented. Planned initiatives include upgrades to existing meteorological observation infrastructure, installation of new meteorological observation infrastructure, updates to the data management system for meteorological data, institutional strengthening, and technical capacity building.	The EW4ALL project will make use of the improved hydromet systems while linking these to EWS, operational procedures and anticipatory actions. The EW4ALL project will also fill some of the gaps arising from recommendations from the SOFF readiness studies that are not targeted for investment under SOFF. In particular, EW4ALL will strengthen marine monitoring capacity through the installation/upgrades to existing marine observation infrastructure. EW4ALL will also provide updates to the hydrological data management system since SOFF is planning updates for the CDMS but not the HDMS. In addition to strengthening these Pillar 2 processes, EW4ALL will target interventions across the other pillars to strengthen policies, institutions and processes throughout the MHEWS value chain.
Resilience to hurricanes in the building sector in Antigua and Barbuda ("GCF Build") US\$32.7 Million (GCF) US\$13.4 Million (Co-finance) 2012–2027 Implemented by the Department of Environment, Ministry of Health and Environment	Enhance the resilience of people and critical infrastructure to the adverse impacts of intense (Category 4 and 5). This will be achieved by strengthening the structural integrity and decentralising power and water supplies to critical infrastructure and improve the dissemination of early warnings for early action during disasters, particularly for preparing shelters and securing infrastructure and equipment ahead of a storm.	The proposed project will complement and build on the GCF Build projects efforts in strengthening EWS in Antigua and Barbuda. In particular, coordination activities under this project will draw on the assessments and tools developed under component 3 of GCF Build. Moreover, the proposed project will use the guidelines being prepared for CEWS to scale up the approach, drawing lessons from the planned pilot that will be conducted in one district.

⁹ See https://www.greenclimate.fund/documents/20182/184476/GCF_B.12_24_-_Comprehensive_Information_Disclosure_Policy_of_the_Fund.pdf/f551e954-baa9-4e0d-bec7-352194b49bcb

Early Warning Systems for Floods in Central America and the Caribbean (EWS-F CA&C) US\$25 Million 2021–2026 Implemented by WMO and USAID	Strengthen Multi-Hazard Early Warning Systems (MHEWS) in Central America and the Caribbean countries. In particular, the project will implement a Flash-Flood Guidance System (FFGS) in each participating country.	The EW4All project will collaborate with WMO and USAID in the development of flood EWS, ensuring alignment of efforts to maximise the coverage and bridge gaps in the observation and modelling network. In particular, the proposed project will extend on the EWS-F initiative by operationalising the FFGS on the ground in Antigua and Barbuda.
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Risks and Assumptions:

Risk Factor 1: Gaps in legislative and institutional frameworks for comprehensive disaster management (CDM)		
Category	Probability	Impact
Governance	Medium	Medium
Description		
In Antigua and Barbuda, inadequate governance frameworks, including legislative and institutional frameworks, have been identified as barriers to effective disaster risk management (DRM). These limitations lead to policy incoherence and lack of coordination among key agencies responsible for an operational EWS, disaster preparedness and response efforts. These limitations are largely because of limited resources and capacity.		
Mitigation Measure(s)		
The project includes a dedicated output (Output 1) specifically designed to enhance governance and coordination mechanisms for DRM in Antigua and Barbuda. This includes providing technical support to government institutions to ensure they have the necessary expertise to update, manage and enforce a modernised DRM framework at both national and sectoral levels, aligning with global best practices. Additionally, the project focuses on building the capacity of government staff and relevant DRM agencies to clarify roles and responsibilities and strengthen coordinating mechanisms.		
Risk Factor 2: Political and institutional resistance		
Category	Probability	Impact
Governance	Low	Medium
Description		
Political and institutional resistance, arising from competition for resources, bureaucratic inertia, or reluctance to change established practices, may present a risk to the successful implementation of the proposed project. This resistance could manifest in various forms, such as delays in the approval of necessary legislation, withholding resources, or lack of cooperation in cross-agency coordination efforts. Institutional resistance may also stem from a lack of capacity or understanding of the benefits of the MHEWS. Additionally, concerns over the allocation of responsibilities could lead to conflicts between agencies tasked with implementing different components of the MHEWS.		
Mitigation Measure(s)		
To mitigate these risks, the project development team has actively sought political and institutional buy-in from the outset by continuously engaging relevant stakeholders and incorporating their input into the project design. This collaborative approach has resulted in a project design that is fully aligned with the country's context and directly addresses the gaps and needs identified by the stakeholders. Additionally, the project includes several awareness-raising and capacity-building workshops with multiple stakeholders across the MHEWS value chain. These initiatives aim to ensure that by the end of the project's implementation, all involved parties are empowered and equipped to effectively fulfil their roles within a successful MHEWS in Antigua and Barbuda. Furthermore, a stakeholder engagement plan has been developed and included in Annex 6: Environmental and Social Impact Assessment and Management Plan (ESIAMP), as well as in the Gender Assessment and Action Plan (GAAP) to ensure that all project stakeholders are involved in the implementation of project interventions.		
Risk Factor 3: Limited financial capacity to sustain the MHEWS value chain		
Category	Probability	Impact
Technical and operational	Medium	High
Description		
There is a risk that the gains achieved through the project may not be supported by sufficient financial resources to sustain them in the long term. Antigua and Barbuda's public sector operates within a constrained fiscal space, and reliance solely on public funds could severely limit the effectiveness of the system and jeopardise the sustainability of the project interventions.		
Mitigation Measure(s)		
The project will support the establishment of a Disaster Preparedness and Response Fund to ensure the long-term financial sustainability of interventions across the four pillars of the MHEWS. This will include providing technical assistance to the Ministry of Finance and NODS, as well identify potential sources of finance to capitalise the fund. The project will also help establish the legal, regulatory, and administrative frameworks necessary for the fund's operation and set criteria for investment from the fund. These investments will cover,		

<i>inter alia</i> , the ongoing maintenance of CIEWS systems, enhancing the response capacities of relevant agencies, and supporting urgent and unforeseen response actions.		
Risk Factor 4: Operational delays due to observation infrastructure procurement and deployment challenges		
Category	Probability	Impact
Technical and operational	Low	High
Description		
Challenges in the procurement and deployment of observation infrastructure could cause delays in project operations. These challenges may include supply chain disruptions resulting in longer delivery times or unavailability of essential equipment, cost overruns due to fluctuations in prices for materials and equipment, quality and compatibility issues, and regulatory and compliance hurdles.		
Mitigation Measure(s)		
To mitigate these risks, the project will initiate procurement processes well in advance to account for potential delays. Whenever possible, equipment will be sourced from regional suppliers to minimise shipping times and reduce dependence on global supply chains. Before procurement, a comprehensive assessment will be conducted in collaboration with ABMS and UWI to ensure that new equipment is compatible with existing systems. Technical specifications for the new equipment will be clearly defined and communicated to suppliers. Furthermore, local regulatory bodies will be engaged early in the project to ensure compliance with all relevant requirements.		
Risk Factor 5: Operational delays due to extreme climate events, such as tropical storms and hurricanes		
Category	Probability	Impact
Technical and operational	Low	Medium
Description		
Current climate change projections indicate a high likelihood of an intense tropical storm or hurricane occurring during project implementation. Such events could delay infrastructure installation, particularly affecting Sub-activities 2.3.6 (Retrofitting of the ABMS office to increase hurricane resilience) and 2.4.1 (Expanding marine and hydrological observation and monitoring infrastructure).		
Mitigation Measure(s)		
To minimise potential delays, all infrastructural and technological installations will be scheduled outside the hurricane season. If a hurricane occurs, necessitating cleanup and recovery efforts, the project implementation period will be adjusted accordingly. Additionally, all project-related contracts will include a clause allowing for extensions due to force majeure.		
Risk Factor 6: Risk of loss or damage to equipment due to theft and vandalism		
Category	Probability	Impact
Technical and operational	Medium	Medium
Description		
The installation of marine and hydrological observational infrastructure, such as buoys, tidal gauges, and monitoring stations, is vulnerable to theft and vandalism. These risks could compromise the functionality of equipment, result in data loss, and disrupt the project's objectives. Such incidents may occur due to a lack of awareness about the equipment's purpose, the perceived value of its materials, or opportunistic theft.		
Mitigation Measure(s)		
To mitigate these risks, the project will conduct educational campaigns to inform local communities about the importance of observational infrastructure and its role in enhancing early warning systems. Emphasising how the equipment benefits the community can foster a sense of ownership and protection. Whenever possible, the equipment will be strategically placed in locations that are less accessible to the general public but still effective for monitoring purposes, reducing the likelihood of opportunistic theft or vandalism. Additionally, where feasible, robust, tamper-resistant materials and designs will be employed to make the equipment more difficult to steal or vandalise. Further mitigation measures will include routine inspections to quickly identify and address any signs of tampering, damage, or theft.		

98. The UNDP Social and Environmental Screening Procedure (SESP) is provided in Annex 6 for Antigua and Barbuda. The project is assigned a risk category of "C" for GFC (and low risk based on the UNDP SESP). The project's activities are focused on cooperation, dialogue, capacity building and training. The main risk of these activities is that they are not inclusive of all stakeholders, including women, people with disabilities and other marginalized groups. To avoid these risks, the project will involve extensive engagement with communities, including vulnerable and marginalized groups. These consultations will ensure representation of and equitable benefits and consideration to the needs of women, people with disabilities, elderly and groups who may otherwise be excluded. The project embeds consultations and stakeholder engagement in its activities from project design through implementation. A Gender Analysis and Actions Plan (GAAP) has been developed for Antigua and Barbuda, as well as a Stakeholder Engagement Plan (SEP), which analyses different stakeholders and ways to engage them, with an emphasis on vulnerable groups. The SEP also details the project's Grievance Redress Mechanism. The SEP and GAAP will help to ensure that the project is inclusive of stakeholder's needs, and that vulnerable groups access constraints and opportunities are considered to ensure they can effectively benefit from the project's activities.

99. The project also has some limited hardware EWS activities that are being defined. These are expected to include installation of monitoring/observation equipment and the retrofitting of the ABMS offices (waterproofing, painting and other limited repairs). These small works would incur in limited, predictable, site-specific impacts that can be readily addressed through standard mitigation measures. These impacts would include limited pollution, waste and risks of Occupational Health and Safety (OHS). Siting of early warning systems, observations equipment or other small works will have minimal detrimental impact on communities. Activities requiring an ESIA/ESMP or triggering a GCF category B rating will be excluded from project support. There will be no displacement of people or their livelihoods because of project interventions. No construction or installation will be done in sites of cultural, historical, or environmental importance and as such no biodiversity impacts are expected. Any new installations will be sited on government property or public areas with existing access so that O&M operations do not require crossing private lands. The project has developed an Environment and Social Management Framework (ESMF) which includes an assessment of all these risks and proposed mitigation measures, including an Environment and Social Code of Practice (ESCAP) which would guide the implementation of small works. During project implementation, once small works are fully identified, they will be re-screened to confirm that they meet the requirements of the ESMF and ESCAP, and construction contractors will be required to implement the ESCAP.
100. The project activities will involve a limited number of workers on site, whether during small works, consultations or training activities. Thus, there is a low risk of Gender Based Violence (GBV)/Sexual Harassment (SH). Preventing SEAH guidance has also been provided in the ESMF, as well as guidance to prepare country-specific-SEAH plans during implementation if SEAH risks (moderate or higher) are identified.
101. Project design has benefited from stakeholder consultation, at this stage mostly at a national level with more local level consultations planned during project implementation as described in the Stakeholder Engagement Plan (SEP). The SEP identifies relevant stakeholders and ways to engage them during the preparation and implementation of the project. Special attention is paid to vulnerable and marginalized groups. Project activities throughout reflect inclusion aspects. A country-specific Grievance Redress Mechanism (GRM) is detailed in the SEP, including special measures for cases of Sexual Exploitation Abuse and Harassment (SEAH). The country-level GRM takes into account capacity on the ground and makes use of local systems and national project staff, with support from project staff at the global level. The global GRM described in the ESMF will also be created within the framework of the Global EW4All Project and will be available as will UNDP's Accountability Mechanism (SRM/SECU).

Stakeholder engagement

102. The project approach was developed through an extensive multi-stakeholder engagement process, including two stakeholder workshops to identify gaps and implementation actions, culminating in an implementation roadmap for reinforcing a people-centric MHEWS in the country. These multi-stakeholder workshops were followed by multiple bi-lateral engagements with key stakeholders in country, as well as the EW4All regional pillar leads, to drill into the specifics of the various gaps and needs identified, shaping them into an actionable project.
103. Civil Society Organisations (CSOs): The project engages a wide range of stakeholders, including CSOs, by incorporating their input into the planning and implementation phases. Civil society organisations are involved in the development of community-based early warning systems and response plans, ensuring that local knowledge and needs are considered. Local communities are also consulted to integrate their traditional knowledge and practices into the disaster management framework, enhancing cultural relevance and effectiveness.
104. Women and vulnerable groups: In the EWS4All Antigua and Barbuda project, vulnerable or marginalised groups include women, people living in Barbuda, people with a disability, youth, the elderly, fisherfolk, unhoused people and the poor. Specifically, for EWS to reach the most vulnerable, the project needs to understand how to get information to them effectively. This has been an area of focus during project preparation and will continue to be during project implementation. The project prioritises the inclusion of women and other vulnerable groups by specifically addressing their needs in disaster preparedness and response strategies. This includes developing inclusive communication frameworks for early warnings and ensuring that women, persons with disabilities and other vulnerable communities are actively involved in the planning and execution of community-based early warning

systems. Training and capacity-building activities are designed to empower these groups and enhance their participation in disaster risk management processes.

105. By fostering strong partnerships with national institutions, civil society, and local communities, the project ensures that all stakeholders are actively engaged and that their perspectives are integrated into the project's design and execution. This participatory approach not only enhances the relevance and sustainability of the interventions but also strengthens national ownership and commitment to achieving the project's goals.
106. Further stakeholder engagement during project implementation: Different engagement methods are proposed to cover different stakeholder needs, as shown in Table 1. Utilization of mobile phones and social media will be crucial given the extent of phone and internet connectivity in Antigua and Barbuda, with mobile coverage reaching almost 100% of the land area and high penetration of mobile phone access. In addition to the mobile phone network, Antigua and Barbuda telecommunication network includes numerous other systems, including television, radio, broadband internet, satellite communications and amateur radio operator networks. This diversity enables some level of redundancy in the system, which is vital since communication networks are often impacted by extreme events, with mobile networks often being overloaded or completely downed during intense storms and hurricanes. The project will take these needs and challenges into account when developing the National Emergency Telecommunication Plan, which will provide the overarching framework for managing early warning dissemination systems in Antigua and Barbuda. Consultation Modalities during implementation will include focus group discussions, key informant interviews and surveys. Additional details are presented in the Stakeholder Engagement Plan, Annex J.

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

107. The project forms part of the global EW4All initiative, providing considerable opportunity for SSC. This will primarily be facilitated through the parent EW4All GCF programme, which creates a platform for coordinating efforts on MHEWS and AA at the global level. In addition, to bring the voice of Antigua and Barbuda to global and regional fora, the project will explore opportunities for meaningful participation in specific events where UNDP could support engagement with the global development discourse on MHEWS, specifically within the context of hurricane-prone SIDS. The project will provide regional cooperation opportunities with countries implementing initiatives on MHEWS in geopolitical, social and environmental contexts relevant to the proposed project in the Caribbean region. Antigua and Barbuda is an active player in the Caribbean in terms of climate action and response, positioning the country well to act as a catalyst for enhancing MHEWS and associated response actions in the region. As a regional focal point for the Caribbean Disaster Emergency Management Agency (CDEMA), Antigua and Barbuda actively participates in regional knowledge, learning and support systems in the DRM space, creating a platform for sharing lessons and promoting the replication of actions across the region.

Gender equality and Women's Empowerment:

108. The Gender Action Plan (GAP) aims to ensure that the benefits of disaster resilience efforts are equitably distributed, particularly for women and marginalized groups. It seeks to integrate gender-responsive data collection and analysis in disaster risk reduction capacity development, enhance the awareness and preparedness of women and vulnerable populations, and foster their leadership in early warning system development. This plan will promote the participation of women and marginalized groups in decision-making processes, ensuring that their needs and perspectives are addressed in the implementation and evaluation of early warning systems. The GAP also includes strategies to support the capacity building of women and other vulnerable groups, providing them with the necessary skills and resources to engage effectively in disaster preparedness, response, and recovery efforts. The project's activities also include working with grassroots organisations, conducting consultations, training of selected community members and small works. While low, there is a risk that outsiders could pose a risk of GBV/SH to communities. In addition, the project activities will involve work related to the use of evacuation shelters. During times of emergency, risks of GBV/SH may be exacerbated with large groups of people in close quarters. These risks have been taken into account in the ESMF and informed by the GAAP, the SEP and the Codes of Conduct that are part of the ESMF.

109. Key Gender-responsive Results

- Result 1: Integrate gender-responsive data collection and analysis in DRR capacity development, particularly on disaster risk data, including vulnerability, capacity, and exposure of populations.
 - Activities: Conduct sex-disaggregated data collection in all reports, ensuring that all DRR capacity development activities incorporate gender-responsive approaches.
 - Targets/Indicators: 100% of reports include sex-disaggregated data.
- Result 2: Increased awareness and preparedness among women and vulnerable groups in response to hazard warnings issued by Antigua and Barbuda.
 - Activities: Encourage the participation of women in capacity development related to impact-based forecasting and engage in technical sessions to build their capacity.
 - Targets/Indicators: 50% of female participants in capacity development sessions, 30% of training sessions include gender-sensitive content, 100% of women participants report increased confidence and skills in leadership roles related to EWS.
- Result 3: Increased gender equality and inclusion in early warning systems and disaster risk communication.
 - Activities: Ensure gender equality and social inclusion in EW dissemination reviews and action plans, integration of GEDSI aspects into technical assistance on warning dissemination channels.
 - Targets/Indicators: Recommendations from the EW dissemination review include gender equality and social inclusion, 100% of vulnerable individuals report receiving timely early warning messages, community early warning systems incorporate gender-responsive elements.
- Result 4: Increased participation and leadership of women and marginalized groups in national and community early action response initiatives.
 - Activities: Conduct Early Warning & Early Action champions training for community members, including women, persons with disabilities, children, and youth.
 - Targets/Indicators: Number of participants disaggregated by gender, disability status, age, and youth who completed training and received necessary equipment.
- Result 5: Enhanced inclusion of women and marginalized groups in national early warning systems, leading to more equitable disaster preparedness and response.
 - Activities: Integration of GEDSI aspects into SOPs and relevant protocols, development of GEDSI mainstreaming guidelines, and monitoring frameworks with specific GEDSI-related indicators.
 - Targets/Indicators: Number of GEDSI mainstreaming guidelines developed, number of SOPs and protocols with GEDSI aspects, monitoring and evaluation frameworks with specific GEDSI-related indicators.

Knowledge

110. The project's design offers substantial potential for knowledge sharing and learning through its multi-faceted approach to disaster risk management and early warning systems. By establishing a centralised online risk data platform and integrating it with sector-specific knowledge management tools, the project facilitates the collection, sharing, and dissemination of risk information across government agencies and the public. Training programs and capacity-building activities, particularly those targeting key stakeholders and community members, foster an environment of continuous learning and knowledge exchange. Additionally, the project's efforts to incorporate indigenous and local knowledge into early warning systems ensure that diverse perspectives and traditional practices are integrated and shared, enhancing the overall effectiveness and adaptability of disaster preparedness strategies. These mechanisms collectively create a robust framework for ongoing knowledge sharing and learning, supporting both immediate and long-term improvements in disaster risk management and early warning systems.

Innovativeness, Sustainability and Potential for Scaling Up

111. **Innovation:** The project incorporates advanced technologies and tools for risk assessment, monitoring, and forecasting. This includes enhancing meteorological and hydrological observation networks, developing impact-

based forecasting systems, and utilising online risk data platforms. These innovations improve the accuracy and timeliness of early warnings and support effective disaster preparedness.

112. The approach for Antigua and Barbuda is grounded in a strong cross-cutting governance and coordination component, mainstreaming disaster preparedness and response into national sectoral policies and strategies, as well as ensuring effective coordination between stakeholders in the full end-to-end process of MHEWS. The regulatory framework will be enhanced by the development of a national strategic plan for national emergency management agencies, that together with the policy updates will provide a solid foundation for the effective functioning and sustainability of MHEWS and ensuring clarity and alignment among all involved parties.
113. **Sustainability:** The EW4All project in Antigua and Barbuda is designed to provide lasting benefits beyond its implementation period through a robust exit strategy that ensures sustainability, long-term ownership, and the continuation of critical functions and outcomes. The strategy is centred on institutional strengthening, capacity building, programmatic alignment, financing, and policy strengthening, ensuring the project's contributions endure.
114. The project will embed climate services and early warning systems into national policies, strategies, and budgets. This institutionalisation ensures that the government of Antigua and Barbuda takes ownership of the systems, securing their longevity. The creation of national roadmaps and investment pipelines will further facilitate the seamless transition of responsibilities to national authorities. Policy frameworks will be strengthened to provide clear governance structures, assigning roles and responsibilities across government agencies, communities, and other stakeholders. This will ensure coordinated action and effective management of EWS at all levels, from national to local. The project will also focus on reinforcing the National Office of Disaster Services (NODS) and sectoral agencies through legislative updates and enhanced coordination mechanisms. By updating the national disaster management legislation and integrating disaster risk reduction (DRR) measures into sectoral policies, the project aims to create a cohesive and dynamic regulatory environment. This will streamline coordination across sectors and enhance DRM responsiveness. The project's approach to integrating climate information services into decision-making processes at all levels of governance ensures that the benefits of the project, such as reduced disaster risk and enhanced preparedness, will continue to accrue over time.
115. The project's alignment with global frameworks such as the World Meteorological Organisation's (WMO) Global Framework for Climate Services (GFCS) and initiatives like CREWS and SOFF enhances its sustainability. By embedding the project within these broader initiatives, it becomes part of a larger, more resilient system that will continue to operate after project completion. A key deliverable is the development of a comprehensive financing strategy tailored to Antigua and Barbuda's specific needs through the development of the Disaster Preparedness and Response Fund. This fund will explore various options for crowding in finance from different sources, including public-private partnerships, national budget allocations, and international funding sources, to ensure continuous funding for EWS operations. It will draw on the existing Sustainable Island Resilience Framework (SIRF) Fund, leveraging its structure for effective mobilisation of resources.
116. By engaging a broad range of stakeholders, including government agencies, NGOs, and the private sector, the project ensures that the systems and knowledge created are widely disseminated and utilised. Local communities will be trained to interpret and act on early warnings, embedding these practices within community structures. The project will engage civil society organisations in the development and implementation of CEWS, training, and awareness campaigns. Their involvement will promote community resilience and ensure that disaster preparedness and response measures are deeply rooted in local contexts. By focusing on these areas, the project aims to establish a solid foundation for disaster risk management that will endure beyond the project's lifespan, ensuring that the benefits of improved governance, enhanced risk knowledge, and effective warning systems continue to contribute to disaster resilience in Antigua and Barbuda.
117. **Potential for scaling up:** In addition to strengthening the regulatory framework for MHEWS, the project will build capacity among key agencies and response services, ensuring clear delineation of roles and responsibilities in preparedness and response processes. Together with the strategic action plan, such capacity development will

create an enabling environment for collaborative actions, ensuring smooth and efficient implementation of preparedness and response strategies.

118. The expansion of Community Early Warning Systems (CEWS) and the incorporation of localised response plans offer a replicable framework for scaling CEWS to additional districts or even other countries facing similar risks. These scalable components, combined with robust training and capacity-building efforts, ensure that the project's successes can be replicated and adapted to enhance resilience in diverse contexts.

Digital Solutions:

119. The project leverages digital technologies and solutions to strengthen Antigua and Barbuda's capacity to anticipate, prepare for, and respond to climate-related hazards by modernizing its MHEWS. Through the deployment of upgraded observation infrastructure, impact-based forecasting tools, and digital platforms for risk communication — including mobile alerting systems, GIS-based hazard mapping, and automated data processing — key agencies will gain access to real-time, location-specific information to inform timely decision-making. These digital tools will enhance coordination among national institutions, improve the speed and clarity of communication with vulnerable communities, and enable targeted early action, especially for remote and marginalized groups. By integrating data from land and marine sources and tailoring information delivery for different user groups, the project ensures that first responders, civil society actors, and the public can act on accurate, accessible, and actionable information — helping shift the country from a reactive to a proactive risk management paradigm.

V. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

120. This project will provide a cost-effective solution to managing climate-related hazards by shifting from reactive recovery and investment to proactive risk management. It aims to significantly boost risk knowledge and early action capabilities across various sectors and communities, strengthening the capacity of key stakeholders. With improved risk knowledge, local communities and first responders will be able to take proactive measures based on timely and accurate information, thereby minimising the impact of disasters on lives, livelihoods, and assets. The project will expand the reach of impact-based forecasts to vulnerable regions and establish clear protocols, supported by updated national policies, for communities to prepare and act in advance of disasters.
121. MHEWS are a public good and for SIDS, the financial and technical barriers that prevent the implementation of a reliable, robust, widely accessible and effective MHEWS for disaster preparedness and planning can only be removed by public investment financed by grant resources from international development institutions. The project does not entail revenue generation or cost recovery during its duration and cannot be expected to attract investments from the private sector. However, the project does plan to engage the private sector to support investments through the proposed disaster preparedness and response fund, which will leverage the benefits of climate information-based services, particularly for the aviation, tourism, fisheries and shipping sectors. These engagements will generate some revenue and cost sharing or co-financing in the future and could support the project's financial sustainability beyond its proposed duration.
122. On the other hand, there is overwhelming evidence of substantial financial benefits from investing in weather and climate information and disaster risk reduction. The benefit-cost ratio (BCR) for such investments have been reported at 4:1 and higher¹⁰, with the socioeconomic benefits estimated to be at least US\$ 160 billion per year globally¹¹ and the net benefit of investing in the resilience of infrastructure in developing countries would be \$4.2 trillion over the lifetime of new infrastructure¹². The return on investment from disaster risk reduction offer "triple

¹⁰ UNISDR 2007. 'Costs and Benefits of Disaster Risk Reduction'; World Bank 2023. 'World Development Report 2014: Risk and Opportunity - Managing Risk for Development'; WMO 2015. 'Valuing Weather and Climate: Economic Assessment of Meteorological and Hydrological Services'.

¹¹ SOFF. 'The Value of Surface-Based Meteorological Observation Data: Costs and Benefits of the Global Basic Observing Network'. Information Brief. Systematic Observations Financing Facility, 2020.

¹² Stéphane Hallegatte, Jun Rentschler, and Julie Rozenberg. 'Lifelines: The Resilient Infrastructure Opportunity'. World Bank Group, 2019.

dividends” from avoiding direct impact, enhancing economic potential and generating sustainable development co-benefits¹³.

123. Achieving a high BCR from investments in strengthening MHEWS and AA processes requires substantial and sustained investment. This investment will address gaps within the MHEWS value chain and ensure that actionable warnings effectively reach those at risk, enabling timely responses. By improving MHEWS and preparedness, the project will help limit losses from hydrometeorological disasters¹⁴.

124. To further strengthen cost efficiency, the project will benefit from the global approach of the EW4All initiative, which allows Antigua and Barbuda to draw on shared technical resources and broader capacity support, while tailoring activities to local needs. By linking with the Systematic Observations Financing Facility (SOFF), the EWS-F project, and Antigua and Barbuda’s ongoing “GCF Build” project, the initiative adopts a portfolio-based approach that maximises synergies and avoids duplication. Partner organisations contribute to this efficiency by bringing their expertise to different parts of the MHEWS value chain, ensuring that investments are optimised and deliver the greatest possible impact for resilience and anticipatory action.

Project Management

125. In Antigua and Barbuda, project implementation will be led by UNDP with the support of other national and international agencies that will provide technical support and expertise. The project will follow a Direct Implementation Modality (DIM) with UNDP holding the core executing role in project implementation. The project will be managed with the support of UNDP’s Multi-Country Office (MCO) for Barbados and the Eastern Caribbean, in coordination with the Government of Antigua and Barbuda, that will be represented within the project’s board through Antigua and Barbuda’s National Office for Disaster Services (NODS), ABMS, the Ministry of Finance (MoF) and Ministry of Health, Wellness and Environment.

126. Operational management will be handled by a Project Management Unit (PMU) established within UNDP. This unit will oversee daily project operations, including planning, implementation, procurement. The PMU will ensure that all activities align with project objectives and timelines. The National Project Manager will head the project’s management unit that will be comprised of a Project Associate as well as a safeguard and gender expert (part time), a monitoring and evaluation expert and a knowledge management specialist (part time). The core PMU will be located in the UN Office in Antigua and Barbuda, with the possibility of support positions to be located within UNDP’s Multi-country Office (MCO) in Barbados¹⁵.

127. The national Project Manager (PM) will be hired by UNDP through a competitive process, ensuring a strong technical understanding of disaster risk reduction, MHEWS, vulnerability, and anticipatory action, and will run the project on a day-to-day basis within the constraints laid down by the Project Board for Antigua and Barbuda. The PM function will end when the final project terminal evaluation report and other documentation required by the GCF and UNDP has been completed and submitted to UNDP (including operational closure of the project). The PM is responsible for day-to-day management and decision-making for the project. The PM’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. In addition, the PM will manage the:

- 1) preparation of project reports, work plans, budgets and accounting records;
- 2) drafting of TORs, technical specifications and other documents;
- 3) identification of consultants and supervision of consultants and suppliers;
- 4) overseeing the implementation of project activities in a timely and efficient way; and
- 5) maintaining contacts with project partners at the national, state and local level, including liaison with key stakeholders, including other UN agencies and organizations tasked with the implementation of specific activities

¹³ Thomas, et al. 2015. ‘The Triple Dividend of Resilience: Realising Development Goals Through the Multiple Benefits of Disaster Risk Management’. ODI, International Bank for Reconstruction and Development / International Development Association or The World Bank.

¹⁴ WMO, “Valuing Weather and Climate: Economic Assessment of Meteorological and Hydrological Services” (World Meteorological Organization, 2015).

¹⁵ To be confirmed as part of the recruitment process.

(responsible parties).

128. The PM will produce in a timely manner annual work plans and budgets to be approved by the Project Board and quarterly operational and annual progress reports for submission to the Board. The reports will provide details about the progress made, any shortcomings and the necessary adjustments made to achieve project outcomes. The PM will also be responsible for the procurement of any national or international service provider and the recruitment of specialist services (with due consultation with the Board).
129. Sub-national coordination of project activities will be done through relevant district agencies, and where needed, through local units of international agencies such as IFRC societies. Sub-national planning, particularly at the village level will be informed by village level institutions for social and civil protection. Community members will play a critical role in the implementation and monitoring of project activities. Extensive stakeholder engagements have been undertaken at the community level in all countries in the formulation of their respective Stakeholder Engagement Plans. These plans inform the roles, functions and responsibilities by which communities can be fully engaged in the project.
130. Upon implementation, UNDP will be supported by a combination of local government entities and regional teams from the pillar leads who will serve as Responsible Parties in the implementation of specific actions on the ground in coordination with national counterparts. Responsible Parties (RPs) have been identified in consultation with NODS based on their comparative advantages and core competence and will support the IP in successfully delivering project outcomes. Identified RPs include UN Agencies and Pillar leads that will support in the project implementation per their pillar expertise. Actions delivered through RPs will be developed in coordination with national coordination partners, per Table Below. All Responsible Parties will be accountable to UNDP per the project's DIM arrangement. The RPs will be directly accountable to the IP as per the terms of an agreement which they will enter into with the IP. RPs will be engaged at both national and sub-national levels as may be required.
131. A Technical Advisory Committee composed of experts in disaster risk management, early warning systems, and climate resilience will provide technical guidance and strategic advice to the Project Board and the Project Management Unit. The Advisory Board will include technical specialists from the Ministry of Health and Environment, NODS, ABMS, MoICT, MoF, Fisheries, Tourism, Infrastructure, as well as other key national stakeholders and entities such as Academia or Scientific experts. The pillar leads (UNDRR, IFRC, ITU, WMO) will be invited to advise and offer insights on specific topics of their expertise during the whole project implementation.
132. The project will be audited in accordance with UNDP policies and procedures on audits, informed by and together with any specific requirements agreed in the AMA. According to the current audit policies, UNDP will be appointing the auditors. In UNDP, scheduled audits are performed during the project cycle as per UNDP assurance/audit plans, based on the implementing partner's risk rating and UNDP's guidelines. A scheduled audit is used to determine whether the funds transferred to the implementing partner were used for the appropriate purpose and in accordance with the work plan. A scheduled audit can consist of a financial audit and/or an internal control audit.

VI. PROJECT RESULTS FRAMEWORK

Contribution to the Sustainable Development Goal (s): 1, 11, 13, 17				
Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework: MSDCF Outcome 5				
Applicable Output(s) from the UNDP Strategic Plan: A.4.2.1: Amount (in US dollars) of biodiversity and climate finance mobilized from public and private sources with direct or catalytic support from UNDP A.4.2.4: Number of people benefiting from public and private investment mechanisms for biodiversity, chemicals and waste pollution management, water, oceans, climate solutions and affordable and sustainable energy access B.3.1.2: Number of countries with national financing mechanisms that serve nature, climate and development priorities, including those that have accessed results-based finance for climate and nature action, including carbon markets C.1.1 Number of initiatives, policies, mechanisms, and/or strategies implemented at the subnational level that strengthen service delivery, sustainable resource management, socio-economic opportunities and/or community resilience C.5.2 Number of countries with multi-hazard early warning, climate services, and preparedness measures in place to mitigate the impact of conflicts, disasters, pandemics and other shocks				
Project title and Quantum Project Number: <i>Early Warning for ALL (EW4ALL): Antigua and Barbuda</i> [Quantum Number]				
GCF Project/Programme Focus: <i>copy from GCF funding proposal E.1. Logical Framework (no changes can be made)</i>				
☐ Reduced emissions (mitigation) ☒ Increased resilience (adaptation)				
GCF IMPACT LEVEL – Paradigm shift potential: <i>Copy from Table E2 in the GCF funding proposal (no changes can be made) These are pre-defined and selected from the GCF Integrated Results Management Framework (IRMF)</i>				
	Current state (Baseline)		Potential target scenario (Description)	How the project/programme will contribute (Description)
	Description	Rating		
Scale	Disaster risk management in Antigua and Barbuda is currently constrained by several factors, including: i) limited archiving and database management — where risk information exists, it is fragmented across various instruments, policies, and strategies, and is not accessible to all relevant stakeholders, while data-sharing restrictions further hinder open access, leading to poor coordination and unclear roles in disaster management; ii) inefficiencies in the telecommunications network impede timely and effective messaging during disasters and emergencies; and iii) marginalised groups and community disaster response teams (CDRTs) are not sufficiently integrated into disaster preparedness and response efforts. As a result, the scale of early warnings in Antigua and Barbuda is constrained, with limited site-	Low	The project envisions a comprehensive, end-to-end, people-centred MHEWS that addresses all climate hazards affecting Antigua and Barbuda. Establishing a multi-hazard data management platform, coupled with technical capacity building, will enhance the flow of critical information across the MHEWS value chain. This will enable integrated and coordinated disaster management at all levels of governance. Improved data collection, management, and access are crucial for enhancing national resilience to disasters. Strengthened information dissemination channels will ensure communities receive timely and accurate early warnings, crucial for saving lives, livelihoods and property. Empowering	The scalability of the proposed project will be underpinned by the robust data management protocols, that will cover the generation, collation, and integration of disaster risk knowledge across multiple sectors in the country. Although the project primarily targets climate-related hydrometeorological hazards, the systems established will be compatible with a range of other hazards affecting Antigua and Barbuda, including geohazards, environmental, chemical, biological, technological, and societal hazards. The online risk data platform developed under Activity 2.1 for hydrometeorological hazards will allow for the integration of additional risk data, enabling use by multiple sectors and stakeholders beyond the initial hydrometeorological focus. The data management training provided to key sectoral stakeholders will also be applicable to managing other types of hazards, extending the project's impact beyond hydrometeorological data. Additionally, the introduction of the Data Protection Management and Sharing Act will facilitate the use of all types of data, including risk data for hazards beyond those targeted by this project. The interoperable

	specificity of warnings and inadequate integration of potential impacts, the interconnectedness of impacts from various hazards and related response mechanisms.		communities in all aspects of disaster planning and implementation will ensure that MHEWS are inclusive and equitable.	data management system and enhanced early-warning telecommunications systems developed under Activity 3.1 will be scalable for messaging related to non-climate hazards. Geographically, the methodology for integrating community-based EWS and response actions under Activity 3.3 can be extended to other communities beyond the five targeted by this project. Lessons learnt during implementation will be invaluable for refining the approach to community-based EWS in other locations in Antigua and Barbuda and potentially in other Caribbean SIDS facing similar climate risks.
Replicability	Although there is growing recognition of the need for disaster preparedness in Antigua and Barbuda, limited resources to initiate anticipatory action results in largely response-centric disaster management activities. This focus reflects the regional dynamics of early warning systems, underscoring the need across the Caribbean to shift focus towards disaster risk reduction, with more even progress across all four pillars to enable end-to-end and people-centred MHEWS. Several structures are currently in place regionally that provide a platform for replicating best practice across the Caribbean, including through regional organisations such as the Caribbean Disaster Emergency Management Agency (CDEMA), the Caribbean Institute for Meteorology & Hydrology (CIMH) and Caribbean Meteorological Organization (CMO).	Medium	In the envisioned target scenario, all Caribbean SIDS and other vulnerable developing nations will have the capacity to implement comprehensive disaster management (CDM) that aligns with the goals of Target G of the Sendai Framework — ensuring the availability and accessibility of multi-hazard early warning systems (MHEWS) and disaster risk information by 2030. This approach would address the need to consider multiple hazards, recognising that communities often face multiple risks requiring integrated and coordinated responses. Furthermore, it would ensure that vulnerable and marginalised groups are included in the design and implementation of early warning systems.	The project aims to implement multiple strategies to enhance end-to-end, people-centred MHEWS in Antigua and Barbuda by strengthening capacities within each of the four pillars and improving the linkages between them. These interventions include institutional strengthening, establishing a sustainable financing mechanism, technological enhancements, and capacity building. Lessons learnt during implementation will be thoroughly documented and made accessible to other Caribbean SIDS and vulnerable developing countries to replicate best practices and avoid maladaptive practices. As the leads for each of the four pillars of a MHEWS will be directly involved in project implementation, their experience with the EW4ALL project in Antigua and Barbuda will inform the design of future EW4ALL initiatives, facilitating the replication of successful processes to the broader EW4ALL initiative. Antigua and Barbuda are also an active player in the Caribbean in terms of climate action and response, positioning the country well to act as a catalyst for enhancing MHEWS and associated response actions in the region. As a regional focal point for the CDEMA, Antigua and Barbuda actively participates in regional knowledge, learning and support systems in the DRM space, creating a platform for sharing lessons and promoting the replication of actions across the region. The involvement of UWI in the knowledge and training aspects will further enhance the replication potential, particularly given the university's reach and high standing across the region.
Sustainability	Antigua and Barbuda's legislative framework for disaster risk management (DRM) is outdated and doesn't adequately account for the current risk profile of the country, the latest advances in global best practices, or the evolving socio-political landscape. As a result, disaster preparedness and response efforts are hindered by unclear mandates and lack of coordination among sectors and response agencies, leading to	Low	In the target scenario, effective governance frameworks are established, featuring updated DRM legislation and strong institutional dynamics that foster a cohesive, reliable, and efficient MHEWS. Furthermore, a sustainable financing mechanism is secured, ensuring the long-term financial viability of interventions across all four pillars of Antigua and	The project will implement targeted institutional strengthening activities to assist the National Office of Disaster Services (NODS) and sectoral agencies in updating the relevant legislative and regulatory frameworks, laying the foundation for DRM interventions to be fully supported by national political structures and institutional frameworks. Additionally, the project will aid the Government of Antigua and Barbuda in establishing a Disaster Preparedness and Response Fund, designed to crowd in finance from multiple sources to mobilise DRM funding. These

	inefficiencies within the system. Public fiscal limitations further challenge sustainability, as the public sector operates within a constrained fiscal space, limiting the government's capacity to implement and sustain the interventions needed for a comprehensive, end-to-end, and people-centred MHEWS. Additionally, local communities and community groups are not currently adequately included in DRM management across all four pillars, including initiatives to enhance data collection, hazard observations, local-level early warning communication dissemination, and disaster preparation and response. This lack of inclusion diminishes the effectiveness of early warning systems and response measures at the community level.		Barbuda's MHEWS. Communities are empowered across all four pillars of the MHEWS value chain, fully participating in a comprehensive, people-centred MHEWS. This includes active involvement in data collection, hazard observations, early warning communication dissemination, and enhanced disaster preparedness and response measures at the local level.	objectives will be addressed under Output 1, which is focused on enhancing DRM governance mechanisms in Antigua and Barbuda. The project will also focus on empowering local communities, including vulnerable groups, to fully participate in the end-to-end MHEWS. Dedicated initiatives will raise awareness, capacitate and involve local communities across all four pillars. Activities include integrating ILKP and ensuring universal access to weather information in near real-time under Sub-activity 2.3.3 (Pillar 2), and actively involving communities in messaging design and dissemination under Activities 3.1 and 3.2 (Pillar 3). Additionally, Activity 3.3 is dedicated to establishing community-level EWS and response actions, involving community disaster response teams (CDRTs) and local communities in all aspects of implementation. These efforts will ensure that community voices are heard, and their participation is integral to the sustainability of the MHEWS.	
	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Assumptions
SDG indicators	<i>1.5.1; 11.5.1; 13.1.1: Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population</i>	<i>32,000 People affected by Natural Disasters between 2000 and 2019</i>	80% reduction in fatalities due to extreme climate-related disasters, such as floods and droughts, in targeted areas.	95% reduction in fatalities due to extreme climate-related disasters in highly vulnerable areas.	Assuming an extreme event occurs during the project monitoring period.

GCF OUTCOME LEVEL : Reduced emissions and increased resilience (IRMF Core Indicators, quantitative indicators) *Copy from GCF funding proposal (no changes can be made) These are pre-defined and selected from the GCF IRMF*

GCF Results Area	IRMF Indicator	Means of Verification (MOV)	Baseline	Mid-term Target	End of Project Target	Assumptions
ARA1 Most vulnerable people and communities	Core 2: Direct and indirect beneficiaries reached	Direct: Surveys and feedback forms, mobile network operator statistics, and feedback from community consultations.	0	Total: 45,000 Women: 22,500 Men: 22,500.	Total: 91,500 Women: 49,200 Men: 42,300.	Dissemination approaches, using a combination of community-based and telecommunication systems, are able to reach all citizens. Warnings are relatable and actionable.
	Supplementary 2.4: Beneficiaries (female/male) covered by new or improved early warning systems	Indirect: Population data from national authorities, mobile network and radio coverage data.	0	Total: 11,620 Women: 5,975 Men: 5,465	Total: 77,775 Women: 40,620 Men: 37,155	Agencies, including private mobile network operators, may be unwilling to share statistics. Assumption: 50% of the direct beneficiaries reached at mid-term and 85% of direct

						beneficiaries reached at long term
	Supplementary 2.7: Change in expected losses of lives due to the impact of extreme climate-related disasters in the geographic area of the GCF intervention	Registers maintained by relevant authorities and agencies involved in disaster response, field-based sample surveys	0	80% reduction in fatalities due to extreme climate-related disasters, such as floods and droughts, in targeted areas.	95% reduction in fatalities due to extreme climate-related disasters in highly vulnerable areas.	Assuming an extreme event occurs during the project monitoring period.

GCF OUTCOME LEVEL: Enabling environment (IRMF Core Indicators, qualitative indicators) *Copy from GCF funding proposal (no changes can be made). These are pre-defined outcomes selected from the GCF IRMF.*

Core Indicators	Baseline context (description)	Rating for current state (baseline)	Target scenario (description)	How the project will contribute	Coverage
Core Indicator 5: Degree to which GCF investments contribute to strengthening institutional and regulatory frameworks for low emission climate-resilient development pathways in a country-driven manner	Antigua and Barbuda's disaster risk management (DRM) legislative framework presents challenges due to the outdated Disaster Management Act of 2002. The Act is not fully aligned with current global best practices, does not encompass all hazards, and does not clearly outline the roles of stakeholders in a multi-hazard early warning system (MHEWS). These aspects have led to a lack of coherence across national and sectoral policies, with many sectors not having clearly defined roles in disaster response. Additionally, the absence of an approved National Comprehensive Disaster Management (CDM) Plan impacts disaster risk reduction efforts. The limited presence of sector-specific CDM strategies, plans, and SOPs contributes to challenges in coordination and cooperation among government entities at both national and local levels. Gaps in the DRM institutional framework contribute to legislative shortcomings. The absence of DRM liaison officers in many sectors hampers effective cross-sectoral disaster management and coordination with NODS. Within NODS, challenges persist, as the National Disaster Committee meets only sporadically due to unclear activation thresholds. Fiscal constraints further limit the ability	Low	Supportive national legislative and institutional frameworks are in place to provide optimal disaster management, creating a cohesive, reliable, efficient, and effective MHEWS capable of saving lives and reducing harm in Antigua and Barbuda. All parts of the system work together seamlessly, resources are mobilised and used wisely, roles are clear, and the system can adapt and improve over time.	Under Output 1, the project addresses critical gaps in the current regulatory and institutional frameworks for disaster management. This includes updating national disaster management legislation and integrating disaster risk reduction (DRR) measures into sectoral policies, thereby creating a solid regulatory foundation for improved governance and cross-sectoral coordination. These enhancements will streamline and strengthen disaster response efforts. Institutional strengthening will accompany regulatory updates, with capacity building workshops under Activity 1.2 aimed at improving coordination and clarifying activation thresholds for impact-based forecasting. A key component of this governance enhancement is the establishment of a Disaster Preparedness and Response Fund, ensuring a sustainable mechanism for directing resources toward critical disaster preparedness and response activities.	National level (one country)

	of public DRM agencies to maintain and expand their operational capacities.				
Core Indicator 6: Degree to which GCF investments contribute to technology deployment, dissemination, development or transfer and innovation	As a small island developing state (SIDS), Antigua and Barbuda is highly vulnerable to marine conditions such as swells, storm surges, and rising ocean temperatures. However, the Antigua and Barbuda Meteorological Service (ABMS) lacks an adequate observation network to monitor these critical marine and coastal indicators. This gap hampers accurate weather tracking, climate impact monitoring, and hazard forecasting. With the Caribbean experiencing increasingly intense storms, the inability to forecast marine conditions accurately during such events poses a growing threat to human safety. Moreover, Antigua and Barbuda is susceptible to flash floods due to its natural topography, characterised by waterways with limited retention capacity. These challenges are exacerbated by development practices that have increased impermeable surfaces, leading to greater runoff.	<i>Medium</i>	Pillar 2 processes — hazard observation, monitoring, and analysis — are vital to the MHEWS value chain. They enhance risk knowledge (Pillar 1) and provide the insights needed for impact-based forecasts, which improve disaster preparedness and response (Pillar 4). Access to local marine and land-based hydrological data will better equip agencies in Antigua and Barbuda to deliver these resilience-enhancing and potentially life-saving services to the public.	Under Activity 2.2., the project will strengthen Pillar 2 of Antigua and Barbuda's MHEWS by supporting ABMS in expanding the marine observation network through establishing the foundation for the development of a regional ocean observation and forecasting system. To enhance resilience against flash floods, the project will support in the operationalization of the FFGS system in Antigua and Barbuda, including expanding the hydrological observation network for urban areas and installing web-linked cameras at critical flood-prone areas to provide real-time flood monitoring.	National level (one country)
Core indicator 8: Degree to which GCF investments contribute to effective knowledge generation and learning processes, and use of good practices, methodologies and standards	Disaster risk knowledge (Pillar 1) is fundamental to an effective MHEWS, ensuring the provision of accurate, timely and easily understandable early warnings, as well information for long-term adaptation to climate change impacts. In Antigua and Barbuda, significant gaps exist in both the generation and management of disaster risk knowledge, encompassing both scientific and socioeconomic aspects. These gaps hinder the nation's ability to prepare for and respond to climate-induced disasters. Furthermore, they limit the capacity of key sectors to implement adaptation actions that strengthen the long-term resilience of vulnerable populations and infrastructure against the adverse effects of climate change.	<i>Medium</i>	Antigua and Barbuda has an effective knowledge-management system, covering both data generation and management of data, allowing authorities and scientists to prioritise which hazards to monitor and analyse. The system will extend beyond purely scientific data to include the collection of disaggregated socioeconomic data to better understand the underlying drivers of risk among vulnerable groups. Such data captures the diverse experiences of different population segments, including women, children, the elderly, persons with disabilities, and individuals of varying economic statuses. The risk data will also highlight the unique vulnerabilities of Antigua and Barbuda's	Under Activity 2.1, the project will establish an online risk data platform to centralise and manage critical risk information across all relevant sectors. This platform will facilitate seamless information exchange among government agencies, supporting organisations, and the public, thereby improving coordination and enabling more holistic development planning. With more accurate and accessible risk data, all stakeholders can make better-informed decisions. Concurrently, the project will conduct comprehensive hazard and risk assessments, particularly addressing significant knowledge gaps Barbuda. These assessments will be integrated into ongoing government processes to ensure the data remains current and relevant. Under	National level (one country)

			distinct geographic regions. In tandem with robust data generation protocols, accessible database management systems support the development of comprehensive and accurate sectoral risk assessments, efficient resource allocation, informed decision-making, and enhanced cross-sectoral collaboration. Incorporating local and indigenous knowledge provides context-specific insights, particularly in remote or underserved areas.	Activity 2.3 the project will develop a framework for integrating Indigenous and Local Knowledge and Practices (ILKP) into the MHEWS, thereby enhancing capacity for effective IbF and the generation of tailored warnings.	
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PROJECT/PROGRAMME SPECIFIC INDICATORS: (Outputs): <i>Copy from GCF funding proposal (no changes can be made).</i>						
Project Results (Outputs)	Indicator	Means of Verification (MOV)	Baseline	Mid-term Target	End of Project Target	Assumptions
Output 1: Improved Governance and Coordination Mechanisms for Disaster Risk Management in Antigua and Barbuda	Number of regulatory and institutional frameworks developed and adopted	Records of regulatory frameworks, reports on institutional arrangements, meeting minutes	0 frameworks/ policies/ plans	6	11	Assumes availability of resources (financial, technical) for capacity-building and continuous commitment from government agencies to adopt new practices. Political stability and institutional willingness are key factors in achieving this outcome. High turnover of trained personnel could hinder progress.
Output 2: Enhanced Risk Knowledge, Observation and Forecasting Systems	Number of comprehensive risk assessments completed and forecasting systems operational	Risk assessment reports, operational forecasting systems / models	Limited forecasting and risk assessment capabilities	3 risk assessment completed, 1 forecasting system operational	7 risk assessment completed, 2 forecasting systems operational	Assumes timely access to reliable data and models. Coordination between national and local authorities is essential for effective implementation. There may be delays in the acquisition or operationalisation of forecasting systems due to technical issues or lack of expertise.
Output 3: Enhanced Warning Dissemination and Disaster Preparedness	Number of climate warning dissemination channels strengthened and early/anticipatory	Communication strategy reports, monitoring data on warning dissemination, E&AA plans	Weak communication networks and no formal E&AA plans	1 Dissemination channel 2 early/ anticipatory action plans and procedures instituted	4 Dissemination channels 2 early/ anticipatory action plans and procedures instituted	Assumes that there will be adequate financial resources and technological infrastructure to improve communication networks. The development of anticipatory action plans requires local-level

	action plans and procedures instituted					collaboration and engagement with communities. Delays could arise from logistical challenges or lack of coordination among agencies.
PROJECT/PROGRAMME CO-BENEFIT INDICATORS: <i>Copy from GCF funding proposal (no changes can be made)</i>						
Co-benefit	Indicator	Baseline	Mid-term Target	End of Project Target	Assumptions	
Co-benefit 1: Improved livelihoods and food security of communities dependent on climate-sensitive natural resources.	Number of people dependent on natural resources (including fisheries, agriculture and ecotourism) provided with climate information to support adaptation and resilience building.	Impact evaluation surveys	0	50% of NR-dependent communities in project areas	85% of NR-dependent communities in project areas	
Co-benefit 2: Improved management and conservation of the environment and critical ecosystems.	Areas under critical ecosystems are conserved and managed using climate information services for decision support.	Management plans utilising climate information products based on project interventions	1 management plans	1 management plans	1 management plans enhanced by climate information	
Co-benefit 3: Better design and planning of settlements and infrastructure.	Population living in settlements benefiting from design and infrastructure planning informed by climate information generated by the project.	Infrastructure design and town planning documents utilising climate information products generated by the project	4 local area adaptation plans	6 local area adaptation plans	10 local area adaptation plans	
DO NOT INCLUDE ACTIVITIES OR SUB-ACTIVITIES/DELIVERABLES IN THIS PROJECT RESULTS FRAMEWORK						

Modifications to the Project Results Framework: No modifications to the Project Results Framework shall be allowed, unless the Implementing Partner has sought and obtained prior agreement/approval from UNDP, where pursuant to the terms of the AMA, FAA or GCF policies, UNDP may be required to seek formal prior approval from GCF in relation to proposed modifications to the Funded Activity, in particular where the modifications could reasonably be considered to constitute a Major Change (as defined in the GCF policies). All minor and major modifications shall be duly documented in a Note to File and shall be cleared by UNDP-BPPS in line with UNDP policies and Standard Operating Procedures.

VII. MONITORING AND EVALUATION (M&E) PLAN

Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the [UNDP POPP](#) and [UNDP Evaluation Policy](#). **The UNDP Country Office is responsible for ensuring full compliance with all UNDP project M&E requirements including project monitoring, UNDP quality assurance requirements, quarterly risk management, and evaluation requirements.**

Additional M&E requirements will be undertaken in accordance with the [GCF Integrated Results Management Framework](#), [GCF Evaluation Policy](#), and other relevant [GCF policies](#). The costed M&E plans included below, and the Monitoring Activity Plan in Annex Q, will guide the GCF-specific M&E activities to be undertaken by this project.

In addition to these mandatory UNDP and GCF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed during the Project Inception Workshop and will be detailed in the Inception Report.

Minimum project monitoring and reporting requirements as required by the GCF:

Inception Workshop and Report: A project inception workshop will be held after the Funded Activity Agreement becomes effective, with the aim to:

- a. Familiarize key stakeholders with the detailed project strategy and discuss any changes that may have taken place in the overall context since the project idea was initially conceptualized that may influence its strategy and implementation.
- b. Discuss the roles and responsibilities of the project team, including reporting lines, stakeholder engagement strategies and conflict resolution mechanisms.
- c. Review the results framework and monitoring plan.
- d. Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E; discuss the role of the GCF National Designated Authority and other stakeholders in project-level M&E.
- e. Update and review responsibilities for monitoring project strategies, including the risk register; SESP report, Social and Environmental Management Framework and other safeguard requirements; project grievance mechanisms; gender strategy; knowledge management strategy, and other relevant management strategies.
- f. Review financial reporting procedures and budget monitoring and other mandatory requirements and agree on the arrangements for the annual audit.
- g. Plan and schedule Project Board meetings and finalize the first-year annual work plan.
- h. Formally launch the Project.

The inception report is to be submitted to GCF within six months of project start (i.e. Funded Activity Agreement effectiveness)¹⁶. The inception report will be cleared by the UNDP Country Office and the UNDP-BPPS Regional Technical Adviser and approved by the Project Board.

GCF Annual Performance Report (APR) (due for submission to the GCF by 1st March each year of project implementation):

The annual GCF APR covering the reporting period January to December will be completed for each year of project implementation. UNDP will undertake quality assurance of the APR before submission to the GCF. The APR process will follow the standard annotated GCF templates and UNDP guidance prepared by BPPS for GCF-financed projects.

The Project Manager, the UNDP Country Office, and the BPPS Regional Technical Advisor will provide objective input to the APR. The Project Manager will ensure that the indicators included in the project results framework are monitored annually in advance so that progress can be included in the report. The Project Manager and CO must complete a high-quality draft

¹⁶ See Schedule 4 of the Funded Activity Agreement

APR and financial file for review and input by the BPPS RTA and for an internal quality assurance and clearance process prior to submission of the APR to the GCF.

The UNDP Country Office will coordinate the input of other stakeholders to the APR, as appropriate. The quality rating of the previous year's report will be used to inform the preparation of the subsequent report.

The APR submitted to the GCF shall be shared with the Project Board and disclosed publicly on GCF's website.

All project documents should have an annex that outlines in detail the project results, tracking and verification system as part of the description of the project's M&E framework.

Independent Interim Evaluation Report (IER):

An independent interim evaluation report will be submitted to the GCF by *18 August 2028. This is a legally binding deadline. If it cannot be met because of extraordinary circumstances, a milestone extension request must be sent to and cleared by BPPS/VF Programme Support, Oversight and Compliance Hub and submitted to the GCF Secretariat at least 2 months prior to the submission deadline.*

In order to meet the submission deadline, the final IER must be completed and sent to BPPS/VF Programme Support, Oversight and Compliance Hub no later than 2 months in advance of the GCF submission deadline to allow sufficient time for internal review/clearance that is required prior to submission. Therefore, the IER process must start no later than 8 months before the expected date of submission to the GCF.

The terms of reference, the review process and the final IER report will follow the standard templates and guidance prepared by UNDP for GCF-financed projects available on the [UNDP Evaluation Resource Center \(ERC\)](#).

The evaluation will be independent, impartial and rigorous. The evaluator(s) that UNDP will hire to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. Equally, the evaluators should not be in a position where there may be the possibility of future contracts regarding the project being evaluated.

The GCF NDA and other stakeholders will be involved and consulted during the evaluation process. Additional quality assurance support is available from the BPPS RTA and BPPS VF Programme Support, Oversight and Compliance Hub .

The final IER will be publicly available in English and will be posted on the UNDP ERC by *18 August 2028*. A management response to IER recommendations will be posted in the ERC within six weeks of the IER's completion and submitted to the GCF Secretariat as per the AMA/FAA requirements.

Project Completion Report (PCR):

The Project Completion Report will cover the project's final calendar year of implementation and will be due for submission to the GCF within [3 months] 18 February 2031 after the project completion date.¹⁷

The Project Manager, the UNDP Country Office, and the BPPS Regional Technical Advisor will provide objective input to the PCR covering the final calendar year of implementation. The Project Manager and CO must complete a high-quality draft PCR and financial file for review and input by BPPS RTA and for an internal quality assurance and clearance process prior to submission of the APR to the GCF.

The UNDP Country Office will coordinate the input of other stakeholders to the PCR, as appropriate.

¹⁷ See Schedule 4 of the Funded Activity Agreement

Independent Final Evaluation Report (FER):

An independent final evaluation report (FER) will take place upon completion of all major project outputs and activities and will be submitted to the GCF by 18 May 2031. *This is a legally binding deadline. If it cannot be met because of extraordinary circumstances, a milestone extension request must be sent to and cleared by BPPS/VF Programme Support, Oversight and Compliance Hub and submitted to the GCF Secretariat at least 2 months prior to the submission deadline.*

In order to meet the submission deadline, the final version of the FER must be completed and sent to BPPS RTA no later than 2 months in advance of the GCF submission deadline to allow sufficient time for internal review/clearance that is required prior to submission. Therefore, the FER process must start no later than 8 months before the expected date of submission to the GCF.

The terms of reference, the evaluation process and the final FER will follow the standard templates and guidance prepared by the UNDP for GCF-financed projects available on the [UNDP Evaluation Resource Center](#).

The evaluation will be independent, impartial and rigorous. The evaluator(s) that UNDP will hire to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. Equally, the evaluators should not be in a position where there may be the possibility of future contracts regarding the project being evaluated.

The GCF NDA and other stakeholders will be involved and consulted during the final evaluation process. Additional quality assurance support is available from BPPS RTA and VF Programme Support, Oversight and Compliance Hub.

The final FER will be publicly available in English and posted on the UNDP ERC by 18 May 2031. A management response to the FER recommendations will be posted to the ERC within six weeks of the FER report's completion and submitted to the GCF Secretariat as per the AMA/FAA requirements.

Final Report:

The project's Project Completion Report along with the final evaluation report (FER) and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

Monitoring and Evaluations Plans:

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

Monitoring Plan: The project results, corresponding indicators and mid-term and end-of-project targets in the project results framework will be monitored by the Project Management Unit annually, and will be reported in the GCF APR every year, and will be evaluated periodically during project implementation. If baseline data for some of the results indicators is not yet available, it will be collected during the first year of project implementation. Project risks, as outlined in the risk register, will be monitored quarterly.

See Annex Q for the detailed Monitoring Activity Table.

GCF Monitoring requirements	Frequency/ Timeframe	Expected Action	Primary responsibility	Partners (if joint)	Indicative costs to be charged to the Project Budget ¹⁸ (US\$)
Inception Workshop	Q1	As per above description	UNDP MCO Project Manager (PM)		10,000

¹⁸ Excluding project team staff time and UNDP staff time and travel expenses.

GCF Monitoring requirements	Frequency/ Timeframe	Expected Action	Primary responsibility	Partners (if joint)	Indicative costs to be charged to the Project Budget ¹⁸ (US\$)
Inception Report and baseline assessments including disaster losses and damages reports	18 May 2026	As per above description	UNDP MCO Project Manager (PM) Project M&E Expert		30,000
Midterm monitoring assessments including disaster losses and damages reports	Once in third quarter Year 3	Document review	Project M&E Expert		30,000
End-term monitoring assessments including disaster losses and damages reports	Once in the last quarter of Year 5	Document review	Project M&E Expert		30,000
Risk management (including Quantum Risk Register)	Quarterly	Risks are identified by Project Team and actions are taken to manage risk. The risk register is actively maintained to keep track of identified risks and actions taken	UNDP MCO Project Manager (PM)		None
Monitoring of indicators in project results framework (including hiring of external experts, project surveys, data analysis, data collection for IER and FER, etc.) See Monitoring Activity Table in Annex Q	On-going	Slower than expected progress will be addressed by project management	Project M&E Expert		Covered under Project M&E Expert time
GCF Annual Performance Report	Annually as per FAA	Mandatory contribution by Project Team, CO and BPPS RTA. Strengths and weaknesses to be reviewed by project management and used to inform decisions to improve project performance	RTA UNDP Multi-Country Office Project M&E Expert PM		Covered under Project M&E Expert and PM time
Audit of Implementing Partner as per UNDP audit policies	As per UNDP Audit policies		UNDP Multi-Country Office		15,000
Lessons learned, case studies, and knowledge generation	On-going	Relevant lessons are captured by project management and used to inform management decisions, raise awareness, etc.	Project M&E Expert		Covered under Project M&E Expert time
Monitoring of ESMF	On-going		Project Gender and Safeguards Officer		Covered under Gender and Safeguards Officer time

GCF Monitoring requirements	Frequency/ Timeframe	Expected Action	Primary responsibility	Partners (if joint)	Indicative costs to be charged to the Project Budget ¹⁸ (US\$)
Monitoring of gender action plan	On-going	Regular monitoring and evaluation to track progress and outcomes. Bi-annual progress reports to stakeholders. Continuous stakeholder engagement for ongoing support and collaboration.	Project Gender and Safeguards Officer		<i>Covered under Gender and Safeguards Officer time</i>
Monitoring of stakeholder engagement plan	On-going		Project M&E Expert		<i>Covered under Project M&E Expert time</i>
Addressing environmental and social grievances	<i>Costs associated with missions, workshops, UNDP-BPPS expertise etc. can be charged to the project budget.</i>		Project Manager UNDP Country Office UNDP-BPPS as needed		Covered under Global Programme costs
Project Board meetings	At minimum annually		Project Board UNDP Multi-Country Office PM		\$35,000 (Per year: USD 7,000)
M&E Missions	Two per year per Output	Oversee community and field activities	Project M&E Expert		50,400
Supervision missions	Two per year		UNDP Country Office		None ¹⁹
Oversight missions	Troubleshooting as needed		RTA UNDP BPPS		None ²⁰
GCF learning missions/site visits	To be determined.		UNDP Multi-Country Office and Project Manager and UNDP BPPS		10,000
Oversight of IE process and IE management response	As per IER schedule		UNDP Country Office and UNDP BPPS		NoneError! Bookmark not defined.
Project Completion Report	18 February 2031	Mandatory contribution by Project Team, CO and BPPS RTA. Strengths and weaknesses to be reviewed by project management and used to inform decisions to	RTA UNDP multi-Country Office Project M&E Expert PM		Covered under Project M&E Expert and PM time

¹⁹ The costs of UNDP Country Office and BPPS's participation and time are charged to the GCF Agency Fee.

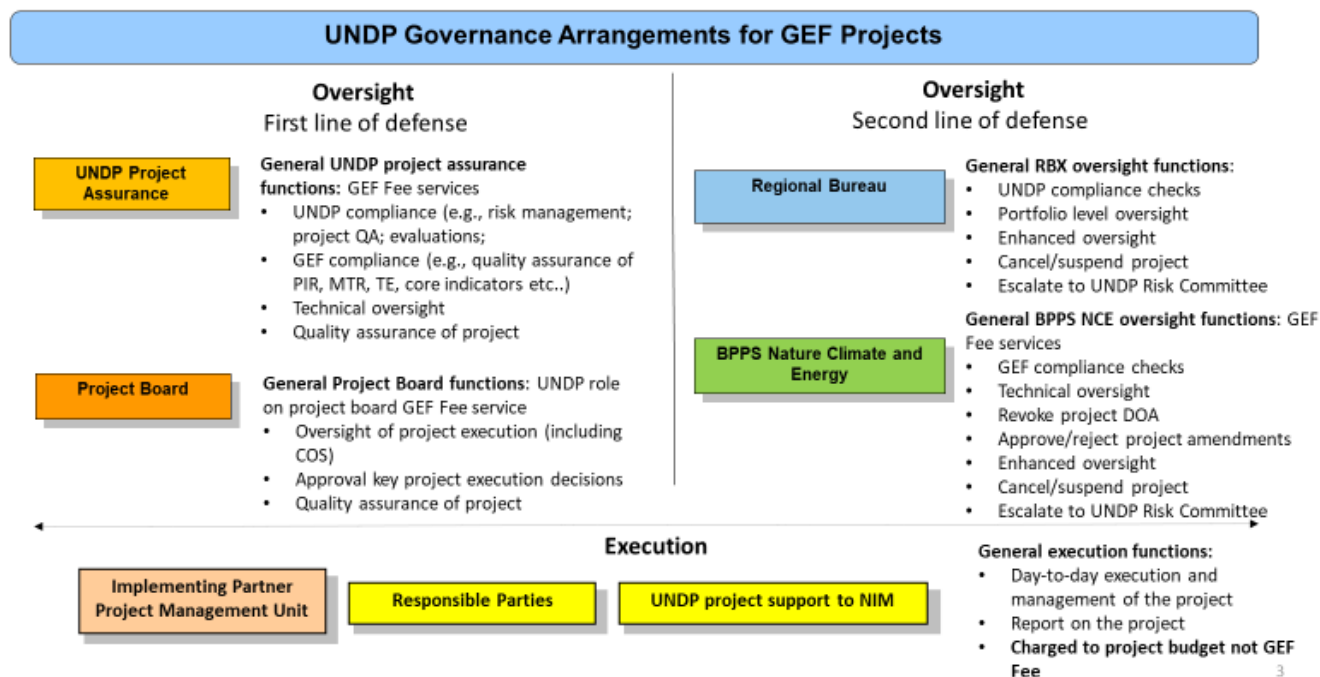
²⁰ The costs of UNDP Country Office and BPPS participation and time are charged to the GCF Agency Fee.

GCF Monitoring requirements	Frequency/ Timeframe	Expected Action	Primary responsibility	Partners (if joint)	Indicative costs to be charged to the Project Budget ¹⁸ (US\$)
		improve project performance			
Oversight of FE process and FE management response	As per FER schedule		UNDP		NoneError! Bookmark not defined.
TOTAL indicative COST Excluding project team staff time, and UNDP staff and travel expenses					140,000 1-2% of Total GCF grant NOT TOTAL budget

Evaluation Plan

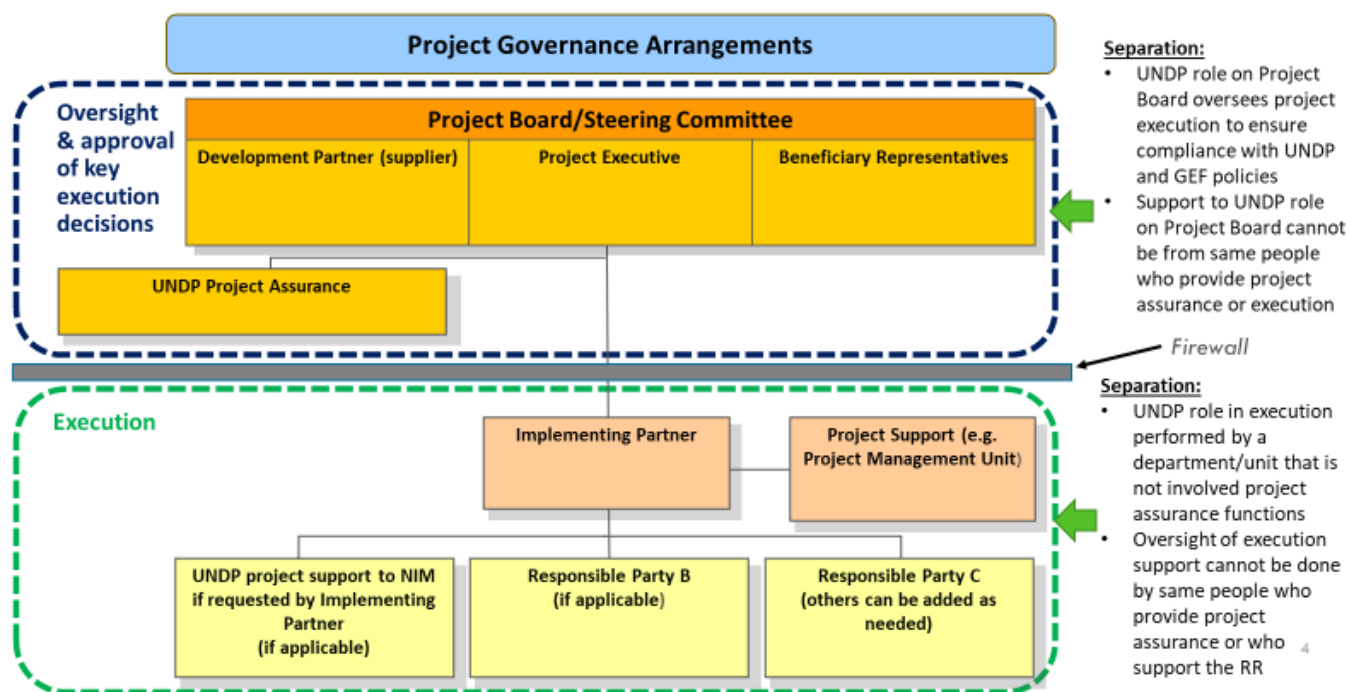
GCF Evaluation Requirements	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Submission Date to GCF	Key Evaluation Stakeholders	Cost and Source of Funding
Independent Interim Evaluation		B.3.1, C.1, C.5	MSDCF Outcome 5	By the IER submission date on cover page of this project document	PMU NODS ABMS UNDP MCO	70,000
Independent Final Evaluation		B.3.1, C.1, C.5	MSDCF Outcome 5	By the FER submission date on cover page of this project document	PMU NODS ABMS UNDP MCO	70,000
TOTAL indicative COST						150,000 1-2% of Total GCF grant NOT TOTAL budget

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



Note the Third Line of defense is comprised of independent OAI, IEO and other UNDP bodies.

Segregation of oversight and execution in project governance arrangements



Section 1: General roles and responsibilities in the projects' governance mechanism

Implementing Partner: The Implementing Partner for this project is UNDP.

133. The Implementing Partner is the entity to which the UNDP Administrator has entrusted the implementation of UNDP assistance specified in this signed project document along with the assumption of full responsibility and accountability for the effective use of UNDP resources and the delivery of outputs, as set forth in this document.

134. The Implementing Partner is responsible for executing this project. Specific tasks include:

- Project planning, coordination, management, monitoring, evaluation and reporting. This includes providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes and is aligned with national systems so that the data used and generated by the project supports national systems.
- Overseeing the management of project risks as included in this project document and new risks that may emerge during project implementation.
- Procurement of goods and services, including human resources.
- Financial management, including overseeing financial expenditures against project budgets.
- Approving and signing the multiyear workplan.
- Approving and signing the combined delivery report at the end of the year; and,
- Signing the financial report or the funding authorization and certificate of expenditures.

Responsible Parties:

135. Upon implementation, UNDP will be supported by a combination of local government entities and regional teams from the pillar leads who will serve as Responsible Parties in the implementation of specific actions on the ground in coordination with national counterparts (Table 1). Responsible Parties (RPs) have been identified in consultation with NODS based on their comparative advantages and core competence and will support the IP in successfully delivering project outcomes. Identified RPs include UN Agencies and Pillar leads that will support in the project implementation per their pillar expertise. Actions delivered through RPs will be developed in coordination with national coordination partners, per Table Below. All Responsible Parties will be accountable to UNDP per the project's DIM arrangement. The RPs will be directly accountable to the IP as per the terms of an agreement which they will enter into with the IP. RPs will be engaged at both national and sub-national levels as may be required.

Table 1. Specific roles of each implementing partner or responsible party.

Implementing Partner/ Responsible Parties	Coordinating Partner	Responsibilities
UNDP	Ministry of Legal Affairs NODS ABMS Telecom Division Ministry of Finance	• UNDP with the coordination guidance of Ministry of Legal Affairs will be responsible for Action 2.1.1.5 on repealing the Data Protection Act and replacing with new Data Protection Management and Sharing legislation, as well as supporting on the implementation of all policy work under Output 1. • UNDP with the coordination of NODS will be directly responsible for implementing Sub-activities 1.1.1, 1.2.1, 1.2.2, 1.3.1, 2.1.1—2.1.4, 3.1.1, 3.1.5 and 3.2.3. • UNDP with the coordination of ABMS will be responsible for implementation of activities under Pillar 2; specifically related to Sub-activities 2.3.1—2.3.5. • UNDP in coordination with Antigua and Barbuda Telecoms division will be responsible for implementing actions under Sub-Activity 3.1.1 • UNDP in coordination with the Ministry of Finance will be responsible for implementing Sub-activity 1.1.4 related to the establishment of a Disaster Preparedness and Response Fund.
UNDRR	NODS Ministry of Legal Affairs	• UNDRR, as the lead for Pillar 1, will provide overarching guidance and support for Activity 2.1, as well as direct responsibility for implementing Sub-activities 1.1.3, 2.1.1, and 2.1.2.

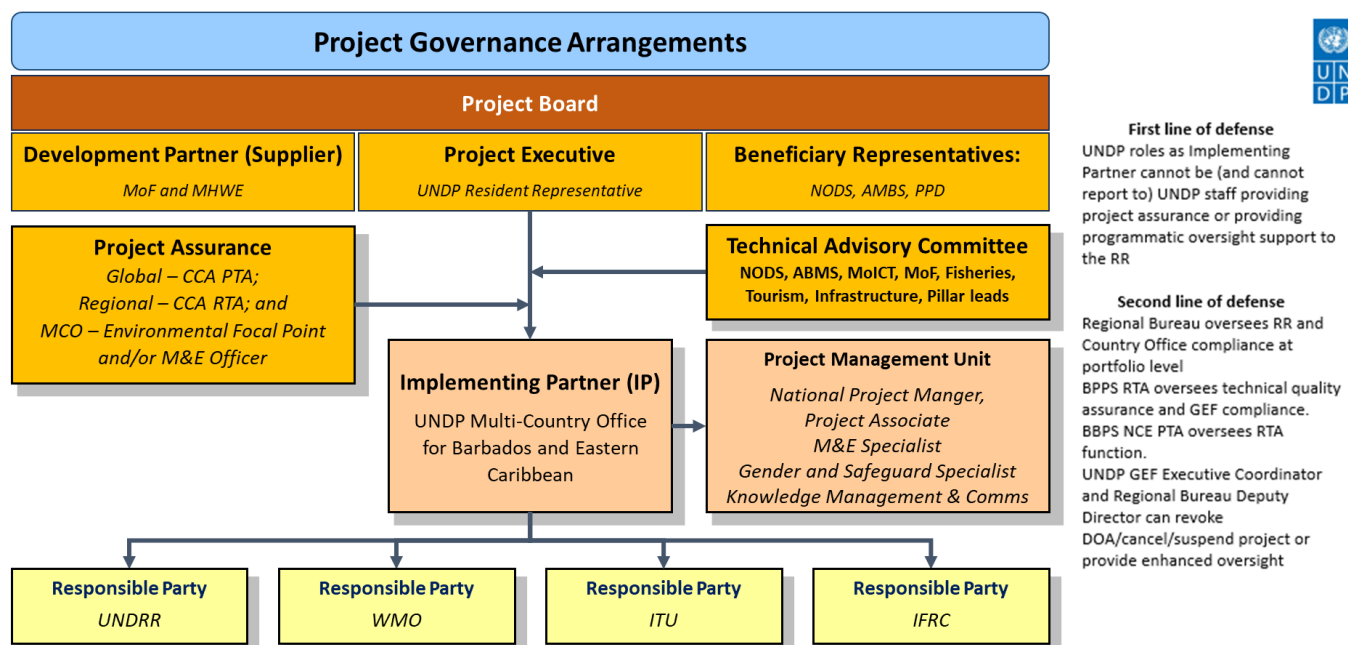
WMO	ABMS	WMO, as the lead for Pillar 2, will provide overarching guidance and support for Activity 2.2 and 2.3, as well as direct responsibility for implementing Sub-activities 1.1.1, 2.2.1, and 2.2.2. 2.3.1 and 2.3.3.
ITU	Telecom Division	ITU, as the lead for Pillar 3, will provide overarching guidance and support for Activity 3.1, as well as direct responsibility for implementing Sub-activities 3.1.1, 3.1.2 and 3.2.1.
IFRC	NODS	IFRC, as the lead for Pillar 4, will provide overarching guidance and support for Activity 3.2 and 3.3, as well as direct responsibility for implementing Sub-activities 3.2.2, 3.2.3, and 3.3.1.

Project stakeholders and target groups: A Technical Advisory Committee — comprising technical specialists from the Ministry of Health and Environment, NODS, ABMS, MoICT, MoF, Fisheries, Tourism, Infrastructure, as well as other key national stakeholders and entities such as Academia or Scientific experts — will be engaged to provide technical guidance and strategic advice to the Project Board and the PMU.

136. **UNDP:** UNDP is accountable to the GCF for the implementation of this project. This includes overseeing project execution undertaken by the Implementing Partner to ensure that the project is being carried out in accordance with UNDP and GCF policies and procedures and the standards and provisions outlined in the Delegation of Authority (DOA) letter for this project. **The UNDP BPPS Executive Coordinator, in consultation with UNDP Regional Bureaus and the Implementing Partner, retains the right to revoke the project DOA, suspend or cancel this GCF project.** UNDP is responsible for the Project Assurance function in the project governance structure and presents to the Project Board and attends Project Board meetings as a non-voting member.

137. A strict firewall will be maintained between the delivery of project oversight and quality assurance performed by UNDP and project execution undertaken by UNDP. The segregation of functions and firewall provisions within UNDP in this case is described in the next section.

Section 2: Project governance structure



138. The UNDP Resident Representative assumes full responsibility and accountability for oversight and quality assurance of this Project and ensures its timely implementation in compliance with the GCF-specific requirements and UNDP's Programme and Operations Policies and Procedures (POPP), its Financial Regulations and Rules and Internal Control

Framework. A representative of the UNDP Country Office will assume the assurance role and will present assurance findings to the Project Board, and therefore attends Project Board meetings as a non-voting member.

Section 3: Segregation of duties and firewalls vis-à-vis UNDP representation on the project board:

139. UNDP's implementation oversight role in the project – as represented in the project board and via the project assurance function – is performed by Resident Representative or duly designated representative with QA provided at three levels by: Global – Climate Change Adaptation (CCA) Principal Technical Advisor (PTA); Regional – CCA Regional Technical Advisor (RTA); and MCO – Environmental Focal Point and/or Monitoring and Evaluation Officer. UNDP's execution role in the project is performed by the National Project Manager, who will report to the Cluster Lead for Prevention, Resilience and Recovery at the UNDP MCO.

Section 4: Roles and Responsibilities of the Project Organization Structure:

- a) **Project Board:** All UNDP projects must be governed by a multi-stakeholder board or committee established to review performance based on monitoring and evaluation, and implementation issues to ensure quality delivery of results. The Project Board (also called the Project Steering Committee) is the most senior, dedicated oversight body for a project.

The two prominent (mandatory) roles of the project board are as follows:

- 1) **High-level oversight of the execution of the project by the Implementing Partner** (as explained in the [“Provide Oversight”](#) section of the POPP). This is the primary function of the project board and includes annual (and as-needed) assessments of any major risks to the project, and decisions/agreements on any management actions or remedial measures to address them effectively. The Project Board reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, evaluations, risk register and the combined delivery report. The Project Board is the main body responsible for taking corrective action as needed to ensure the project achieves the desired results.
- 2) **Approval of strategic project execution decisions of the Implementing Partner** with a view to assess and manage risks, monitor and ensure the overall achievement of projected results and impacts and ensure long term sustainability of project execution decisions of the Implementing Partner (as explained in the [“Manage Change”](#) section of the POPP).

Requirements to serve on the Project Board:

- ✓ Agree to the Terms of Reference of the Board and the rules on protocols, quorum and minuting.
- ✓ Meet annually; at least once.
- ✓ Disclose any conflict of interest in performing the functions of a Project Board member (if not avoidable) and take all measures to avoid any real or perceived conflicts of interest. This disclosure must be documented and kept on record by UNDP.
- ✓ Discharge the functions of the Project Board in accordance with UNDP policies and procedures.
- ✓ Ensure highest levels of transparency and ensure Project Board meeting minutes are recorded and shared with project stakeholders.

Responsibilities of the Project Board:

- ✓ Consensus decision making:
 - The project board provides overall guidance and direction to the project, ensuring it remains within any specified constraints, and provides overall oversight of the project implementation.
 - Review project performance based on monitoring, evaluation and reporting, including progress reports, risk register and the combined delivery report;
 - The project board is responsible for making management decisions by consensus.
 - In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition.

- In case consensus cannot be reached within the Board, the UNDP representative on the board will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed.
- ✓ **Oversee project execution:**
 - Agree on project manager's tolerances as required, within the parameters outlined in the project document, and provide direction and advice for exceptional situations when the project manager's tolerances are exceeded.
 - Appraise annual work plans prepared by the Implementing Partner for the Project; review combined delivery reports prior to certification by the implementing partner.
 - Address any high-level project issues as raised by the project manager and project assurance;
 - Advise on major and minor amendments to the project within the parameters set by UNDP and the donor and refer such proposed major and minor amendments to the UNDP BPPS/VF Executive Coordinator (and the GCF Secretariat and/or GCF Board, as required by GCF policies);
 - Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily and according to plans.
 - Track and monitor co-financed activities and realisation of co-financing amounts of this project.
 - Approve the Inception Report, Baseline Report, GCF APRs, Interim Independent Evaluation and terminal evaluation reports, other reports that GCF may require.
 - Ensure commitment of human resources to support project implementation, arbitrating any issues within the project.
- ✓ **Risk Management:**
 - Provide guidance on evolving or materialized project risks and agree on possible mitigation and management actions to address specific risks.
 - Review and update the project risk register and associated management plans based on the information prepared by the Implementing Partner. This includes risks related that can be directly managed by this project, as well as contextual risks that may affect project delivery or continued UNDP compliance and reputation but are outside of the control of the project. For example, social and environmental risks associated with co-financed activities or activities taking place in the project's area of influence that have implications for the project.
 - Address project-level grievances.
- ✓ **Coordination:**
 - Ensure coordination between various donor and government-funded projects and programmes.
 - Ensure coordination with various government agencies and their participation in project activities.

Composition of the Project Board: The composition of the Project Board must include individuals assigned to the following three roles:

1. **Project Executive:** This is an individual who represents ownership of the project and chairs (or co-chairs) the Project Board. The Executive usually is the senior national counterpart for nationally implemented projects (typically from the same entity as the Implementing Partner), and it must be UNDP for projects that are direct implementation (DIM). In exceptional cases, two individuals from different entities can co-share this role and/or co-chair the Project Board. If the project executive co-chairs the project board with representatives of another category, it typically does so with a development partner representative. The Project Executive is: UNDP Resident Representative or duly designated representative.
2. **Beneficiary Representative(s):** Individuals or groups representing the interests of those groups of stakeholders who will ultimately benefit from the project. Their primary function within the board is to ensure the realization of project results from the perspective of project beneficiaries. Often representatives from civil society, industry associations, or other government entities benefiting from the project can fulfil this role. There can be multiple beneficiary representatives in a Project Board. The Beneficiary representative(s) is/are:
ABMS – Executive Director
NODS – Director (1st Alternative: Deputy Director; 2nd Alternative: NODS Project Officer)
Civil Society – Environmental Awareness Group
3. **Development Partner(s):** Individuals or groups representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project. The Development Partner(s) is/are:

- b) **Project Assurance:** Project assurance is the responsibility of each project board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports the Project Board (and Project Management Unit) by carrying out objective and independent project oversight and monitoring functions, including applying and ensuring compliance with UNDP's risk management and social and environmental management systems to ensure the SES are applied through the project cycle. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. Project assurance is totally independent of project execution.

A designated representative of UNDP playing the project assurance role is expected to attend all board meetings and support board processes as a non-voting representative. It should be noted that while in certain cases UNDP's project assurance role across the project may encompass activities happening at several levels (e.g. global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend board meeting and provide board members with the required documentation required to perform their duties. The UNDP representative playing the main project assurance function is/are: Global – Climate Change Adaptation (CCA) Principal Technical Advisor (PTA); Regional – CCA Regional Technical Advisor (RTA); and MCO – Environmental Focal Point.

- c) **Project Management – Execution of the Project:** The Project Manager (PM) (also called project coordinator) is the senior most representative of the Project Management Unit (PMU) and is responsible for the overall day-to-day management of the project on behalf of the Implementing Partner, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants and sub-contractors. The project manager typically presents key deliverables and documents to the board for review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk registers.

A designated representative of the PMU is expected to attend all board meetings and support board processes as a non-voting representative.

The primary PMU representative attending board meetings is: National Project Manager

IX. FINANCIAL PLANNING AND MANAGEMENT

The total cost of the project is *USD 12,373,360*. This is financed through a GCF grant of *USD 12,373,360*, *USD 0* in cash co-financing to be administered by UNDP and *USD 0* in other co-financing not administered by UNDP. UNDP is responsible for the oversight of implementation of the Funded Activity, including those activities and outcomes supported by GCF resources and through co-financing.

Co-finance disbursement monitoring: The actual realization (materialization) of project co-financing will be monitored and reported (i) in each Annual Performance Report (APR), (ii) in the Interim Evaluation, (iii) in the Terminal Evaluation, (iv) in the Project Completion Report, (v) as a condition precedent for all requests for disbursement, within the timeframe to ensure timely requests for disbursements and in form and substance satisfactory to the GCF, and (vi) upon the request of GCF. Signed letters from co-financiers will be requested for (i) and (v) to confirm the amounts that have materialized for the respective calendar year or implementation year.

Co-financing will be used for the following project outputs:

Co-financing source	Co-financing type/financial instrument	Name of Co-financier	Investment Mobilized	Co-financing amount	Co-financing Outputs
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N/A					
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GCF Disbursement schedule: GCF grant funds will be disbursed by GCF upon submission of the Request for Disbursement (RfD) to GCF according to the indicative disbursement schedule (submitted to GCF as a condition for FAA effectiveness) and upon meeting all conditions precedent to disbursement. The Country Office will submit an annual work plan to the UNDP BPPS/VF Programme Support, Oversight and Compliance Hub and comply with the GCF milestones in order for the next tranche of project funds to be released. All efforts must be made to achieve 80% delivery annually to accomplish the expected outputs/activities on a timely manner, within the planned duration to avoid extension of the project.

Milestones	Timing	Indicative Date
Start of Programme implementation	Effective Date	18 November 2025
Inception Report	Within six (6) months after the Effective Date	18 May 2026
Baseline Assessments	Within twelve (12) months in the Host Countries after the Effective Date	18 November 2026
Independent Interim Evaluation Report	Within two (2) years and nine (9) months after the Effective Date	18 August 2028
End of Project Implementation	Completion Date	18 November 2030
Project Completion Report (Final APR)	Within three (3) months after the Completion Date	18 February 2031
Independent Final Evaluation Report	Within six (6) months after the Completion Date	18 May 2031

Conditions Precedent for Disbursement: The Government/Implementing Partner is aware of the conditions and covenants of disbursement ascribed to the first and subsequent tranches of the GCF funding, as further set out below. To the extent that these obligations reflect actions of the Government, the Government must ensure that the conditions are met and there is continuing compliance, as well as understanding that availability of GCF funding is contingent on meeting all conditions listed. The UNDP-BPPS unit will conduct a compliance review the FAA conditions precedent and covenants to disbursement as a part of the internal clearance procedures for submitting request for disbursements to the GCF.

Conditions Precedent to Disbursement

9.01 The obligation of the Fund to make any Disbursements under this Agreement shall be subject to the following conditions having been fulfilled to the satisfaction, in form and substance, of the Fund:

- a) Conditions precedent to first Disbursement:
 - (i) Effectiveness of this Agreement;
 - (ii) Delivery to the Fund by the Accredited Entity of a certificate, issued by an authorized officer of the Accredited Entity, in a form and substance satisfactory to the Fund, confirming that the Co-financing to be provided by the Accredited Entity has been duly approved by all necessary corporate actions of the Accredited Entity;
 - (iii) Delivery to the Fund by the Accredited Entity of a certificate, issued by an authorized officer of each of the Co-financiers, which is addressed to the Accredited Entity, in a form and substance satisfactory to the Fund, confirming that the Co-financing to be provided by the relevant Cofinancier for the implementation of the Funded Activity has been (i) duly authorized by all necessary corporate or governmental actions of the relevant Co-financier; and, where applicable, (ii) confirmed through duly
 - executed Co-financing Agreements;
 - (iv) Delivery to the Fund by the Accredited Entity of an executed copy of the Project Document;
 - (v) Delivery to the Fund by the Accredited Entity of evidence of the authority of the person or persons authorized to sign each Request for Disbursement (with respect to the GCF Proceeds and the Accredited Entity Fees) under this Agreement, unless otherwise notified by the Accredited Entity, and the authenticated specimen signature of each such person;
 - (vi) Delivery to the Fund by the Accredited Entity of the Eligibility Criteria;

- (vii) Delivery to the Fund by the Accredited Entity of a brief summary that clearly explains how the Eligibility Criteria will be applied in the selection of investments, project sites, and beneficiaries to be supported by GCF Proceeds for each of the Host Countries. The summary will also clarify any changes in approach across particular country contexts and with the overall multi-country Funding Proposal;
 - (viii) Delivery to the Fund by the Accredited Entity of the Operations Manual duly finalized by the Accredited Entity; and
 - (ix) Delivery to the Fund by the Accredited Entity, a brief note confirming the institutional set-up for Output 2 in each of the Host Countries, as well as the levels of representation of country participants in the multilevel governance mechanism under Output 1.
- b) Condition precedent to second Disbursement:
- (i) Delivery to the Fund by the Accredited Entity, a brief note outlining the overall financial sustainability plan for the Programme, including how this will be approached in each of the Host Countries.
- (c) General conditions for all Disbursements:
- (i) Other than in relation to the first Disbursement, submission to the Fund by the Accredited Entity of evidence that at least seventy per cent (70%) of the funds previously disbursed by the Fund have been spent on Eligible Expenditures;
 - (ii) Other than in relation to the first Disbursement, submission to the Fund by the Accredited Entity of APRs and Financial Information (including in relation to country level activities and expenditures) in accordance with the AMA and this Agreement; and
 - (iii) Delivery to the Fund by the Accredited Entity of a Request for Disbursement, signed by the person or persons authorized to do so, no later than thirty (30) calendar days prior to the date on which the Disbursement is requested to be made, which shall not be later than the Closing Date.

If within one hundred and twenty (120) calendar days from the Effective Date, or such longer period established by the Fund in writing, the conditions precedent for the first Disbursement established in Clause 9.01 have not been fulfilled, the Fund may terminate this Agreement by giving notice to the Accredited Entity.

If thirty (30) days prior to the Closing Date, the Accredited Entity has not requested the Disbursement of the full amount of the GCF Proceeds, or the Fund has not otherwise disbursed the full amount of the GCF Proceeds, GCF shall be entitled to cancel the undisbursed portion of the GCF Proceeds.

Additional Representations, Warranties and Covenants of the Accredited Entity

In addition to clause 18.01 of the AMA, the Accredited Entity represents and warrants that:

- On the date of the execution of this Agreement, the Effective Date and the date of each Disbursement made by the GCF under this Agreement, the Accredited Entity has duly executed this Agreement, and that this Agreement is legally binding on, and enforceable against it in accordance with its governing law;
- On the date of the execution of this Agreement, the Effective Date and the date of each Disbursement made by the GCF under this Agreement, the Accredited Entity is duly authorized and has the capacity to enter into this Agreement and has duly executed and delivered this Agreement;
- On the date of execution of this Agreement, the Effective Date and on the date of each Disbursement made by the Fund under this Agreement, the Accredited Entity has carried out all due diligence as necessary to ensure that the Funded Activity is at all times in compliance with its own gender policy, indigenous peoples policy and any other relevant UNDP policies;
- On the date of the execution of this Agreement and the date of each Disbursement made by the Fund under this Agreement, there are no circumstances of which the Accredited Entity is aware, including through its oversight of the Funded Activity as per the obligations of this Agreement, the AMA and UNDP's own policies and practices, that may substantially interfere with the performance of its obligations under this Agreement, the AMA or with the implementation of the Funded Activity, or otherwise jeopardize the achievements of any objectives, outcomes or outputs of the Funded Activity;
- On the date of the first Disbursement by the Fund under this Agreement and throughout the term of this Agreement, the Project Document remains in effect;

- On the date of each Disbursement by the Fund under this Agreement, no Event of Default has occurred and is continuing under this Agreement;
- On the date of execution of this Agreement, the Effective Date and on the date of each Disbursement made by the Fund under this Agreement, the Accredited Entity has carried out all due diligence as necessary to ensure that the Funded Activity is at all times in compliance with the requirements of clause 4.05(b)(ii)(B) of the AMA.

In addition to clause 18.02 of the AMA, the Accredited Entity covenants that as from the Effective Date of this Agreement it shall:

- Project Implementation
 - a) Apply, in accordance with its own policies and procedures, its own fiduciary principles and standards relating to AML/CFT in the implementation of the Funded Activity;
 - b) Conduct baseline assessments for the Funded Activity and deliver the baseline assessments and the revised logical framework with appropriate modifications in the targets for GCF supplementary indicators to the Fund within twelve (12) months of the Effective Date;
 - c) Ensure that the Final Beneficiaries under the Programme, the Programme implementation areas and eligible interventions of the Programme are selected and approved in accordance with the Eligibility Criteria;
 - d) Finalize an Operations Manual (to be provided to the Fund pursuant to Clause 9.01(a)(viii) above) which, among others, shall include the following content:
 - (i) Eligibility Criteria;
 - (ii) Description of the implementation and governance arrangements for the Programme, including the Terms of Reference of the Project Board or Project Steering Committee;
 - (iii) Description of the proposed operations and maintenance provisions for the construction and/or installation of the Multi-Hazard Early Warning Systems (MHEWS) infrastructure and equipment under the Programme;
 - (iv) Description of the criteria and process through which the Accredited Entity is to define the situation of insecurity that could hamper Programme implementation; and
 - (v) Criteria to be used to identify alternative areas of intervention in case of insecurity in any project site;
 - e) Prior to its finalization, deliver a copy of the draft Operations Manual for the review and non-objection by the Fund;
 - f) Not amend any section of the Operations Manual related to the content listed under Clause 10.02(d) above, except with the prior written no-objection of the Fund. Without prejudice to the foregoing, in case of any amendments are made to the Operations Manual, the Accredited Entity shall provide a copy of the amended Operations Manual within five (5) calendar days of its amendment;
- Co-financing Provisions
 - g) Upon request by the Fund, inform the Fund on the status of the Co-financing funds that have been disbursed and applied to the implementation of the Funded Activity;
 - h) Confirm to the Fund, in the APRs to be submitted to the Fund, that each Cofinancier has allocated in its annual budget the relevant Co-financing resources for the implementation of the Programme to the satisfaction of the Accredited Entity;
 - i) Inform the Fund, in the APRs to be submitted in accordance with the AMA, on the status of the Co-financing resources that have been disbursed and applied to the implementation of the Funded Activity;
 - j) Ensure that the Co-financing provided by the Co-financiers for the execution of the Funded Activity is obtained from and contributed by each Co-financier in a timely manner;
 - k) Ensure that the Co-financing provided by the Accredited Entity for the execution of the Funded Activity is contributed by the Accredited Entity in a timely manner;
 - l) Take appropriate measures to ensure that the Co-financing and the GCF Proceeds are disbursed and/or applied for the implementation of the Funded Activity in accordance with the Implementation Plan;
- ESS Provisions
 - m) Promptly inform the Fund if there are any material and adverse changes to the risk assessment in the Social and Environmental Screening Procedure, as approved within the original Funding Proposal package, due to changing

external contexts and/or existence of new emergent risks including security and conflicts. In such cases, the Accredited Entity shall submit to the Fund new and/or adapted management measures, as applicable;

- n) Ensure that the infrastructure to be implemented as part of the Funded Activity
 - (i) are designed, constructed, operated and decommissioned in accordance with good industry practices and any other applicable standards which, in each case, shall be consistent with the practices of other international organizations working in the region, and taking into consideration health and safety risks to third parties or affected communities; and
 - (ii) the quality of such infrastructure is in accordance with best practices followed by international organizations in the region;
- o) Undertake and/or put in place any adequate measures in order to ensure that the management of the environmental and social risks and impacts arising from the Funded Activity complies at all times the recommendations, requirements and procedures set forth in the Environmental and Social Management Framework (“ESMF”), which was provided by the Accredited Entity to the Fund before the Approval Decision and which shall not be amended, abrogated or waived without prior written approval of the Fund. This includes putting in place measures, including with respect to the Accredited Entity’s grievance redress mechanisms, to prevent and respond to the conducts described in clause 18.02(k) of the AMA, for adherence to the relevant principles and requirements included in the ESMF;
- p) Ensure that the GCF Proceeds will not support or finance, directly or indirectly, any activities with potential environmental and social risks that are equivalent to category A or B pursuant to the Environmental and Social Risks Categories to be conducted as part of the Programme;
- q) Undertake and/or put in place all adequate measures and dedicate the necessary financial, human and other resources in order to ensure that the Funded Activity complies at all times with the recommendations and requirements of the Gender Action Plan, which shall comply with the Accredited Entity’s own gender policy, which is equivalent to the GCF’s Updated Gender Policy, and the Gender Action Plan shall not be amended, abrogated or waived without prior written approval of the Fund;
- r) Obtain all land and rights in respect of land that are required to carry out the Funded Activity and shall promptly furnish to the Fund, upon its request, evidence that such land and rights in respect of the land are available for the purposes of the Funded Activity;
- s) Prior to commencing any activities that have potential application of the Accredited Entity’s Social and Environmental Standards (2021 version) including Standard 6 titled “Indigenous Peoples”, and its Guidance Note on Standard 6 titled “Indigenous Peoples” (February 2021 version), furnish to the GCF, the Indigenous Peoples Plan or its equivalent and evidence that free, prior and informed consent from the indigenous peoples and communities has been obtained for the purposes of the relevant activities;
- **Monitoring; Reporting; Evaluation**
 - t) In case any amendment or modification is entered to or otherwise agreed by the Accredited Entity with respect to the Project Document, inform of such event and furnish to the Fund the executed copies of such amendment or modification within ten (10) days from its execution. For the avoidance of doubt, the Accredited Entity shall ensure that such amendment or modification does not contravene the terms and conditions provided in this Agreement and the AMA;
 - u) From Year 2 of Programme implementation, provide to the Fund within the fourth quarter of every calendar year, a brief Note To File (not more than 2 pages), in a form and substance satisfactory to the Fund, to inform the Fund on the Programme’s status of implementation across each Host Country; and
 - v) In case of a change of the authorized representative to sign the Request for Disbursement, provide, together with the Request for Disbursement, evidence, satisfactory to the Fund, of the authority of such person to sign the Request for Disbursement and the relevant authenticated specimen signature of such person.

Pursuant to clause 23.04 of the AMA, the Accredited Entity shall inform the Fund in the final APR and consult with the Fund on the steps to be taken in relation to the durable assets and/or equipment purchased with the GCF Proceeds to implement the Funded Activity, provided that nothing herein shall in any way be construed to limit the rights of UNDP to take such steps as it reasonably deems in the best interest of the continued operation of the Funded Activity taking into consideration the objectives of the GCF and the terms of the applicable SBAA, and in accordance with its policies and procedures.

Budget Revision and Tolerance:

Any reallocation of the GCF grant among the outputs that result in a variation of more than 10% of the GCF agreed budget for that output must be approved by the GCF in advance.

Any increase in the amount allocated to project management costs must be communicated by the Accredited Entity to the Fund and approved in writing by the Fund in advance.

Any budget reallocation involving a major change in the project's scope, structure, design, or objectives or any other change that substantially alters the purpose or benefit of the project requires UNDP BPPS internal review/clearance and the GCF's prior written consent. All minor and major changes shall be duly documented in a Note to File and submitted to BPPS for prior to their implementation.

As per UNDP requirements outlined in the UNDP POPP, the project board will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Board (within the GCF requirements noted above). Should such deviation occur, the Project Manager and UNDP Country office will seek the approval of the UNDP-BPPS team.

UNDP is not in a position to increase the total budget above the amount approved by the donor, therefore any over-expenditure would have to be absorbed from non-GCF resources by the Implementing Partner (GCF Executing Entity).

Project Specific Conditions: The Implementing Partner hereby expressly agrees, and shall ensure that each of its responsible parties, their respective sub-recipients and other entities involved in Project Implementation, either as contractors or subcontractors and any individuals performing services for them under the Project Document agrees, to comply with the Project Specific Conditions, Representation, Warranties and Covenants, in each case as set out in Annex A of this Project Document. Non-compliance with these Project Specific Conditions, Representations, Warranties and Covenants shall be deemed to constitute a breach by the Implementing Partner of its obligations under this Project Document.

Project extensions: Any project milestones with deadlines indicated in the signed FAA (including GCF closing date and completion date) **cannot be extended unless through a formal extension request submitted and approved by the GCF** as per the [GCF policy on cancellation and restructuring](#). The UNDP-BPPS Executive Coordinator must approve all requests for extension of the Project Completion & Closing Date and other milestone extensions with hard deadlines, before they are submitted to the GCF. All extensions impose additional time and cost burdens at all levels and the GCF project budget cannot be increased beyond its originally approved amount. Extensions are unfunded by the GCF and UNDP. A single extension may be granted **on an exceptional basis** and subject to the conditions and maximum durations set out in the UNDP POPP. The project management costs during the extension period must remain within the originally approved amount, and any increase in PMC costs shall be covered by non-GCF resources; the additional UNDP oversight costs during the extension period must be covered by non-GCF resources, in accordance UNDP's policy as set out in UNDP POPP.

For any extension request, UNDP CO and IP will consult and jointly present a clear plan indicating how and from which specific sources the additional oversight costs that will be incurred by UNDP will be covered during the extended period. The BPPS Executive Coordinator shall consult the Regional Bureaux (RBX) and may reject the extension request if no external (non-GCF) financing by the IP or internal UNDP CO resources for the additional oversight cost of UNDP can be identified.

All extension requests, along with all supporting documentation, shall be submitted by the IP to the UNDP CO in line with the requirements and within the deadlines set out in the UNDP SOPs and policies in UNDP POPP.

Audit: The project will be audited as per UNDP Financial Regulations and Rules and applicable audit policies. Audit cycle and process must be discussed during the Inception workshop. If the Implementing Partner is an UN Agency, the project will be audited according to that Agencies applicable audit policies.

Transfer or disposal of assets: In consultation with the NIM Implementing Partner and other parties of the project, UNDP is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended to be reviewed and endorsed by the project board following UNDP rules and regulations. Assets may be transferred to the government for project activities managed by a national institution at any time during the life of a project, however it **must be done before the operational closure date**. In all cases of transfer, a transfer document must be prepared and kept on file²¹. The transfer should be done before Project management Unit complete their assignments.

In addition, the following GCF requirements must be followed: As stated in the Funding Activity Agreement (refer to the Annex for the relevant FAA clauses), the Accredited Entity shall inform the GCF, in the final Annual Progress Report (APR), which steps it intends to take in relation to the durable assets and/or equipment purchased with the GCF Proceeds to implement the Funded Activity.

Closing Date (GCF term): The closing date is defined in the signed FAA to be the date which is [XX] years after the Effective Date (or such later date as the Fund shall establish by notice to the Accredited Entity), on which the Accredited Entity's right to receive GCF Proceeds to the GCF Account in respect of the Funded Activity will have terminated. The project closure date is identified in the signed FAA.

Project completion (GCF term): The project completion date is the date of FAA effectiveness plus project duration. This date can only be extended through a formal extension request to the GCF Secretariat. Prior to the completion date, all UNDP-financed inputs must be provided and related activities for the Project completed. No activities, except for the final clearance of the Terminal Evaluation Report and the corresponding management response and the end-of-project review Project Board Meeting should take place after the Completion Date.

Project completion will be conducted as per UNDP requirements outlined in the UNDP POPP and in accordance with the GCF-approved and agreed Project Calendar/Milestones in the FAA, as follows:

Milestones	Timing	Indicative Date
Start of Programme implementation	Effective Date	18 November 2025
Inception Report	Within six (6) months after the Effective Date	18 May 2026
Baseline Assessments	Within twelve (12) months in the Host Countries after the Effective Date	18 November 2026
Independent Interim Evaluation Report	Within two (2) years and nine (9) months after the Effective Date	18 August 2028
End of Project Implementation	Completion Date	18 November 2030
Project Completion Report (Final APR)	Within three (3) months after the Completion Date	18 February 2031
Independent Final Evaluation Report	Within six (6) months after the Completion Date	18 May 2031

Project closure (UNDP term): Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP. All costs incurred to close the project must be included in the project closure budget and reported as final project commitments presented to the Project Board during the final project review. The only costs a project may incur following the final project review are those included in the project closure budget.

²¹ See

https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Project%20Management_Closing.docx&action=default.

- **Operational closure:** Operational closure must happen 9 months after the Completion Date as per the deadlines set in the FAA. Prior to operational closure, the Final Evaluation Report must have been submitted and the corresponding FER management response and the end-of-project review Project Board meeting must have been completed. The Implementing Partner through a Project Board decision will notify the UNDP Country Office when operational closure has been completed. Before Operational Closure, the project must have completed the transfer or disposal of any equipment that is still the property of UNDP (refer to **Transfer or disposal of assets** paragraph).
- **Financial closure:** Financial closure must happen within 6 months of operational closure or after the date of cancellation. The project is financially closed when the following conditions are met: a) project is operationally completed or has been canceled; b) Implementing Partner has reported all financial transactions to UNDP; c) UNDP has closed the accounts for the project; d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).
Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the UNDP-BPPS/VF Programme Support, Oversight and Compliance Hub for confirmation before the project will be financially closed in Quantum by the UNDP Country Office.

Cancellation and Suspension: All projects considering going through cancellation or suspension must follow UNDP and GCF requirements. Guidance can be found in the UNDP POPP ([SOPs for management actions of Vertical Fund projects escalated to the Executive Coordinator](#)) and the [GCF policy on restructuring and cancellation](#).

Refund to GCF: Should a refund of unspent funds to the GCF be necessary, this will be managed directly by the UNDP-BPPS VF Directorate in New York. No action is required by the UNDP Country Office on the actual refund from UNDP project to the GCF. Unspent project balance is not permitted to be transferred to any other projects.

X. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan

PIMS ID		Quantum Business Unit	
Quantum Project ID		Quantum Project Title	
Quantum Award ID		Quantum Award Title	
Implementing Partner			

Quantum Outcome	Output	Activity	Quantum Responsible Party	Quantum Fund ID	Quantum Budgetary Account Code	Quantum Budget Account Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Total (USD)	Notes	
Component 2: Antigua and Barbuda	Output 1 Strengthened Governance and Coordination	Activity 1.1 Strengthen national coordination mechanisms for DRM	UNDP, UNDRR,WMO		71200	Consultant Int	82 500		-	-	-	82 500	1	
					71400	Contractual Services Indiv	44 880	44 880	44 880	44 880	44 880	224 400	2	
					71600	Travel	16 200					16 200	3	
					72100	Contractual Services-Companies	-	138 315	138 315	40 000	-	316 630	4	
					71800	Contractual Services-Imp Partn			20 000			20 000	5	
					75700	Training, workshops, & conferences	9 000	13 000	28 000	10 000		60 000	6	
		Sub Total Activity 1.1												
		Activity 1.2 Enhanced governance capacities for Disaster Risk Management	UNDP		71200	Consultant Int		27 000					27 000	7
					72100	Contractual Services-Companies		10 790					10 790	8
					71600	Travel		5 060					5 060	9
					75700	Training, workshops, & conferences		34 400					34 400	10
		Sub Total Activity 1.2												
		Activity 1.3 Monitoring, Evaluation and Learning	UNDP		71400	Contractual Services Indiv	102 154	102 154	102 154	102 154	102 154	102 154	510 770	11
					72100	Contractual Services-Companies	40 000	10 000	30 000		30 000	110 000	12	
					71600	Travel	3 360	3 360	3 360	3 360	3 360	16 800	13	
		Sub Total Activity 1.3												
	Total Output 1 GCF						298 094	388 959	366 709	200 394	180 394	1 434 550		
	Total Component 1						298 094	388 959	366 709	200 394	180 394	1 434 550		
	Output 2 Disaster Risk Knowledge and Observations	Activity 2.1 Develop disaster risk knowledge systems	UNDP, UNDRR		71200	Consultant - International			37 500	45 000			82 500	14
					71400	Contractual Services Indiv	22 440	44 880	44 880	44 880	22 440	179 520	15	
					71600	Travel			16 750	5 060			21 810	16

					72100	Contractual Services-Companies		150 000	500 000	50 000		700 000	17	
					75700	Training, workshops, & conferences		32 000				32 000	18	
					71800	Contractual Services-Imp Partn			50 000			50 000	19	
		Sub Total Activity 2.1												
		Activity 2.2 Broaden observation and monitoring networks		UNDP, WMO		71800	Contractual Services-Imp Partn		133 333	366 667	216 667	133 333	850 000	20
		Sub Total Activity 2.2												
		Activity 2.3 Strengthen MHEWS forecasting capacity	UNDP, WMO		71200	Consultant - International		22 500		15 000		37 500	21	
					71400	Contractual Services Indiv	169 473	191 913	191 913	191 913	169 473	914 685	22	
					71600	Travel	2 240	7 300	2 240	7 300	2 240	21 320	23	
					71800	Contractual Services-Imp Partn		181 666	216 667	166 667	50 000	615 000	24	
					72100	Contractual Services-Companies	150 000	325 000	430 000	125 000		1 030 000	25	
					75700	Training, workshops, & conferences		50 000	53 000	59 000		162 000	26	
		72800	Information Technology Equipment	7 000	102 000	142 000	2 000	2 000	255 000	27				
		Sub Total Activity 2.3												
		Total Output 2 GCF						351 153	1 294 842	2 047 427	878 427	379 486	4 951 335	
		Total Output 2						351 153	1 294 842	2 047 427	878 427	379 486	4 951 335	
	Output 3 Warning Dissemination and Preparedness	Activity 3.1 Strengthen EW dissemination systems	UNDP, ITU		71200	Consultant - International	-	22 500	18 750	18 750	-	60 000	28	
					71400	Contractual Services-Indiv	22 440	44 880	44 880	44 880	22 440	179 520	29	
					71600	Travel		19 260	20 240	10 120		49 620	30	
					71800	Contractual Services-Imp Partn	100 000	156 000	916 667	946 666	896 667	3 016 000	31	
					72100	Contractual Services-Companies	-	33 333	63 333	133 334	-	230 000	32	
					72200	Equipment & Furniture	-	-	-	100 000	-	100 000	33	
					72800	Information Technology Equipment	-	-	300 000	100 000	-	400 000	34	
					74200	Audio Visual & Print Prod Costs	-	-	10 000	-	-	10 000	35	

					75700	Training, workshops, & conferences	-	35 800	55 000	70 000	10 200	171 000	36
		Sub Total Activity 3.1											
		Activity 3.2 Develop preparedness protocols	UNDP, IFRC		71400	Contractual Services-Indiv	67 320	89 760	89 760	89 760	67 320	403 920	37
					71800	Contractual Services-Imp Partn	-	132 000	104 000	100 000	-	336 000	38
					72200	Equipment & Furniture	-	-	-	108 000	-	108 000	39
					72800	Information Technology Equipment	-	-	-	37 400	-	37 400	40
		Sub Total Activity 3.2											
		Activity 3.3 Strengthen disaster response capacity	UNDP, IFRC		75700	Training, workshops, & conferences	-	-	-	15 000	-	15 000	41
					71200	Consultant - International	-	-	-	116 250	-	116 250	42
					71400	Contractual Services-Indiv	102 153	102 153	102 153	102 153	102 153	510 765	43
					71600	Travel	6 720	6 720	6 720	40 120	6 720	67 000	44
					71800	Contractual Services-Imp Partn	-	-	-	42 000	-	42 000	45
					72100	Contractual Services-Companies	-	30 000	30 000	30 000	30 000	120 000	46
		74200	Audio Visual & Print Prod Costs	-	-	-	15 000	-	15 000	47			
Sub Total Activity 3.3													
Total Output 3 GCF						298 633	672 406	1 761 503	2 119 433	1 135 500	5 987 475		
Total Output 3						298 633	672 406	1 761 503	2 119 433	1 135 500	5 987 475		
Total Amount GCF						947 880	2 356 207	4 175 639	3 198 254	1 695 380	12 373 360		
Total Project Amount						947 880	2 356 207	4 175 639	3 198 254	1 695 380	12 373 360		

Budget notes.

No.	Budget Notes(Description)
1	- International Consultant to review existing legislation, consult relevant stakeholders and draft revised Act. - International Consultant revise the draft met service legislation in line with the DMA revisions and to engage in advocacy support actions, including the development of an economic benefit analysis of information services.
2	- Governance, policy and public finance expert - Technical expert to oversee all activities related to the governance support and the establishment of the Disaster Preparedness and Response Fund. A key focus is on the coordination across activities.
3	- International flights @ USD2,000 and DSA @ USD510 per day for 7 days. For IC to provide technical assistance for n updated Disaster Management Act to reflect principles and best practices of MHEWS and Anticipatory Action - International flights @ USD2,000 and DSA @ USD510 per day for 6 days for IC to support in stakeholder consultation for draft legislation

4	• Consultancy firm with experts across the seven target sectors to integrate disaster risk reduction (DRR) measures into sectoral policies. Includes conducting sectoral risk assessments, hosting engagement workshops, conducting gap assessments of existing policy, drafting policy briefs and training stakeholders on their implementation. • Consultancy firm with experts across the seven target sectors to integrate disaster risk reduction (DRR) measures into sectoral policies. Includes conducting sectoral risk assessments, hosting engagement workshops, conducting gap assessments of existing policy, drafting policy briefs and training stakeholders on their implementation. • Consultancy firm with experts across the seven target sectors to integrate disaster risk reduction (DRR) measures into sectoral policies. Includes conducting sectoral risk assessments, hosting engagement workshops, conducting gap assessments of existing policy, drafting policy briefs and training stakeholders on their implementation. • Consultancy firm with experts across the seven target sectors to integrate disaster risk reduction (DRR) measures into sectoral policies. Includes conducting sectoral risk assessments, hosting engagement workshops, conducting gap assessments of existing policy, drafting policy briefs and training stakeholders on their implementation. • Firm to conduct consultations and prepare structures for the Disaster Preparedness and Response Fund.
5	• Consultancy firm to develop draft regulations and contextualised guidance documents to facilitate the integration of building resilience considerations into DRM processes
6	• Venue and catering for a multi-stakeholder workshop targeting public, private, and civil society to identify DRM needs across various sectors. • Venue and catering for a validation workshop for the revised DMA • Workshop expenses for two multi-stakeholder workshops to identify DRM needs across various sectors; bundled under the consultancy firm lump sum • Venue and catering for a five-day workshop for the development of regulations for the integration of building resilience considerations into DRM processes • Venue and catering for three workshops for the design and operationalisation of the Disaster Preparedness and Response Fund
7	• International Consultant to review latest CDMRP against the outcomes of the DMA revisions and sectoral policies, consult relevant stakeholders and draft revised CDMRP. • International Consultant to develop training material and present seven two-day training workshops on thresholds, coordinating mechanisms, roles, responsibilities and SOPs for key stakeholders arising from the revised Disaster Management Act and CDMRP
8	• Consultancy firm with experts across the seven target sectors to integrate disaster risk reduction (DRR) measures into sectoral policies. Includes conducting sectoral risk assessments, hosting engagement workshops, conducting gap assessments of existing policy, drafting policy briefs and training stakeholders on their implementation.
9	• International flights @ USD2,000 and DSA @ USD510 per day for 6 days for IC to provide technical assistance to NODS to update the CMDRP
10	• Venue and catering for a multi-stakeholder workshop to validate the revised CDMRP and sensitise stakeholders on its impact • Workshop expenses for two multi-stakeholder workshops to sensitise key sectors to the revised policies; bundled under the consultancy firm lump sum • Venue and catering for seven sector-focused workshops to train stakeholders on their roles and responsibilities in implementing the DMA and CDMRP
11	• Support from a monitoring and evaluation specialist to monitor the results related to output 1 and associated impacts to governance pillar for EW4All - 33% time during 60 months • Dedicated time of Safeguard and Gender Technical Specialist as it relates to work on Outcome 1 - 33% time during 60 months • Support of the project coordinator allocated to the oversight and strategic guidance as it relates to Outcome 1 - 27% of their time during 60 months • Support of a knowledge management and communication specialist in packaging information related to Outcome 1 (including stakeholder communication strategy for governance and knowledge management products) - 33% time during 60 months • Operations Management Specialist to manage contracts and procurement related to Output 1 - 33% of their time during 60 months • Global Support to Antigua and Barbuda from the EW4ALL Programme
12	• Consulting firm to establish a M&E mechanism for MHEWS, and to conduct a baseline, midterm and final impact assessment of MHEWS in Antigua and Barbuda.
13	• Travel related to ME Monitoring for Output 1. Two trips per year, each at USD 1,800 per trip (internal travel USD 150 + DSA 510 per day for 3 days)
14	• International Consultant to provide technical assistance for the establishment of standardised national risk assessment protocols and tools tailored to the Antigua and Barbuda context. • International Consultant to lead the development of national standards and SOPs as well as to develop training materials and lead capacity development workshops • International Consultant to lead the development of national standards and SOPs as well as to develop training materials and lead capacity development workshops • International Consultant to review existing legislation, consult relevant stakeholders and draft revised Act.
15	• UN Technical Advisory for the alignment of Pillar 1 EW4All work in Antigua and Barbuda (48 months)

16	• International flights @ USD2,000 and DSA @ USD510 per day for 6 days. • International flights @ USD2,000 and DSA @ USD510 per day for 19 days. • International flights @ USD2,000 and DSA @ USD510 per day for 6 days.
17	• IT firm to develop an online platform and provide training on its operation and maintenance. Includes design, implementation and testing of the system, as well as collation and uploading of existing data from NODS. • Consulting firm to develop hazard risk maps, including staff time, travel, and development of geo-referenced risk maps. • Engineering firm to conduct a safety audit of existing public infrastructure. • Consulting firm to conduct a social hazard risk assessment • Consulting firm to conduct an assessment of the LAAP process and draft recommendations for streamlining DRR into the local planning process. • Consulting firm to conduct a hazard risk assessment for Barbuda island, including travel and consultations
18	• Venue and catering for a multi-stakeholder workshop to co-develop national standards and SOPs for disaster risk information sharing and exchange • Venue and catering for seven sector-focused workshops to sensitise and train stakeholders on revised disaster risk information sharing and exchange protocols • Venue hire and catering for three-day training workshop on risk data collection and processing (2.1.1.3)
19	• Transfer to implementing partner to provide training to NODS on hazard mapping and disaster loss and damage tracking processes.
20	• Transfer to implementing partner to operationalise the FFGS in Antigua and Barbuda • Transfer to implementing partner to support the use of RSMC and RSHC products from WIS 2 • Transfer to implementing partner to conduct a feasibility study on a regional ocean monitoring and forecasting system for the Eastern Caribbean • Transfer to implementing partner to convene senior officials from potential partner countries to negotiate and agree on governance arrangements for a regional ocean monitoring and forecasting system
21	• International consultant to review and update the NSP • International consultant to facilitate co-development workshops for impact-based forecasting thresholds.
22	• UN Technical Advisory for the alignment of Pillar 2 EW4All work in Antigua and Barbuda • Hazard risk and forecasting expert to coordinate efforts under Pillars 1 and 2. • Dedicated time of Safeguard and Gender Technical Specialist as it relates to work on Outcome 2 - 33% time during 60 months • Support of the project coordinator allocated to the oversight and strategic guidance as it relates to Outcome 2 - 27% of their time during 60 months • Support from a monitoring and evaluation specialist to monitor the results related to output 2 and associated impacts to Pillars 1 and 2 for EW4All - 33% time during 60 months • Support of a knowledge management and communication specialist in packaging information related to Outcome 2 - 33% time during 60 months • Operations Management Specialist to manage contracts and procurement related to Output 2 - 33% of their time during 60 months • Global Support to Antigua and Barbuda from the EW4ALL Programme
23	• International flights @ USD2,000 and DSA @ USD510 per day for 6 days to support the update and Operationalise the National Strategic Plans (NSP) for ABMS • International flights @ USD2,000 and DSA @ USD510 per day for 6 days to conduct engagement workshops to co-develop impact-based thresholds and triggers for early / anticipatory action • Annual travel for ABMS teams to Barbuda to develop and maintain observation systems each at USD 1,120 per trip (internal travel USD 100 + DSA 510 per day for 2 days)
24	• Transfer to implementing partner to support high-level advocacy for increasing governmental regular budget for ABMS operations • Transfer to implementing partner to train ABMS staff on sustainable operation of observation and forecasting systems for tropical cyclones, ocean swells and storm surge, and flash flooding • Transfer to implementing partner to train ABMS media staff on broadcast messaging and communication. • Transfer to implementing partner to develop a hazardous event tracking system and related tools.
25	• Service provider to retrofit and enhance ABMS offices, including all materials and labor. • Consulting firm to develop a common data platform for ABMS that is interoperable with the central online data risk platform under NODS

	• Consultancy firm to conduct an assessment of ILKP and integration opportunities. Includes the development of an integration strategy (methodologies, protocols, communication) as well as engagements with local communities to garner support for the use of ILKP in met services and to collate risk data from communities • IT firm to develop a new interactive website for ABMS. Includes consultations with ABMS staff and other key stakeholders on the functionality of the system, full integration with forecasting systems, and training of ABMS staff on its operation (operations manual, in-person training and online-support for 3 years) • Consulting firm to update forecast models at ABMS. Includes technical experts, travel and DSA • Consulting firm to develop forecast verification systems and train ABMS on their operation. Includes technical experts, travel and DSA
26	• Travel and training fees for attendance for at ABMS staff to CIMH training programmes • Venue hire and catering for a three-day multi-stakeholder workshop for the co-development of thresholds and triggers. • Venue and catering for a training workshop for ABMS staff on forecast verification systems
27	• Broadcasting equipment for ABMS media office • Improved emergency backup systems, including uninterrupted power supplies and VHF radio base stations and satellite internet connections for communication redundancies. • Emergency communication equipment and redundancies for project support team - USD5,000 upfront and USD2,000 per year • Procurement of IT equipment for the ABMS common data platform
28	• International consultant to provide technical support to NODS to implement coordination protocols and host co-design workshops for early warning communication • International consultant to host engagement workshops, draft the inclusive framework for persons with disabilities and other vulnerable groups and train national stakeholder and communities on its implementation
29	• UN Technical Advisory for the alignment of Pillar 3 EW4All work in Antigua and Barbuda
30	• International flights @ USD2,000 and DSA @ USD510 per day for 6 days for IC to support in the shaping of a National Emergency Telecommunication Plan • International flights @ USD2,000 and DSA @ USD510 per day for 6 days for an IC to support in the enhancement of a Common Alert Protocol (CAP) in accordance with ITU-T Recommendation X.1303 • International flights @ USD2,000 and DSA @ USD510 per day for 6 days for an IC to support in the configuration of message dissemination networks under the NETP to integrate Assistive Technologies • International flights @ USD2,000 and DSA @ USD510 per day for 14 days for an IC to advice in the development of coordination protocols and SOPs for early warning communication • International flights @ USD2,000 and DSA @ USD510 per day for 6 days for an IC to support in the drafting of an all-inclusive framework for persons with disabilities and other vulnerable groups
31	• Transfer to implementing partner to conduct a national ICT resilience and affordability assessment • Transfer to implementing partner to develop a disaster connectivity map for risk assessments • Transfer to implementing partner to train members of the Antigua and Barbuda Telecommunications Division on the ongoing mapping and inventory updates • Transfer to implementing partner to develop an NETP • Venue and catering for a one-day multistakeholder workshop for the development of NETP • Transfer to implementing partner to provide technical assistance for a CAP enabled systems at national level • Partner support to integrate assistive technologies • Transfer to implementing partner to conduct a feasibility study for cell broadcast • Transfer to implementing partner to purchase and set up the mobile early warning system solution and management platforms
32	• Consulting firm to update the CAPCAP app and refine messaging • Media firm to host an awareness campaign to develop trust in the EWS and gather feedback for improvement of the system based on the needs of recipients. Includes initial design of the campaign and annual engagements over three years • Consulting firm to develop SOPs for the O&M of siren systems. Includes consultations, travel and DSA • Technical firm to configure siren systems and set up technologies for the remote control of the system.
33	• Procurement and installation of ten warning sirens

34	• Procurement and installation of radio/television interrupters • Installation of a siren tower on Barbuda Highlands
35	• Printed and online media content for awareness raising campaign
36	• Venue hire, catering and travel for a series of roadshow style workshops to engage communities and develop trust in alert dissemination • Venue hire, catering and logistical costs to host training and drills on warning dissemination and communication - one session per stakeholder group per year for government, media, and CSOs. • Venue and catering for five one day workshops to engage vulnerable groups on the development of an all-inclusive framework for persons with disabilities and other vulnerable groups • Venue hire and catering for three one-day workshops to train government and response agencies to apply the all-inclusive framework for persons with disabilities and other vulnerable groups • Venue hire and catering for five one-day workshops to train vulnerable groups to engage with warning dissemination systems and applications • Venue and catering for two one-day multistakeholder workshops for the development of NETP • Venue and catering for a two day multistakeholder workshop for the co-design of actionable warning messages
37	• Hazard risk and forecasting expert to coordinate efforts under Pillars 1 and 2. • UN Technical Advisory for the alignment of Pillar 4 EW4All work in Antigua and Barbuda (48 months)
38	• Transfer to implementing partner to Conduct a sensitization workshop with key stakeholders to sensitize on the findings and recommendations of the EVCA and get support for the risk-informed community action plan • Transfer to implementing partner to design, implement and analyse Knowledge, Attitudes and Practices (KAP) surveys in five communities to determine appropriate public education/ public awareness and public alerting strategies • Transfer to implementing partner to conduct national ToT on EVCA through local-level EVCA team training at ABRC with community CDRT reps • Transfer to implementing partner to facilitate the EVCA in communities (to be triangulated with community insights), leading to the development of a risk-informed community action plan (including venue hire, catering, volunteer allowances, and phones for data collection) • Transfer to implementing partner to organize community-level workshop to set up CEWS and enhance/develop local contingency plan which are behaviorally informed, inclusive and community driven • Transfer to implementing partner to provide operational support to set up / implement CEWS (e.g. rain gauges, sirens) • Transfer to implementing partner to identify and engage community members for CDRTs/CERTs formation. • Transfer to implementing partner to strengthen / support establishment of community disaster response teams (CDRTs) and to conduct ToT on Community Early Warning Systems • Transfer to implementing partner to conduct regular drills post-training focusing on building and evaluating teamwork and communication as well as monitoring and evaluating CDRT/Certs performance
39	• Transfer to implementing partner to supply necessary resources and equipment to CDRTs/CERTs.
40	• 12 VHF Base stations • 144 VHF Radios • 1 radio repeater station
41	• Venue hire, catering and logistics for a three-day training workshop, including on-site training for vulnerable populations to develop their capacity to engage with warning dissemination systems and applications • Venue hire and catering for a workshop to engage stakeholders at each of five landing sites with the aim of training tourism inspectors to implement updated protocols
42	• International consultant to develop updated protocols for tourism inspections and to train inspectors on their implementation. • International consultant to update the crisis response manual for tourism sector • International consultant to assess current management plans for fisheries landing sites and develop updated disaster responsive plans • International consultant to compile a user-friendly disaster and response manual for the agriculture sector.

43	• Dedicated time of Safeguard and Gender Technical Specialist as it relates to work on Outcome 3 - 33% time during 60 months • Support of the project coordinator allocated to the oversight and strategic guidance as it relates to Outcome 2 - 27% of their time during 60 months • Support from a monitoring and evaluation specialist to monitor the results related to output 2 and associated impacts to Pillars 1 and 2 for EW4All - 33% time during 60 months • Support of a knowledge management and communication specialist in packaging information related to Outcome 2 - 33% time during 60 months • Operations Management Specialist to manage contracts and procurement related to Output 2 - 33% of their time during 60 months • Global Support to Antigua and Barbuda from the EW4ALL Programme
44	• International flights @ USD2,000 and DSA @ USD510 per day for 6 days for an IC to support the development of emergency protocols for tourism establishments • Local travel for site-visits to implement updated protocols for tourist operators • International flights @ USD2,000 and DSA @ USD510 per day for 14 days to develop comprehensive disaster management plan for each of the five main landing sites • International flights @ USD2,000 and DSA @ USD510 per day for 14 days to provide technical assistance to the agricultural extension service to compile this data into a user-friendly disaster readiness and response manual • Two trips per year from 5 year to oversee community and field alert activities by ME expert
45	• Transfer to implementing partner to conduct trainings with relevant national and sub-national stakeholders on anticipatory action • Transfer to implementing partner for the hosting on sensitization / familiarization / advocacy workshops for NS engagement in EWEA at national and regional level
46	• Firm to design and execute SIMEX for disaster response. Includes preparing drill scenarios, communicating and coordinating with participants, running the drills, and surveying participants to assess effectiveness of the system and provide recommendations for improvement. Two drills per year for four years.
47	• Printing of the disaster and response manual for the agriculture sector.

XI. LEGAL CONTEXT

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the “Project Document” instrument referred to in: (i) the respective signed SBAA for the specific countries; or (ii) in the [Supplemental Provisions to the Project Document](#) attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. 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.

XII. 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]²² [UNDP funds received pursuant to the Project Document]²³ 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:

²² To be used where UNDP is the Implementing Partner

²³ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

- 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:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. Each responsible party, subcontractor and sub-recipient (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 with 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 or 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. 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 this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

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

XIII. MANDATORY ANNEXES

Annex A: GCF Specific Conditions, Representations, Warranties and Covenants

Annex B: GCF Board-approved Funding Proposal

Annex C: Letter of agreement between the Implementing Partner and Responsible Parties

Annex D: Co-financing commitment letters of co-financing (from the project design stage)

Annex E: Timetable of project implementation

Annex F: Procurement plan

Annex G: Terms of References for Project Board and Project Team

Annex H: UNDP Social and Environmental Screening Procedure (SESP) (to be completed in UNDP Quantum+ and the printout to be attached to the project document)

Annex I: Environmental and Social Management Plan or Framework (ESMP or ESMF), as relevant

Annex J: Stakeholder Engagement Plan (including summary of consultations)

Annex K: Gender Analysis and Action Plan

Annex L: UNDP Risk Register

Annex M: Letter of Agreement with the government in case UNDP Support Service Costs are applied

Annex N: HACT micro assessment and Partner Capacity Assessment [Tool \(PCAT\)](#)

Annex O: Additional agreements: Including cost sharing agreements, project cooperation agreements signed with NGOs (where the NGO is designated as the “executing entity”), letters of financial commitments

Annex P: UNDP Project Quality Assurance Report (to be completed in UNDP Quantum+ and the printout to be attached to the project document)

Annex Q: Monitoring Activity Table

Annex R: On-Granting Provisions Applicable to the Implementing Partner

Annex S: Other annexes included in the Funding Proposal annex package approved by the GCF Board (to the extent that they are not confidential as indicated in the disclosure form submitted to the GCF)

Annex A: GCF Specific Conditions, Representation, Warranties and Covenants

(i) The Implementing Partner hereby expressly agrees, and shall ensure that each of its responsible parties, their respective sub-recipients and other entities involved in Project Implementation, either as contractors or subcontractors and any individuals performing services for them under the Project Document agrees, to comply with the following Project Specific Conditions:

The obligation of the Fund to make any Disbursements under this Agreement shall be subject to the following conditions having been fulfilled to the satisfaction, in form and substance, of the Fund:

- a) Conditions precedent to first Disbursement:
 - (i) Effectiveness of this Agreement;
 - (ii) Delivery to the Fund by the Accredited Entity of a certificate, issued by an authorized officer of the Accredited Entity, in a form and substance satisfactory to the Fund, confirming that the Co-financing to be provided by the Accredited Entity has been duly approved by all necessary corporate actions of the Accredited Entity;
 - (iii) Delivery to the Fund by the Accredited Entity of a certificate, issued by an authorized officer of each of the Co-financiers, which is addressed to the Accredited Entity, in a form and substance satisfactory to the Fund, confirming that the Co-financing to be provided by the relevant Cofinancier for the implementation of the Funded Activity has been (i) duly authorized by all necessary corporate or governmental actions of the relevant Co-financier; and, where applicable, (ii) confirmed through duly executed Co-financing Agreements;
 - (iv) Delivery to the Fund by the Accredited Entity of an executed copy of the Project Document;
 - (v) Delivery to the Fund by the Accredited Entity of evidence of the authority of the person or persons authorized to sign each Request for Disbursement (with respect to the GCF Proceeds and the Accredited Entity Fees) under this Agreement, unless otherwise notified by the Accredited Entity, and the authenticated specimen signature of each such person;
 - (vi) Delivery to the Fund by the Accredited Entity of the Eligibility Criteria;
 - (vii) Delivery to the Fund by the Accredited Entity of a brief summary that clearly explains how the Eligibility Criteria will be applied in the selection of investments, project sites, and beneficiaries to be supported by GCF Proceeds for each of the Host Countries. The summary will also clarify any changes in approach across particular country contexts and with the overall multi-country Funding Proposal;
 - (viii) Delivery to the Fund by the Accredited Entity of the Operations Manual duly finalized by the Accredited Entity; and
 - (ix) Delivery to the Fund by the Accredited Entity, a brief note confirming the institutional set-up for Output 2 in each of the Host Countries, as well as the levels of representation of country participants in the multilevel governance mechanism under Output 1.
- b) Condition precedent to second Disbursement:
 - (i) Delivery to the Fund by the Accredited Entity, a brief note outlining the overall financial sustainability plan for the Programme, including how this will be approached in each of the Host Countries.
- (c) General conditions for all Disbursements:
 - (i) Other than in relation to the first Disbursement, submission to the Fund by the Accredited Entity of evidence that at least seventy per cent (70%) of the funds previously disbursed by the Fund have been spent on Eligible Expenditures;
 - (ii) Other than in relation to the first Disbursement, submission to the Fund by the Accredited Entity of APRs and Financial Information (including in relation to country level activities and expenditures) in accordance with the AMA and this Agreement; and
 - (iii) Delivery to the Fund by the Accredited Entity of a Request for Disbursement, signed by the person or persons authorized to do so, no later than thirty (30) calendar days prior to the date on which the Disbursement is requested to be made, which shall not be later than the Closing Date.

If within one hundred and twenty (120) calendar days from the Effective Date, or such longer period established by the Fund in writing, the conditions precedent for the first Disbursement established in Clause 9.01 have not been fulfilled, the Fund may terminate this Agreement by giving notice to the Accredited Entity.

If thirty (30) days prior to the Closing Date, the Accredited Entity has not requested the Disbursement of the full amount of the GCF Proceeds, or the Fund has not otherwise disbursed the full amount of the GCF Proceeds, GCF shall be entitled to cancel the undisbursed portion of the GCF Proceeds.

(ii) The Implementing Partner hereby expressly represents and warrants, and shall ensure, where applicable, that each of its responsible parties, their respective sub-recipients and other entities involved in Project Implementation, either as contractors or subcontractors and any individuals performing services for them under the Project Document represents and warrants, that:

In addition to clause 18.01 of the AMA, the Accredited Entity represents and warrants that:

- On the date of the execution of this Agreement, the Effective Date and the date of each Disbursement made by the GCF under this Agreement, the Accredited Entity has duly executed this Agreement, and that this Agreement is legally binding on, and enforceable against it in accordance with its governing law;
- On the date of the execution of this Agreement, the Effective Date and the date of each Disbursement made by the GCF under this Agreement, the Accredited Entity is duly authorized and has the capacity to enter into this Agreement and has duly executed and delivered this Agreement;
- On the date of execution of this Agreement, the Effective Date and on the date of each Disbursement made by the Fund under this Agreement, the Accredited Entity has carried out all due diligence as necessary to ensure that the Funded Activity is at all times in compliance with its own gender policy, indigenous peoples policy and any other relevant UNDP policies;
- On the date of the execution of this Agreement and the date of each Disbursement made by the Fund under this Agreement, there are no circumstances of which the Accredited Entity is aware, including through its oversight of the Funded Activity as per the obligations of this Agreement, the AMA and UNDP's own policies and practices, that may substantially interfere with the performance of its obligations under this Agreement, the AMA or with the implementation of the Funded Activity, or otherwise jeopardize the achievements of any objectives, outcomes or outputs of the Funded Activity;
- On the date of the first Disbursement by the Fund under this Agreement and throughout the term of this Agreement, the Project Document remains in effect;
- On the date of each Disbursement by the Fund under this Agreement, no Event of Default has occurred and is continuing under this Agreement;
- On the date of execution of this Agreement, the Effective Date and on the date of each Disbursement made by the Fund under this Agreement, the Accredited Entity has carried out all due diligence as necessary to ensure that the Funded Activity is at all times in compliance with the requirements of clause 4.05(b)(ii)(B) of the AMA.

(iii) The Implementing Partner hereby expressly covenants, and shall ensure, where applicable, that each of its responsible parties, their respective sub-recipients and other entities involved in Project Implementation, either as contractors or subcontractors and any individuals performing services for them under the Project Document covenants, that:

In addition to clause 18.02 of the AMA, the Accredited Entity covenants that as from the Effective Date of this Agreement it shall:

- Project Implementation
 - a) Apply, in accordance with its own policies and procedures, its own fiduciary principles and standards relating to AML/CFT in the implementation of the Funded Activity;
 - b) Conduct baseline assessments for the Funded Activity and deliver the baseline assessments and the revised logical framework with appropriate modifications in the targets for GCF supplementary indicators to the Fund within twelve (12) months of the Effective Date;
 - c) Ensure that the Final Beneficiaries under the Programme, the Programme implementation areas and eligible interventions of the Programme are selected and approved in accordance with the Eligibility Criteria;

- d) Finalize an Operations Manual (to be provided to the Fund pursuant to Clause 9.01(a)(viii) above) which, among others, shall include the following content:
 - (i) Eligibility Criteria;
 - (ii) Description of the implementation and governance arrangements for the Programme, including the Terms of Reference of the Project Board or Project Steering Committee;
 - (iii) Description of the proposed operations and maintenance provisions for the construction and/or installation of the Multi-Hazard Early Warning Systems (MHEWS) infrastructure and equipment under the Programme;
 - (iv) Description of the criteria and process through which the Accredited Entity is to define the situation of insecurity that could hamper Programme implementation; and
 - (v) Criteria to be used to identify alternative areas of intervention in case of insecurity in any project site;
- e) Prior to its finalization, deliver a copy of the draft Operations Manual for the review and non-objection by the Fund;
- f) Not amend any section of the Operations Manual related to the content listed under Clause 10.02(d) above, except with the prior written no-objection of the Fund. Without prejudice to the foregoing, in case of any amendments are made to the Operations Manual, the Accredited Entity shall provide a copy of the amended Operations Manual within five (5) calendar days of its amendment;
- Co-financing Provisions
 - g) Upon request by the Fund, inform the Fund on the status of the Co-financing funds that have been disbursed and applied to the implementation of the Funded Activity;
 - h) Confirm to the Fund, in the APRs to be submitted to the Fund, that each Cofinancier has allocated in its annual budget the relevant Co-financing resources for the implementation of the Programme to the satisfaction of the Accredited Entity;
 - i) Inform the Fund, in the APRs to be submitted in accordance with the AMA, on the status of the Co-financing resources that have been disbursed and applied to the implementation of the Funded Activity;
 - j) Ensure that the Co-financing provided by the Co-financiers for the execution of the Funded Activity is obtained from and contributed by each Co-financier in a timely manner;
 - k) Ensure that the Co-financing provided by the Accredited Entity for the execution of the Funded Activity is contributed by the Accredited Entity in a timely manner;
 - l) Take appropriate measures to ensure that the Co-financing and the GCF Proceeds are disbursed and/or applied for the implementation of the Funded Activity in accordance with the Implementation Plan;
- ESS Provisions
 - m) Promptly inform the Fund if there are any material and adverse changes to the risk assessment in the Social and Environmental Screening Procedure, as approved within the original Funding Proposal package, due to changing external contexts and/or existence of new emergent risks including security and conflicts. In such cases, the Accredited Entity shall submit to the Fund new and/or adapted management measures, as applicable;
 - n) Ensure that the infrastructure to be implemented as part of the Funded Activity
 - (i) are designed, constructed, operated and decommissioned in accordance with good industry practices and any other applicable standards which, in each case, shall be consistent with the practices of other international organizations working in the region, and taking into consideration health and safety risks to third parties or affected communities; and
 - (ii) the quality of such infrastructure is in accordance with best practices followed by international organizations in the region;
 - o) Undertake and/or put in place any adequate measures in order to ensure that the management of the environmental and social risks and impacts arising from the Funded Activity complies at all times the recommendations, requirements and procedures set forth in the Environmental and Social Management Framework ("ESMF"), which was provided by the Accredited Entity to the Fund before the Approval Decision and which shall not be amended, abrogated or waived without prior written approval of the Fund. This includes putting in place measures, including with respect to the Accredited Entity's grievance redress mechanisms, to prevent and respond to the conducts described in clause 18.02(k) of the AMA, for adherence to the relevant principles and requirements included in the ESMF;

- p) Ensure that the GCF Proceeds will not support or finance, directly or indirectly, any activities with potential environmental and social risks that are equivalent to category A or B pursuant to the Environmental and Social Risks Categories to be conducted as part of the Programme;
- q) Undertake and/or put in place all adequate measures and dedicate the necessary financial, human and other resources in order to ensure that the Funded Activity complies at all times with the recommendations and requirements of the Gender Action Plan, which shall comply with the Accredited Entity's own gender policy, which is equivalent to the GCF's Updated Gender Policy, and the Gender Action Plan shall not be amended, abrogated or waived without prior written approval of the Fund;
- r) Obtain all land and rights in respect of land that are required to carry out the Funded Activity and shall promptly furnish to the Fund, upon its request, evidence that such land and rights in respect of the land are available for the purposes of the Funded Activity;
- s) Prior to commencing any activities that have potential application of the Accredited Entity's Social and Environmental Standards (2021 version) including Standard 6 titled "Indigenous Peoples", and its Guidance Note on Standard 6 titled "Indigenous Peoples" (February 2021 version), furnish to the GCF, the Indigenous Peoples Plan or its equivalent and evidence that free, prior and informed consent from the indigenous peoples and communities has been obtained for the purposes of the relevant activities;
- Monitoring; Reporting; Evaluation
 - t) In case any amendment or modification is entered to or otherwise agreed by the Accredited Entity with respect to the Project Document, inform of such event and furnish to the Fund the executed copies of such amendment or modification within ten (10) days from its execution. For the avoidance of doubt, the Accredited Entity shall ensure that such amendment or modification does not contravene the terms and conditions provided in this Agreement and the AMA;
 - u) From Year 2 of Programme implementation, provide to the Fund within the fourth quarter of every calendar year, a brief Note To File (not more than 2 pages), in a form and substance satisfactory to the Fund, to inform the Fund on the Programme's status of implementation across each Host Country; and
 - v) In case of a change of the authorized representative to sign the Request for Disbursement, provide, together with the Request for Disbursement, evidence, satisfactory to the Fund, of the authority of such person to sign the Request for Disbursement and the relevant authenticated specimen signature of such person.

Pursuant to clause 23.04 of the AMA, the Accredited Entity shall inform the Fund in the final APR and consult with the Fund on the steps to be taken in relation to the durable assets and/or equipment purchased with the GCF Proceeds to implement the Funded Activity, provided that nothing herein shall in any way be construed to limit the rights of UNDP to take such steps as it reasonably deems in the best interest of the continued operation of the Funded Activity taking into consideration the objectives of the GCF and the terms of the applicable SBAA, and in accordance with its policies and procedures.

The Implementing Partner agrees that any non-compliance of the Project Specific Conditions under item (i), representation and warranties provided under item (ii) and/or the covenants set out in item (iii) above shall be deemed a breach of the obligations of the Implementing Partner under this Project Document.

Annex B: GCF Board-approved Funding Proposal

FP258: Multi-country Project Advancing Early Warnings for All (EW4All)

<https://www.greenclimate.fund/project/fp258>

Annex C: Letter of agreement between the Implementing Partner and Responsible Parties

RP Agreements are signed at the Global parent project level

Annex D: Co-financing commitment letters of co-financing (from the project design stage)

N/A

Annex E: Timetable of project implementation

COMPONENTS/OUTPUTS	Year 1				Year 2				Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Project Inception	Establish PMU and Project Board	Procure Experts Inception Workshop																		
Output 1: Improved Governance and Coordination Mechanisms for Disaster Risk Management in Antigua and Barbuda																				
Activity 1.1: Strengthen national coordination mechanisms for DRM			Update DMA	Support adoption of ABMS legislation	Sector-specific risk assessments		Sector-specific DRM integration	Initiate Disaster Preparedness and Response Fund.			Draft Regulations for PPA		Launch Disaster Preparedness and Response Fund.							
Activity 1.2: Enhanced governance capacities for Disaster Risk Management					Update CMDRP	Sensitisation workshops		Training on sector-specific responsibilities												
Activity 1.3: Monitoring, evaluation and learning		Baseline Impact Assessment		Annual monitoring	Establish M&E Framework			Annual monitoring			Midterm Impact Assessment	Annual monitoring				Annual monitoring			Final Impact Assessment	
Output 2: Enhanced Risk Knowledge, Observation and Forecasting Systems																				
Activity 2.1: Develop disaster risk knowledge systems					Develop risk assessment tools and data exchange platform	Develop online risk data platform	Capacity develop for risk data management		National hazard risk mapping and hazard risk assessment	Safety audits and social hazard assessments	Training of MODS on continued hazard risk assessment		Compile steps for streamlining the LAAP process							

Activity 2.2: Broaden observation and monitoring						Support for the use of RSMC and RSHC products from WIS	Initiate FFGS operationalisation		Feasibility study for regional ocean monitoring system		Initiate discussions on regional governance							
Activity 2.3: Strengthen forecasting capacities within ABMS			Retrofit ABMS offices		Advocacy support for ABMS budgets Upgrade power	Review and update NSP	Update forecast models	Support on recruitment of ABMS staff	Develop common data platform and ABMS Website	Procure broadband equipment and training on		ILPK Integration	Develop lbf thresholds				Develop hazard tracking system	
Output 3: Enhanced Warning Dissemination and Disaster Preparedness																		
Activity 3.1: Strengthen Early Warning dissemination systems			Feasibility study for Cell Broadcast Initiate Drills		Telecom network resilience assessment and	Develop NETP and implement coordination SOPs		Co-design messaging and initiate awareness	Initiate Cell Broadcast	Update CAP Protocols and CAPCAP app	Framework for PwD Annual drills		Configure messaging and assistive technology	Install sirens	Annual drills		Annual drills	Report on outcome of drills
Activity 3.2: Develop adaptation and preparedness protocols						Public sensitisation campaign	KAP Surveys		eVCA Training	eVCA assessments		Set up CEWS			Train and equip CERT teams			
Activity 3.3: Strengthen technical and institutional capacity for disaster adaptation and anticipatory action							Initiate SIMEX				SIMEX		EWEA training Develop DMPs for landing sites	Update tourism protocols	SIMEX Train Tourism inspectors	Agriculture disaster readiness manual.		
Project Monitoring*	Inception Report				APR				APR		Interim Evaluation					Completion Report		Final Evaluation

Annex F: Procurement plan

I. General

1. **Project information EW4All Antigua and Barbuda:**
2. **Version of the Plan:** Version 1.1 Dated 20 January 2024
3. **Procurement Plan clearance date (to be indicated by GCF):**
4. **Period covered by this procurement plan:** This initial procurement plan is expected to cover at least the first 18 months of project/program implementation, or the full implementation period if available. Subsequent procurement plans (if needed) or substantial changes to this approved plan shall be communicated to the GCF upfront.

II. Procurement Methods and Prior Review Thresholds

UNDP will be responsible for procurement activities in adherence to UNDP policies and procedures. The following UNDP procurement thresholds shall apply to procurement of goods, services and works.

	Procurement Method ¹	Procurement category	Financial threshold applicable ²	Prior Review Threshold (applicable if the Executing Entity is not the AE) ³	Remarks
1.	Micro-purchasing (MP)	Goods and Non-Consultancy services	Below US 10,000	<i>Please see Annex 1.</i>	Limited International or national
2.	Request for quotation (RFQ)	Goods, works and Non-Consultancy services	US 10,000 to \$199,999	<i>Please see Annex 1.</i>	Limited International or national
3.	Invitation to bid (ITB)	Goods, works and Non-Consultancy Services	US \$200,000 and above	<i>Please see Annex 1.</i>	Open international
4.	Request for proposal (RFP), simplified modality	Consultancy Services and Complex Works	US \$0- \$200,000	<i>Please see Annex 1.</i>	Open international
	Request for proposal (RFP), standard	Consultancy Services and Complex Works	US \$200,000 and above	<i>Please see Annex 1.</i>	Open international
5.	Direct Contracting	Goods, Non-Consultancy Services, works and Consultancy Services	Any amount within permissible circumstances	<i>Please see Annex 1.</i>	None
6.	Open Competition	Individual Experts	US\$ 100,000 and above	<i>Please see Annex 1.</i>	Open international
7.	Desk review	Individual Experts	US\$ 10,000 to US\$ 99,999	<i>Please see Annex 1.</i>	Limited International or national
8.	Use of existing Long-Term Agreement (LTA) / Individual expert Rosters	Goods, Non-consultancy services, works, consultancy services and Individual Experts	Depending on the approved ceiling for LTA/Roster use		Based on Open or Limited International / National

1. As per applicable procurement policy of the Accredited Entity.
2. Financial threshold for which the indicated procurement method should be used.
3. Financial threshold above which the Accredited Entity will review and provide clearance prior procurement process is initiated (not applicable if AE is the executing entity).

III. Procurement activities

1	2	3	4	5	6	7	8	9	10	11	12	13
Item No.	Description of works, goods, non-consultancy and consultancy services to be procured	Required Delivery / Commencement of Services time (weeks/ months after FP approval)	Procuring entity	Estimated cost (USD)	Procurement method ¹	Selection method ²	Pre-qualification (Yes/No)	Review by AE (Prior/Post procurement process ²⁴)	Tender issuing (e.g. weeks/months from the FP approval, etc.)	Bid submission deadline (days/weeks after tender issuing day)	Evaluation and contract signing time (days/weeks after bid submission deadline)	Remarks
Non-consulting services												
1	Venue and catering for a multi-stakeholder workshop targeting public, private, and civil society to identify DRM needs across various sectors.	Commence 9 months after FP approval	UNDP Country Office	6 000	Long Term Agreement (LTA)	LCS	No	N/A	Issuing 6 months after FP approval	1 week	1 week	
2	Venue and catering for a validation workshop for the revised DMA	Commence 11 months after FP approval	UNDP Country Office	3 000	Long Term Agreement (LTA)	LCS	No	N/A	Issue 8 months after FP approval	1 week	1 week	
3	Venue and catering for three workshops for the design and operationalisation of the Disaster Preparedness and Response Fund	Commence 21 months after FP approval	UNDP Country Office	30 000	Long Term Agreement (LTA)	LCS	No	N/A	Issue 18 months after FP approval	1 week	1 week	
4	Venue and catering for a multi-stakeholder workshop to validate the revised CDMRP and sensitise stakeholders on its impact	Commence 12 months after FP approval	UNDP Country Office	3 000	Micro-purchasing (MP)	LCS	No	N/A	Issue 9 months after FP approval	1 week	1 week	
5	Venue and catering for seven sector-focused workshops to train stakeholders on their roles and responsibilities in implementing the DMA and CDMRP	Commence 15 months after FP approval	UNDP Country Office	22 400	Request for quotation (RFQ)	LCS	No	N/A	Issue 12 months after FP approval	2 weeks	2 weeks	
6	Venue and catering for a multi-stakeholder workshop to co-develop national standards and SOPs for disaster risk information sharing and exchange	Commence 15 months after FP approval	UNDP Country Office	17 200	Long Term Agreement (LTA)	LCS	No	N/A	Issue 12 months after FP approval	2 weeks	2 weeks	
7	Venue and catering for seven sector-focused workshops to sensitise and train stakeholders on revised disaster risk information sharing and exchange protocols	Commence 18 months after FP approval	UNDP Country Office	11 200	Request for quotation (RFQ)	LCS	No	N/A	Issue 15 months after FP approval	2 weeks	2 weeks	
8	Venue hire and catering for three day training workshop on risk data collection and processing	Commence 16 months after FP approval	UNDP Country Office	3 600	Micro-purchasing (MP)	LCS	No	N/A	Issue 13 months after FP approval	1 week	1 week	

²⁴ Since the Executing Agency will be the AE, we have only marked processes which will be subject to prior review by UNDP's Procurement Oversight Committees

1	2	3	4	5	6	7	8	9	10	11	12	13
Item No.	Description of works, goods, non-consultancy and consultancy services to be procured	Required Delivery / Commencement of Services time (weeks/ months after FP approval)	Procuring entity	Estimated cost (USD)	Procurement method ¹	Selection method ²	Pre-qualification (Yes/No)	Review by AE (Prior/Post procurement process ²⁴)	Tender issuing (e.g. weeks/months from the FP approval, etc.)	Bid submission deadline (days/weeks after tender issuing day)	Evaluation and contract signing time (days/weeks after bid submission deadline)	Remarks
9	Venue and catering for a two day multistakeholder workshop for the co-design of actionable warning messages	Commence 21 months after FP approval	UNDP Country Office	6 000	Micro-purchasing (MP)	LCS	No	N/A	Issue 18 months after FP approval	1 week	1 week	
10	Venue hire, catering and travel for a series of roadshow-style workshops to engage communities and develop trust in alert dissemination	Commence 18 months after FP approval	UNDP Country Office	30 000	Request for quotation (RFQ)	LCS	No	N/A	Issue 15 months after FP approval	2 weeks	2 weeks	
11	Venue hire, catering and logistical costs to host training and drills on warning dissemination and communication - one session per stakeholder group per year for government, media, and CSOs.	Commence 21 months after FP approval	UNDP Country Office	90 000	Request for quotation (RFQ)	LCS	No	N/A	Issue 18 months after FP approval	2 weeks	2 weeks	
Total:				221,540								
Consultancy services (companies)												
1	Consultancy firm with experts across the seven target sectors to integrate disaster risk reduction (DRR) measures into sectoral policies. Includes conducting sectoral risk assessments, hosting engagement workshops, conducting gap assessments of existing policy, drafting policy briefs and training stakeholders on their implementation.	Commence 12 months after FP approval	UNDP Country Office	222 420	Request for Proposal (RFP)	QCBS	No	N/A	Issue 9 months after FP approval	3 weeks	5 weeks	
2	Firm to conduct consultations and prepare structures for the Disaster Preparedness and Response Fund.	Commence 21 months after FP approval	UNDP Country Office	120 000	Request for proposal (RFP), (RFQ)	QCBS	No	N/A	Issue 18 months after FP approval	3 weeks	5 weeks	
3	Consulting firm to establish a M&E mechanism for MHEWS, and to conduct a baseline, midterm and final evaluation of MHEWS in Antigua and Barbuda.	Commence 7 months after FP approval	UNDP Country Office	110 000	Request for proposal (RFP)	QCBS	No	N/A	Issue 4 months after FP approval	3 weeks	5 weeks	
4	IT firm to develop an online platform and provide training on its operation and maintenance.	Commence 15 months after FP approval	UNDP Country Office	200 000	Request for Proposal (RFP)	QCBS	No	N/A	Issue 12 months after FP approval	3 weeks	5 weeks	

1	2	3	4	5	6	7	8	9	10	11	12	13
Item No.	Description of works, goods, non-consultancy and consultancy services to be procured	Required Delivery / Commencement of Services time (weeks/ months after FP approval)	Procuring entity	Estimated cost (USD)	Procurement method ¹	Selection method ²	Pre-qualification (Yes/No)	Review by AE (Prior/post procurement process ²⁴)	Tender issuing (e.g. weeks/months from the FP approval, etc.)	Bid submission deadline (days/weeks after tender issuing day)	Evaluation and contract signing time (days/weeks after bid submission deadline)	Remarks
	Includes design, implementation and testing of the system, as well as collation and uploading of existing data from NODS.											
5	Consulting firm to update forecast models at ABMS. Includes technical experts, travel and DSA	Commence 18 months after FP approval	UNDP Country Office	100 000	Request for proposal (RFP),	QCBS	No	N/A	Issue 15 months after FP approval	3 weeks	5 weeks	
6	Consulting firm to develop forecast verification systems and train ABMS on their operation. Includes technical experts, travel and DSA	Commence 21 months after FP approval	UNDP Country Office	100 000	Request for proposal (RFP),	QCBS	No	N/A	Issue 18 months after FP approval	3 weeks	5 weeks	
7	Media firm to host an awareness campaign to develop trust in the EWS and gather feedback for improvement of the system based on the needs of recipients. Includes initial design of the campaign and annual engagements over three years	Commence 15 months after FP approval	UNDP Country Office	100 000	Request for proposal (RFP),	QCBS	No	N/A	Issue 12 months after FP approval	3 weeks	5 weeks	
8	Firm to design and execute SIMEX for disaster response. Includes preparing drill scenarios, communicating and coordinating with participants, running the drills, and surveying participants to assess effectiveness of the system and provide recommendations for improvement. Two drills per year for four years.	Commence 18 months after FP approval	UNDP Country Office	120 000	Request for proposal (RFP),	QCBS	No	N/A	Issue 15 months after FP approval	3 weeks	5 weeks	
Total:				1 072 420								
Goods												
1	Procurement of improved energy backup systems, including UPS and VHF radio base-stations for communication redundancies.	Commence 12 months after FP approval	UNDP Country Office	100 000	Request for quotation (RFQ) or use of Long Term Agreement (LTA)	LCS	No	N/A	Issue 9 months after FP approval	3 weeks	4 weeks	

1	2	3	4	5	6	7	8	9	10	11	12	13
Item No.	Description of works, goods, non-consultancy and consultancy services to be procured	Required Delivery / Commencement of Services time (weeks/ months after FP approval)	Procuring entity	Estimated cost (USD)	Procurement method ¹	Selection method ²	Pre-qualification (Yes/No)	Review by AE (Prior/Post procurement process ²⁴)	Tender issuing (e.g. weeks/months from the FP approval, etc.)	Bid submission deadline (days/weeks after tender issuing day)	Evaluation and contract signing time (days/weeks after bid submission deadline)	Remarks
2	Emergency equipment and redundancies for project support team - USD5,000 upfront and USD2,000 per year	1 Month after FP approval	UNDP Country Office	15 000	Use of Long Term Agreement (LTA) or micro purchasing		No	N/A	Issue 3 months after FP approval	3 weeks	2 weeks	
Total:				115 000								
Works												
1	Service provider to retrofit ABMS offices, including all materials and labour.	Commence 8 months after FP approval	UNDP Country Office	300 000	Request for proposal (RFP)	QCBS	No	N/A	Issue 5 months after FP approval	4 weeks	6 weeks	
Total:				300 000								
Individual consultants (IC/IPSA) services (if applicable)⁴												
1	International Consultant to review existing legislation, consult relevant stakeholders and draft revised Act.	Commence 6 months after FP approval	UNDP Country Office	45 000	Desk review	CQS	No	N/A	Issue 3 months after FP approval	3 weeks	2 weeks	
2	International Consultant to review latest CDMRP against the outcomes of the DMA revisions and sectoral policies, consult relevant stakeholders and draft revised CDMRP.	Commence 12 months after FP approval	UNDP Country Office	11 250	Desk review	CQS	No	N/A	Issue 9 months after FP approval	3 weeks	2 weeks	
3	International Consultant to develop training material and present seven two-day training workshops on thresholds, coordinating mechanisms, roles, responsibilities and SOPs for key stakeholders arising from the revised Disaster Management Act and CDMRP	Commence 21 months after FP approval	UNDP Country Office	15 750	Desk review	CQS	No	N/A	Issue 18 months after FP approval	3 weeks	2 weeks	
4	International Consultant to provide technical assistance for the establishment of standardised national risk assessment protocols and tools tailored to the Antigua and Barbuda context.	Commence 12 months after FP approval	UNDP Country Office	15 000	Desk review	CQS	No	N/A	Issue 9 months after FP approval	3 weeks	2 weeks	

1	2	3	4	5	6	7	8	9	10	11	12	13
Item No.	Description of works, goods, non-consultancy and consultancy services to be procured	Required Delivery / Commencement of Services time (weeks/ months after FP approval)	Procuring entity	Estimated cost (USD)	Procurement method ¹	Selection method ²	Pre-qualification (Yes/No)	Review by AE (Prior/Post procurement process ^{2,4})	Tender issuing (e.g. weeks/months from the FP approval, etc.)	Bid submission deadline (days/weeks after tender issuing day)	Evaluation and contract signing time (days/weeks after bid submission deadline)	Remarks
5	International Consultant to lead the development of national standards and SOPs as well as to develop training materials and lead capacity development workshops	Commence 12 months after FP approval	UNDP Country Office	22 500	Desk review	CQS	No	N/A	Issue 9 months after FP approval	3 weeks	2 weeks	
6	International consultant to provide technical support to NODS to implement coordination protocols and host co-design workshops for early warning communication	Commence 21 months after FP approval	UNDP Country Office	22 500	Desk review	CQS	No	N/A	Issue 18 months after FP approval	3 weeks	2 weeks	
Total:				132 000								

¹ As per applicable procurement policy. If method to be applied would be non-competitive (e.g. single sourcing, direct contracting) justification with concrete arguments must be provided under 'Remarks'

² Selection methods include Quality Cost Based Selection (QCBS), Quality Based Selection (QBS), Fixed Budget Selection (FBS), Least Cost Selection (LCS), Consultants Qualifications Selection (CQS), Single source selection (SSS)

³ Since the Executing Agency will be the AE, we have only marked processes which will be subject to prior review by UNDP's Procurement Oversight Committees

⁴ If engagement of individual consultants is not processed under procurement (e.g. through human resources) indicate N/A

Annex 1: UNDP Policy on Prior and Post Review

	Level 1 (Country Level): Contracts, Assets and Procurement Committee	Level 2 (Regional): Regional Advisory Committee on Procurement (country offices only)	Level 3 (HQ): Advisory Committee on Procurement
Competitive procurement process			
Any contract or series of contracts including amendments to be awarded to a vendor <i>in a calendar year</i> that in aggregate has a cumulative value:	Above US \$50,000 (above US \$100,000 for Individual Contracts) and up to the standard delegated procurement authority – Direct Review by CAP Chairperson Above the standard delegated procurement authority and up to any increased delegated procurement authority – by CAP Committee	Above the delegated procurement authority and up to US \$2 million (applies per year for Long-Term Agreements)	Country offices: above US \$2 million (applies per year for Long-Term Agreements)
Direct contracting			
Any contract or series of contracts, including amendments to be awarded to a vendor <i>in a calendar year</i> that in aggregate has a cumulative value:	Above US \$50,000 and up to 50 percent of the standard delegated procurement authority – Direct Review by CAP Chairperson Above 50 percent of the standard delegated procurement authority and up to 50 percent of any increased delegated procurement authority – by CAP Committee	Above 50 percent of the delegated procurement authority and up to US \$2 million (applies per year for long-term agreements)	Headquarters units: above 50 percent of the delegated procurement authority Country offices: above US \$2 million (applies per year for long-term agreements)
Amendment of all contracts			
Any amendment or series of amendments to a contract which, in aggregate, increases the contract value by 20 percent or the delegated procurement authority, whichever is less:	Above US \$50,000 and up to the standard delegated procurement authority – Direct Review by CAP Chairperson. Above the standard delegated procurement authority and up to the increased delegated procurement authority - by CAP Committee	Above the delegated procurement authority and up to US \$2 million (applies per year for long-term agreements)	Country offices: above US \$2 million (applies per year for long-term agreements)
Ex ante review			
Ex ante review refers to the review of the procurement strategy roadmap prior to commencement of the procurement process for complex procurement actions with a value:	N/A	Above US \$1 million and up to US \$2 million (applies per year for long-term agreements)	Above US \$2 million (applies per year for long-term agreements)
Notes:	1. The procurement support unit shall participate when requested in the committee review of ex ante submissions. 2. An ex ante review is not required if: i. The business unit has had a previous successful experience in the procurement of similar goods/services/works that was already subject to an ex ante review; or ii. There is sufficient specific corporate guidance and templates on the procurement of the said goods/services. iii. Irrespective of the above, the procurement authority may submit the cases for ex ante review if significant risks are perceived.		

Annex G: Terms of References for Project Board and Project Team

Project Board:

All UNDP projects must be governed by a multi-stakeholder board or committee established to review performance based on monitoring and evaluation, and implementation issues to ensure quality delivery of results. The Project Board (also called the Project Steering Committee) is the most senior, dedicated oversight body for a project.

The two prominent (mandatory) roles of the project board are as follows:

- 3) **High-level oversight of the execution of the project by the Implementing Partner** (as explained in the [“Provide Oversight”](#) section of the POPP). This is the primary function of the project board and includes annual (and as-needed) assessments of any major risks to the project, and decisions/agreements on any management actions or remedial measures to address them effectively. The Project Board reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, evaluations, risk register and the combined delivery report. The Project Board is the main body responsible for taking corrective action as needed to ensure the project achieves the desired results.
- 4) **Approval of strategic project execution decisions of the Implementing Partner** with a view to assess and manage risks, monitor and ensure the overall achievement of projected results and impacts and ensure long term sustainability of project execution decisions of the Implementing Partner (as explained in the [“Manage Change”](#) section of the POPP).

Requirements to serve on the Project Board:

- ✓ Agree to the Terms of Reference of the Board and the rules on protocols, quorum and minuting.
- ✓ Meet annually; at least once.
- ✓ Disclose any conflict of interest in performing the functions of a Project Board member (if not avoidable) and take all measures to avoid any real or perceived conflicts of interest. This disclosure must be documented and kept on record by UNDP.
- ✓ Discharge the functions of the Project Board in accordance with UNDP policies and procedures.
- ✓ Ensure highest levels of transparency and ensure Project Board meeting minutes are recorded and shared with project stakeholders.

Responsibilities of the Project Board:

- ✓ Consensus decision making:
 - The project board provides overall guidance and direction to the project, ensuring it remains within any specified constraints, and provides overall oversight of the project implementation.
 - Review project performance based on monitoring, evaluation and reporting, including progress reports, risk register and the combined delivery report;
 - The project board is responsible for making management decisions by consensus.
 - In order to ensure UNDP’s ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition.
 - In case consensus cannot be reached within the Board, the UNDP representative on the board will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed.
- ✓ Oversee project execution:
 - Agree on project manager’s tolerances as required, within the parameters outlined in the project document, and provide direction and advice for exceptional situations when the project manager’s tolerances are exceeded.
 - Appraise annual work plans prepared by the Implementing Partner for the Project; review combined delivery reports prior to certification by the implementing partner.
 - Address any high-level project issues as raised by the project manager and project assurance;
 - Advise on major and minor amendments to the project within the parameters set by UNDP and the donor and refer such proposed major and minor amendments to the UNDP BPPS/VF Executive Coordinator (and the GCF Secretariat and/or GCF Board, as required by GCF policies);
 - Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily and according to plans.

- Track and monitor co-financed activities and realisation of co-financing amounts of this project.
- Approve the Inception Report, Baseline Report, GCF APRs, Interim Independent Evaluation and terminal evaluation reports, other reports that GCF may require.
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project.
- ✓ Risk Management:
 - Provide guidance on evolving or materialized project risks and agree on possible mitigation and management actions to address specific risks.
 - Review and update the project risk register and associated management plans based on the information prepared by the Implementing Partner. This includes risks related that can be directly managed by this project, as well as contextual risks that may affect project delivery or continued UNDP compliance and reputation but are outside of the control of the project. For example, social and environmental risks associated with co-financed activities or activities taking place in the project's area of influence that have implications for the project.
 - Address project-level grievances.
- ✓ Coordination:
 - Ensure coordination between various donor and government-funded projects and programmes.
 - Ensure coordination with various government agencies and their participation in project activities.

ToR for National Project Manager



Terms of Reference (TOR) for National Project Manager

Position Information

Project	<i>Early Warning for ALL (EW4ALL): Antigua and Barbuda</i>
Title	National Project Coordinator
Level	NPSA 8
Duty station (City and Country)	St Johns, Antigua and Barbuda
Type (Regular or Short term)	Regular
Office- or Home-based	Office based
Expected starting date	February 2026 (TBC)
Expected Duration	1 year (renewable up to 5 years)
Position Number	

Project Description

Antigua and Barbuda faces an urgent development challenge as a highly climate-vulnerable small island developing state, exposed to a range of climate-induced hazards such as hurricanes, droughts, coastal flooding, and sea level rise. These threats increasingly occur in compounding and cascading ways, amplifying their impacts. The islands' low-lying geography, reliance on coastal infrastructure, and limited fiscal space further heighten vulnerability, creating a fragile risk environment where a single hazard can cause widespread disruptions with disproportionate consequences for the most vulnerable groups. Yet, the country's current early warning systems, disaster risk governance, and preparedness capacities remain fragmented, under-resourced, and outdated, constraining its ability to anticipate, prepare for, and respond effectively to these growing risks.

The Early Warning for All (EW4All) initiative responds to this challenge by supporting seven countries — Antigua and Barbuda, Chad, Cambodia, Ecuador, Ethiopia, Fiji, and Somalia — to strengthen resilience through improved Multi-Hazard Early Warning Systems (MHEWS). The programme provides access to global and regional expertise, helping countries address policy gaps, strengthen coordination, develop scientific and technical capacities, and ensure early warnings are effectively translated into local action.

Within this global framework, the Antigua and Barbuda country project will reinforce national MHEWS and lay the foundations for anticipatory action (AA). It will update disaster governance frameworks by modernising legislation, integrating disaster risk reduction (DRR) into sectoral planning, and establishing a national preparedness and response fund. The project will expand risk knowledge through hazard assessments and the creation of a national risk information platform, while strengthening forecasting by upgrading meteorological services, introducing flood guidance systems, and enhancing ocean monitoring and impact-based forecasting. At the same time, public communication systems will be improved through a National Emergency Telecommunication Plan and inclusive communication channels that ensure warnings are accessible, trusted, and actionable. At the community level, preparedness will be deepened through expanded community-based early warning systems, training, scenario planning, and evacuation support.

Local implementation will be led by the UNDP Multi-Country Office (MCO) for Barbados and the Eastern Caribbean, which provides oversight across 10 countries in the subregion. In Antigua and Barbuda, a dedicated in-country Project Management Unit will manage day-to-day coordination and engagement with national stakeholders, while benefiting from the MCO's technical, fiduciary, and administrative support. This arrangement ensures the project remains nationally grounded while leveraging regional capacity for efficient, accountable, and high-quality delivery in line with GCF and UNDP standards.

Scope of Work

The National Project Manager (PM) will lead the project management unit and oversee day-to-day implementation under the guidance of the Project Board (PB) for Antigua and Barbuda. The PM will be responsible for ensuring that project results are delivered in line with the approved project document, meeting agreed standards of quality, timeframes, and budget. Key duties include preparing annual work plans and budgets for Board approval, as well as quarterly and annual progress reports outlining achievements, challenges, and necessary adjustments. The PM will manage procurement and recruitment of national and international service providers and specialist expertise in consultation with the Board. Given that the project is implemented in partnership with the Government of Antigua and Barbuda and supported by UNDP, WMO, UNDRR, ITU, and IFRC, the PM will also play a central role in coordinating the efforts of all partners to ensure coherent and effective delivery. The PM function will end when the final project terminal evaluation report and other documentation required by the GCF and UNDP has been completed and submitted to UNDP (including operational closure of the project).

The National Project Manager will be responsible for the following key functions:

1. **Project Planning and Oversight**
 - Develop annual work plans, budgets, and targets in line with the Project Document and Board guidance.
 - Monitor progress against plans, identify bottlenecks, and propose corrective measures to ensure timely delivery.
 - Support the Project Board with regular updates, background materials, and reporting for decision-making.
2. **Day-to-Day Project Management**
 - Lead and supervise the Project Management Unit, setting clear objectives and providing performance guidance.
 - Oversee procurement, contracting, and recruitment processes, including drafting TORs and technical specifications.
 - Prepare and maintain accurate accounting records in line with UNDP and GCF requirements.
 - Ensure the effective and accountable use of project resources in line with GCF/UNDP standards.
3. **Implementation and Quality Assurance**
 - Draft Terms of Reference (TORs), technical specifications, and related documentation to guide procurement and recruitment processes.
 - Identify, contract, and supervise consultants, suppliers, and service providers to ensure quality and timely delivery of outputs.
 - Coordinate and oversee the timely execution of project activities by the PMU, consultants, and suppliers.
 - Monitor the quality of technical outputs, ensuring compliance with approved standards.
 - Support oversight of cross-cutting requirements such as the Environmental and Social Management Plan and Gender Action Plan.
4. **Coordination and Partnerships**
 - Serve as the central point of coordination and maintain strong working relationships with project partners at national, state, and community levels, ensuring effective liaison with government counterparts, UN agencies, and other responsible parties involved in implementation.
 - Liaise closely with Responsible Parties (Pillar Leads) for the implementation of specific interventions.
 - Facilitate the technical advisory panel and ensure effective inputs are integrated into project delivery.
5. **Monitoring, Evaluation, and Reporting**
 - Establish and maintain systems for monitoring progress, risks, and results.
 - Prepare quarterly operational and annual progress reports for submission to the Project Board and UNDP.
 - Support audits and ensure timely follow-up on recommendations.
6. **Communications and Stakeholder Engagement**
 - Maintain regular communication with Government, national stakeholders, and partners on project progress and emerging issues.
 - Support project visibility and communications activities in coordination with UNDP and national partners.
 - Act as a focal point for stakeholder feedback and local concerns related to project activities.
7. **Knowledge Management and Capacity Building**
 - Promote knowledge exchange and capacity development with Government counterparts and local stakeholders.
 - Document and disseminate lessons learned and best practices within Antigua and Barbuda and, where relevant, across the EW4All programme.
 - Facilitate linkages with regional and international platforms to draw on global expertise and share project experiences.

Institutional Arrangements

The National Project Manager will report to the Cluster Lead for Prevention, Resilience and Recovery at the UNDP MCO. The rest of the PMU will report to the NPM. Quality Assurance is provided at three levels by: Global – Climate Change Adaptation (CCA) Principal Technical Advisor (PTA); Regional – CCA Regional Technical Advisor (RTA); and MCO – Environmental Focal Point and/or Monitoring and Evaluation Officer.

Competencies

Core		
Achieve Results:	LEVEL 2: Scale up solutions and simplifies processes, balances speed and accuracy in doing work	
Think Innovatively:	LEVEL 2: Offer new ideas/open to new approaches, demonstrate systemic/integrated thinking	
Learn Continuously:	LEVEL 2: Go outside comfort zone, learn from others and support their learning	
Adapt with Agility:	LEVEL 2: Adapt processes/approaches to new situations, involve others in change process	
Act with Determination:	LEVEL 2: Able to persevere and deal with multiple sources of pressure simultaneously	
Engage and Partner:	LEVEL 2: Is facilitator/integrator, bring people together, build/maintain coalitions/partnerships	
Enable Diversity and Inclusion:	LEVEL 2: Facilitate conversations to bridge differences, considers in decision making	
People Management : UNDP People Management Competencies can be found in the dedicated site .		
Cross-Functional & Technical competencies:		
Thematic Area	Name	Definition
2030 Agenda: Planet	Disaster Risk Reduction and Recovery	• Early Warning, Anticipation and Preparedness • Mainstreaming/Integrating Disaster Risk Reduction and Climate Adaptation into Development • Risk Governance: Disaster and Climate Risk Governance
Procurement	Strategic sourcing	Knowledge of strategic sourcing concepts, principles and methods, and ability to apply this to strategic and/or practical situations
Business Management	Project Management	Ability to plan, organize, prioritize and control resources, procedures and protocols to achieve specific goals
	Partnerships Management	Build and maintain partnerships with wide networks of stakeholders, Governments, civil society and private sector partners, experts and others in line with UNDP strategy and policies
	Risk Management	Identify and organize action around reducing, mitigating and proactively managing risks
	Resource Management	Allocate and use resources in a strategic or tactical way in line with project needs and priorities and principles of accountability and integrity
	Results-based Management	Ability to manage the implementation of strategies, programmes, and projects with a focus at improved performance and demonstrable results. Knowledge and understanding of relevant theories, concepts, methodologies, instruments, and tools.

Minimum Qualifications of the Successful NPSA

Min. Education requirements	Advanced University Degree (Master level) or first level degree (Bachelor's level) in Environmental Management, Development Studies, Project Management, Business or Public Sector Administration, International Relations, Political Science, or other relevant discipline.
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Min. years of relevant work experience	Minimum of 2 years (with Master's degree) or 4 years (with Bachelor's degree) of progressive experience in project development and management, with focus on planning, monitoring, reporting, and stakeholder and team coordination in international development organization;
Required skills	• Experience in the use of computers, office software packages (MS Word, Excel, etc.) and web-based management systems, and advanced knowledge of spreadsheet and database packages. • Good computer literacy – MS office applications, web-based management information systems.
Desired skills in addition to the competencies covered in the Competencies section	• Previous experience within the UN common system or International/regional Development Organizations is Desirable; • Managerial experience including leading multi-cultural teams; • Technical experience with early warning systems, emergency telecommunications, disaster risk reduction and management, anticipatory action and climate change adaptation; • Demonstrated experience of management of similar climate change adaptation project of similar size (over 5 to 10 million); and • Excellent knowledge of project management principles and best practices.
Required Language(s)	English
Professional Certificates	

Required Documents

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.

Annexes to the TOR

- a) Organigram of the office/unit/project indicating the position of the function (for internal use only).

Approval

This TOR is approved by : (indicate name and title of Approving Manager)

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

Name and Designation _____

Date of Approval _____



Terms of Reference (TOR) for National Project Associate

Position Information

Project	<i>Early Warning for ALL (EW4ALL): Antigua and Barbuda</i>
Title	National Project Associate
Level	NPSA 6
Duty station (City and Country)	St Johns, Antigua and Barbuda
Type (Regular or Short term)	Regular
Office- or Home-based	Office based
Expected starting date	February 2026 (TBC)
Expected Duration	1 year (renewable up to 5 years)
Position Number	

Project Description

Antigua and Barbuda faces an urgent development challenge as a highly climate-vulnerable small island developing state, exposed to a range of climate-induced hazards such as hurricanes, droughts, coastal flooding, and sea level rise. These threats increasingly occur in compounding and cascading ways, amplifying their impacts. The islands' low-lying geography, reliance on coastal infrastructure, and limited fiscal space further heighten vulnerability, creating a fragile risk environment where a single hazard can cause widespread disruptions with disproportionate consequences for the most vulnerable groups. Yet, the country's current early warning systems, disaster risk governance, and preparedness capacities remain fragmented, under-resourced, and outdated, constraining its ability to anticipate, prepare for, and respond effectively to these growing risks.

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Local implementation will be led by the UNDP Multi-Country Office (MCO) for Barbados and the Eastern Caribbean, which provides oversight across 10 countries in the subregion. In Antigua and Barbuda, a dedicated in-country Project Management Unit will manage day-to-day coordination and engagement with national stakeholders, while benefiting from the MCO's technical, fiduciary, and administrative support. This arrangement ensures the project remains nationally grounded while leveraging regional capacity for efficient, accountable, and high-quality delivery in line with GCF and UNDP standards.

Scope of Work

The National Project Associate (PA) will provide comprehensive financial, administrative, and operational support to ensure efficient and transparent implementation of the Early Warning for ALL (EW4ALL) Project. The PA Analyst will oversee project financial planning, monitoring, and reporting in line with UNDP and donor requirements, while ensuring effective budget management, compliance with internal controls, and timely support to audits. The role will also be responsible for coordinating day-to-day administrative operations, procurement processes, travel, logistics, and asset management to enable smooth project delivery. By guiding national and provincial partners on financial and administrative procedures, the AF Analyst will play a critical role in strengthening accountability, building capacity, and ensuring compliance with UNDP policies, GCF standards, and national regulations.

Ensure effective administrative coordination and logistical management for smooth project operations

- Oversee the overall administrative management of the project, ensuring all correspondence, documentation, and office processes are systematically organized, properly filed, and accessible to relevant personnel.
- Plan, coordinate, and arrange security, travel, accommodation, and local transport for project staff, partners, and consultants, ensuring compliance with UNDP procedures and safety standards.
- Provide guidance and training to project personnel on Travel & Expense (T&E) processes, review and certify Travel Requests in UNALL Travel, and ensure timely submission for approval and reimbursement.
- Support the processing of travel documents for Technical Assistance (TA) and associated government officials, ensuring adherence to project policies and donor requirements.
- Assist UNDP in managing contracts with implementing partners (governmental and non-governmental organizations) and service providers, including monitoring deliverables, deadlines, and compliance with contractual obligations.
- Ensure systematic maintenance of vehicle logbooks, oversee the proper functioning and servicing of vehicles, and monitor availability and usage of office supplies to support uninterrupted operations.

Provide comprehensive financial oversight, planning, monitoring, and reporting in line with UNDP and donor requirements

- Ensure full compliance with UNDP financial rules, regulations, policies, and internal control procedures while supporting project financial operations.
- Review, monitor, and analyze financial performance, budgets, and expenditures, including investigating exception reports, unusual transactions, and discrepancies, providing recommendations for corrective action.
- Prepare accurate and timely financial forecasts, cash flow statements, disbursement requests, and interim and final financial reports for submission to GCF, UNDP, and other relevant stakeholders.
- Support grant negotiations, amendments, and donor reporting requirements by providing detailed financial inputs, justifications, and analysis.
- Facilitate the timely preparation, validation, and filing of interim and final financial reports, ensuring all supporting documents are complete, accurate, and properly archived.
- Support in the preparation, monitoring, and revision of annual/revised budgets and Combined Delivery Reports (CDR) in Quantum, ensuring alignment with project objectives and approved work plans.
- Contribute to the development of Annual Work Plans (AWPs) and quarterly work plans, including procurement and HR plans, providing guidance to ensure compliance with UNDP standards and donor requirements.
- Review and validate TA budgets, amendments, and no-cost extension requests, ensuring that proposed changes are justified and properly documented.
- Monitor GCF contributions, transfers, and receipts, ensuring timely bank transactions, accurate recording, and effective cash management.
- Prepare quarterly and biannual forecasts, budget reallocations, and supporting justifications in line with donor regulations and UNDP requirements.
- Ensure budget alignment in Quantum system with approved work plans and financial strategies.

Ensure compliance, audit facilitation, and proactive risk management for transparent programme implementation

- Guide and coordinate the planning and execution of programme and partner audits, ensuring all audit requirements and documentation are prepared in a timely manner.
- Conduct micro-capacity assessments of implementing partners at sub-national levels, identifying gaps and providing recommendations for operational improvements.

- Ensure timely follow-up and implementation of audit recommendations and recovery actions, maintaining records of compliance and reporting progress to supervisors.
- Support programme audits and investigations in coordination with the Country Office, Regional Bureau, and Office of Audit and Investigations (OAI), ensuring proper documentation and adherence to UNDP protocols.
- Facilitate risk management processes, review anomalies or unusual transactions, and recommend corrective measures to strengthen internal controls and minimize financial or operational risks.

Contribute to capacity development, knowledge sharing, and strategic partnerships for strengthened programme delivery

- Provide operational guidance to provincial teams, Programme Analysts, and ISTA members in the preparation of work plans, budgets, and reporting, ensuring alignment with UNDP standards.
- Support capacity development of national and provincial partners through trainings, coaching, and mentoring on financial, administrative, and operational management processes.
- Conduct training sessions for PMU and relevant stakeholders on financial oversight, compliance, and reporting requirements.
- Strengthen partnerships with government institutions, NGOs, CSOs, donors, and UN agencies, ensuring transparent and effective management, and high-quality service delivery.
- Actively participate in UNDP and external networks/forums to promote knowledge sharing, contribute lessons learned, and disseminate best practices.

Gender Equality and Social Inclusion (GESI)

- Ensure GESI considerations are mainstreamed in budgets, AWP, procurement, HR plans, and others.
- Facilitate in creating an environment to address GESI issues in operations.
- Fully comply with UNDP's GESI policy and ensure contribute to the zero tolerance for discrimination, harassment, sexual harassment, sexual exploitation, and abuse.
- Promote gender equality and social inclusion (GESI) throughout programme implementation.
- Create a safe working environment by developing respectful and safe organizational culture and supporting practices.
- Collaborates with team members, programme partners, and sub-grantees to ensure safe implementation of programmes at the community level applying Do No Harm approach.

The incumbent performs other duties within their functional profile as deemed necessary for the efficient functioning of the Office and the Organisation.

Institutional Arrangements

The National Project Manager will report to the Cluster Lead for Prevention, Resilience and Recovery at the UNDP MCO. The rest of the PMU will report to the NPM. Quality Assurance is provided at three levels by: Global – Climate Change Adaptation (CCA) Principal Technical Advisor (PTA); Regional – CCA Regional Technical Advisor (RTA); and MCO – Environmental Focal Point and/or Monitoring and Evaluation Officer.

Competencies

Core		
Achieve Results:	LEVEL 1: Plans and monitors own work, pays attention to details, delivers quality work by deadline	
Think Innovatively:	LEVEL 1: Open to creative ideas/known risks, is pragmatic problem solver, makes improvements	
Learn Continuously:	LEVEL 1: Open minded and curious, shares knowledge, learns from mistakes, asks for feedback	
Adapt with Agility:	LEVEL 1: Adapts to change, constructively handles ambiguity/uncertainty, is flexible	
Act with Determination:	LEVEL 1: Shows drive and motivation, able to deliver calmly in face of adversity, confident	
Engage and Partner:	LEVEL 1: Demonstrates compassion/understanding towards others, forms positive relationships	
Enable Diversity and Inclusion:	LEVEL 1: Appreciate/respect differences, aware of unconscious bias, confront discrimination	
People Management: UNDP People Management Competencies can be found in the dedicated site .		
Cross-Functional & Technical competencies:		
Thematic Area	Name	Definition
Procurement	Strategic sourcing	Knowledge of strategic sourcing concepts, principles and methods, and ability to apply this to strategic and/or practical situations
Business Management	Project Management	Ability to plan, organize, prioritize and control resources, procedures and protocols to achieve specific goals
	Resource Management	Allocate and use resources in a strategic or tactical way in line with project needs and priorities and principles of accountability and integrity
Audit & Investigation - General	Financial and Managerial Accounting and Finance key concepts	Key concepts and principles of financial accounting, interpret financial analysis, managerial accounting, etc.
Finance	Budget management	Ability to support budgetary aspects of work planning process, drawing and management of team budgets
Administration & Operations	Documents and records management	Overall document (hard or electronic) management; registry and retention policy including storing and archiving
	Assets management	Knowledge of policy & procedures on PP&E; ability to prepare financial statements on PP&E; maintain Asset Management Module in ATLAS, Asset Dashboard; develop supporting tools for assets certification and further enhancements for AM module; design and run training programs, etc. on assets management and assets recording; run AP- AM interface; perform AP-AM-GL reconciliation; perform analytical review of AM reports and asset information to ensure completeness and accuracy of asset information

Minimum Qualifications of the Successful NPSA

Min. Education requirements	Master's degree in management, Finance, Accounting, Administration or human resource management or any other relevant areas, <i>or</i> A first-level university degree (bachelor's degree) in the above-mentioned fields in combination with additional 2 years of relevant experience will be given due consideration
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	in lieu of Master's degree.
Min. years of relevant work experience	Applicants with Master's degree (or equivalent) in a relevant field of study are required to have one year of professional work experience. Applicants with a bachelor's degree (or equivalent) are required to have a minimum of three (3) years of working experience in administration and finance.
Required skills	• Proficiency in MS Office (particularly Excel, Word, PowerPoint) and financial reporting tools. • Commitment to upholding transparency, accountability, integrity, and UNDP values. • Excellent organizational skills with the ability to manage multiple tasks, deadlines, and priorities effectively.
Desired skills in addition to the competencies covered in the Competencies section	• Demonstrated experience providing operational and administrative support in development or project settings. • Strong experience in financial management, including budget preparation, monitoring, and reporting in line with donor and organizational requirements. • Demonstrated ability to ensure compliance with financial regulations, internal control procedures, and audit standards. • Proficiency in using financial and enterprise resource planning systems (e.g., UNDP Quantum or equivalent). • Solid understanding of procurement, contracting, and administrative processes in development projects. • Strong analytical and problem-solving skills for identifying financial discrepancies, risks, and corrective measures. • Prior experience with UNDP financial and administrative systems, rules, and procedures. • Knowledge of donor reporting requirements, especially GCF or other climate finance mechanisms. • Familiarity with national government financial systems and institutional structures.
Required Language(s)	Good command of English is required.
Professional Certificates	

Required Documents

The following documents shall be required from the applicants:

- d) **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.
- e) A cover letter (maximum length: 1 page) indicating why the candidate considers him-/herself to be suitable for the position.
- f) 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.

Annexes to the TOR

- b) Organigram of the office/unit/project indicating the position of the function (for internal use only).

Approval

This TOR is approved by : (indicate name and title of Approving Manager)

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

Name and Designation _____

Date of Approval _____

ToR for Project Gender and Safeguards Officer



Terms of Reference (TOR) for Gender and Safeguards Officer

Position Information

Project	<i>Early Warning for ALL (EW4ALL): Antigua and Barbuda</i>
Title	Gender and Safeguards Officer
Level	NPSA 7
Duty station (City and Country)	TBC
Type (Regular or Short term)	Regular
Office- or Home-based	Office based
Expected starting date	February 2026 (TBC)
Expected Duration	1 year (renewable up to 5 years)
Position Number	

Project Description

Antigua and Barbuda faces an urgent development challenge as a highly climate-vulnerable small island developing state, exposed to a range of climate-induced hazards such as hurricanes, droughts, coastal flooding, and sea level rise. These threats increasingly occur in compounding and cascading ways, amplifying their impacts. The islands' low-lying geography, reliance on coastal infrastructure, and limited fiscal space further heighten vulnerability, creating a fragile risk environment where a single hazard can cause widespread disruptions with disproportionate consequences for the most vulnerable groups. Yet, the country's current early warning systems, disaster risk governance, and preparedness capacities remain fragmented, under-resourced, and outdated, constraining its ability to anticipate, prepare for, and respond effectively to these growing risks.

The Early Warning for All (EW4All) initiative responds to this challenge by supporting seven countries — Antigua and Barbuda, Chad, Cambodia, Ecuador, Ethiopia, Fiji, and Somalia — to strengthen resilience through improved Multi-Hazard Early Warning Systems (MHEWS). The programme provides access to global and regional expertise, helping countries address policy gaps, strengthen coordination, develop scientific and technical capacities, and ensure early warnings are effectively translated into local action.

Within this global framework, the Antigua and Barbuda country project will reinforce national MHEWS and lay the foundations for anticipatory action (AA). It will update disaster governance frameworks by modernising legislation, integrating disaster risk reduction (DRR) into sectoral planning, and establishing a national preparedness and response fund. The project will expand risk knowledge through hazard assessments and the creation of a national risk information platform, while strengthening forecasting by upgrading meteorological services, introducing flood guidance systems, and enhancing ocean monitoring and impact-based forecasting. At the same time, public communication systems will be improved through a National Emergency Telecommunication Plan and inclusive communication channels that ensure warnings are accessible, trusted, and actionable. At the community level, preparedness will be deepened through expanded community-based early warning systems, training, scenario planning, and evacuation support.

Local implementation will be led by the UNDP Multi-Country Office (MCO) for Barbados and the Eastern Caribbean, which provides oversight across 10 countries in the subregion. In Antigua and Barbuda, a dedicated in-country Project Management Unit will manage day-to-day coordination and engagement with national stakeholders, while benefiting from the MCO's technical, fiduciary, and administrative support. This arrangement ensures the project remains nationally grounded while leveraging regional capacity for efficient, accountable, and high-quality delivery in line with GCF and UNDP standards.

Scope of Work

The Gender and Safeguards Officer will ensure that the EW4All Project in Antigua and Barbuda is implemented in a gender-responsive, socially inclusive, and environmentally sustainable manner. The Officer will lead the execution of the project's Gender Action Plan (GAP) and Environmental and Social Management Framework (ESMF), ensuring compliance with UNDP and GCF standards. Working closely with the Project Management Unit, national counterparts, and implementing partners, the Officer will integrate gender equality, social inclusion, and environmental and social safeguards across all project components, provide technical guidance and capacity-building support, and oversee risk management, stakeholder engagement, and grievance mechanisms. The role will also contribute to reporting, knowledge sharing, and documentation of lessons learned to strengthen inclusive and safeguards-compliant early warning systems in Antigua and Barbuda.

Lead the implementation of the Gender Action Plan (GAP) and Environmental and Social Management Plans (ESMPs)

- Oversee the integration of GAP commitments into all project components, ensuring alignment with GCF and UNDP requirements.
- Track progress against GAP indicators, collect disaggregated data (sex, age, ethnicity, disability), and prepare periodic progress reports.
- Provide recommendations for adaptive management to address emerging gender and social inclusion gaps during implementation.
- Provide technical input to ensure lake lowering, Eco-DRR, and early warning interventions are inclusive and address the specific needs of women, indigenous peoples, and marginalized groups.
- Assess differential impacts of project activities on vulnerable groups and develop mitigation measures.
- Support the integration of gender-sensitive safeguards, including prevention of sexual exploitation, abuse and harassment (PSEAH).
- Oversee the preparation of site-specific ESMPs in line with the project's Environmental and Social Management Framework (ESMF).
- Oversee the integration of mitigation measures into contractor agreements and project implementation processes.
- Track implementation of ESMP commitments across all project sites and ensure compliance with UNDP's Social and Environmental Standards and GCF requirements.
- Conduct regular field visits, inspections, and monitoring of contractors, communities, and implementing partners.
- Prepare compliance reports and recommend corrective actions where risks or non-compliance are identified.

Strengthen institutional capacity for GESI and safeguard mainstreaming:

- Support the integration of gender-sensitivity into climate and disaster risk reduction training for local authorities.
- Develop guidance materials, toolkits, and training modules to institutionalize GESI approaches in planning, monitoring, and budgeting processes.
- Facilitate community-based training that enhances women's leadership in disaster preparedness.
- Provide technical support to government partners and local authorities on environmental and social safeguards.
- Build community awareness on environmental protection, occupational health and safety, and social risk management.
- Develop toolkits and guidelines for safeguard implementation and monitoring.

Support inclusive early warning systems and risk communication:

- Ensure warning messages and dissemination channels are tailored to reach diverse groups, including women, elderly, persons with disabilities, and remote indigenous communities.
- Provide technical advice on community engagement strategies that build trust and participation across genders and social groups.
- Monitor the accessibility and effectiveness of early warning communication and propose improvements.

Strengthen partnerships and stakeholder engagement on GESI:

- Coordinate with women's groups, indigenous organizations, civil society, and private sector stakeholders to promote inclusive participation in project activities.
- Support collaboration with development partners, UN agencies, and other countries under the global

- programme to share lessons on GESI-responsive MHEWSs.
- Build networks and communities of practice to sustain GESI engagement beyond the project's lifespan.

Support grievance redress and stakeholder engagement:

- Operationalize the project's Grievance Redress Mechanism (GRM).
- Ensure inclusive grievance redress mechanisms, accessible to all groups—including those with low literacy, language barriers, or mobility constraints—to strengthen accountability and trust.
- Monitor and document stakeholder engagement activities and ensure compliance with the Stakeholder Engagement Plan.
- Provide technical advice on conflict-sensitive approaches and resolution of safeguard-related grievances.

Facilitate monitoring, and reporting and knowledge management of GESI and safeguards activities:

- Provide inputs to project workplans, budgets, and MEL framework to ensure transformative GESI integration.
- Contribute to baseline, mid-term, and final evaluations by ensuring gender and inclusion dimensions are fully captured.
- Coordinate the inclusion of GESI perspectives in laws, policies, and project deliverables aligned with Antigua and Barbuda's international commitments (e.g., SDGs, Sendai Framework).
- Capture and disseminate good practices, success stories, lessons learned, and innovations from GESI-responsive interventions and safeguards implementation.
- Contribute to project knowledge products, case studies, and regional exchanges to support replication of safeguards approaches.
- Ensure that knowledge management reflects intersectionality and transformative gender outcomes.
- Integrate safeguards commitments into project annual workplans, budgets, and MEL framework.
- Develop and apply GESI-sensitive safeguard tools and frameworks to identify, mitigate, and monitor potential social risks and adverse impacts on vulnerable groups in project interventions.
- Support mid-term and final evaluations by ensuring environmental and social performance is comprehensively assessed.
- Provide regular updates on safeguards performance to the Project Management Unit (PMU), Project Board, UNDP, and GCF.

Institutional Arrangements

The National Project Manager will report to the Cluster Lead for Prevention, Resilience and Recovery at the UNDP MCO. The rest of the PMU will report to the NPM. Quality Assurance is provided at three levels by: Global – Climate Change Adaptation (CCA) Principal Technical Advisor (PTA); Regional – CCA Regional Technical Advisor (RTA); and MCO – Environmental Focal Point and/or Monitoring and Evaluation Officer.

Competencies

Core		
Achieve Results:	LEVEL 1: Plans and monitors own work, pays attention to details, delivers quality work by deadline	
Think Innovatively:	LEVEL 1: Open to creative ideas/known risks, is pragmatic problem solver, makes improvements	
Learn Continuously:	LEVEL 1: Open minded and curious, shares knowledge, learns from mistakes, asks for feedback	
Adapt with Agility:	LEVEL 1: Adapts to change, constructively handles ambiguity/uncertainty, is flexible	
Act with Determination:	LEVEL 1: Shows drive and motivation, able to deliver calmly in face of adversity, confident	
Engage and Partner:	LEVEL 1: Demonstrates compassion/understanding towards others, forms positive relationships	
Enable Diversity and Inclusion:	LEVEL 1: Appreciate/respect differences, aware of unconscious bias, confront discrimination	
People Management : UNDP People Management Competencies can be found in the dedicated site .		
Cross-Functional & Technical competencies:		
Thematic Area	Name	Definition
2030 Agenda: Planet	Disaster Risk Reduction and Recovery	• Early Warning, Anticipation and Preparedness • Mainstreaming/Integrating Disaster Risk Reduction and Climate Adaptation into Development • Risk Governance: Disaster and Climate Risk Governance
2030 Agenda: Peace	Governance	Participation and Inclusion
	Rule of Law, Security and Human Rights	Safeguarding human rights and protecting vulnerable groups
2030 Agenda: People	Gender	Innovation for Gender Equality
2030 Agenda: Prosperity	Inclusive Growth	Social Inclusion
Business Management	Risk Management	Identify and organize action around reducing, mitigating and proactively managing risks
	Communication	Communicate in a clear, concise, and unambiguous manner both through written and verbal communication; to tailor messages and choose communication methods depending on the audience. Manage communications internally and externally, through media, social media, and other appropriate channels.

Minimum Qualifications of the Successful NPSA

Min. Education requirements	- Advanced University Degree (Master level or equivalent) in Development Studies, Social Science, Political Science, Environmental Science or other relevant discipline. <i>or</i> - A first-level university degree (bachelor's degree) in the above-mentioned fields in combination with additional 2 years of relevant experience will be given due consideration in lieu of master's degree.
Min. years of relevant work experience	A minimum of 2 years (with a master's degree) or 4 years (with a bachelor's degree) of relevant experience at strategic level in gender equality, social inclusion and public outreach. A minimum of 2 years (with a master's degree) or 4 years (with a bachelor's degree) of relevant experience at strategic level in environmental and social safeguards or related

	fields.
Required skills	• Clear and effective communicator, maintaining professionalism in both written and verbal correspondence with diverse stakeholders. • Excellent knowledge of MS Office (Word, Excel, Power Point etc.) and web-based management and analytical tools. • Highly organized with strong ability to set priorities, deliver quality outputs, meet deadlines, and manage time effectively. • Proactive and self-motivated, with the ability to maintain an overview in complex work situations. • Excellent interpersonal skills for effective networking within the national team and with external institutions. • Good computer literacy – MS office applications, web-based management information systems. • Clear and effective communicator, maintaining professionalism in both written and verbal correspondence with technical and non-technical stakeholders. • Proactive and self-motivated, with the ability to maintain oversight of safeguards implementation in complex and dynamic field conditions. • Strong interpersonal skills to build trust and facilitate collaboration between technical teams, communities, and government institutions. • Excellent knowledge of MS Office (Word, Excel, PowerPoint) and familiarity with GIS, remote sensing, and other digital tools for environmental and social monitoring.
Desired skills in addition to the competencies covered in the Competencies section	• Coordinating with different stakeholders and facilitating discussions. • Strong analytical skills with the ability to gather, process, and interpret data and information, as well as preparing quality reports and other knowledge products. • Knowledge of local governance and federalism, working in complex, Government-led programmes. • Experience of formulating capacity building strategies and leading trainings. • Experience of conducting review and analysis on laws, policies and programmes from GESI perspective. • Experience working on governance-related issues. • Experience of monitoring and reporting in line with Human Rights-based Approaches. • Experience of working with three tiers of government is desirable. • Experience in providing strategic level guidance, GESI tools, guidelines for behaviors change are desirable. • Experience in conducting research and analysis on GESI issues is desired. • Technical experience with early warning system communications and climate change adaptation is highly desirable; • Familiarity with government procedures, donor compliance requirements, and project governance frameworks is highly desirable. • Prior experience with UNDP projects would be an asset. • Proven experience in working with government counterparts, donors, and development partners at policy/strategic level is highly desirable. • Coordinating with diverse stakeholders (government, contractors, communities, development partners) to facilitate safeguards compliance and risk management. • Strong analytical skills with the ability to conduct environmental and social risk assessments, interpret monitoring data, and prepare quality safeguard reports and compliance documentation. • Proven knowledge of environmental and social safeguards frameworks, including UNDP Social and Environmental Standards (SES) and GCF requirements. • Highly organized with strong ability to manage multiple safeguards processes simultaneously, deliver quality outputs, and meet deadlines. • Experience preparing Environmental and Social Management Plans (ESMPs) and implementing Environmental and Social Management Frameworks (ESMFs) is highly desirable.

	• Practical experience with occupational health and safety (OHS) standards, labor management, and community health and safety safeguards. • Experience operationalizing and monitoring grievance redress mechanisms (GRMs) and facilitating stakeholder engagement processes. • Understanding of donor compliance requirements, safeguards audit processes, and project governance frameworks. • Prior experience with UNDP or GCF-financed projects would be a strong asset. • Demonstrated ability to document lessons learned and contribute to knowledge products on safeguards implementation.
Required Language(s)	Good command of English is required.
Professional Certificates	

Required Documents

The following documents shall be required from the applicants:

- g) **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.
- h) A cover letter (maximum length: 1 page) indicating why the candidate considers him-/herself to be suitable for the position.
- i) 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.

Annexes to the TOR

- c) Organigram of the office/unit/project indicating the position of the function (for internal use only).

Approval

This TOR is approved by : (indicate name and title of Approving Manager)

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

Name and Designation _____

Date of Approval _____

ToR for Project Monitoring and Evaluation Officer



Terms of Reference (TOR) for Monitoring and Evaluation (M&E) Analyst

Position Information

Project	<i>Early Warning for ALL (EW4ALL): Antigua and Barbuda</i>
Title	Monitoring and Evaluation (M&E) Analyst
Level	NPSA 7
Duty station (City and Country)	St Johns, Antigua and Barbuda
Type (Regular or Short term)	Regular
Office- or Home-based	Office based
Expected starting date	February 2026 (TBC)
Expected Duration	1 year (renewable up to 5 years)
Position Number	

Project Description

Antigua and Barbuda faces an urgent development challenge as a highly climate-vulnerable small island developing state, exposed to a range of climate-induced hazards such as hurricanes, droughts, coastal flooding, and sea level rise. These threats increasingly occur in compounding and cascading ways, amplifying their impacts. The islands' low-lying geography, reliance on coastal infrastructure, and limited fiscal space further heighten vulnerability, creating a fragile risk environment where a single hazard can cause widespread disruptions with disproportionate consequences for the most vulnerable groups. Yet, the country's current early warning systems, disaster risk governance, and preparedness capacities remain fragmented, under-resourced, and outdated, constraining its ability to anticipate, prepare for, and respond effectively to these growing risks.

The Early Warning for All (EW4All) initiative responds to this challenge by supporting seven countries — Antigua and Barbuda, Chad, Cambodia, Ecuador, Ethiopia, Fiji, and Somalia — to strengthen resilience through improved Multi-Hazard Early Warning Systems (MHEWS). The programme provides access to global and regional expertise, helping countries address policy gaps, strengthen coordination, develop scientific and technical capacities, and ensure early warnings are effectively translated into local action.

Within this global framework, the Antigua and Barbuda country project will reinforce national MHEWS and lay the foundations for anticipatory action (AA). It will update disaster governance frameworks by modernising legislation, integrating disaster risk reduction (DRR) into sectoral planning, and establishing a national preparedness and response fund. The project will expand risk knowledge through hazard assessments and the creation of a national risk information platform, while strengthening forecasting by upgrading meteorological services, introducing flood guidance systems, and enhancing ocean monitoring and impact-based forecasting. At the same time, public communication systems will be improved through a National Emergency Telecommunication Plan and inclusive communication channels that ensure warnings are accessible, trusted, and actionable. At the community level, preparedness will be deepened through expanded community-based early warning systems, training, scenario planning, and evacuation support.

Local implementation will be led by the UNDP Multi-Country Office (MCO) for Barbados and the Eastern Caribbean, which provides oversight across 10 countries in the subregion. In Antigua and Barbuda, a dedicated in-country Project Management Unit will manage day-to-day coordination and engagement with national stakeholders, while benefiting from the MCO's technical, fiduciary, and administrative support. This arrangement ensures the project remains nationally grounded while leveraging regional capacity for efficient, accountable, and high-quality delivery in line with GCF and UNDP standards.

Scope of Work

The Monitoring and Evaluation (M&E) Analyst will be responsible for designing, coordinating, and implementing the project's monitoring, evaluation, and learning (MEL) framework to ensure robust tracking of progress toward outputs, outcomes, and impact. The Analyst will support evidence-based decision-making by developing tools, collecting and analyzing data, and preparing regular performance reports in line with UNDP and GCF requirements. Key duties include managing the project's monitoring system, coordinating baseline, mid-term, and terminal evaluations, ensuring data quality and disaggregation, and facilitating adaptive management by communicating findings to the Project Management Unit (PMU), government partners, and stakeholders. The M&E Analyst will also play a critical role in documenting lessons learned, supporting knowledge management, and ensuring reporting reflects cross-cutting priorities such as gender equality, social inclusion, and environmental safeguards. The role will conclude with the integration of final M&E results and lessons into the terminal evaluation and project closure documentation.

Develop and implement the Monitoring, Evaluation, and Learning (MEL) framework:

- Operationalize the project's MEL framework in line with UNDP and GCF requirements, including indicators, baselines, and targets.
- Formulate project-specific MEL tools, templates, and checklists aligned with the approved results framework.
- Ensure indicators include disaggregated data (sex, age, ethnicity, disability) and cover outputs, outcomes, and impacts.
- Coordinate baseline surveys and support risk monitoring, including maintaining and updating the project risk log.

Support planning, coordination and monitor progress of M&E activities ensuring data quality:

- Develop annual monitoring plan and ensure the effective accomplishment of the deliverables set in the results frameworks.
- Integrate MEL activities into annual and quarterly workplans and budgets.
- Provide technical inputs to ensure project scope, outputs, and indicators remain consistent with GCF and UNDP requirements.
- Assist in organizing joint monitoring visits with government, development partners, and other stakeholders.
- Ensure systematic data collection, analysis, and reporting across all project components.
- Periodically track implementation progress at national and sub-national levels, reviewing consistency across project components.
- Introduce systems for regular data collection, analysis, and triangulation of quantitative and qualitative results.
- Conduct regular data quality checks and ensure accuracy, integrity, consistency, and timely availability of information.

Strengthen capacity for monitoring and reporting:

- Provide training and guidance to government counterparts, community partners, and project staff on M&E methods and tools.
- Develop user-friendly guidelines, manuals, and orientation sessions to improve understanding of MEL systems.
- Identify capacity gaps through needs assessments and deliver tailored training packages to address them.
 - Integrate Gender Equality and Social Inclusion (GESI) indicators into the project's monitoring and evaluation framework to ensure that outcomes and impacts reflect the participation and benefits of women, men, youth, persons with disabilities, and marginalized groups.
 - Ensure sex-, age-, and disability-disaggregated data collection and analysis across all project components, and use this data to inform adaptive management, reporting, and learning processes.
 - Develop and apply GESI-responsive monitoring tools and methodologies that capture qualitative and quantitative changes in inclusion, empowerment, and equitable access to climate resilience benefits.
- Build capacity of implementing partners and local institutions on integrating GESI in data collection, analysis, and reporting to enhance ownership and sustainability of inclusive monitoring systems.

Provide oversight of performance monitoring and reporting and document knowledge and lessons learned:

- Lead the preparation of quarterly, mid-year, and annual progress reports in coordination with government and

project units.

- Ensure reports capture both results achieved and implementation challenges, offering evidence-based recommendations.
- Contribute to donor and government reporting processes, ensuring compliance with national procedures and international standards/commitments (e.g., SDGs, Sendai Framework)..
- Capture and disseminate good practices, case studies, and innovations from project implementation.
- Support inputs for South-South learning and global knowledge platforms by preparing evidence-based summaries and stories of impact.
- Ensure knowledge products reflect cross-cutting issues, including GESI and safeguards.
- Support evidence-based learning and knowledge management by documenting and disseminating good practices, lessons learned, and success stories highlighting inclusive approaches and the participation of underrepresented groups.
- Collaborate closely with the GESI Specialist and technical teams to ensure GESI perspectives are embedded in evaluation designs, field monitoring missions, and progress reports.
- Facilitate participatory monitoring and feedback mechanisms that enable the voices of women, indigenous peoples, and vulnerable communities to be meaningfully reflected in project decision-making and performance assessments.

Support evaluation, learning and adaptive management processes:

- Support design and execution of baseline surveys and evaluation studies.
- Facilitate mid-term reviews, third-party monitoring, and terminal evaluation by preparing documentation and serving as focal point.
- Draft ToRs, collate supporting evidence, and liaise with evaluators to ensure comprehensive assessments.
- Liaise with external evaluators, provide necessary documentation, and ensure findings are integrated into adaptive management.
- Provide evidence-based recommendations to the PMU and Project Board for adaptive management.
- Facilitate periodic reflection workshops and lessons-learned exercises to promote organizational learning and adaptive management.

Institutional Arrangements

The National Project Manager will report to the Cluster Lead for Prevention, Resilience and Recovery at the UNDP MCO. The rest of the PMU will report to the NPM. Quality Assurance is provided at three levels by: Global – Climate Change Adaptation (CCA) Principal Technical Advisor (PTA); Regional – CCA Regional Technical Advisor (RTA); and MCO – Environmental Focal Point and/or Monitoring and Evaluation Officer.

Competencies

Core		
Achieve Results:	LEVEL 1: Plans and monitors own work, pays attention to details, delivers quality work by deadline	
Think Innovatively:	LEVEL 1: Open to creative ideas/known risks, is pragmatic problem solver, makes improvements	
Learn Continuously:	LEVEL 1: Open minded and curious, shares knowledge, learns from mistakes, asks for feedback	
Adapt with Agility:	LEVEL 1: Adapts to change, constructively handles ambiguity/uncertainty, is flexible	
Act with Determination:	LEVEL 1: Shows drive and motivation, able to deliver calmly in face of adversity, confident	
Engage and Partner:	LEVEL 1: Demonstrates compassion/understanding towards others, forms positive relationships	
Enable Diversity and Inclusion:	LEVEL 1: Appreciate/respect differences, aware of unconscious bias, confront discrimination	
People Management : UNDP People Management Competencies can be found in the dedicated site .		
Cross-Functional & Technical competencies:		
Name	Definition	
Disaster Risk Reduction and Recovery	• Early Warning, Anticipation and Preparedness • Mainstreaming/Integrating Disaster Risk Reduction and Climate Adaptation into Development • Risk Governance: Disaster and Climate Risk Governance	
Gender	Innovation for Gender Equality	
Business Management	Results-based Management	Ability to manage the implementation of strategies, programmes, and projects with a focus at improved performance and demonstrable results. Knowledge and understanding of relevant theories, concepts, methodologies, instruments, and tools.
	Working with Evidence and Data	Abilit to inspect, cleanse, transform and model data with the goal of discovering useful information, informing conclusions and supporting decision-making
	Monitoring	Ability to provide managers and key stakeholders with regular feedback on the consistency or discrepancy between planned and actual activities and programme performance and results
	Evaluation	Ability to make an independent judgement based on set criteria and benchmarks; Ability to anticipate client's upcoming needs and concerns.
System Thinking	Use objective problem analysis and judgement to understand how interrelated elements coexist within an overall process or system, and to consider how altering one element can impact on other parts of the system.	

Minimum Qualifications of the Successful NPSA

Min. Education requirements	• Advanced University Degree (Master level or equivalent) in Statistics, International Development, Sociology, Social Sciences or other relevant area or other relevant discipline. - or • A first-level university degree (bachelor's degree) in the above-mentioned fields in combination with additional 2 years of relevant experience will be given due consideration in lieu of master's degree.
Min. years of relevant work experience	• Applicants with Master's degree (or equivalent) in a relevant field of study are not required to have professional work experience. • Applicants with a bachelor's degree (or equivalent) are required to have a minimum of two (2) years of working experience in in monitoring, evaluation and reporting.

Required skills	• Clear and effective communicator with strong interpersonal skills to engage government partners, communities, and donors. • Highly organized with the ability to manage multiple tasks, prioritize effectively, and meet deadlines. • Proactive and self-motivated, with the ability to maintain oversight in complex project environments.
Desired skills in addition to the competencies covered in the Competencies section	• Proven experience of institutional capacity development related to monitoring, evaluation and reporting, preferably with sub-national governments or with other well recognized national institutions and/or international agencies is required. • Strong experience in developing and implementing MEL frameworks, including logical frameworks, indicator tracking, and results-based management. • Demonstrated ability to design and conduct surveys, data collection, and analysis using both quantitative and qualitative methods. • Strong analytical and report-writing skills, with ability to synthesize complex data into clear findings and recommendations. • Proven ability to manage databases, monitoring tools, and digital platforms (Excel, PowerBI, SPSS, or similar). • Experience with monitoring and reporting in GCF, UNDP, or other donor-financed projects is highly desirable. • Familiarity with environmental and social safeguards monitoring and integration of cross-cutting themes (GESI, climate resilience). • Knowledge of Antigua and Barbuda's governance and institutional structures, including local government systems. • Experience in capacity building for M&E at institutional and community levels. • Practical knowledge of GIS, remote sensing, and digital tools for climate and environmental monitoring. • Experience working in climate change adaptation, disaster risk reduction, or related thematic areas. • Understanding of donor compliance requirements and project governance frameworks.
Required Language(s)	Good command of English is required.
Professional Certificates	

Required Documents

The following documents shall be required from the applicants:

- j) **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.
- k) A cover letter (maximum length: 1 page) indicating why the candidate considers him-/herself to be suitable for the position.
- l) 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.

Annexes to the TOR

- d) Organigram of the office/unit/project indicating the position of the function (for internal use only).

Approval

This TOR is approved by : (indicate name and title of Approving Manager)

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

Name and Designation _____
Date of Approval _____

ToR for Project Knowledge Management and Communications Officer



Empowered lives.
Resilient nations.

Terms of Reference (TOR) for Knowledge Management and Communications Officer

Position Information

Project	<i>Early Warning for ALL (EW4ALL): Antigua and Barbuda</i>
Title	Knowledge Management and Communications Officer
Level	NPSA 7
Duty station (City and Country)	TBC
Type (Regular or Short term)	Regular
Office- or Home-based	Office based
Expected starting date	(TBC)
Expected Duration	1 year (renewable up to 5 years)
Position Number	

Project Description

Antigua and Barbuda faces an urgent development challenge as a highly climate-vulnerable small island developing state, exposed to a range of climate-induced hazards such as hurricanes, droughts, coastal flooding, and sea level rise. These threats increasingly occur in compounding and cascading ways, amplifying their impacts. The islands' low-lying geography, reliance on coastal infrastructure, and limited fiscal space further heighten vulnerability, creating a fragile risk environment where a single hazard can cause widespread disruptions with disproportionate consequences for the most vulnerable groups. Yet, the country's current early warning systems, disaster risk governance, and preparedness capacities remain fragmented, under-resourced, and outdated, constraining its ability to anticipate, prepare for, and respond effectively to these growing risks.

The Early Warning for All (EW4All) initiative responds to this challenge by supporting seven countries — Antigua and Barbuda, Chad, Cambodia, Ecuador, Ethiopia, Fiji, and Somalia — to strengthen resilience through improved Multi-Hazard Early Warning Systems (MHEWS). The programme provides access to global and regional expertise, helping countries address policy gaps, strengthen coordination, develop scientific and technical capacities, and ensure early warnings are effectively translated into local action.

Within this global framework, the Antigua and Barbuda country project will reinforce national MHEWS and lay the foundations for anticipatory action (AA). It will update disaster governance frameworks by modernising legislation, integrating disaster risk reduction (DRR) into sectoral planning, and establishing a national preparedness and response fund. The project will expand risk knowledge through hazard assessments and the creation of a national risk information platform, while strengthening forecasting by upgrading meteorological services, introducing flood guidance systems, and enhancing ocean monitoring and impact-based forecasting. At the same time, public communication systems will be improved through a National Emergency Telecommunication Plan and inclusive communication channels that ensure warnings are accessible, trusted, and actionable. At the community level, preparedness will be deepened through expanded community-based early warning systems, training, scenario planning, and evacuation support.

Local implementation will be led by the UNDP Multi-Country Office (MCO) for Barbados and the Eastern Caribbean, which provides oversight across 10 countries in the subregion. In Antigua and Barbuda, a dedicated in-country Project Management Unit will manage day-to-day coordination and engagement with national stakeholders, while benefiting from the MCO's technical, fiduciary, and administrative support. This arrangement ensures the project remains nationally grounded while leveraging regional capacity for efficient, accountable, and high-quality delivery in line with GCF and UNDP standards.

Scope of Work

The Knowledge Management and Communications Officer will lead the development and implementation of a comprehensive strategy to capture, manage, and share the knowledge, results, and innovations generated through the EW4All Project in Antigua and Barbuda. The Officer will ensure effective communication and visibility of project outcomes while establishing systems for documenting lessons learned, best practices, and technical insights to inform national and regional early warning initiatives. Responsibilities include developing knowledge products and multimedia content, coordinating outreach with national stakeholders and partners, and ensuring alignment with UNDP and GCF communication standards. The Officer will also facilitate learning exchanges, maintain project information repositories, and support advocacy to strengthen institutional memory and the replication of successful approaches. The role will conclude with the consolidation of final knowledge outputs and communication materials for dissemination through national, regional, and global platforms.

Design, Develop, implement and Manage the project communication strategy:

- Finalize, implement, and update a communications and visibility strategy aligned with UNDP and GCF standards.
- Support the development of inclusive early warning messaging.
- Ensure coverage of all project components and integration of GESI and safeguards dimensions.
- Produce high-quality materials, including press releases, newsletters, infographics, reports, case studies, photo essays, and short videos.
- Oversee the design, layout, and production of communication outputs, ensuring adherence to UN editorial and branding guidelines.
- Maintain a digital library of media, photographs, and knowledge products.
- Track communication outputs, media coverage, and audience engagement.
- Provide quarterly updates and inputs to project progress reports, highlighting communication milestones and results.
- Recommend adjustments to enhance visibility, outreach, and impact.

Strengthen media engagement and partnerships:

- Establish and maintain relationships with national and international media outlets, journalists, and influencers to raise awareness of project outcomes.
- Facilitate media coverage of key milestones, site visits, and events related to GLOF risk reduction and climate adaptation.
- Support advocacy campaigns linked to global events (e.g., COP, UNFCCC).
- Add GESI function aligned with the above function e.g. provide technical guidance and capacity building to staff, partners, and stakeholders on applying gender and social inclusion approaches in project interventions

Support knowledge management and dissemination:

- Document project progress, achievements, and lessons learned through accessible communication formats.
- Translate technical findings into clear and engaging knowledge products for diverse audiences, including policymakers, communities, and global partners.
- Contribute to South-South exchanges by preparing content for EW4All, UNDP, and GCF platforms.
- Add GESI functions. E.g, Collect, analyze, and report disaggregated data (by sex, age, disability, and other relevant factors) to identify gaps and recommend strategies for inclusive programming.

Coordinate outreach and advocacy activities:

- Organize public events, workshops, and campaigns to showcase project achievements.
- Provide communication support for donor engagement, joint monitoring missions, and stakeholder consultations.
- Ensure advocacy efforts highlight the inclusion of vulnerable groups, climate resilience, and sustainable development linkages.

Ensure internal and partner communication alignment:

- Maintain close collaboration with UNDP, government counterparts, and partner institutions' communication focal points.
- Ensure consistency of project messaging across all channels and partners.
- Support resource mobilization by producing compelling content for partners and donors.
- Add GESI function e.g. Ensure GESI priorities to promote coherence, accountability, and consistency in messaging and implementation.

Institutional Arrangements

The National Project Manager will report to the Cluster Lead for Prevention, Resilience and Recovery at the UNDP MCO. The rest of the PMU will report to the NPM. Quality Assurance is provided at three levels by: Global – Climate Change Adaptation (CCA) Principal Technical Advisor (PTA); Regional – CCA Regional Technical Advisor (RTA); and MCO – Environmental Focal Point and/or Monitoring and Evaluation Officer.

Competencies

Core		
Achieve Results:	LEVEL 1: Plans and monitors own work, pays attention to details, delivers quality work by deadline	
Think Innovatively:	LEVEL 1: Open to creative ideas/known risks, is pragmatic problem solver, makes improvements	
Learn Continuously:	LEVEL 1: Open minded and curious, shares knowledge, learns from mistakes, asks for feedback	
Adapt with Agility:	LEVEL 1: Adapts to change, constructively handles ambiguity/uncertainty, is flexible	
Act with Determination:	LEVEL 1: Shows drive and motivation, able to deliver calmly in face of adversity, confident	
Engage and Partner:	LEVEL 1: Demonstrates compassion/understanding towards others, forms positive relationships	
Enable Diversity and Inclusion:	LEVEL 1: Appreciate/respect differences, aware of unconscious bias, confront discrimination	
People Management : UNDP People Management Competencies can be found in the dedicated site .		
Cross-Functional & Technical competencies:		
Thematic Area	Name	Definition
2030 Agenda: Planet	Disaster Risk Reduction and Recovery	• Early Warning, Anticipation and Preparedness • Mainstreaming/Integrating Disaster Risk Reduction and Climate Adaptation into Development • Risk Governance: Disaster and Climate Risk Governance
Business Management	Partnerships Management	Build and maintain partnerships with wide networks of stakeholders, Governments, civil society and private sector partners, experts and others in line with UNDP strategy and policies
	Communication	Communicate in a clear, concise and unambiguous manner both through written and verbal communication; to tailor messages and choose communication methods depending on the audience. Ability to manage communications internally and externally, through media, social media and other appropriate channels
Digital	Behaviour change communication/communication for development	Knowledge of appropriate digital communication methodologies for development and behaviour change, and ability to apply them practically
	Data storytelling and communications	Skilled in building a narrative around a set of data and its accompanying visualizations to help convey the

		meaning of that data in a powerful and compelling fashion.
Communications	Multimedia production	Ability to create and combine images, text and audio-visuals to produce multimedia content
	Multimedia writing/editing	Ability to create and/or edit written content for multimedia

Minimum Qualifications of the Successful NPSA

Min. Education requirements	- Advanced University Degree (Master level or equivalent) in Communication, Journalism, Media Relations, External Relations, Public Affairs, international development, social sciences, climate change, or other relevant area <i>Or</i> - A first-level university degree (bachelor's degree) in the above-mentioned fields in combination with additional 2 years of relevant experience will be given due consideration in lieu of master's degree.
Min. years of relevant work experience	Applicants with Master's degree (or equivalent) in a relevant field of study are not required to have professional work experience. Applicants with a bachelor's degree (or equivalent) are required to have a minimum of two (2) years of working experience at strategic level in communication, reporting and outreach.
Required skills	- Clear and effective communicator with strong writing, editing, and presentation skills in English. - Excellent knowledge of MS Office and design/multimedia tools (e.g., Adobe Creative Suite, Canva, video editing software). - Highly organized, with the ability to manage multiple tasks, meet deadlines, and maintain attention to detail. - Strong interpersonal skills to coordinate with media, government counterparts, and diverse partners. - Proactive and self-motivated, able to work independently and collaboratively in complex project environments.
Desired skills in addition to the competencies covered in the Competencies section	- Strong experience in developing and implementing communications strategies, preferably for development or climate-related projects. - Proven ability to produce high-quality written and visual content (articles, infographics, videos, social media content). - Experience working with UNDP, GCF, or other donor-funded projects, particularly in climate change adaptation or disaster risk reduction. - Knowledge of environmental and climate change issues in Antigua and Barbuda. - Experience managing social media platforms and digital campaigns for development projects. - Familiarity with government communication processes and donor visibility requirements. - Demonstrated experience in knowledge management and capturing lessons learned. - Previous engagement in South-South cooperation, regional knowledge exchange, or global advocacy platforms. - Understanding of gender and social inclusion in communication and advocacy. - Experience supporting resource mobilization and donor engagement through strategic communication products.
Required Language(s)	Good command of English is required
Professional Certificates	

Required Documents

The following documents shall be required from the applicants:

- m) **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.
- n) A cover letter (maximum length: 1 page) indicating why the candidate considers him-/herself to be suitable for the position.
 - o) 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.

Annexes to the TOR

- e) Organigram of the office/unit/project indicating the position of the function (for internal use only).

Approval

This TOR is approved by : (indicate name and title of Approving Manager)

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

Name and Designation _____

Date of Approval _____

Annex H:UNDP Social and Environmental Screening Procedure (SESP) (to be completed in UNDP Quantum+ and the printout to be attached to the project document)

[Awaiting project creation on Quantum]

Annex I: Environmental and Social Management Framework (ESMF)

Multi-Country Proposal for Early Warning Systems for All (EW4All)
January 2025

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ABBREVIATIONS AND ACRONYMS

AE	Accredited Entity
CoC	Codes of Conduct
ESCOP	Environment and Social Codes of Practice
ESMF	Environment and Social Management Framework
ESMP	Environment and Social Management Plan
EWS	Early Warning Systems
EW4All	Early Warnings for All
FP	Funding Proposal
GAAP	Gender Analysis and Action Plan
GAP	Gender Action Plan
GBV	Gender-Based Violence
GCF	Green Climate Fund
GRM	Grievance Redress Mechanism
IFRC	International Federation of Red Cross
IPP	Indigenous Peoples Plan
ITU	International Telecommunication Union
MHEWS	Multi-Hazard Early Warning Systems
NAP	National Adaptation Plans
O&M	Operations and Maintenance
OHS	Occupational Health and Safety
PMU	Project Management Unit
SEP	Stakeholder Engagement Plan
SESP	Social and Environment Screening Procedure
UNDP	United Nations Development Programme
UNDRR	United Nations Office for Disaster Risk Reduction
WMO	World Meteorological Organization

Executive Summary

This Environment and Social Management Framework (ESMF) sets out the procedures for identifying and managing the environment and social risks and impacts for the Multi-Country Project (MCP) for Early Warning Systems for All (EW4All). The ESMF briefly describes the project and associated risks and impacts and details the process for screening and preparation of measures to mitigate environment and social impacts. The project is financed with funds from the Green Climate Fund (GCF), with the United Nations Development Programme (UNDP) as the Accredited Entity (AE). This ESMF applies UNDP's Social and Environmental Standards (SES) to all project activities.

Most of the project activities are focused on enhancing risk knowledge, upgrading information and forecasting systems, training, capacity building, technical assistance, disaster preparedness and planning and information dissemination in seven countries. Under Output 2, the project is also procuring some goods and equipment to upgrade and/or strengthen forecasting services in seven countries, which includes upgrading of installation of hydromet stations which have a minimal physical footprint. Since these activities are not fully known at this stage of project preparation, this ESMF has been developed. The proposed project has been rated by UNDP as having a low risk based on the UNDP Social and Environment Screening Procedure (SESP).

The ESMF describes the process for adequately assessing and managing project risks, including ways to assess the need for whether specific Indigenous Peoples Plans (IPPs) are needed. The ESMF also includes Codes of Conduct (CoC) and an Environment and Social Code of Practice (ESCOP), with good practice on pollution, waste management, worker's rights and Occupational, Health and Safety (OHS) which shall apply for small works under the project.

The project adopts a two-tiered safeguards structure to ensure consistent management of environmental and social risks while remaining responsive to existing contextual differences across the geographic scope of the programme. At the global level, this Environmental and Social Management Framework (ESMF) provides overarching guidelines and principles applicable to all participating countries, outlining the safeguards actions required to manage potential risks associated with each Output. At the country level, for Output 2 countries, tailored safeguards instruments have been developed, including Social and Environmental Screening Procedures (SESPs), Gender Assessment and Action Plans (GAAPs), and Stakeholder Engagement Plans (SEPs), in recognition of country-specific risks, opportunities, and contextual factors. The project activities in each country, and all details about these interventions, are detailed in each country funding proposal. This structure will ensure consistency in the management of safeguards risks across the programme as a whole while allowing some flexibility to meet the unique needs of each participating country.

The ESMF was developed in line with UNDP's SES. It presents both the legislative requirements of all seven countries and UNDP requirements on environment and social matters. The ESMF also describes the institutional arrangements, monitoring parameters, the project Grievance Redress Mechanism (GRM), stakeholder consultations and the ESMF timeline and budget.

○ Introduction

This Environmental and Social Management Framework (ESMF) has been prepared in support of a project proposal for Multi-Country Project (MCP) for Early Warning Systems for All (EW4All) to the Green Climate Fund (GCF). As this project is supported by UNDP in its role as a GCF Accredited Entity, the project has been screened against UNDP's Social and Environmental Standards (SES) utilizing the UNDP Social and Environmental Screening Procedure (SESP) and deemed a Low Risk project.

Most of the project activities are focused on enhancing risk knowledge, upgrading information and forecasting systems, training, capacity building, technical assistance, disaster preparedness and planning and information dissemination in seven countries. Under Output 2, the project is also procuring some goods and equipment to upgrade and/or strengthen forecasting services, which includes upgrading of installation of hydromet stations which have a minimal physical footprint. Since these activities are not fully known at this stage of project preparation, this ESMF has been developed. As such, this ESMF has been prepared that sets out the principles, rules, guidelines and procedures for screening, assessing, and managing the potential social and environmental impacts of implementing the small works whose location has not been identified. The ESMF contains measures and plans to avoid, and where avoidance is not possible, to reduce, mitigate and/or offset adverse risks and impacts. The ESMF specifies the most likely applicable social and environmental policies and requirements and how those requirements will be met through procedures for the screening, assessment, approval, mitigation, monitoring and reporting of social and environmental risks and impacts associated with the activities to be supported. Only low risk (category C for the Green Climate Fund) activities will be supported by the project.

The project adopts a two-tiered safeguards structure to ensure consistent management of environmental and social risks while remaining responsive to existing contextual differences across the geographic scope of the programme. At the global level, this Environmental and Social Management Framework (ESMF) provides overarching guidelines and principles applicable to all participating countries, outlining the safeguards actions required to manage potential risks associated with each Output. At the country level, for Output 2 countries, tailored safeguards instruments have been developed, including Social and Environmental Screening Procedures (SESPs), Gender Assessment and Action Plans (GAAPs), and Stakeholder Engagement Plans (SEPs), in recognition of country-specific risks, opportunities, and contextual factors. The project activities in each country, and all details about these interventions, are detailed in each country funding proposal. This structure will ensure consistency in the management of safeguards risks across the programme as a whole while allowing some flexibility to meet the unique needs of each participating country.

○ Project Description

With global temperatures likely to cross the 1.5 °C threshold before 2030, climate change-related impacts are progressively pushing human and natural systems beyond their ability to adapt, with potentially irreversible impacts. Increases in the frequency and intensity of climate and weather extremes has reduced food and water security, hindering efforts to meet Sustainable Development Goals and has slowed down global agricultural productivity exposing millions of people to acute food insecurity. Between 3.3 to 3.6 billion people, approximately half of the global population, lives in conditions that are highly sensitive to climate change. The majority of these live in countries or regions that are not equipped with Multi-Hazard Early Warning Systems (MHEWS) and associated protocols which allow them to take anticipatory actions. The goal of Early Warning for All (EW4All) is to ensure every person on Earth is protected by early warning systems within five years. Early warning systems are a critical investment to enhance climate resilience at a national and community level, by providing critical information to guide risk management and make informed long-term decisions that can result in avoided losses.

Through two outputs, the multi-country project for EW4All (MCP) will target communities whose livelihoods depend on climate sensitive sectors, those with greater physical exposure to climate hazards, with clear emphasis on including women, poor and vulnerable groups within these communities. The project will lead to the enhanced production of actionable multi-hazard early warnings and impact-based forecasts to inform and trigger early and anticipatory actions, whilst strengthening multiple channels of communication to ensure timely and effective dissemination of these warnings and information to the last mile. The project will also prepare disaster management and supporting agencies at national and the sub-national level as well as communities to make effective use of these early warnings and advisories for early and anticipatory action which allows them to adapt to, avoid and facilitate recovery from climate change hazards.

The project design specifically addresses the importance of ensuring the most vulnerable groups in societies are consulted – including women, people with disabilities, Indigenous peoples and other marginalized groups – to ensure Early Warning Systems (EWS) are able to reach them, and this is detailed in country-specific Stakeholder Engagement

Plans (SEP) and Gender Analysis and Action Plans (GAAPs). The project is therefore designed to be inclusive of all groups, so that information dissemination can use different channels and adapt to the different needs in each country, reaching citizens regardless of their gender, status, ethnicity or location.

Project Outcomes

Output 1 will promote regional and global coordination among various stakeholders, including government agencies, civil society organizations, academia, and the private sector. This Output aims to scale up and accelerate global and regional support for national efforts to increase MHEWS' capacity and coverage. This will be done by enhancing coordination and providing technical support for the implementation of EW4All; strengthening monitoring and evaluation (M&E) processes to support EW4All implementation; and reinforcing knowledge management and the dissemination of lessons learned. Activities under this Output will focus on coordination activities; developing guidance, tools and training materials; technical assistance; capacity building; knowledge management and dissemination, and peer-to-peer learning. This component will be led by the EW4All project lead agencies in each of the seven countries.

Output 2 will specifically focus on seven countries – Antigua and Barbuda, Cambodia, Chad, Ecuador, Ethiopia, Fiji, and Somalia – to roll out national level investment activities to address country and local level needs to achieve the EW4All target. This Output addresses barriers that prevent the implementation of a comprehensive, and end-to-end MHEWS in the seven initial target countries, including:

- 1) Gaps in policies, inter-agency coordination and lack of coherent strategies;
- 2) Inadequate technical and scientific capacities;
- 3) Missing observations; and
- 4) Barriers that prevent effective local actions.

The activities will mirror the four pillars of the EW4All Executive Action Plan (EAP), and will be implemented through the national governments with support from UNDP, the EW4All pillar leads and their in-country national offices and other partner agencies where relevant. The EW4All pillars and leads are:

- Pillar 1: Disaster risk knowledge – led by the United Nations Office for Disaster Risk Reduction (UNDRR);
- Pillar 2: Detection, observations, monitoring, analysis and forecasting of hazards, led by the World Meteorological Organization (WMO);
- Pillar 3: Warning dissemination and communication, led by the International Telecommunication Union (ITU);
- Pillar 4: Preparedness to respond, led by the International Federation of Red Cross and Red Crescent Societies (IFRC).

For all seven countries, activity 3.1 under this Output will mirror Pillar 1 and focus on strengthening governance and coordination, establishing clear functions, roles and responsibilities of agencies in the national warning dissemination process. Considerations of differential access to information and resources by women and vulnerable groups will be included in the dissemination strategy. This activity will also establish or strengthen existing local early warning committees or equivalent grassroots organisations with representatives from elected/traditional leaders, including women and vulnerable groups. Capacities of these local institutions, from district down to village level, will be enhanced through regular engagements and training programmes that strengthen institutional structures and procedures.

For all seven countries, activity 3.2 will mirror Pillar 2 and focus on disaster risk knowledge and observations in order to improve awareness about hazards, exposure populations, services, infrastructure, vulnerabilities of communities, and loss and damage accounting. There will be a focus on the strengthening and/or establishment of meteorological, hydrological and climate forecast and monitoring systems for each participating country. Depending on the country, the activity may also include limited installation or upgrading of hydromet stations, which carry a small physical footprint. This is further detailed in the country-level Funding Proposals and country-specific Social and Environmental Screening Procedures (SESPs), and this ESMF provides guidance for the siting of these works.

For all seven countries, activity 3.3 will mirror Pillars 3 and 4 and focus on Early Warning dissemination and preparedness. Early warning messages will be developed in a multitude of accessible formats and languages, including for persons with disabilities. Information will be disseminated in a manner which ensures that risks and warnings are understood, are clear and actionable by their target audience. The activity will support a spectrum of actions, including integrating clear protocols for early warning and early action in disaster management/ preparedness plans.

Best practices for data privacy will be put in place. Assessments will be carried out to understand how best to reach communities at risk. There will also be training of local governments and first responders. Communities will be engaged in developing holistic plans for early warning and anticipatory action to respond to and to better manage local disasters reducing risks and to better adapt to climate change based on feasibility studies, climate information and local knowledge. Depending on the country, there may be limited upgrading or retrofitting of small infrastructure for emergencies such as installing water storage tanks, minor improvements to existing access paths, or installation of toilets. Specific attention will be given to the needs of women and vulnerable groups. Communities will be trained on Operations and Maintenance (O&M) of early warning devices such as water level recorders, rain-gauges and anemometers.

See the MCP Project Proposal for additional information.

Country Context

Below is a brief summary of the seven countries under Output 2 of the project. More detailed information can be found in the Country Project Proposals and Feasibility Studies.

Ethiopia

Ethiopia's diverse topography presents a contrast between the highlands of the northern and central regions and the lowlands of the East African Rift Valley, which traverses the country from northeast to southwest. Elevations range from several hundred meters below sea level in the northeastern lowlands to over 4,000 meters above sea level in the northern highlands. With a population over 120 million, Ethiopia is the second most populous country in Africa. It is characterized by rich ethnic diversity, comprising over 80 ethnic groups, including the Oromo, Amhara, Somali, and Tigray. It has a youthful demographic profile, with a significant portion of the population under the age of 15.

Economically, Ethiopia remains a low-income country with a predominantly agrarian economy. Agriculture significantly contributes to GDP and employment. Despite impressive economic growth, poverty remains a challenge, particularly in rural areas. While strides have been made in infrastructure and social services, challenges persist in education, healthcare, and economic opportunities. While over recent years there have been an increase in incomes and reduced poverty, the country faces various challenges, including macroeconomic imbalances, limited private sector participation, and high levels of food insecurity. Additionally, climate change introduces further risks, with increasing temperature variability and uncertain precipitation patterns. Ethiopia also faces violent internal conflict situations: the Tigray war from 2020 to 2022 affected millions of people causing widespread displacement and humanitarian needs; while in 2024 the situation involving militia groups from the regions of Amhara and Oromia remains very volatile. Ethiopia hosts 4.4 million Internally Displaced Persons (IDPs) in both accessible and inaccessible locations. While the Tigray region in the North hosts the highest number of IDPs, due to conflict (69% of IDPs), drought in the Somali region is causing the highest number of displacements caused by climate-induced events (17% of IDPs), followed by floods, landslides and fires (9% of IDPs). Ethiopia also has one of the largest refugee situations in Africa, hosting nearly 900, 000 refugees and asylum seekers predominantly from South Sudan, Somalia and Eritrea.

Ethiopia's climate varies significantly across its regions, classified into three primary zones based on seasonal rainfall patterns. The variability in Ethiopia's rainfall is influenced by large-scale climatic phenomena such as the El Niño-Southern Oscillation (ENSO) and sea surface temperatures (SSTs) in the Indian and Pacific oceans. Climate change poses a significant threat to Ethiopia's development, exacerbating existing vulnerabilities. The country faces high impacts from natural hazards and increasing climate variability, which threaten its development goals. Climate change impacts various sectors in Ethiopia, including water, agriculture, energy, transport, and urban development. The country faces significant water challenges, with variable and unpredictable rainfall affecting millions of people. Droughts particularly cause substantial economic damage, while flooding also has a severe impact on GDP. Additionally, heat stress results in significant losses due to its impact on labor productivity and livestock yields. Infrastructure damage, particularly to roads and bridges, can also suffer due to natural disasters.

Somalia

Somalia, located in the Horn of Africa, has a diverse geography that has significantly influenced its history, culture, and economy. The country is divided into three main regions: the northern plateau, the central plains, and the southern plateau, each varying in elevation, climate, and agricultural potential. Somalia has two major permanent rivers, the Jubba and the Shabelle, which flow from the Ethiopian highlands and provide crucial water resources for agriculture and livestock. Northern Somalia encompasses the autonomous region of Somaliland and Puntland.

Somalia's faces significant challenges due to prolonged conflict and recurring humanitarian crises. Accurate demographic data is difficult to obtain due to ongoing conflict and displacement. Somalia's estimated population in 2023 was 18,143,378. Somali and Arabic are the official languages. Additionally, many Somalis are proficient in Italian and English, which are widely spoken as unofficial languages, reflecting Somalia's colonial history and its engagement with international institutions. Various Somali dialects are spoken across the country, reflecting regional variations and clan affiliations, and the important ethnic and linguistic minorities that contribute to the country's diversity such as the Bantu, Arabs, and Bravanese. Islam is deeply ingrained in Somali society, with virtually the entire population adhering to Sunni Islam. Religious beliefs and practices significantly influence social norms, values, and legal frameworks. The traditional clan system is a central pillar of Somali society, influencing social organisation, resource allocation, and political dynamics.

Somalia has experienced decades of conflict and instability, resulting in widespread displacement, humanitarian crises, and weak governance. Poverty is widespread in Somalia, with most of the population relying on subsistence agriculture, livestock herding, and remittances for their livelihoods. At the same time, recurrent droughts and environmental degradation seriously threaten livelihoods and food security, exacerbating humanitarian needs. The population is also burdened by communicable diseases like malaria, tuberculosis, and acute respiratory infections, exacerbated by limited access to healthcare services and malnutrition²⁵. Life expectancy at birth for both genders is estimated at 58.3 years²⁶. A significant proportion of Somalia's population have been affected by disability, although the specific figures are difficult to pinpoint, with the lowest estimate being around 5% of the population. Agriculture is a crucial sector in Somalia, providing livelihoods to a significant portion of the population and is the backbone of Somalia's economy despite facing numerous challenges. Nomadic pastoralism is a traditional way of life for many Somalis, with camels, cattle, sheep, and goats being the main livestock reared. Approximately 65% of the population relies on livestock for their livelihoods.

Somalia's climate profile features semi-arid to arid conditions, erratic rainfall, and high temperatures that profoundly impact various sectors. The country's average temperatures are among the highest in the world, and rainfall is scarce and erratic. The harsh arid and semi-arid environment of Somalia, characterised by unpredictable rainfall and limited water resources, makes pastoralism a well-adapted livelihood strategy. Pastoralists move their herds in search of grazing and water, following traditional migration routes established over generations. These movements are carefully planned, considering factors such as seasonal rainfall patterns, vegetation availability, and access to water points. Yet, the increasing frequency and severity of droughts, coupled with changing rainfall patterns, make it more difficult for pastoralists to predict and adapt to environmental conditions. Decades of conflict and instability have also disrupted traditional migration routes, limited access to grazing lands, and led to the loss of livestock.

Chad

The Republic of Chad is a large, landlocked Central African country with a climate divided from north to south into an arid desert zone, an arid Sahelian zone and a tropical savannah zone. The flat landscape of Chad gives rise to a hydrographic network dominated by two main permanent rivers, the Chari (1,200 km) and its tributary the Logone (1,000 km), as well as Lake Chad.

Chad remains among the poorest and least developed countries in the world, as well as being the most exposed and least prepared to cope with climate change (ND-Gain index). It is considered to be at a substantial risk of a humanitarian crisis in case of natural or man-made disaster. Chad's 2022 Human Development Index ranking places Chad 189th out of 193 countries and territories. Food production, livelihood systems and the economy in Chad are highly vulnerable to the effects of climate change due to its dependence on agriculture, particularly rainfall patterns and distribution.

Chad has one of the fastest growing demographics in the world. The 2009 census estimated an average annual population growth rate of 3.6 percent, reaching over 17.4 million inhabitants in 2022. The population is predominantly rural (76.7 percent) and young, with an average age of 17 years, and life expectancy of 52.6 years for men and 55.4 years for women (National Adaptation Plan, NAP). Half of the population lives in the southernmost fifth of the country, and only 27 percent of Chadians live in cities. The population of the capital city N'Djamena was projected to be 1.77 million by 2022, or 10.2% of the population. Densities vary considerably: the desert is sporadically occupied by nomadic

25 WHO. (2023). Somalia: WHO Health Emergency Dashboard. World Health Organisation.

26 FRS 2022, Somalia's First Biennial Update Report (BUR) to the United Nations Framework Convention on Climate Change, Federal Republic of Somalia, 2022 <https://unfccc.int/documents/627646>

Teda and Daza peoples, the north is sparsely occupied by peoples identified as Arab and practising Islam, and those living in the densely populated fertile south are mainly Christian and animist. Chad's population is one of the least educated in the world, with literacy rates at 27% (26% for men, 19% for women) in 2022²⁷.

Over one hundred languages and dialects are spoken in the country, while French and Arabic are the only official languages. This diversity is evidenced in the country's deep cultural and regional divisions, where language is often a marker of community identity, sometimes creating significant barriers, particularly for women in rural areas. As of April 2024, the country also hosts more than 1.2 million refugees from conflicts in neighbouring Sudan, the Central African Republic, Nigeria and Cameroon, including close to 600,000 newly arrived refugees from Sudan (UNHCR, May 2024). An estimated 910,000 people requiring humanitarian assistance have been identified (UNHCR, August 2024). Another 315,000 Chadians are internally displaced or have been forced to return, fleeing neighbouring conflicts²⁸.

Chad features a hot, continental climate. Each year a tropical weather system known as the intertropical front, crosses Chad from south to north, bringing a wet season that lasts from May to October in the south and from June to September in the Sahel in the center. Rainfall increases from a few millimetres in the extreme north to over 1,200 millimetres in the extreme south, defining six bioclimatic regions. The food production and livelihood systems in Chad are highly dependent on climatic factors, particularly rainfall patterns and distribution. Extreme heat, heavy rainfall and flooding pose risks to crops, health, farmers' and herders' livelihoods, food security and farm workers' productivity. Rising temperatures lead to increased water requirements for vegetation, and impact human and animal health.

The main extreme climatic events in Chad are: droughts and floods, followed by violent storms, extreme temperatures, high winds and other related phenomena, such as locust invasions and bush fires. These disasters have very harmful consequences for the population, infrastructure and agro-pastoral activities. The effects of high temperatures are more acute for children, the elderly, and those with chronic diseases. Chad also faces severe environmental degradation, exemplified by the drying up of Lake Chad, increased desertification, declining fish stocks, the disappearance of certain animal and plant species, and soil degradation. Successive droughts in Chad have affected the food security and livelihoods of households across large swathes of the country, while floods (riverine and pluvial) have also people homeless and led to a rise in viral or bacterial disease epidemics.

Ecuador

Ecuador is geographically divided into three distinct regions: the Costa, Sierra, and Amazonia. The Costa region, situated on the western side of the Andes Mountain range, is characterised by a narrow coastal plain along the Pacific Ocean. This area is subject to tropical climates with distinct wet and dry seasons. The wet season, influenced by the warm El Niño current, typically lasts from December to May, bringing heavy rains and higher temperatures averaging 25°C to 31°C. The dry season sees lower temperatures and less precipitation. The area exhibits a range of coastal ecosystems and major urban centres such as Guayaquil are found in this region. The Sierra region comprises the central highlands, where the Andes Mountain range reaches its zenith in terms of elevation and there are two main seasons: a wet season from October to May and a dry season from June to September. This area includes numerous volcanic peaks, valleys, and plateaus. Quito, the capital city, is situated in this region. There are various Indigenous nationalities in the area including the Kichwa, Otavalo, Cañari, Saraguro, and Puruhá, each with their own languages, customs, and forms of social organization. To the east of the Andes lies the Oriente region, encompassing the Amazon Rainforest. This vast expanse is characterised by dense tropical vegetation, intricate river systems, and high levels of biodiversity. The Oriente is a crucial component of the Amazon Basin, housing diverse flora and fauna, including endemic species, with a humid tropical climate characterized by high temperatures averaging between 25°C to 30°C and significant rainfall throughout the year, often exceeding 3,000mm annually. The region is also home to Indigenous communities with unique cultural and environmental practices. Additionally, Ecuador's Galapagos Islands, situated in the Pacific Ocean, represent a distinct geographical feature. The archipelago consists of volcanic islands known for their unique ecosystems, endemic species and research significance in the field of evolutionary biology. Ecuador has a population of approximately 17 million people, characterised by ethnic diversity, including Mestizo (72%, mixed Indigenous and European ancestry), Indigenous peoples (7.7%), Afro-Ecuadorians (7.2%), and a small percentage of European descent.

Due to a combination of political, geographic, and social factors, Ecuador is recognized as vulnerable to climate change impacts, ranked 115th out of 185 countries in the 2021 ND-GAIN Index. Climate-related impacts such as droughts, floods and landslides undermine development and reduce the availability of natural resources, affecting most of the

²⁷ World Bank data: <https://genderdata.worldbank.org/en/indicator/se-adt>

²⁸ <https://data.unhcr.org/fr/country/tcd>

population. Floods are the most frequent hydro-meteorological disaster in Ecuador and the second in terms of the number of casualties, with landslides, storms and droughts also contributing significantly. Ecuador is also vulnerable to the effects of the El Niño-Southern Oscillation (ENSO), which significantly impacts its climate. The increase in the intensity and frequency of extreme climatic events has caused economic damages and losses in goods and services in recent years, with associated loss of life, impacts on health, human mobility, biodiversity, cultural heritage, and Indigenous knowledge. Vulnerable groups such as the rural and urban poor, small-scale farmers, women, Indigenous peoples and internally displaced persons are disproportionately affected due to unequal access to resources and decision-making processes.

In Ecuador, climate change is expected to affect the melting of glacier cover, lead to variations in sea surface temperature, produce changes in spatial and temporal precipitation regimes, increase flood-prone areas, intensify droughts, reduce water quantity and quality, expand the range of disease-transmitting vectors (dengue and malaria), and lead to a loss of biodiversity. The increased intensity and frequency of extreme and slow-onset climatic events is likely to cause economic and non-economic losses and damages to goods and services in the country. The agricultural sector, which contributes 11% to Ecuador's GDP and provides livelihoods for one-third of the population, is particularly at risk. Climate change threatens to disrupt agricultural productivity, leading to potential declines in income and increased food insecurity.

Antigua and Barbuda

Antigua and Barbuda is a small island developing state (SIDS) made up of two main inhabited islands: Antigua, which covers 280 km², and Barbuda, which spans 160 km², which are approximately 40 km apart. Both islands are generally flat and low-lying, built on a volcanic foundation covered with coral; both within an area of active seismic activity and subject to periodic tremors. Antigua features three main topographical areas: volcanic regions in the southwest, a central plain, and limestone areas in the north and east. Its coastline is irregular, with a mix of bays, sandy beaches, and rocky headlands. Barbuda is mostly very low-lying, with the majority of the island just 4 meters above sea level and reaching about 60 meters in the east. It is predominantly limestone and sand, with large sand dunes and the Caribbean's largest saltwater lagoon, which is nearly enclosed by a narrow sand spit on its western side. Despite its small size, Antigua and Barbuda boasts a high level of biodiversity, especially in its coastal and marine environments. Key ecosystems include mangroves, coral reefs, and seagrass beds, which support sandy beaches, fisheries, and offer protection against tropical storms and hurricanes. Neither island has a notable network of streams²⁹.

Antigua and Barbuda has distinct wet and dry seasons, which last from June to November and January to June, respectively. Rainfall averages 1,187mm per year and temperatures average 27 °C. Hurricane season — during which time potentially damaging and costly tropical storms and hurricanes are most likely to impact the country — occurs within the wet season from June to November, with the most active hurricane months being August and September. The islands generally experience low humidity and recurrent droughts. Droughts are considered the second priority climate hazard, with a meteorological drought in the country defined as receiving less than 826 mm annually. Like other small island nations, Antigua and Barbuda faces unique environmental issues created by its proximity to the ocean, and small size. These include pressures on drinking water resources, natural ecosystems, and deforestation. Rising sea levels pose a significant threat to the low-lying coastal areas, exacerbating the risk of saltwater intrusion into freshwater sources; extreme weather events, including hurricanes and tropical storms, are likely to become more intense and frequent, leading to heightened risks of flooding, landslides, and infrastructure damage impacting a number of key sectors; warming climate conditions may disrupt ecosystems and may exacerbate water scarcity issues.³⁰

The total population of Antigua and Barbuda is 94,298, with the majority (97%) based on Antigua, and females outnumbering males (52:48)³¹. English is the official language and is dominantly spoken across both islands; however, there is a sizable Spanish-speaking population, largely a result of immigration from the Dominican Republic³², with estimates of between 15 and 25% of the total population. Antigua and Barbuda is heavily reliant on imports of basic supplies, including food, medicine and building materials, increasing vulnerability to disruptions to shipping routes and associated increases in insurance costs during and after extreme events. Fisherfolk are also particularly vulnerable given the limited availability of risk information and forecasts for ocean conditions or environmental impacts of climate

²⁹ CCCRA 2012 - Climate Change Risk Profile for Antigua and Barbuda

³⁰ DoE 2024. National Adaptation Plan (NAP) for Antigua and Barbuda 2023-2033

³¹ World Bank 2023

³² Farquhar 2022. The Spanish Language in Antigua and Barbuda: Implications for Language Planning and Language Research

change on reef fisheries. Although classified as high-income in terms of per capita GDP, the distribution of wealth is largely skewed by a few high-income persons who have moved to the country from abroad, with much of the local population having much lower income. Tourism, the country's main industry, is also highly susceptible to the impacts of climate change and particularly vulnerable to disasters such as hurricanes.

Fiji

Fiji is a tropical island country consisting of 332 islands spread across approximately 1.3 million km² of the South Pacific Ocean. The two largest islands, Viti Levu and Vanua Levu, make up 87% of the land area and are the main inhabited regions. These islands are primarily volcanic and characterized by steep mountainous terrain. Temperatures in Fiji remain relatively consistent throughout the year. In the dry season (May-October), the average temperature ranges from 23°C to 25°C, while in the wet season (November-April), it ranges from 26°C to 27°C. Precipitation in Fiji shows significant seasonal variation. In the wet season, the average rainfall per month is around 250-400 millimetres (mm), whereas in the dry season, it is around 80-150 mm per month.

Tropical cyclones are a prominent feature of Fiji's climate, occurring primarily from November to April. The El Niño Southern Oscillation (ENSO) is one of the main climate drivers for Fiji which can impact the intensity and location of tropical cyclones, as well as precipitation patterns, often leading to dry conditions or droughts.³³ Another key climate driver in Fiji is the South Pacific Convergence Zone (SPCZ). The movement of the SPCZ, influenced by the presence of an ENSO, causing the seasonal variation.

Fiji is highly vulnerable to climate extremes such as drought and extreme rainfall. Increases in the frequency and intensity of these events could pose a major threat to livelihoods, infrastructure, and human wellbeing. Fiji is frequently affected by a wide range of meteorological and geophysical hazards, making it inherently prone to disasters. The probability of catastrophic damage and loss of life from tropical cyclones, storm surges, flooding, and landslides is very high.³⁴ Additionally, Fiji is exposed to earthquakes, tsunamis, and landslides. With many communities located in low-lying coastal areas, there is a high risk of flooding from storm surges and sea-level rise. Furthermore, Fiji faces other severe climate impacts, such as floods, droughts, coastal erosion, ocean acidification, and coral bleaching. These hazards pose significant risks to Fijian communities, their economy, and infrastructure, potentially resulting in loss of life, displacement, asset damage, and disruption of livelihoods. Changing weather extremes not only threaten Fiji's sustainable development and the livelihoods of its people but also have the potential to reverse its current progress. Agriculture and tourism, both crucial to Fiji's economy, are highly sensitive to climate conditions.

Fiji has an estimated population of 941,306³⁵, with 59.4% living in urban areas. The country's GDP is approximately US\$4.98 billion (2022), with a per capita GDP of US\$5,356.2 (2022). The key sectors driving the economy are tourism and agriculture. Additionally, 91% of the population resides within 5km of the coastline.

Cambodia

Cambodia is a Southeast Asian country bordered by Thailand, Laos, and Vietnam. With a population of approximately 16.9 million people, the majority reside in rural areas. Cambodia comprises a total area of 181,035 sq km. Cambodia's landscape is characterised by a low-lying central plain that is surrounded by uplands and low mountains and includes the Tonle Sap Lake and the Mekong River. Cambodia's climate is tropical, with high temperatures, and two distinct seasons: a monsoon-driven rainy season (May-October) with south-westerly winds ushering in clouds and moisture that accounts for 80-90% of the country's annual precipitation, and a dry season (November-April), with cooler temperatures, particularly between November and January. Average temperatures are relatively uniform across the country, but are highest in the early summer months before the rainy season begins, when maximum temperatures often exceed 32°C. Temperatures remain between 25-27°C throughout the rest of the year. The wet season arrives with the summer monsoon, in May through November, bringing the heaviest rainfall to the southeast and northwest. The annual average rainfall is typically 1,400-2,000 mm with higher rates in the coastal and highland areas and lower rates in other inland regions. Inter-annual variations in climate result from the El Niño Southern Oscillation, which influences the nature of the monsoons in the region. El Niño events generally bring warmer and drier than average winter conditions across Southeast Asia, while La Niña episodes bring cooler than average conditions.

Cambodia faces a high level of disaster risk, ranking 58th out of 191 countries in the 2024 INFORM Risk Index.³⁶ The country is especially vulnerable to flood and drought events, with about 80% of its land in the Mekong River and Tonle

³³ World Bank 2008: Reducing Risk of Disasters and Climate Variability in the Pacific Islands, 2008

³⁴ Government of Fiji, Draft National Disaster Risk Reduction Policy 2018-2030

³⁵ <https://www.worldometers.info/world-population/fiji-population/> - as of 25 March 2024

³⁶ European Commission (2024). Disaster Risk Management Knowledge Center. Result

Sap regions. Cambodia has two main types of floods: the Mekong River and flash floods. The country is subject to flash floods after heavy rainfall during tropical cyclone events and the monsoon and typhoon seasons. The Mekong River flood is caused by cumulative rainfall in the upper catchments, which results in a slow but steady rise in water levels. Moreover, underlying vulnerabilities such as economic and environmental challenges further heighten the risk for disadvantaged populations. On the other hand, Cambodia is also vulnerable to two primary types of droughts: meteorological (associated with a precipitation deficit) and hydrological (linked to a deficit in surface and subsurface water flow, often originating from the region's river basins). Cambodia also faces exposure to cyclones and landslides and extreme heat.

Cambodia is highly vulnerable to the impact of climate change. According to the Global Climate Risk Index, in 2020, it was ranked as the 12th most climate risk-prone country globally. Climate change is projected to exacerbate flooding and drought risks and decrease Cambodia's GDP by as much as 10% by 2050.³⁷ Agriculture, infrastructure, forestry, human health, and coastal areas are most affected by climate change.³⁸ The observed impacts of climate change in Cambodia include more intense rains leading to floods, delayed rainy season affecting crops, longer dry seasons, El Niño-related droughts, unexpected dry periods during the rainy season, and untimely rains damaging crops. Due to damming and poor river management, climate change projections show increasing vulnerability, especially near waterways like the Mekong River. Other contributors to vulnerability include poorly planned urban development in low-lying areas and natural resource degradation.³⁹ These findings underscore the urgent need for proactive measures to address and prepare for Cambodia's growing risks associated with climate change.

The EW4All project has selected the four target provinces (Kratie, Banteay Meanchey, Ratanakiri, and Stung Treng) to represent different regions of Cambodia. More information can be found in the project Feasibility Study.

Conflict and Fragility Approach Taken by the Project

The project, due to its multi country nature will work in various contexts, this includes countries that have been classified by the World Bank as in a "Fragile and Conflict State" (FACS). Amongst the project target areas, Somalia, Chad and Ethiopia have been classified as either "in conflict" or "fragile."

The two core components of FCAS can be defined as follow, recognising the various multiple dimensions of FCAS as a well as bifurcation between fragility and conflicts⁴⁰:

- **Fragility** is defined as a systemic condition or situation characterized by an extremely low level of institutional and governance capacity which significantly impedes the state's ability to function effectively, maintain peace and foster economic and social development.
- **Conflict** is defined as a situation of acute insecurity driven by the use of deadly force by a group — including state forces, organized non-state groups, or other irregular entities — with a political purpose or motivation. Such force can be two-sided — involving engagement between multiple organized, armed sides, at times resulting in collateral civilian harm — or one-sided, in which a group specifically targets civilians.

The above criteria serve as a general guideline for the EW4All Project Framework to identify project areas identified as FCAS while taking into account the indicators used by the World Bank in its own annual assessment of FACS⁴¹. These include institutional and social fragility as well as violent conflict⁴².

UNDP prioritizes three areas in its "Crisis Offer"⁴³:

- I. **Break the Cycle of Fragility - Transform Protracted and Fragile Contexts:** this is achieved through multidimensional risks analysis to promote transformative changes in protracted crises and fragile contexts

³⁷ UNDRR (2029). Disaster Risk Reduction in Cambodia. <https://www.undrr.org/publication/disaster-risk-reduction-cambodia>

³⁸ European Commission and UNEP (2024). Interactive Country Fiches Climate Change in Cambodia

³⁹ The Center for Excellence in Disaster Management (2022)

⁴⁰ <https://thedocs.worldbank.org/en/doc/fb0f93e8e3375803bce211ab1218ef2a-0090082023/original/Classification-of-Fragility-and-Conflict-Situations-FY24.pdf>

⁴¹ <https://thedocs.worldbank.org/en/doc/b3c737c4687db176ec98f5c434d0de91-0090082024/original/FCListFY25.pdf>

⁴² <https://www.worldbank.org/en/topic/fragilityconflictviolence/brief/classification-of-fragile-and-conflict-affected-situations>

⁴³ <https://www.undp.org/sites/g/files/zskgke326/files/2022-09/UNDP%20Crisis%20Offer%202022.pdf>

through context-specific, systems-based development solutions that are ambitious, bespoke, principled and at scale.

- II. ***Get Ahead of the Crisis Curve - Anticipate and Prevent Crisis:*** mitigating risk and addressing drivers and root causes of conflicts, disasters, and other types of crises. Prevention is at the core of this priority anchored in reducing development deficits, fight inequalities, and foster inclusion.
- III. ***Invest in Hope – From Jobs to Justice: Sustain Development Throughout Crisis:*** this approach ensures sustained delivery of development throughout the occurrence of crises, from early assessments to recovery planning and financing, in full complementarity to humanitarian and peace actors. New tools include integrated cross-practice approaches to recovery assessments and programming.

While the EW4All proposal addresses all three areas, it is primarily focussed on “Get Ahead of the Crisis Curve - Anticipate and Prevent Crisis”. The auspice of the approach is to shift from reaction to one of prevention. Climate change is a key threat and can undermine efforts to secure peace and stability, with climate hazards not only directly impacting people and their livelihoods, but also indirectly exacerbating existing conflict and fragility, and in turn creating new conflicts. Climate change is also a major danger to efforts to maintain peace and stability. People's susceptibility to climate change can be increased and their capacity for adaptation can be limited by conflict and instability. For example, individuals frequently migrate to places that are more sensitive to climate threats, and the loss of livelihoods might make adaptation less affordable.

Challenges related to the establishment of an MHEWS in FACS may include the lack of accessibility to certain areas, limited capacities to establish and maintain MHEWS investments, as well as the exclusion of vulnerable populations (including migrating populations and minority groups) from receiving project benefits. In addition, the lack of a consistent national presence in all project intervention areas requires a careful study and analysis of stakeholders to reduce the risk of aggravating existing social dynamics. On the other hand, careful implementation provides an opportunity to enhance social cohesion through community early warning systems as well as by enhancing the capacity of the government to provide public goods and benefits ensuring that no one is left behind, as well as enhancing capacities to build inclusive public policies.

The project's approach for conflict sensitivity provides space to ensure that the project is able to have a wider perception and context of conflict and fragility while creating a basis to identify opportunities for long term resilience through peace positive approaches. Project interventions taking place within FCAS will develop a corresponding conflict sensitivity analysis informed by consultations to assess institutional needs and capacities so that interventions developed within are designed in a way that do not create or exacerbate conflicts and ideally contribute to peace. This will be detailed in country-specific Stakeholder Engagement Plans which will be the main instrument to guide consultations and outreach with stakeholders, and which will take into account the country context, including conflict, so that project engagement and Early Warning activities do not exacerbate any existing tensions.

Country level conflict analysis will take as underlying assumption that no policy intervention is neutral and may have unintended consequences both positive and negative as well as direct or indirectly. Conflict sensitivity analysis will hence be developed to at minimum ensure that project interventions within FCAS avoid causing harm and at maximum contribute to peace. Conflict sensitivity analysis will thus look to identify existing causes of tension and how these interact with country level project implementation and delivery strategies.

Implementation of EW4All in Chad, Somalia and Ethiopia may pose implementation risks depending on the national or local situation. These specific considerations have been assessed in the Social and Environment Screening Procedure (SESP) and detailed at length within the Stakeholder Engagement Plans for Chad, Ethiopia and Somalia. In these countries, no small works will take place in areas where there is ongoing conflict or where works could exacerbate existing tensions. As per the project approach, small works will be contained mostly within existing locations, but FACS countries will also need to analyse the potential direct and indirect impacts of this. Guidance is provided in Section 5 of this ESMF. The country level analysis has informed the design of Funding Proposals for these countries.

Purpose and Scope of the ESMF

This ESMF is a tool to assist in managing potential adverse social and environmental impacts associated with project activities, in line with the requirements of UNDP's Social and Environmental Standards (SES). The ESMF will guide the E&S screening of all activities under Output 1 and 2, to ensure the environmental and social risks and impacts are fully assessed and management measures are in place prior to the implementation of the relevant project activities, including prior to the commencement of small works. The ESMF applies to all project activities, and should guide the

screening, assessment and management of risks of all future project activities as they are defined. The ESMF is complimented by global and country-specific Stakeholder Engagement Plans (SEPs) and global and country-specific Gender Analysis and Action Plans (GAAP). Any changes to the ESMF during project implementation will need to be approved by UNDP and GCF. However, considering the framework approach and the ESS category C, any plans developed under Output 1 countries will be approved by UNDP. Compliance with ESMF, including ensuring that the subprojects are maintained as category C will be reported to GCF through Annual Performance Reports.

- Relevant Legislation and Institutional Framework

This section provides a preliminary review of the applicable policy, legal and institutional framework in seven countries under Output 2. Environmental risks of activities in all these countries are low (please refer to each country's SESP). The overall project excludes from project support any activity requiring environmental clearance (ESIA/EIA preparation). As stated in the Exclusion Criteria of this ESMF (Table 2), activities requiring an ESIA, or considered Category A or B will not be considered for project support. Nevertheless, all activities will be required to apply any national regulatory permits that would apply to small works, as well as the GCF Indigenous Peoples Policy, in case these populations are involved. Please refer to Section 5 of this ESMF for more details. Further information about each country is included in each country's Funding Proposal and Feasibility Study and GAAP.

Ethiopia

The National Constitution

Adopted in 1995, the Ethiopian Constitution provides the framework for environmental protection and management in Ethiopia.

Environmental Laws and Regulations

Environmental Policy of Ethiopia (1997)

The environmental policy of Ethiopia is aimed at guiding sustainable social and economic development of the country through the conservation and sustainable utilization of the natural, man-made and cultural resources and the environment at large. The Environmental Policy provides a number of guiding principles that require adherence to the general principles of sustainable development.

Environmental Impact Assessment Proclamation, No. 299/2002

The Proclamation elaborates on considerations with respect to the assessment of positive and negative impacts and states that the impact of a project shall be assessed on the basis of the size, location, nature, cumulative effect with other concurrent impacts or phenomena, trans-regional context, duration, reversibility or irreversibility or other related effects of a project. Based on directives or guidelines pursuant to this proclamation, projects will be categorized as not likely to have negative impacts, and thus not requiring environmental impact assessment; and those likely to have negative impacts and thus requiring environmental impact assessment. The Proclamation is supported by the Environmental Impact Assessment Guideline (May 2000).

Disaster Preparedness Laws and Regulations

National Policy and Strategy on Disaster Risk Management 2013

The main objective of the Policy is to reduce disaster risks and potential damage caused by a disaster through establishing a comprehensive and coordinated disaster risk management system in the context of sustainable development.

Labour and OHS Laws and Regulations

National Occupational Safety and Health (OSH) Policy and Strategy (2014)

The overall objective of the national OSH Policy and strategy is to avoid, prevent or minimize occupational and health hazards by providing effective OSH services in all working places.

Labour Proclamation 1156/2019

This proclamation has recently been approved and repeals previous proclamations. The new proclamation sets up a Board to discuss the setting of minimum wages, increases the working age from fourteen to fifteen years, sets maximum working hours including overtime, and offers more protection for workers including protections against discrimination and sexual harassment or assault.

Gender Laws and Regulations

The Constitution recognizes gender equality (Articles 25, 34, 35 and 40). The Constitution also accords women equal rights with men regarding the use, transfer, administration, and control over land (article 35 (7)). Article 35 states that women have the right to full consultation in the formulation of national development policies, the designing and execution of projects, and particularly in the case of projects affecting the interests of women. Moreover, the Constitution explicitly prohibits laws and customary practices that discriminate against women (article 35(4)).

The National Policy on Ethiopian Women (1993)

Focuses on improving the working and health conditions of women and protecting women from harmful traditional practices. It is also aimed at empowering women through enhanced access to education and land as well as other property rights and fostering the involvement in decision making.

IP-related Laws and Regulations

The Constitution recognizes the presence of different socio-cultural groups, including historically disadvantaged and underserved communities, pastoralists, and minorities, as well as their rights to socio-economic equity and justice. Article 39 of the Ethiopian Constitution recognizes the rights of groups identified as “Nations, Nationalities and Peoples”. They are defined as *“a group of people who have or share a large measure of common culture or similar customs, mutual intelligibility of language, belief in a common or related identity, a common psychological make-up, and who inhabit an identifiable, predominantly contiguous territory.”* The Constitution recognizes the rights of these Nations, Nationalities and Peoples to: self-determination, including the right to secession; speak, write and develop their own languages; express, develop and promote their cultures; preserve their history; and, self-government, which includes the right to establish institutions of government in the territory that they inhabit and equitable representation in state and Federal governments.

Somalia

The legislative framework in Somalia is still at a nascent stage and evolving; as such, there are limited laws and regulations.

Provisional Constitution of the Federal Republic of Somalia (2012)

The Constitution mandates equality for all citizens, regardless of sex, religion, social or economic status, political opinion, clan, disability, occupation, birth or dialect shall have equal rights and duties before the law. Article 14 stipulates that a person may not be subjected to slavery, servitude, trafficking, or forced labor for any purpose. Article 24 covers labour rights and states that every person has the right to fair labour relations; right to strike; form, join and participate in trade unions; and right to engage in collective bargaining on labour related issues. All workers, particularly women, have a special right of protection from sexual abuse, segregation and discrimination in the workplace. All labour laws and practices shall comply with gender equality in the workplace. Article 25 states that every Somali has the right to an environment that is not harmful to their health and wellbeing, and to be protected from pollution and harmful materials.

Environmental Laws and Regulations

National Environmental Policy (2020)

The National Environmental Policy has the stated goal of improving the health and quality of life of the Somali people and promotes the use of appropriate environmental assessment instruments.

Labour and OHS Laws and Regulations

The Labour Code of 1972

The Code includes guidance on work contracts, hours of work, procedures for termination, wages, grievances, freedom of association, etc. With regards to OHS, the employer is obligated to provide adequate measures for health and safety for protecting staff against related risks, including the provisions of a safe and clean work environment and of well-equipped, constructed and managed workplaces that provide sanitary facilities, water and other basic tools and appliances ensuring workers’ health and safety. The Labor Code further forbids work for children below the age of 15 but allows employment of children between the age of 12-15 on the condition that the work is compatible with proper protection, health and the moral of children and in case where it is necessitated by special local conditions and technical requirements of the work. The Labor code forbids the employment of young persons below the age of 16 in work done on flying scaffolds or portable ladders in connection with construction activities. The Labor Code stipulates the right to equal pay for women and men.

Gender Laws and Regulations

Somalia National Gender Policy (2016)

Includes strategies to eradicate harmful traditional practices such as female genital mutilation and child marriage and to improve services for the management of GBV cases.

IP-related Laws and Regulations

In Somalia, the situation for Indigenous peoples and minority groups is complex. The country has a diverse social structure with various clans and minority groups, but there isn't a specific national policy for the development of Indigenous Peoples. Minority groups like the Bantu, Bravenese, Boon, Rerhamar, Bajuni, Eyle, Galgala, Tumul, Yibir, and Gaboye often face significant social, economic, and political marginalization. Somalia operates under a system of legal pluralism, where customary law (Xeer), religious law (Sharia), and secular law coexist. The rights of Indigenous peoples to their traditional lands, culture, and traditions are not formally recognized. Instead, these rights are governed by customary laws and practices, which vary between regions and communities. This can lead to disputes and marginalization of minority groups. Additionally, minority groups face numerous human rights challenges, including discrimination, exclusion, and lack of access to resources and services, worsened by ongoing conflict and instability.

Chad

The Constitution of the Republic of Chad (1996, revised 2005)

The Constitution stipulates that everyone has the right to a healthy environment (article 47) and that the State and communities must ensure the protection of the environment (article 48). The Constitution recognizes the promotion of gender and youth as a factor for achieving equality between men and women and the imperative of its consideration for sustainable human development.

Environmental Laws and Regulations

National Environmental Action Plan (PNAE, 2005)

Chad's environmental policy is implemented mainly through the PNAE, which defines the strategy of national environmental policy towards sustainable development. The PNAE is broken down into action programs, including the National Climate Change Adaptation Program (PNACC).

Law on Environmental Protection Law 14 / PR / 98 of August 17, 1998

This law defines the general principles of environmental protection in Chad. It includes 107 articles divided into 8 chapters. Its main objective is to establish the principles for the sustainable management of the environment and its protection against all forms of degradation, in order to safeguard, enhance natural resources and improve the living conditions of the population. The law covers several aspects, including sustainable management and environmental protection; environmental education; protection of human settlements; protection of cultural and historical heritage and the biophysical environment; pollution and nuisances (waste and effluent, etc.), and environmental assessment and emergency plans.

In relation to the environmental assessment under Title VI of the Act, section 80 states that: *"Where, because of their size or their impact on the natural environment, there is a risk that any development, work or project may adversely affect the environment, the authority may require the petitioner or the contracting authority, the establishment of a preliminary impact assessment to assess their compatibility with environmental protection requirements."*

Decree 630/PR/PM/MEERH/2010

This Decree regulates environmental impact assessments. The decree defines the categorization of projects as follows: A: projects that may have various and significant effects on the environment, requiring detailed investigations; these projects are subject to an Environmental Impact Assessment (EIA); B: projects which may have easily identifiable and limited effects on the environment and whose means of mitigation are generally known; these projects are subject to an Environmental Impact Notice; C: Projects with no significant environmental effects, for which neither an EIA nor an Impact Statement is required. There are two Orders connected to this Decree which provide a general guide for the implementation of an EIA and indicate the procedure to be followed for carrying out related consultations.

Disaster Preparedness Laws and Regulations

National Strategy to Combat Climate Change in Chad (2017)

Chad's priorities include:

- Inform, educate and communicate on climate risks and adaptation technologies.
- Support institutions to define adaptation priorities according to socio-economic sectors according to the needs of the population and promote inter-sectoral coherence, particularly during the development of the *National Adaptation Plan*.
- Development of a national awareness, information and training program on the climate change or support for existing programs.
- Need to inform and train the leaders and facilitators of provincial, local and communities on themes related to the adaptation of vulnerable groups to climatic changes.

Labour and OHS Laws and Regulations

Law No. 038/PR/96 of 11 December 1996 on the Labour Code

In Articles 48 to 51, this law makes the employment contract compulsory for any employee recruited, and Article 52 prohibits all work for children under the age of fourteen. Articles 231 and 232 make it compulsory to set up a health and safety committee for undertakings employing at least 50 employees.

Gender Laws and Regulations

National Gender Policy: Decree No. 2035/PR/PM/MFPPESEN/2017

The National Gender Policy vision is that from here to 2063, Chad will be a country free of all forms of gender inequality and inequities, all forms of violence where men and women have the same opportunity to access and control resources and participate equitably in decision-making bodies with a view to sustainable development. The country started the elaboration of the five-year action plan 2019-2023, which will be the translation of this policy in the medium term, and elaborated the National Strategy of Fight Against Gender-Based Violence (SNVBG).

IP-related Laws and Regulations

The Chadian government recognizes nomadic and transhumant pastoralists, particularly Arabs, Toubous, Daza and Peuls Mbororo, as "marginalized groups" and identifies them as such in the National Adaptation Plan and the National Gender and Climate Change Strategy. The National Livestock Development Plan (PNDE, 2009-2016) and the National Pastoral Development Strategy (SNDP, 2016) have produced a converging strategic and spatial planning framework, integrating pastoral hydraulics, climate change adaptation, pastoral development and environmental protection, in order to increase the livestock sector's contribution to national economic growth, poverty reduction and food security. This framework is also a roadmap for tackling the issues associated with these groups, whose way of life is on the margins of modern society. It is therefore important to emphasize the preservation of their languages, cultures, traditions and unique ways of life, while ensuring their integration into socio-economic development, for example by seeking to establish procedures for the legal recognition of the way of life of these communities, giving them legal rights, particularly with regard to land, basic social services and the management of natural resources, which are essential for their subsistence and the preservation of their cultural practices. However, there is no legal document that details rights of nomadic and transhuman pastoralists. Nomadic land issues are regulated by *Law 004* of 1959 (enacted during colonisation), which governs "pastoral lands". This was updated by a *Pastoral Code* in 2014.

Ecuador

Constitution of the Republic of Ecuador, 2008

Article 14 recognizes the rights of the population to live in a healthy and ecologically balanced environment that guarantees sustainability and the good way of living (*sumak kawsay*). Environmental conservation, the protection of ecosystems, biodiversity and the integrity of the country's genetic assets, the prevention of environmental damage, and the recovery of degraded natural spaces are declared matters of public interest.

Article 16 establishes the rights of all persons, individually or collectively, to free, intercultural, inclusive, diverse and participatory communication in all spheres of social interaction, by any means or form, in their own language and with their own symbols, as well as universal access to information and communication technologies.

Article 35 establishes the rights of priority persons and groups, which include elderly persons, girls, children and adolescents, pregnant women, persons with disabilities, persons in prison and those who suffer from disastrous or highly complex diseases. Victims of domestic and sexual violence, child mistreatment, natural or manmade disasters are also given priority. Article 47 ensures equal opportunities for persons with disabilities and their social integration.

Article 389, mandates the State to protect people from natural and man-made disasters, ensuring that risk management is integrated into the country's development plans.

Environmental Laws and Regulations

Organic Environment Code (2017) and Regulation (2019)

Regulates the environmental rights, duties and guarantees that are established in the Constitution. The Code establishes the environmental principles and regulations that will be followed in the country, and regulates the activities that could generate environmental impact or damage through norms that promote respect for nature, cultural diversity and rights for current and future generations, as well as guaranteeing the equitable participation of

people in conservation, protection and rehabilitation of nature, as well as its benefits. Article 23 establishes the Ministry of Environment as the country's environment responsible for planning, regulation, and control in this matter.

Disaster Preparedness Laws and Regulations

Organic Law for the Comprehensive Management of Disaster Risk (2024)

It regulates the processes for planning, organizing, and articulating policies and services for knowledge, forecasting, prevention, and mitigation; response and recovery in the face of emergencies, disasters, catastrophes, endemics, and pandemics; and regulates the functioning of the National Decentralized System for Comprehensive Disaster Risk Management, ensuring the safety and protection of people, communities, and nature against threats of natural and anthropogenic origin, with the objective of reducing disaster risk. Based on the Constitution, it will guarantee the direct exercise of the rights of individuals, peoples, and nationalities, especially priority attention groups, to whom preferential care will be provided.

Organic Code of Territorial Organization, Autonomy, and Decentralisation

This Code details the role and responsibilities of Local Governments. While it does not specify actions related to early warning systems, it does assign responsibilities related to disaster risk management

Strategic Guidelines for Risk Reduction in Ecuador (2021)

Provide a comprehensive framework for addressing the country's risk landscape. These guidelines are developed to effectively reduce vulnerabilities and enhance resilience across various sectors and territorial levels.

Labour and OHS Laws and Regulations

The Constitution protects workers' rights, including Articles 66 (prohibition of forced labor) and 326 (freedom of organization), 327, 328 (decent wages that cover at least the basic needs of the worker and their family, workers' participation in profits), and 329 (adoption of specific measures to eliminate discrimination affecting communities, peoples, and nationalities).

The Labour Code (2005)

The Code regulates the relationship between workers and employers. It establishes equal pay (Art. 79), prohibits children under 15 from working, and sets strict rules for the employment of minors (Chapter 7). It also mandates that employers ensure working conditions do not pose risks to the health or life of their workers and includes other safety and occupational health regulations (Art. 348 to 362).

Additionally, there is the Organic Law for Labor Justice and Recognition of Domestic Work (2015) and the Organic Law for the Promotion of Youth Employment, Exceptional Regulation of Working Hours, Severance, and Unemployment Insurance. These laws regulate youth employment and social security.

Gender Laws and Regulations

Comprehensive Organic Law to Prevent and Eradicate Violence against Women (2018)

Based on the Constitution, which guarantees women the adoption of measures to eliminate inequalities and discrimination, several regulations are identified. The topic of guarantees begins with the approval of the Organic Law of the National Equality Councils (2014), which includes the National Council for Gender Equality. This law establishes the institutional and regulatory framework, regulating the objectives, nature, principles, integration, and functions.

The Law establishes measures to prevent, punish, and eradicate violence against women in its various forms. Additionally, there are three recent laws aimed at addressing gender inequalities: *the Organic Law for Voluntary Termination of Pregnancy in Cases of Rape (2022)*, *the Organic Law for the Promotion of the Violet Economy (2023)*, and *the Organic Law on the Right to Human Care (2023)*. Other complementary legislations include *the Law for the Prevention of Workplace Harassment (2017)*, *the Human Mobility Law (2017)*, and *Executive Decree 696 (2019)*, which establishes the Bonus for Children and Adolescents in Situations of Orphanhood due to Femicide.

IP-related Laws and Regulations

Article 57 of the Constitution recognizes Indigenous peoples and outlines their rights. The Constitution recognizes the land and territory, ancestral possession, ancestral medicine, collective intellectual property, protection of ancestral knowledge, rights and the cultural heritage of Indigenous Peoples. As detailed in Article 57, Indigenous communes, communities, peoples and nations are recognized and guaranteed collective rights including their identity, feeling of belonging, ancestral traditions and forms of social organization; recognition and compensation for community groups affected by racism or other forms of intolerance and discrimination; ownership of their community lands; to free prior

informed consultation on the plans and programs for prospecting, producing and marketing non-renewable resources located on their lands and which could have an environmental or cultural impact on them; to develop, apply and practice their own legal system or common law; to not be displaced from their ancestral lands; to uphold, protect and develop collective knowledge and preserve their cultural and historical heritage; to develop and strengthen the intercultural bilingual education system; to uphold organizations that represent them; to participate by means of their representatives in the official organizations established by law to draw up public policies concerning them, as well as design and decide their priorities in the plans and projects of the State, and to be consulted before the adoption of a legislative measure that might affect any of their collective rights, among other rights. Furthermore, the territories of peoples living in voluntary isolation are protected from all forms of extractive activities. The State shall adopt measures to guarantee their lives, enforce respect for self-determination and the will to remain in isolation and to ensure observance of their rights. The State shall guarantee the enforcement of these collective rights without any discrimination, in conditions of equality and equity between men and women.

Organic Law of the National Equality Councils (2014)

The Organic Law of the National Equality Councils includes the National Council for the Equality of Peoples and Nationalities, establishing the institutional and regulatory framework, regulating the objectives, nature, principles, integration, and functions. Additionally, there is the *Organic Law of Rural Lands and Ancestral Territories (2016)*, which recognizes and guarantees the rights, values, traditions, production methods, and cultural practices, both individual and collective, of indigenous communities, communes, peoples, and nationalities. It also recognizes the right to property and the conservation of community property, and the possession of their lands and ancestral territories.

Intellectual Property Law, 2006

This law recognizes, regulates, and guarantees intellectual property acquired through copyrights and related rights, industrial property, technological knowledge of cultural and productive sectors, and related matters, as well as plant varieties. This law does not limit or obstruct the rights enshrined by the Convention on Biological Diversity.

Antigua and Barbuda

Constitution of Antigua and Barbuda, 1981

The Constitution of Antigua and Barbuda states that everyone in the country is entitled to the fundamental freedoms and rights of the individual and prohibits discrimination on the grounds of race, place of origin, political opinions or affiliations, colour, creed, or sex.

Environmental Laws and Regulations

Environmental Protection and Management Act (2019)

The EPMA serves as the principal guiding policy for the Department of the Environment. It governs sustainable environmental protection and management to establish effective allocation of administrative responsibilities for environment management, coordination of environmental management, and the incorporation of international treaty obligations with respect to the environment into national and law related matters. The Act mandates pollution control and management, as well as the implementation of Environmental Impact Assessments.

The Department of Environment is mandated to coordinate government policies and activities related to sustainable development, climate change, and natural resources management. This includes a National Environmental Policy Framework, which incorporates assessments of climate change vulnerabilities and risks, along with considerations for social, human health, economic, and ecological aspects, including preserving biodiversity, and combating desertification.

Physical Planning Act (2003)

The Physical Planning Act serves as a regulatory framework for guiding physical development endeavours in Antigua and Barbuda, with the overarching goal of enhancing the quality of the physical environment. Through this legislation, the Development Control Authority is established as the governing body responsible for overseeing planning activities. The Act is designed to facilitate the systematic, efficient, and fair allocation and development of resources, considering social, economic, and environmental considerations to ensure the sustainable utilization of land. The Act plays a crucial role in promoting a balanced and resilient built environment that can withstand and mitigate the impacts of natural hazards.

Sustainable Island Resource Management Zoning Plan (2011)

This plan functions as a navigational tool for steering Antigua and Barbuda towards sustainable physical development by outlining measures to safeguard critical ecosystem services, thus mitigating environmental risks. Moreover, it advocates for the sustainable advancement of various sectors to bolster economic growth.

National Solid Waste Management Act (1995)

The National Solid Waste Management Act establishes the National Solid Waste Management Authority. The linkages with disaster risk management are evident within the responsibilities of the National Solid Waste Management Authority as outlined within the Act, which includes treatment and disposal of hazardous waste; and to prepare plans and programmes to address the problems of solid waste management.

Disaster Preparedness Laws and Regulations

Disaster Management Act (2002)

This legislation embraces a comprehensive approach by providing the necessary legal underpinning for the institutional framework governing disaster management. Key provisions of the Act include the establishment of the National Disaster Preparedness and Response Advisory Committee, along with the framework for its subcommittees.

Emergency Powers (Hurricane, Earthquake, Fire or Flood) Act

This Act authorizes the Cabinet to declare a state of emergency following the occurrence of a hurricane, earthquake, fire or flood in Antigua and Barbuda. The Act further authorizes the Cabinet to make orders, such the acquisition and distribution of vital supplies, and the demolition of dangerous structures.

Labour and OHS Laws and Regulations

Antigua and Barbuda Labour Code

The Act stipulates that no employer shall discriminate with respect to any person's hire, tenure, wages, hours, or any other condition of work, by reason of race, colour, creed, sex, age or political beliefs. The Code establishes a minimum working age of 14 years and stipulates conditions for the employment of children between the ages of 14-18. The Code stipulates equal pay for both men and women and includes provisions to ensure the health and safety of workers.

Childcare and Protection Act 2004

The Act establishes a Child Protection Agency in Antigua and Barbuda and provides safety, care and protection for all children. It also ensures that child labour is not allowed.

Disabilities and Equal Opportunities Bill 2017

An Act to make provision for the protection of the rights of persons with disabilities and for connected matters. The objectives of the Act include improving the general standard of living for persons with disabilities; providing a clear national mandate to elimination discrimination; promoting equal fundamental rights for persons with a disability, and ensuring full and effective participation in all aspects of society.

Gender Laws and Regulations

The legal framework which protects women and girls from Gender-Based Violence in Antigua and Barbuda includes the Constitution, Acts of Parliament and rules from the common law. The domestic violence legislation provides protection from physical and sexual violence. However, there is no legislation which specifically deals with sexual harassment. However, the common law can be used to provide remedies to persons who are victims of sexual harassment in the workplace by reliance on the law of torts (duty of care) and the law of contract (breach of implied trust/constructive dismissal).

Domestic Violence Act 1999

This law governs domestic violence in Antigua and Barbuda. The Act seeks to reduce the incidences of domestic violence.

Sexual Offences Act 1995, amended 2004

The Act recognizes a wide range of offences and has provisions geared at offering greater protection to children and persons with mental disorders.

Fiji

The Constitution, 2013

The Constitution is the supreme law of the country (Article 2) and establishes Fiji as a secular, sovereign democratic State (Articles 1 and 4). The Constitution includes specific provisions recognizing the Indigenous people of Fiji and their ownership of customary land and relating to protection of the environment. Article 40(1) provides that “*every person has the right to a clean and healthy environment, which includes the right to have the natural world protected for the benefit of present and future generations through legislative and other measures*”.

Environmental Laws and Regulations

Environment Act, 2005

Environmental management in Fiji is provided through the Environment Act and the accompanying regulatory instrument, the Environment Regulations (2007). Both are administered by the Department of Environment DOE within the Ministry of Local Government, Urban Development, Housing and Environment. The Environment Act provides for an integrated system of development control, environmental assessment, and pollution control. Section 4 of the Act requires that any proposed development activity that is likely to cause significant impact on the environment must undergo an environmental impact assessment (EIA) process which includes screening, scoping, preparation, reviewing and decision-making.

Disaster Preparedness Laws and Regulations

National Disaster Risk Reduction and Management Act

This legislation establishes a legal framework for disaster risk reduction and management in Fiji. It underscores the importance of early warning systems and outlines the responsibilities of relevant government agencies, communities, and individuals in disaster preparedness and response.

Labour and OHS Laws and Regulations

Employment Relations Act 2007

The Act includes the fundamental rights of all workers, including no discrimination on the grounds of ethnicity, colour, gender, religion, political opinion, national extraction, sexual orientation, age, social origin, marital status, pregnancy, family responsibilities, state of health including real or perceived HIV status, trade union membership or activity, or disability. The Act governs the terms and conditions of employment such as working hours, holidays, rest periods, wages, overtime, leave and termination of employment, etc. Based on the Act, there shall be equal pay for men and women for work of equal value. The minimum age of employment is 15 years, and there are specific provisions for workers age 15-18. The worst forms of child labour, including sale and trafficking of children are prohibited under this Act. Part 9 s76 details that all employers are required to develop and maintain a policy to prevent Sexual Harassment in the workplace.

Health and Safety at Work Act 1996

The Act provides clear objectives, obligations and functions which cover every workplace and sets out the roles of employers and workers regarding the occupational health and safety of workers.

Gender Laws and Regulations

Domestic Violence Act 2009

The Act aims to eliminate, reduce, and prevent domestic violence and to ensure the protection, safety and wellbeing of victims. It applies to domestic violence committed both in Fiji and overseas.

National Policy on Sexual Harassment in the Workplace (2007)

This Policy requires that each workplace establish a Sexual Harassment Monitoring and Evaluation System. The National Policy defines SH, employers’ responsibilities, workers’ responsibilities, complainants’ statutory rights under the Human Rights Act 1999; the Penal Code (section 154); and the personal grievance procedure under the Employment Relations Promulgation 2007.

IP-related Laws and Regulations

The Constitution recognizes the Indigenous people or the iTaukei, their ownership of iTaukei lands, their unique culture, customs, traditions and language, as well as the Indigenous people or the Rotuman from the island of Rotuma, and their ownership of Rotuman lands, unique culture, customs, traditions and language. The Constitution includes a bill of rights, which includes rights of ownership and protection of iTaukei, Rotuman and Banaban lands (Article 28), a right to the protection of ownership and interests in land (Article 29) and environmental rights (Article 40). A number of statutes have been passed to support the iTaukei system of law, including the *iTaukei Affairs Act* (otherwise known as

the Fijian Affairs Act); The *iTaukei Lands Act*; the *iTaukei Lands Trust Act* (otherwise known as the Native Land Trust Act 1940), and the *iTaukei Trust Fund Act 2004* (otherwise known as the Fijians Trust Fund Act).

Cambodia

The Constitution of the Royal Kingdom of Cambodia, 1993

The Constitution is the overarching legal framework for the country and guarantees all Khmer citizens the same rights regardless of race, color, language and religious belief. The constitution includes protections for social, Indigenous, gender rights and equality (articles, 36, 45). It also includes provisions for the protection of workers (article 75) and worker's rights to establish associations (article 42) and representative unions (article 36). It specifically prohibits all forms of discrimination against women (article 45). On environment, article 59 requires the State to protect the environment and balance of abundant natural resources and establish a precise plan of management of land, water, air, wind, geology, ecological system, mines, energy, petrol and gas, rock and sand, gems, forests and forestry products, wildlife, fish and aquatic resources and it is within this constitutional context that the Ministry of Environment (MOE) was established.

Law on the Protection and Promotion of the Rights of Persons with Disabilities 2009 (Royal Kram NS/RKM/0709/010)

The goal of the law is to protect and promote the rights of persons with disabilities in the country, and prevent, reduce and eliminate discrimination against persons with disabilities. The law also seeks to ensure that persons with disabilities are able to participate fully and equally in activities within society and provide equal opportunities for employment.

Environmental Laws and Regulations

Law on Environmental Protection and Natural Resources Management, 1996

The law requires the government to prepare national and regional environmental plans and sub-decrees concerning a wide range of environmental issues, including EIAs, pollution prevention and control, public participation, and access to information.

Sub-Decree on Environmental Impact Assessment Process #72 ANRK.BK (1999)

This Sub-decree sets out the current statutory requirements for Environmental Impact Assessment (EIA) process for private or public projects, including providing avenues for public participation (in particular Prakas on Public Participation in the EIA Process 2017). It sets out the minimum requirements for the nature and size of projects and activities (both existing and proposed) that shall be subject to EIAs.

Disaster Preparedness Laws and Regulations

Cambodia has a legal framework to regulate and govern emergency preparedness and response action, specifically the Law on Disaster Management (DM). This law entrusts the National Committee for Disaster Management (NCDM) with the leadership and coordination of all disaster management activities and allocating resources to various institutions in the country at the national level. According to the DM Law, the subnational disaster management committee is responsible if a disaster occurs within its territory. The NCDM will intervene when support is requested and if the subnational committee cannot manage the disaster.

Labour and OHS Laws and Regulations

Labour Law

This is the overarching legal instrument that regulates and protects workers in Cambodia. The law governs relations between employers and workers. The law prohibits discrimination in any form, including by sex, religion, social origin, or ethnicity (art 12). Employers are required to make available a copy of the Law to workers at all business locations/operations (art 15) and forced compulsory or the hiring of workers to pay off debts is prohibited (art 16). Article 106 reaffirms equal conditions and wage for all work regardless of origin, age and sex for the same types of work.

The allowable minimum age for wage employment is set at 15 years (art 177). Children from 12-15 years of age can be hired under specific provisions only. Chapter eight of the Labor Law covers the health and safety of workers and requires maintaining standards of hygiene and sanitation in working environments and requirements for individual protective instrument and work clothes, lighting and noise levels (art.229).

Prakas on the Prohibition of Hazardous Child Labour (MoSALVY #106, April 28, 2004)

The Prakas prohibits the employment of anyone under the age of 18 in any of the 38 scheduled hazardous works / activities listed in the Prakas.

Gender Laws and Regulations

Law on the Prevention of Domestic Violence and Protection of Victims, 2005

This law aims to protect women's rights and promote gender equality by addressing and preventing domestic violence.

IP-related Laws and Regulations

National Policy on the Development of Indigenous Peoples (2009)

The Policy sets out government policies related to Indigenous peoples in the fields of culture, education, vocational training, health, environment, land, agriculture, water resources, infrastructure, justice, tourism, industry and mines and energy. It is an umbrella document that defines principles for formal registration of indigenous communities as legal entities with their own bylaws and enables their participation in economic development that affects their lives and cultures. The Policy calls for the conduct of impact assessments for all infrastructure projects affecting indigenous peoples.

Policy on Registration and Right to Use of Indigenous Communities (2009)

This policy takes as its basis the recognition in the Land Law of 2001, of the right of indigenous communities to possess and use land as their collective ownership.

UNDP's Social and Environmental Standards

The project will comply with UNDP's [Social and Environmental Standards](#) (SES), which came into effect in January 2015. The SES underpin UNDP's commitment to mainstream social and environmental sustainability in its Programmes and Projects to support sustainable development. The objectives of the standards are to:

- Strengthen the social and environmental outcomes of Programmes and Projects
- Avoid adverse impacts to people and the environment
- Minimize, mitigate, and manage adverse impacts where avoidance is not possible
- Strengthen UNDP and partner capacities for managing social and environmental risks
- Ensure full and effective stakeholder engagement, including through a mechanism to respond to complaints from project-affected people

The SES are an integral component of UNDP's quality assurance and risk management approach to programming. This includes the [Social and Environmental Screening Procedure](#) (see the completed SESP for the project in Annex 6a of the global project proposal).

The SESP was finalised during project preparation, as required by UNDP's Social and Environmental Standards (SES). The overall SESP risk categorization for the project is Low. Through the GCF Accreditation Process, the SES are acknowledged to be consistent with the GCF's Environment and Social Standards.

- Potential Environmental and Social Risk Impacts and Mitigation Measures

UNDP uses its Social and Environmental Screening Procedure (SESP) to identify potential social and environmental risks and opportunities associated with proposed projects. The SESP for the project (see Annex 6a of the global project proposal) details the specific environmental and social risks that apply. Based on the significance of the individual risks, the project has been allocated an overall SESP risk categorization rating of Low. Low risk is defined by UNDP's SES⁴⁴ as *"Projects that include activities with minimal or no adverse social or environmental risks and impacts."* Further assessment of potential adverse social and environmental risks and impacts is not required. However, the SES Programming Principles and stakeholder engagement requirements still apply to project activities.

The identification of risks has been done following UNDP procedures (explained in detail in Section 5) and with the following guidance in mind:

- **Do Not Assume Away Risks** - Impact and probability have been rated as if mitigation measures will not be applied, thinking *"worst case scenario"*.
- **Rate Risks Appropriately** - Risk significance levels have not been under-estimated – to be accurate, the most likely risk levels have been identified.
- **Categorize Based on Highest Risk** - The overall categorization has been accurately assigned by using the highest individual risk rating.

As can be seen in Table 1, the rationale for the low risk rating is based on the fact that the project is primarily focused on establishing the necessary frameworks to disseminate Early Warnings effectively. Some minor small works activities have also been identified in Output 2 countries, though specific locations have not been identified and this ESMF will thus guide that process (see Section 5). Small works are envisioned to be small-scale infrastructure, such as small hydrometeorological observation stations that carry small footprints that will need to be sited, small bore-holes to be used for water monitoring (not extraction), or repairs or small upgrades to buildings, such as waterproofing and installing toilets. The repairs/upgrade/installation or set up of these would be site-specific and contained, with small and lead limited, predictable, site-specific impacts that can be readily addressed through standard mitigation measures. These impacts would mainly include limited pollution, waste and, risks of Occupational Health and Safety (OHS). The project excludes activities from project financing which require an ESIA/ESMP or which would have a GCF Category A or B rating and this is noted in the Exclusion List (Table 2). This ESMF includes an assessment of all these risks and proposes mitigation measures, including through an Environment and Social Code of Practice (ESCAP) which would guide the implementation of small works. There will be no displacement of people or their livelihoods as a result of project interventions. No installation or works will be done in sites of cultural, historical or environmental importance and as such no biodiversity impacts are expected. New installations will be sited on government property or public areas free of encumbrances, with existing access so that O&M operations do not require crossing private lands, biodiversity areas or other zones that would pose any impact to the environment, workers or communities (including zones where there are ongoing conflicts). As a result of limited numbers of staff, consultants and workers implementing project activities, there could also be some potential, as well as potential risks (expected to be low risks) of Gender Based Violence (GBV)/Sexual Harassment (SH). Preventing SEAH guidance has been provided in the ESMF (Section 5).

⁴⁴ UNDP Social and Environment Standards, Updated Procedure 2019 (effective from Jan 1, 2021), page 57.

Table 1. Summary of current identified project-wide risks and proposed mitigation measures as identified in the SESP

Risk	Triggered by	Rating	Relevant SES Principle or Standard	Mitigation Measure
Risk 1: The project does not consider the needs of all communities, including marginalized groups and people with disabilities, or situations of conflict, leading to the exclusion of these groups.	All project activities, in particular dissemination strategies for EWs, trainings of local authorities and grassroots organizations, small works (Output 2), and knowledge sharing (Output 1).	Low	Leave No one Behind Human Rights Accountability	The project mainstreams the need to target vulnerable and marginalised groups in all Outputs. Project-wide Stakeholder Engagement Plan (SEP) Country-level SEPs under Output 2 that specifically identify vulnerable groups and ways to engage with them, including situations of conflict. Project-wide GRM with accessibility considerations described in this ESMF and the global SEP. Country-level GRMs under Output 2 described in the country-level SEPs. SES staff hired during project preparation and implementation at the global and country level.
Risk 2: The project does not consider specific gender vulnerabilities leading to a lack of understanding of how early warnings and disasters are experienced by different groups, and a lack of gender equity in the project's activities.	All project activities, in particular dissemination strategies for EWs, trainings of local authorities and grassroots organizations, small works (Output 2), and knowledge sharing (Output 1).	Low	Gender Equality and Women's Empowerment	The project is cognizant that women frequently bear the brunt of disasters, and that early-warning systems should address the full range of hazards faced by communities, including women. Project-wide Gender Analysis and Action Plan (GAAP). Each country under Output 2 has developed a Gender Analysis and Action Plan (GAAP) outlining gender norms, legislation, barriers and opportunities in each country, including with a specific focus on early warnings and disasters. An action plan with detailed gender targets, based on the gender analysis and the specific country activities, also forms part of the GAAP. Consultations during project design have included a specific focus on gender and ensuring that women's groups are consulted to better understand challenges and opportunities.
Risk 3: Duty-bearers do not have the capacity to meet their obligations in the Project, leading to safeguards measures not being properly implemented.	All project activities	Low	Sustainability and Resilience Accountability	Addressed through project design, including robust technical assistance. SES and Gender staff hired during project preparation and implementation at both the global and country level. More specific details in country-level SESP as risk vary by country.

Risk 4: Climate change and potential disasters could create challenges for project implementation, including the operations and maintenance of EWS hardware.	All project activities, in particularly any small works under Output 2.	Low	Standard 2	Addressed through project design. ESMF and ESCOP include guidance on how to assess and manage OHS risks for construction and O&M activities.
Risk 5: Lack of OHS and other safety measures during small infrastructure works and/or O&M could lead to injuries of workers or the community carrying out O&M.	Small works under Output 2	Low	Standard 3 Standard 7	ESMF and ESCOP include guidance on how to assess and manage OHS risks for construction and O&M activities. More specific details in country-level SESP as relevant to context.
Risk 6: Consultants and/or other workers may pose a low risk of Gender Based Violence/Sexual Harassment during project outreach activities or when installing/repairing small infrastructure.	Activities including trainings, conduct of assessments, consultations, small works under all Outputs. Labor influx (i.e. outsiders – whether project staff, consultants or workers – coming in to villages and small towns) will be extremely low.	Low	Standard 3 Gender Equality and Women's Empowerment	SEAH framework implemented for all project Outputs (see Section 5.4) Codes of Conduct of appropriate behaviour (Annex 1) included in all contracts of project workers. Induction training on GBV/SH for all workers. GBV/SH sensitive GRM at the global and country level
Risk 7: Project activities related to the collection, archiving, processing, management and delivery of data may include the handling of personal information, leading to data privacy risks.	Information dissemination in all Outputs, in particular EW messages	Low	Standard 3	Addressed through project design, including implementing best practice on data privacy.
Risk 8: Project EWS hardware may involve land requirements, which could lead to the involuntary acquisition of land and negative impacts for affected people.	Small works under Output 2	Low	Standard 5	There will be no involuntary land acquisition in the project. ESMF includes guidance on location of hardware so that it is done in locations that are considered public land without encumbrances and there are no affected people (regardless of their land rights). ESMF also includes clear ineligibility criteria that would exclude any location that would impact people's land use (regardless of land rights). E&S screening form and detailed guidance is included in the ESMF.

Risk 9: The project does not consider specific the needs and vulnerabilities of Indigenous leading to the exclusion of these groups from the project's benefits.	All project activities	Low	Standard 6	The project has been sensitively designed to ensure the needs of Indigenous peoples are considered and integrated. While Indigenous peoples have been identified in some of the seven countries under Output 2, no negative impacts to IPs have been identified and therefore stand-alone Indigenous Peoples Plan (IPP) have not been prepared, but considerations for meaningful consultation have been included in the relevant country-level SEPs. The country-level SEPs include information about Indigenous peoples and how to include them in stakeholder engagement activities in each particular country, including through their representatives. During project implementation, if adverse or beneficial impacts to IPs are identified, IPP plans will need to be prepared following guidance in the IPPF. Accessible global and country-level GRMs. SES staff at the global and country-level.
Risk 10: Use of child or forced labor in the small infrastructure activities.	Small works under Output 2	Low	Standard 7	Follow ESMF guidance and implement ESCOP which covers minimum age for workers of 18 years and sound labour rights for all workers and prohibition of child or forced labour.
Risk 11: Project EWS hardware may involve small scale and limited infrastructure such as upgrading or installation of hydrologic monitoring equipment, water storage tanks, small improvements to existing buildings (such as waterproofing or installing toilets), which could lead to dust, noise or improper waste management.	Small works, with very limited physical footprint, under Output 2	Low	Standard 8 Standard 1	An Environment and Social Code of Practice (ESCOP) including waste management guidelines, has been developed and shall be followed for all goods and equipment procured, as well as for all small works. Best practice will be followed in marine areas as specified in country-specific SESPs as applicable. ESMF includes guidance on how to assess impacts of potential activities. ESMF includes exclusion criteria to rule out activities that would be carry risks that would require the preparation of an ESIA, ESMP or require environmental permits.

- Procedures for Screening, Assessing and Managing Social and Environmental Impacts

As mandated by UNDP's SES, the project will adopt a mitigation hierarchy to:

- Anticipate and avoid risks and impacts;
- Where avoidance is not possible, minimize or reduce risks and impacts;
- Once impacts have been minimized or reduced, mitigating them,
- Where residual adverse impacts remain, compensating for or offsetting them where feasible.

The project is focused on Early Warnings and as such E&S impacts are small. The project has taken a proactive approach and ensured there is ample consideration of the needs of minority and vulnerable groups in project design, and this is further strengthened with the country-specific Stakeholder Engagement Plans (SEPs) and Gender Analysis and Action Plans (GAAPs). Small works under the project will be guided by the implementation of Environment and Social Codes of Practice (ESCOP) as explained below. Moreover, the project adopts a two-tiered safeguards structure to ensure consistent management of environmental and social risks while remaining responsive to existing contextual differences across the geographic scope of the programme. The ESMF also provides guidance for Output 2 countries in cases where activities have not been fully identified and need to be re-screened during project implementation. This process is further explained below.

Screening for E&S risks

E&S screening following the SESP has already been done at the project preparation stage. A global SESP has been prepared as well as country-specific SESP. Activities have been confirmed to have low risks only and the GAAP, SEP, this ESMF and project design have included adequate mitigation measures. For small works, which carry low risks, the ESCOP (Annex 3) is considered to be an appropriate mitigation document. During project implementation, it is recommended that works under Output 2 are re-screened for E&S risk, including SEAH risks and risks to Indigenous Peoples, to ensure only activities with low E&S risks are supported by the project. In the unlikely event impacts on IPs are found, consultation on this would be required with UNDP and GCF, and stand-alone IPPs will need to be prepared in line with Annex 6 of this ESMF. This would require approval by UNDP and GCF.

Exclusion Criteria

The first step when selecting activities for project support is to check these against the Exclusion Criteria below. This ensures that activities funded under the project will not have any moderate, substantial or high environmental or social risk, will not trigger a Category A or B rating for GCF, will not result in land acquisition impacts of any kind, and will not impact Indigenous peoples.

Table 2: Activities Excluded from Project Support

- Any activity with moderate or significant environmental and social risks and impacts that would trigger a Category A or B rating in GCF and would require an Environmental and Social Impact Assessment (ESIA) or Environment and Social Management Plan (ESMP) based on national legislation, UNDP SES or Green Climate Fund E&S Policy.
- Any construction in any proposed or existing protected areas or priority areas for biodiversity conservation, as defined in national law
- Activities that have the potential to cause loss or degradation of critical natural habitats, whether directly or indirectly, or which would lead to adverse impacts on natural habitats
- Activities that involve harvest and sale/trade of forest resources (poor, timber, bamboo, charcoal, wildlife, etc.) for large-scale commercial purposes
- Activities involving changing forestland into agricultural land or logging activities in primary forest
- Purchase or use of banned/restricted pesticides, insecticides, herbicides, and other dangerous chemicals (banned under national law and World Health Organization (WHO) category 1A and 1B pesticides)
- Any activity that would cause disturbance to asbestos should be avoided.
- No new materials with ACMs should be used.
- Activities that involve the use of international waterways
- Any activity affecting physical cultural heritage such as graves, temples, churches, historical relics, archeological sites, or other cultural structures

- Activities that may cause or lead to forced labor or child abuse, child labor exploitation or human trafficking, or subprojects that employ or engage children under the age of 18
- Any activity on land that has disputed ownership or tenure rights
- Any activity that will cause land acquisition or involuntary resettlement
- Any activity that will involve physical relocation of households or will require the use of eminent domain
- Any activity that would impact lands or natural resources subject to traditional ownership or under customary use or occupation of Indigenous peoples
- Any activity that would cause the relocation of Indigenous peoples from lands and natural resources subject to traditional ownership or under customary use or occupation
- Any activity that would impact the cultural heritage – tangible or intangible – of Indigenous peoples
- Any activity that would trigger the requirement for Free, Prior and Informed Consent (FPIC) based on the UNDP SES
- Weapons, including but not limited to mines, guns, ammunition, and explosives
- Support of production of any hazardous good, including alcohol, tobacco, and controlled substances

Completing the SESP

The next step is to conduct screening for specific activities based on the SESP, assessing the likelihood of the risk and its impact (Figure 1). A project will then be categorized as Low, Moderate, Substantial or High Risk, based on the highest level of significance across all potential risk levels⁴⁵ (noting that activities triggering a Moderate, Substantial or High risk, or Category B for GCF, are excluded from the project as described in Table 2 above).

Figure 1: UNDP SESP - Rating the Impact of a Risk

Score	Rating	Social and environmental impacts
5	Extreme	Significant adverse impacts on human populations and/or environment. Adverse impacts of large-scale magnitude and/or spatial extent (e.g. large geographic area, large number of people, transboundary impacts, cumulative impacts) and duration (e.g. long-term, permanent and/or irreversible); areas adversely impacted include areas of high value and sensitivity (e.g. valuable ecosystems, critical habitats); adverse impacts to rights, lands, resources and territories of indigenous peoples; involve significant levels of displacement or resettlement; generates significant quantities of greenhouse gas emissions; impacts may give rise to significant social conflict
4	Extensive	Adverse impacts on people and/or environment of considerable magnitude, spatial extent and duration, but more limited than Extreme (e.g. more predictable, mostly temporary, reversible). <i>Impacts of projects that may affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples are to be considered at a minimum potentially Extensive</i> ¹⁵
3	Intermediate	Impacts of medium magnitude, limited in scale (site-specific) and duration (temporary), can be avoided, managed and/or mitigated with relatively uncomplicated accepted measures
2	Minor	Very minor impacts in terms of severity and magnitude (e.g. small affected area, very low number of people affected) and duration (short), may be easily avoided, managed, mitigated
1	Negligible	Negligible or no adverse impacts on communities, individuals, and/or environment

Table 3. Rating the 'Likelihood' of a Risk

Score	Rating
5	Expected
4	Very likely
3	Moderately likely
2	Low likelihood
1	Not likely

Table 4. Determining 'Significance' of Risk

Impact	5	M	S	S	H	H
	4	L	M	S	S	H
	3	L	M	M	M	S
	2	L	L	L	M	M
	1	L	L	L	L	L
		1	2	3	4	5
Likelihood						
Low, Moderate, Substantial, High						

⁴⁵ For further information, refer to the UNDP Social and Environmental Screening Procedure (SESP) July 2022.

Thus, the process for risk screening and assessment can be summarized as shown in Figures 2 and 3.

Figure 2: Screening and Assessment Process for Output 1 activities⁴⁶

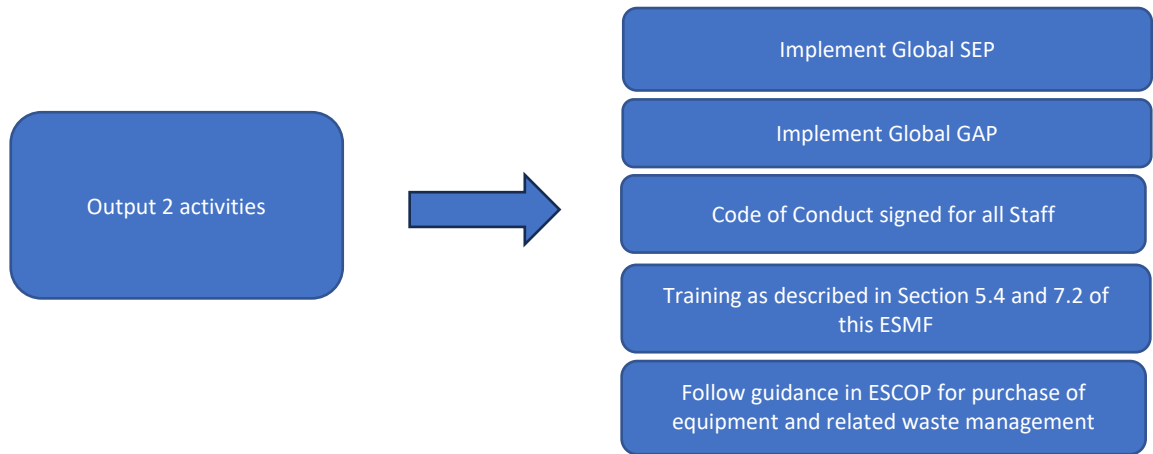
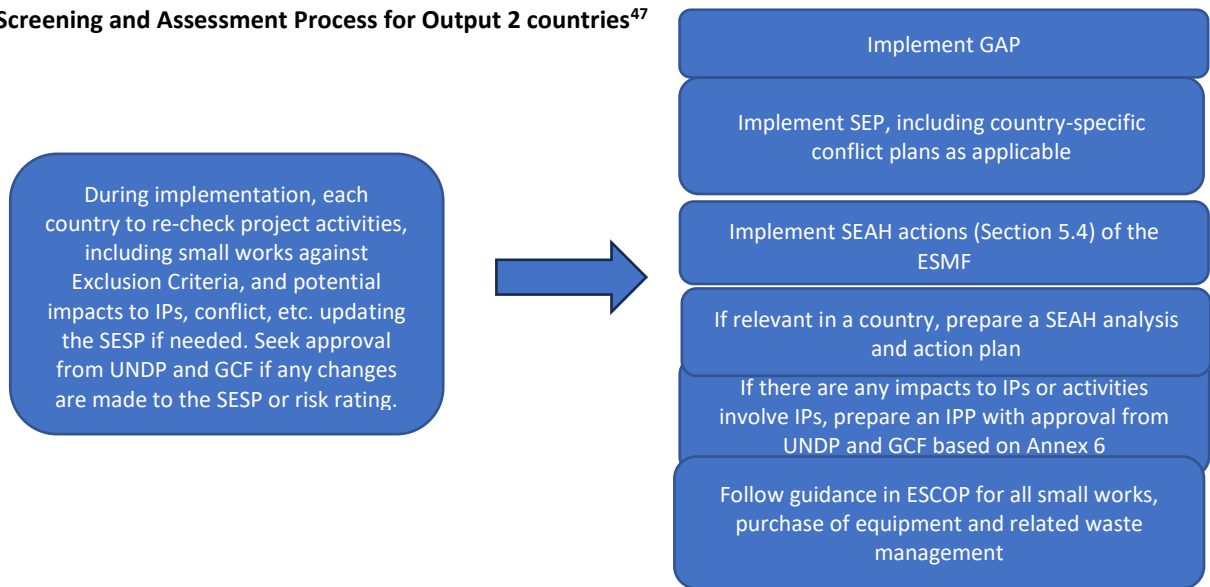


Figure 3: Screening and Assessment Process for Output 2 countries⁴⁷

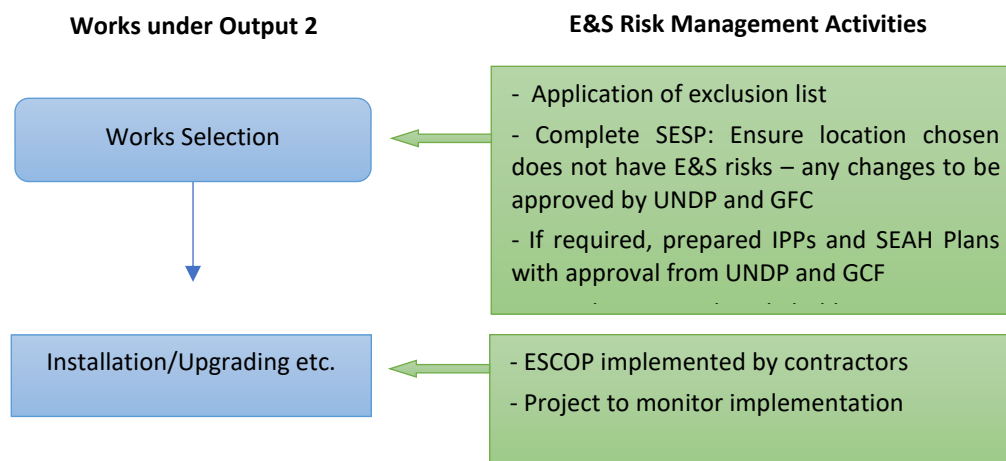


Any works under Output 2 which require construction contractors to be hired, should include the ESCOP as part of the bidding documents for contractors.

Figure 4: Summary of actions for Small Works

⁴⁶ Responsibility for Output 1 rests with the Global PMU. Please refer to Table 4 in Section 7 of this ESMF.

⁴⁷ Responsibility for Output 2 rests with country-level arrangements as described in each Funding Proposal (FP) and further detailed in country-specific SEPs and GAAPs. Please refer to each country FP and to Table 4 in Section 7 of this ESMF.



Gender-Based Violence (GBV) and Sexual Exploitation and Abuse and Harassment (SEAH)

The project's activities include working with grassroots organizations, conducting consultations, training of selected community members and small works. There is a low likelihood, that these workers (staff, consultants, small works contractors) could pose a risk of GBV/SEAH to communities. Note that the small nature of the works, in particular in remote areas, are unlikely to cause significant influx of outsiders. Nevertheless, workers could still pose a risk to women, albeit if low, and these risks may be more pertinent depending on the country context, which is further explored in the country-level SESP. Likewise, some countries' activities may involve the upgrading of buildings used in emergencies (such as by waterproofing or building toilets). During times of emergency, risks of GBV/SEAH may be exacerbated with large groups of people in close quarters. These risks have been taken into account in this ESMF and informed by the GAAP for each country, the SEP and the Codes of Conduct that are part of this ESMF.

Table 3: SEAH Framework for all Project Outputs

SEAH Risk	Action to address SEAH risk	Timeline	Responsible Body	Monitoring
Risk of SEAH as a result of country context or project activities is deemed moderate or higher as per the UNDP SESP	Not eligible for project support	N/A	N/A	N/A
Risks of SEAH as a result of low labor influx during consultations, small works and other project activities	Disseminate information, in collaboration with GBV partners, on GBV referral pathway and the importance of timely seeking services	During implementation	Global and National-level PMUs Implementing Partners at the country-level	Ongoing reporting
Risks of SEAH as a result of low labor influx during consultations, small works and other project activities	GRM includes multiple channels to initiate a complaint, including specific considerations for SEAH	During implementation and in particular prior to small works and/or training activities commencing	Global and National-level PMUs Implementing Partners at the country-level	Ongoing monitoring and reporting on GRM to verify it is working as intended.

Risks of SEAH as a result of low labor influx during small works	Clearly define the SEAH requirements and expectations in the bidding documents for contractors.	Procurement	National level PMU	Reviewed by UNDP
Risks of SEAH as a result of low labor influx during consultations, small works and other project activities	Code of Conduct on SEAH required for all workers, contractors and consultations that will have a physical presence in the sites/communities	Procurement	Global and National-level PMUs	Reviewed by UNDP
Risks of SEAH as a result of low labor influx during small works	ESCOMP includes appropriate mitigation actions	Implementation	Global and National-level PMUs	Review by UNDP
Risks of SEAH as a result of low labor influx during consultations, small works and other project activities	Develop Training Materials/key messages for project workers sensitization, community awareness and for sensitization targeting Project management and Contractor management Training materials should include at least the following topics: • Definition of GBV, SEAH and how the project can exacerbate/contain GBV • Roles and responsibilities of project stakeholders. • Project staff Code of Conduct (CoC) • Case reporting mechanism, accountability structures, and referral procedures within agencies and for community members to report cases related to project staff; and • Services available for survivors of GBV.	At the start of the project	Global and National-level PMUs	Training and communication materials developed, and strategies developed.
Risks of SEAH as a result of low labor influx during small works	Have project workers and local community undergo training on SEA/SH.	Implementation	Global and National-level PMUs Implementing partners Contractors, Consultants	Ongoing reporting
Risks of SEAH as a result of low labor influx during small works	Implement appropriate project-level activities to reduce SEAH risks prior to civil works commencing such as: • If needed, have separate, safe and easily accessible facilities for women and men working on the site. Locker rooms and/or latrines should be in separate areas, well-lit and include the ability to be locked from the inside.	Prior to works commencing	Contractor	Ongoing reporting. Reviews during implementation support missions.

	• Visibly display signs around the project site (if applicable) that signal to workers and the community that the project site is an area where SEA/SH is prohibited. • As appropriate, ensure public spaces around the project grounds are well-lit.			
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○ Stakeholder Engagement and Information Disclosure

Stakeholder Engagement

Continued engagement with stakeholders is a key element of the project, both at a global and national policy level, down to the community level in order to achieve the aim of Early Warnings reaching all. While the stakeholders engaged in the project and their nature of involvement varies somewhat country to country, there are common themes across countries. Active engagement with groups that represent more vulnerable segments of the population is a priority, for example, with a focus especially on engaging women, Indigenous Peoples, peoples with disabilities and other marginalized groups (as relevant in each country), as participants in, and beneficiaries of, project activities.

The stakeholder engagement process has so far included multinational inception and validation workshops, in-country consultations and follow-up interactions to define each country's climate change challenges in the context of EWs, capacity gaps and barriers, project activities, and potential risks. These extensive bilateral consultations have involved central government agencies, nongovernment organizations, relevant development partners, and community representatives. At the country level, consultations have been conducted with national-level stakeholders, NGOs, potential project partners, and, where possible, organization for people with disabilities, Indigenous Peoples organizations, women organizations, refugees and Internally Displaced People (IDPs), among others. Field work has been conducted at the country level to engage directly with local stakeholders and this is well documented in the country-level SEPs and GAAPs. The project will continue to engage with stakeholders through the governance structures established by the project, and through existing structures at national and subnational levels. Specific information is included in each country's SEP.

Considerations for Indigenous Peoples

Project activities are not considered to affect the rights, lands, resources or territories of Indigenous peoples. The SEPs for relevant countries under the project's Output 2⁴⁸ include information about relevant Indigenous Peoples and considerations. Indigenous Peoples may be part of broader consultations and, in addition, consultations addressed specifically to Indigenous Peoples will also be made, tailored to their needs and characteristics, including language, infrastructure challenges and customary rules, etc.

to meaningfully consult them in project activities so that they can benefit from receiving EWs in a way that is appropriate and culturally relevant for them. During project implementation, if adverse or beneficial impacts to IPs are identified, IPP plans will need to be prepared following guidance in the IPPF (Annex 6).

Information Disclosure

As part of the stakeholder engagement process, UNDP's SES require that project stakeholders have access to relevant information. Specifically, the SES stipulates that, among other disclosures specified by UNDP's policies and procedures, UNDP will ensure that the following information be made available:

- Information on a project's purpose, nature and scale, duration, and potential risks and impacts;
- Stakeholder engagement plans, summary reports of stakeholder consultations;
- Social and environmental screening reports with project documentation;
- Social and environmental assessments, including draft management plans and monitoring reports;
- The project's grievance redress mechanism.

Disclosure of SES-related documentation occurs both centrally and at the local level. For this project, the SESP is annexed to the Global Proposal and the ESMF, GAAPs and SEPs will be disclosed and consulted with stakeholders.

Project information should be disclosed in a way that is appropriate to the different range of stakeholders. Translation of key documents may be required. For example, under Output 2, during project preparation countries will be translating at minimum executive summaries of SES documents, including the SEP. During project implementation, Output 2 countries will ensure translation and disclosure of documents relating to E&S risks of

⁴⁸ Output 2 will specifically focus on seven countries – Antigua and Barbuda, Cambodia, Chad, Ecuador, Ethiopia, Fiji, and Somalia – to roll out national level investment activities to address country and local level needs to achieve the EW4All target. See Section 2 of this ESMF.

activities, the grievance mechanism and, most importantly, information relating to early warnings which is the crucial focus of the project. This is detailed in the country-level SEPs.

Grievance Redress

Stakeholders who may be adversely affected by a UNDP project can communicate their concerns about the social and environmental performance of the project. Potentially affected stakeholders are informed about available entry points for submitting their concerns as part of the stakeholder engagement process.

Given the multi-country nature of the project, there will be a project-wide GRM under the global PMU, and country-specific GRMs which are described in each country's SEP.

In general, the GRMs will:

- (i) Receive and address any concerns, complaints, notices of emerging conflicts, or grievances alleging actual or potential harm to affected person(s) arising from the project's social or environmental performance;
- (ii) Assist in the resolution of grievances between and among project stakeholders;
- (iii) Conduct itself at all times in a flexible, collaborative, and transparent manner aimed at problem solving and consensus building.

The functions of the GRMs will be to:

- (i) Receive, log and track all grievances received;
- (ii) Process and propose solutions and ways forward related to specific grievances within a timely period as described in the country-level SEPs;
- (iii) Identify trends in grievances and recommend possible measures to avoid these;
- (iv) Provide regular status updates on grievances to Claimants, Project Board (PB) members and other relevant Stakeholders, as applicable;
- (v) Collaborate with Partner Institutions and other NGOs, CSOs and other entities to conduct outreach initiatives to increase awareness among Stakeholders as to the existence of the GRM and how its services can be accessed;

Each country under Output 2 will set up a GRM to respond to grievances. The GRM Committee will be made of members of the Project Board as determined in each country. This is detailed in the global and country-level SEPs.

A Grievance can be sent by any individual or group of individuals that believes it has been or will be harmed by the Project due to its social or environmental impacts. The GRM shall maintain a flexible approach with respect to receiving Grievances in light of known local constraints with respect to communications and access to resources for some Stakeholders. A Grievance can be transmitted to the GRM by any means available (i.e. by email, letter, phone call, meeting, SMS, etc.). All Grievances and reports of conflict will be received, assigned an ID number, acknowledged to Claimant, recorded electronically, and subject to periodic updates to the Claimant as well as the office file.

Project-level GRM

In addition to the country-specific SEPs, complaints related to the E&S performance of the overall project can be submitted to the project-level GRM managed by the global-level Project Management Unit (PMU). Contact details will be provided/updated during project implementation once the PMU has been set up.

The global PMU will set up a GRM Committee consisting of the following staff:

- Safeguards, Gender and Inclusivity (SGI) expert
- Communications Expert
- Project Manager

The following stages apply to the Global project. Specific GRMs for each country under Output 2 are detailed in the country-specific SEPs. Complaints submitted to the project GRM will not impede access to the country's legal redress system. Specific contact information will be updated and disseminated once the project PMU is set up.

Stage 1

The SGI expert in the PMU shall be responsible for managing the project-level GRM. Within one (1) week of receiving a Grievance, the SGI will send a written acknowledgement to Claimant of the grievance received with the assigned ID number and this shall be tracked in the GRM Log Book (see Annex 5). Within the same week, the SGI will notify the GRM Committee of the receipt of the grievance. The GRM Committee will determine whether they can respond to the grievance directly, or whether they need to consult the project's Technical Advisor, Senior Advisors or individuals drawn from the Project Board and/or their respective institutions to develop a response to the grievance. In cases where a complaint may be related to one of the countries under Output 2, the GRM Committee may decide to refer the complaint to that country-specific GRM and inform the Claimant of this.

The objective of all investigative activities is to develop a thorough understanding of the issues and concerns raised in the Grievance and facilitate consensus around a proposed solution and way forward.

The GRM Committee members will procure the cooperation of their respective staff with the investigation. At any point during the investigation, the GRM Committee members may determine that an onsite field investigation is necessary to properly understand the Grievance and develop an effective proposed solution and way forward. At any point after receiving a Grievance and through to implementation of the proposed solution and way forward, the GRM Committee members may seek the technical assistance and/or an advisory opinion from any entity in the country which may reasonably be believed to be of assistance.

The GRM Committee will promptly engage the Claimant and any other relevant Stakeholders deemed appropriate, to gather all necessary information regarding the grievance. Through the GRM Committee, the GRM will have the authority to request from relevant government institutions any information (documents or otherwise) relevant to resolving the grievance and avoiding future grievances of the same nature. In all communications with the Claimant and other stakeholders, the GRM will be guided by its problem-solving role, non-coercive principles and process, and the voluntary, good faith nature of the interaction with the Claimant and other stakeholders.

The GRM Committee will submit a resolution to the Claimant within a period not to exceed thirty (30) days from receipt of the grievance. The GRM Committee members will communicate to the Claimant one or more proposed actions or resolutions and clearly articulate the reasons and basis for proposed way forward. If the Claimant does not accept the resolution, the GRM Committee members will engage with the Claimant to provide alternative options. If the Claimant is satisfied with the resolution (and/or any adjustments agreed as necessary), the grievance can be closed and noted in the log book. However, if the Claimant is not satisfied, the grievance shall be referred to Stage 2.

Stage 2

In Stage 2 the GRM Committee submits the grievance, including details from the resolution proposed under Stage 1, to the Project Board for their consideration. The Project Board will consider the matter following similar procedures than in Stage 1 and propose a resolution to the Claimant within a period not to exceed sixty (60) days from receipt of the grievance. If the Claimant is satisfied with the resolution (and/or any adjustments agreed as necessary), the grievance can be closed and noted in the log book. However, if the Claimant is not satisfied, he/she has the right to pursue further redress via UNDP's Stakeholder Response Mechanism (SRM) (see Section 5.5.2). At any stage a Claimant may file a complaint with UNDP's Social and Environmental Compliance Review Unit (see Section 5.5.1).

Project-level GRM SEAH Considerations

Any grievance related to a complaint of SEAH needs to be managed confidentially through the following process. A survivor-centred approach is followed under which:

- The safety of the survivor shall be ensured at all times. Potential risks to the survivor will be identified and action taken to ensure the survivor's safety and to prevent further harm including ensuring that the

alleged perpetrator does not have contact with the survivor. If the survivor is an employee, reasonable adjustments may be made to the survivor's work schedule and work environment to ensure their safety, where possible these adjustments will alter the alleged perpetrator work schedule and environment rather than the survivor.

- All actions should reflect the choices of the survivor, but this does not stop the programme deciding on disciplinary measure relating to the alleged perpetrator.
- All information related to the case must be kept confidential and identities must be protected. Only those who have a role in the response to an allegation should receive case-level information, and then only for a clearly stated purpose and with the survivor's specific consent.
- The survivor must provide informed consent to progress with each stage of the complaints process. Survivors may withdraw their consent during the process at any time. If this occurs, depending on the nature of the complaint and available information, the programme may be able to continue disciplinary procedures without the survivor's consent.

Complaints of SEAH can be received by:

- The existing channels of the GRM Process
- Specific channels as detailed for Output 2 countries in the respective country-level SEP

Step 1: Receiving and Gathering information on Complaint

The person who received the complaint will:

- Document and register the allegation.
- Refer the case to the SEAH Focal person in the PMU. The SEAH Focal person is the Safeguards, Gender and Inclusivity (SGI) expert.

The SEAH Focal person will explain the SEAH complaints and reporting process to the survivor including:

- That they (the survivor) can choose whether they want to make a formal complaint

That if they choose to make a formal complaint:

- They control whether and how information about the case is shared with other agencies or individuals;
- All information will be kept confidential. Only those who will respond to the case will be told about their complaint / situation;
- They can change their mind and withdraw their consent at any time. Depending on the nature of the complaint and the information available, while the survivor's participation in the process will stop, the PMU may continue disciplinary proceeding against the alleged perpetrator.

Information about the complaint will be kept confidential. All information should not identify the survivor, perpetrator or include any other information that will identify the survivor or perpetrators of a specific situation.

The SEAH Focal Point should be the only person to communicate with the survivor. This communication should include:

- Responding to any questions or concerns from the survivor
- Ensuring that the survivor has received appropriate support
- Asking for the survivor's consent at each stage in the process
- Gathering any further information that may be required from the survivor
- Explaining that where the allegation involved a criminal offence the survivor should consider going to the Police

The survivor will be provided ongoing feedback on the development and outcome of their case

Step 2: Assessing if the Allegation is likely linked to the project

The SEAH Focal Point will determine the likelihood of the allegation being linked to the project. If the allegation is determined to be likely linked to the project, the GCF will be notified within 48 hours of the determination being

made of a) the nature of the allegation; b) if the alleged perpetrator is, to the survivor's best knowledge, associated with the project (yes/no); c) the survivor's age and/or sex (if available); and d) if the survivor was referred to services.

No further information, including name and contact details of the survivor or alleged perpetrator would be shared (except in the context of referral for services or verification, with the consent of the survivor).

Step 3: Verification and Action

If an allegation is determined to be likely linked to the project, the SEAH Focal Point will convene the ad-hoc SEAH Grievance Committee to review the complaint and decide on the verification process within 48 hours of determining that the allegation is likely linked to the project. The goal of the verification is to:

- Assess the likelihood that the incident occurred.
- Recommend disciplinary measures towards the alleged perpetrator of SEAH.

The SEAH Grievance Committee will be formed on an ad hoc basis where verification and action is required. It will be composed of:

- Members of the PMU's GRM Committee
- Relevant expertise depending on the nature of the complaint and the country (for instance, relevant country ministry, NGO or referral service)

All verification steps and meetings must be documented with information kept confidentially.

Step 4: Document and Monitor Complaints of SEAH

As for other complaints within the GRM system, each individual complaint of SEAH will be documented and registered and regularly reported to the PMU/Board. However, for SEAH complaints these reports should be numerical only and not contain any information with the potential of being identified, including names and contact details of survivors, their families, or of alleged perpetrators.

For cases of SEAH the project shall endeavour to ensure that timely services and redress for SEAH survivors includes, as appropriate, medical care, psychosocial support, legal assistance, community-driven protection measures, and reintegration services.

UNDP's Accountability Mechanism

In addition to the project and country-specific GRMs, UNDP's Accountability Mechanism is also accessible to project stakeholders. UNDP has in place:

- A Social and Environmental Compliance Review Unit (SECU) to respond to claims that UNDP is not in compliance with applicable environmental and social policies of a project; and
- A Stakeholder Response Mechanism (SRM) that ensures individuals, peoples and communities affected by projects have access to appropriate grievance resolution procedures for hearing and addressing project-related complaints and disputes.

Social and Environmental Compliance Unit (SECU)

SECU responds to complaints that UNDP may not be meeting its social and environmental commitments. Any person or community who believes the environment or their wellbeing may be affected by a UNDP-supported project or programme may file a complaint. A representative, such as a civil society organization, may also file a complaint on behalf of affected communities. People who file complaints may request that SECU protect their names and identities.

Stakeholder Response Mechanism (SRM)

UNDP's Stakeholder Response Mechanism (SRM) helps project-affected stakeholders, governments and others partners jointly resolve concerns and disputes. It is available when the project-level stakeholder engagement processes has not successfully resolved issues of concern. The UNDP Country Office management normally leads

the SRM, with support from UNDP headquarters. The request must relate to the UNDP-supported project and a possible environmental or social impact, and identify how the Requestors have been, or may be, adversely affected by the UNDP project or programme.

If a person or community has a concern about the ability of the UNDP Country Office to respond fairly and effectively to the request, they have the option to file the request directly with the Stakeholder Response Mechanism at UNDP Headquarters in New York. Requests can be sent to the SRM through the Internet or through the mail.

Further information, including how to submit a request to SECU or SRM, is found on the UNDP website at <http://www.undp.org/content/undp/en/home/operations/accountability/secu-srm/>.

GCF's Independent Redress Mechanism

The Independent Redress Mechanism (IRM) addresses complaints by people who believe they are negatively affected or may be affected by projects or programmes funded by the Green Climate Fund (GCF). More information can be found here: <https://irm.greenclimate.fund/about>

- Institutional Arrangements and Capacity Building

Roles and responsibilities for implementing this ESMF

The roles and responsibilities of project staff and associated agencies in the implementation of this ESMF is described below. This ESMF does not cover the roles and responsibilities associated with implementation of IPPs, if those were needed. Those would be defined if/when IPPs are developed.

EW4All Global project

UNDP will be the Executing Entity of the EW4All and will be responsible for the overall project. It will collaborate with the EW4All pillar leads in the provision of technical assistance and support. The global implementation arrangement will comprise of a Project Board or Project Steering Committee (PSC) comprised of representatives of the Pillar Leads (WMO, UNDRR, ITU and IFRC) who have co-developed this project. Among others, the PB/PSC will have oversight for implementation of E&S activities under the project and compliance with the SES and this ESMF, including the GRM. A global Project Management Unit (PMU) will be constituted within UNDP for the overall project coordination, oversight and monitoring, including implementation of E&S activities. The PMU will comprise of full time and part-time staff including a Project Manager (PM), Technical Advisor, Monitoring Evaluation and Learning Officer, a part-time Communications Expert, and a part-time Safeguards, Gender and Inclusivity Expert (SGIE).

The Project Manager will run the project on a day-to-day basis on behalf of the Project Board. The Project Manager'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, as well as compliance with E&S measures laid out in the project documents including this ESMF. In this regard, the PM will be supported by the SGI expert.

The PM, via the SGIE expert, will ensure that the consultancies, studies (including feasibility studies, if applicable), capacity building, training, and any other technical assistance activities under the Project are carried out in accordance with this ESMF and the SESP. The PM, via the SGIE, will also have oversight over the activities carried out in specific projects under Output 2. The SGIE will have overall responsibility for implementation of E&S activities under the project and compliance with the SES and this ESMF, including responsibility for the global GRM, training and support to National Safeguards Gender and Inclusivity Experts (NSGI) in each of the seven Output 2 countries. Please see Table 4 for more details. The project's full implementation arrangements are detailed in the EW4All global proposal.

Country-Specifics under Output 2

Each country under Output 2 will have their own national mechanisms in place and these are detailed in each country's EW4All proposal. Broadly, there will be a Project Board at the national level in each country comprised of

the Disaster Risk Management Agencies (NDMA) and the NDA for GCF. As the Senior Beneficiary, the implementing partner will be part of the board. Furthermore, as the Senior Supplier, UNDP, including through its Country and Regional Teams, will provide three tier quality assurance for the project and ensure adherence to the guidelines for the implementation modality. The Project Board will be responsible for making, by consensus, management decisions when guidance is required by the National Project Manager.

The Implementing Partner (IP) for the project will be the relevant ministry housing the NDMA or the NMHS. The IP will be accountable to the respective UNDP-CO for managing the project, including the monitoring and evaluation of project interventions, achieving project outcomes, the effective use of UNDP resources, and ensuring SES commitments are met – including the implementation of this ESMF. A national Project Management Unit (PMU) will be constituted. The PMU will comprise of full time and part- time staff including a National Project Manager (NPM), Technical Advisor, Monitoring Evaluation and Learning Officer, a part-time Communications Expert, and a part-time National Safeguards, Gender and Inclusivity Expert (NSGI). The National Project Manager will run the project on a day-to-day basis on behalf of IP. The National Project Manager is responsible for day-to-day management and decision-making for the project, including compliance with E&S measures laid out in the project documents including this ESMF. In this regard, the NPM will be supported by the NSGI expert. Among others the NSGI will be responsible for implementation of E&S activities under the project in their specific country and compliance with the SES, in line with the ESMF, and country-specific SESP, SEPs and GAAPs, as well as ensuring the ESCOP is implemented in any small works. The NSGI will also manage their national-project GRM, and other responsibilities as outlined in Table 4.

The NPM, via the NSGI expert, will ensure that the consultancies, studies (including feasibility studies, if applicable), capacity building, training, small works and any activities under the Project are carried out in accordance with this ESMF and the SESP.

The table below summarizes the roles and responsibilities regarding the implementation arrangements for environmental and social management.

Table 4: Implementation Arrangements for the ESMF

Responsible Party	Roles and Responsibilities
Project Steering Committee	- Oversight for implementation of E&S activities under the project and compliance with the SES and this ESMF, including the GRM
Global PMU (led by SGIE and overseen by PM)	- Overall responsibility for implementation of E&S activities under the project and compliance with the SES and this ESMF - Responsible for global-project GRM, including recording complaints in logbook - Report to UNDP on a bi-annual basis on SES implementation - Ensure all global-level workers have signed Codes of Conduct - Ensure implementation of the SEAH Plan at the global and national levels - Oversight, training and support to National level SGIs - Ensure activities in Output2 countries, particularly small works yet-to-be identified, follow this ESMF and conduct E&S screening, apply the exclusion criteria and implement the ESCOP - Ensure changes to the ESMF (if any) are submitted to UNDP and GCF for approval
National-level PMU (led by NSGI and overseen by NPM)	- Responsible for implementation of E&S activities under the project and compliance with the SES, in line with the ESMF, and country-specific SESP - Responsible for national-project GRM, including recording complaints in logbook - Ensure E&S screening of project activities as mandated by this ESMF, applying exclusion criteria and implementing ESCOP - Oversee overall implementation and monitoring of environmental and social mitigation and management activities in line with the ESMF and compile progress reports to submit to the Global PMU on a biannual basis (or more if required).

	- Train central and field staff and contractors who will be responsible for implementing the ESMF and ESCOP. - Ensure all national-level workers have signed Codes of Conduct - Ensure implementation of the SEAH actions and prepare country-specific SEAH plan if require - Ensure that bidding and contract documents include all relevant E&S management provisions per screening forms, ESCOP. - Monitor the implementation of the ESMF and ESCOP. - Any responsibilities on the GAAP or SEP as described in the country-specific documents. - Apply ESCOP waste management procedures for purchase of project equipment - If activities involve IPs, prepare IPPs with approval from UNDP and GCF
Local contractors for small works	- Comply with the Project's environmental and social mitigation and management measures as specified in site specific ESCOPs as well as national and local legislation. - Take all necessary measures to protect the health and safety of workers and community members, and avoid, minimize, or mitigate any environmental and social harm resulting from project activities.

UNDP

UNDP is accountable to the GCF for the implementation of this project. This includes oversight of project execution to ensure that the project is being carried out in accordance with agreed standards and provisions. UNDP performs the quality assurance and supports the Project Board and Project Management Unit by carrying out objective and independent project oversight and monitoring functions including compliance with the risk management and social and environmental standards of UNDP. UNDP will need to approve any changes, as well as country-specific plans prepared if needed (IPPs, SEAH Plans) to mitigate risks of activities under Output 2 before small works begin.

Capacity Building

The proposed training and capacity building approach is described in Table 5 below:

Table 5: Proposed Training and Capacity Building

Level	Responsible Party	Audience	Topics/Themes that May Be Covered
Global level	UNDP E&S staff	SGIE consultant recruited under the project.	- UNDP SES - Implementation of the ESMF, including identification, assessment and management of E&S risks - Functioning of the GRM - Codes of Conduct, GBV/SEAH
National level	NSGI consultant recruited under the project with support from UNDP staff if needed	NSGI consultant recruited under the project.	- UNDP SES - Implementation of the ESMF, including identification, assessment and management of E&S risks - Implementation of ESCOP, including waste management - Functioning of the GRM - Implementation of GAAP, SEP and IPP if/as applicable - Functioning of the GRM - Codes of Conduct, GBV/SEAH
Contractors	NSGI consultant	Local contractors	- Application of ESCOPs - Application of GRM

	recruited under the project, with support of Global SGIE if needed		- Codes of Conduct, GBV/SEAH - OHS measures
Community level	NSGI consultant and Local contractors	Community members responsible for O&M	- Application of ESCOPs, as relevant, including waste management - Basic OHS measures and Personal Protective Equipment - Codes of Conduct, GBV/SEAH - Grievance Redress Mechanism

○ Monitoring and Evaluation

Progress on ESMF implementation will be documented in the biannual project implementation reports, such as compliance with Codes of Conduct, waste management measures and result of screening. If IPPs are prepared, these plans will specify their own monitoring and evaluation parameters and will need prior approval by UNDP and GCF.

The SGIE will provide oversight and support to the NSGI. NSGI will keep the SGIE up to date on any changes or updates to project E&S plans, grievance redress and implementations of the GAAP, SEP and ESCOP.

Monitoring is the method of ensuring mitigation measures are being implemented and are effective. Table 5 describes general monitoring aspects which should be included in project reporting.

Table 6: Monitoring Milestones

Monitoring Activity	Frequency / Timeframe	Responsibility
Codes of Conduct signed by workers/ consultants	Biannually as part of project reporting	SGIE and NSGI
ESCOP waste management measures implemented for all goods purchased	Biannually as part of project reporting	SGIE and NSGI
Social and environment screening of small works updated/confirmed for Output 2 countries	When small works are confirmed and being designed	NSGI, to submit to SGIE for approval
SEAH Plan activities conducted under Output 2	Biannually as part of project reporting	NSGI, with oversight from SGIE
ESCOP included in bidding documents	Before bidding for small works	NSGI, with oversight from SGIE
ESCOPs waste, pollution and OHS measures implemented in all small works	Biannually as part of project reporting	NSGI, with oversight from SGIE
Grievance Redress Mechanism	Biannually as part of project reporting	GRM Committees
Implementation of GAAP and SEP	Biannually as part of project reporting	NSGI, with oversight from SGIE
Annual project quality assurance, including reporting of E&S implementation	Annually	UNDP to be submitted to GCF

- Timeline and Budget for ESMF Implementation

Implementation of the ESMF, in particular aspects that are mainstreamed such as inclusion of vulnerable groups, stakeholder consultations and implementation of the Gender Action Plan are already included in the both the project and country-level budgets and available as part of the Global and country-specific proposals.

Table 7: Breakdown of costs for ESMF implementation

Item	Timeline	Budget Cost (USD)
E&S Screening	When small works are finalized (Output 2)	As part of global project budget, SES staff will be hired to oversee the whole project. As part of country-level budgets, SES staff will be hired at the country level.
Waste management measures in ESCOP	Before purchase of goods	As part of country-level budgets and implementation of limited small works.
OHS, waste management and other measures in ESCOP	For small works	As part of small works budgets that contractors will need to put in place.
Training and signing of Codes of Conduct	When workers are hired	None
Implementation of GAAP and SEP	As per GAAP and SEP	See country-level GAAP and SEP for details.
Implementation of SEAH Plan	During the conduct of Output 2 activities	As part of global project budget SES staff will be hired for overall project oversight. As part of country-level budgets with SES staff hired at the country level with responsibility for these aspects. As part of country-level budgets and implementation of limited small works.
Preparation of IPPs under Output 2	In any country with activities which will involve and/or impact IPs	\$30,000 per IPP which would be included as part of activity costs which triggered the need for the IPP, and this would be detailed in the country-level proposals.
Monitoring	As per monitoring schedule	As part of global project budget SES staff will be hired to oversee all Outputs and as part of country-level budgets, SES staff will be hired at the country level.

ANNEX 1: Codes of Conduct

This is a sample Code of Conduct (CoC) that can be used for all project workers. This CoC can be adjusted by the project as needed.

I, _____, acknowledge that preventing Gender Based Violence (GBV) and Sexual Harassment (SH) is important. I also acknowledge that it is my duty to be respectful to others and their views.

I acknowledge that actions constituting GBV/SH constitute acts of gross misconduct. Prosecution by the Police of those who commit GBV/SH may be pursued if appropriate.

I agree that **while working or taking part in activities supported by the Project** I will:

- a. If asked, consent to a background check in any place I have worked for more than six months.
- b. If offered, attend and actively partake in training courses related GBV/SH as requested by UNDP or WHO.
- c. Treat women, children (persons under the age of 18), and men with respect regardless of ethnicity, color, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status.
- d. Not use language or behavior towards women, children or men that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate.
- e. Not sexually exploit or abuse other participants, staff or anyone relating to the Project and/or members of the surrounding communities.
- f. Not engage in sexual harassment of participants, work personnel and staff—for instance, making unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature is prohibited: i.e. looking somebody up and down; kissing, howling or smacking sounds; hanging around somebody; whistling and catcalls; in some instances, giving personal gifts.
- g. Not engage in sexual favors—for instance, making promises of favorable treatment (i.e. promotion), threats of unfavorable treatment (i.e. loss of job) or payments in kind or in cash, dependent on sexual acts—or other forms of humiliating, degrading or exploitative behavior.
- h. Not use prostitution in any form at any time.
- i. Not participate in sexual contact or activity with children under the age of 18—including grooming or contact through digital media. Mistaken belief regarding the age of a child is not a defense. Consent from the child is also not a defense or excuse.
- j. Unless there is the full consent⁴⁹ by all parties involved, I will not have sexual interactions with fellow participants, colleagues or members of the surrounding communities. This includes relationships involving the withholding or promise of actual provision of benefit (monetary or non-monetary) to community members in exchange for sex (including prostitution). Such sexual activity is considered “non-consensual” within the scope of this Code.
- k. Consider reporting through the GRM or to my manager any suspected or actual GBV/SH by a fellow worker, whether employed by UNDP or not, or any breaches of this Code of Conduct.
- l. Respectfully consider the views of others, without reprisals (violence, threats, etc.)
- m. If I am a worker hired by the Project, I understand that if I breach this Code of Conduct, the project can take disciplinary action which could include⁵⁰:
 - a. Informal or formal warning.
 - b. Additional training.
 - c. Suspension or termination of employment

⁴⁹ **Consent** is defined as the informed choice underlying an individual’s free and voluntary intention, acceptance or agreement to do something. No consent can be found when such acceptance or agreement is obtained using threats, force or other forms of coercion, abduction, fraud, deception, or misrepresentation. In accordance with the United Nations Convention on the Rights of the Child, the project establishes that consent cannot be given by children under the age of 18, even if national legislation of the country into which the Code of Conduct is introduced has a lower age. Mistaken belief regarding the age of the child and consent from the child is not a defense.

⁵⁰ This will need to be in line with each country’s legislation.

d. Report to the Police if warranted.

I understand that if I am participating in the Project, and breach this Code of Conduct, I may be asked to not participate in any further Project-supported activity.

I do hereby acknowledge that I have read the Code of Conduct, and agree to comply with the standards contained therein and understand my roles and responsibilities to prevent and respond to GBV/SH issues.

Signature: _____
Printed Name: _____
Title: _____
Date: _____

ANNEX 2: Screening and Assessment Based on UNDP's SESP

Step 1: Exclusion Criteria

- Any activity with moderate or significant environmental and social risks and impacts that would trigger a Category A or B rating in GCF and would require an Environmental and Social Impact Assessment (ESIA) or Environment and Social Management Plan (ESMP) based on national legislation, UNDP SES or Green Climate Fund E&S Policy.
- Any construction in any proposed or existing protected areas or priority areas for biodiversity conservation, as defined in national law
- Activities that have the potential to cause loss or degradation of critical natural habitats, whether directly or indirectly, or which would lead to adverse impacts on natural habitats
- Activities that involve harvest and sale/trade of forest resources (post, timber, bamboo, charcoal, wildlife, etc.) for large-scale commercial purposes
- Activities involving changing forestland into agricultural land or logging activities in primary forest
- Purchase or use of banned/restricted pesticides, insecticides, herbicides, and other dangerous chemicals (banned under national law and World Health Organization (WHO) category 1A and 1B pesticides)
- Any activity that would cause disturbance to asbestos should be avoided.
- No new materials with ACMs should be used.
- Activities that involve the use of international waterways
- Any activity affecting physical cultural heritage such as graves, temples, churches, historical relics, archeological sites, or other cultural structures
- Activities that may cause or lead to forced labor or child abuse, child labor exploitation or human trafficking, or subprojects that employ or engage children under the age of 18
- Any activity on land that has disputed ownership or tenure rights
- Any activity that will cause land acquisition or involuntary resettlement
- Any activity that will involve physical relocation of households or will require the use of eminent domain
- Any activity that would impact lands or natural resources subject to traditional ownership or under customary use or occupation of Indigenous peoples
- Any activity that would cause the relocation of Indigenous peoples from lands and natural resources subject to traditional ownership or under customary use or occupation
- Any activity that would impact the cultural heritage – tangible or intangible – of Indigenous peoples
- Any activity that would trigger the requirement for Free, Prior and Informed Consent (FPIC) based on the UNDP SES
- Weapons, including but not limited to mines, guns, ammunition, and explosives
- Support of production of any hazardous good, including alcohol, tobacco, and controlled substances

Step 2: Social and Environment Screening Checklist

Checklist Potential Social and Environmental Risks	
INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.	
Overarching Principle: Leave No One Behind	Answer (Yes/No)
Human Rights	
P.1 Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	
P.2 Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	
P.3 Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	

<i>Would the project potentially involve or lead to:</i>	
P.4	adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?
P.5	inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? 16
P.6	restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?
P.7	exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?
Gender Equality and Women's Empowerment	
P.8	Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?
<i>Would the project potentially involve or lead to:</i>	
P.9	adverse impacts on gender equality and/or the situation of women and girls?
P.10	reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?
P.11	limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>
P.12	exacerbation of risks of gender-based violence? <i>For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.</i>

16 Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.

Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below	
Accountability	
<i>Would the project potentially involve or lead to:</i>	
P.13 exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	
P.14 grievances or objections from potentially affected stakeholders?	
P.15 risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	
Project-Level Standards	
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
<i>Would the project potentially involve or lead to:</i>	
1.1 adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	
1.2 activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	
1.3 changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	
1.4 risks to endangered species (e.g. reduction, encroachment on habitat)?	
1.5 exacerbation of illegal wildlife trade?	
1.6 introduction of invasive alien species?	
1.7 adverse impacts on soils?	
1.8 harvesting of natural forests, plantation development, or reforestation?	
1.9 significant agricultural production?	
1.10 animal husbandry or harvesting of fish populations or other aquatic species?	
1.11 significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	
1.12 handling or utilization of genetically modified organisms/living modified organisms? ¹⁷	
1.13 utilization of genetic resources? (e.g. collection and/or harvesting, commercial development) ¹⁸	
1.14 adverse transboundary or global environmental concerns?	
Standard 2: Climate Change and Disaster Risks	
<i>Would the project potentially involve or lead to:</i>	

¹⁷ See the [Convention on Biological Diversity](#) and its [Cartagena Protocol on Biosafety](#).

¹⁸ See the [Convention on Biological Diversity](#) and its [Nagoya Protocol](#) on access and benefit sharing from use of genetic resources.

2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? <i>For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes</i>	
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	
Standard 3: Community Health, Safety and Security		
<i>Would the project potentially involve or lead to:</i>		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	
3.7	influx of project workers to project areas?	
3.8	engagement of security personnel to protect facilities and property or to support project activities?	
Standard 4: Cultural Heritage		
<i>Would the project potentially involve or lead to:</i>		
4.1	activities adjacent to or within a Cultural Heritage site?	
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	
4.4	alterations to landscapes and natural features with cultural significance?	
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	
Standard 5: Displacement and Resettlement		
<i>Would the project potentially involve or lead to:</i>		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	

5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	
5.3	risk of forced evictions? ¹⁹	
5.4	impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	
Standard 6: Indigenous Peoples		
<i>Would the project potentially involve or lead to:</i>		
6.1	areas where indigenous peoples are present (including project area of influence)?	
6.2	activities located on lands and territories claimed by indigenous peoples?	
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to screening question 6.3 is “yes”, then Standard 6 requirements apply, and the potential significance of risks related to impacts on indigenous peoples must be Moderate or above. *</i>	
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 5 above</i>	
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	
6.8	risks to the physical and cultural survival of indigenous peoples?	
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.</i>	
Standard 7: Labour and Working Conditions		
<i>Would the project potentially involve or lead to: (note: applies to project and contractor workers)</i>		
7.1	working conditions that do not meet national labour laws and international commitments?	
7.2	working conditions that may deny freedom of association and collective bargaining?	
7.3	use of child labour?	
7.4	use of forced labour?	
7.5	discriminatory working conditions and/or lack of equal opportunity?	
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	

19 Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

* Note: revised July 2022 modifying presumption of risk significance from Substantial or higher to Moderate or higher.

Standard 8: Pollution Prevention and Resource Efficiency	
<i>Would the project potentially involve or lead to:</i>	
8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?
8.2	the generation of waste (both hazardous and non-hazardous)?
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?
8.4	the use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention</i>
8.5	the application of pesticides that may have a negative effect on the environment or human health?
8.6	significant consumption of raw materials, energy, and/or water?

Step 3: Impact and Significance of a Risk Based on Screening

Score	Rating	Social and environmental impacts
5	Extreme	Significant adverse impacts on human populations and/or environment. Adverse impacts of large-scale magnitude and/or spatial extent (e.g. large geographic area, large number of people, transboundary impacts, cumulative impacts) and duration (e.g. long-term, permanent and/or irreversible); areas adversely impacted include areas of high value and sensitivity (e.g. valuable ecosystems, critical habitats); adverse impacts to rights, lands, resources and territories of indigenous peoples; involve significant levels of displacement or resettlement; generates significant quantities of greenhouse gas emissions; impacts may give rise to significant social conflict
4	Extensive	Adverse impacts on people and/or environment of considerable magnitude, spatial extent and duration, but more limited than Extreme (e.g. more predictable, mostly temporary, reversible). <i>Impacts of projects that may affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples are to be considered at a minimum potentially Extensive¹⁵</i>
3	Intermediate	Impacts of medium magnitude, limited in scale (site-specific) and duration (temporary), can be avoided, managed and/or mitigated with relatively uncomplicated accepted measures
2	Minor	Very minor impacts in terms of severity and magnitude (e.g. small affected area, very low number of people affected) and duration (short), may be easily avoided, managed, mitigated
1	Negligible	Negligible or no adverse impacts on communities, individuals, and/or environment

Table 3. Rating the 'Likelihood' of a Risk

Score	Rating
5	Expected
4	Very likely
3	Moderately likely
2	Low likelihood
1	Not likely

Table 4. Determining 'Significance' of Risk

Impact	5	M	S	S	H	H
	4	L	M	S	S	H
	3	L	M	M	M	S
	2	L	L	L	M	M
	1	L	L	L	L	L
		1	2	3	4	5
Likelihood						
Low, Moderate, Substantial, High						

Ensure the mitigation hierarchy is being applied and adjust activities, and re-screen, if needed:

- Anticipate and avoid risks and impacts;
- Where avoidance is not possible, minimize or reduce risks and impacts;
- Once impacts have been minimized or reduced, mitigating them,
- Where residual adverse impacts remain, compensating for or offsetting them where feasible.

Step 4: Risk Level (based on Screening and Assessment)

Based on above, a project will be categorized as Low, Moderate, Substantial or High Risk, based on the highest level of significance across all potential risk levels.

- Low Risk:** Projects that include activities with minimal or no adverse social or environmental risks and/or impacts. However, the SES Programming Principles and stakeholder engagement requirements still apply to project activities. *In the context of this project, an ESCOP would be appropriate.*

- **Moderate Risk:** Projects that include activities with potential adverse social and environmental risks and impacts that are few in number, limited in scale, largely reversible and can be identified with a reasonable degree of certainty and readily addressed through application of recognized good international practice, mitigation measures and stakeholder engagement during project implementation. *In the context of this project, such activities are excluded from project support.*
- **Substantial Risk:** Projects that include activities with potential adverse social and environmental risks and impacts that are more varied or complex than those of Moderate Risk projects but remain limited in scale and are of lesser magnitude than those of High Risk projects (e.g. reversible, predictable, smaller footprint, less risk of cumulative impacts). Substantial Risk projects include individual risks rated as “Substantial”. Substantial Risk projects may also include those with a varied range of risks rated as “Moderate” that require more extensive assessment and management measures. While the type of assessment methodology for Substantial Risk projects will vary depending on the nature of the risks and type of project, generally a scoped, fit-for-purpose Environmental and Social Impact Assessment (ESIA) would be needed to analyze the range and interactions of potential risks and impacts. Similarly, for Substantial Risk projects that promote plans and policy reforms that may lead to adverse social and environmental risks and impacts, a scoped Strategic Environmental and Social Assessments may be required. *In the context of this project, activities that would trigger the need for an ESIA or ESMP are excluded from project support.*
- **High Risk:** Projects that include activities with potential significant adverse social and environmental risks and impacts that are irreversible, unprecedented, and/or which raise significant concerns among potentially affected communities and individuals as expressed during the stakeholder engagement process. High Risk activities may involve significant adverse impacts on physical, biological, socioeconomic, or cultural resources. High Risk projects may have the potential to aggravate existing situations of fragility or conflict, adversely affect human rights and/or lead to extensive environmental degradation. Comprehensive forms of assessment and management plans are required. *In the context of this project, activities with a high risk would be excluded from project support.*

Based on Steps 1-4 above, complete the SESP template (below is the latest July 2022 version).

Step 5: UNDP Social and Environmental Screening Template (v. July 2022)

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document at the design stage. Note: this template will be converted into an online tool. The online version will guide users through the process and will embed relevant guidance.

Project Information

Project Information	
1. Project Title	
2. Project Number (i.e. Atlas project ID, PIMS+)	
3. Location (Global/Region/Country)	
4. Project stage (Design or Implementation)	
5. Date	

Part A. Integrating Programming Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?
<i>Briefly describe in the space below how the project mainstreams the human rights-based approach</i>
<i>Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment</i>
<i>Briefly describe in the space below how the project mainstreams sustainability and resilience</i>
<i>Briefly describe in the space below how the project strengthens accountability to stakeholders</i>

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Complete SESP Attachment 1 before responding to Question 2.</i>		QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 5</i>		QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High
<i>Risk Description (broken down by event, cause, impact)</i>	<i>Impact and Likelihood (1-5)</i>	<i>Significance (Low, Moderate, Substantial, High)</i>	<i>Comments (optional)</i>	<i>Description of assessment and management measures for risks rated as Moderate, Substantial or High</i>
Risk 1:	I = L =			Ensure the response also clarifies the budget and responsible entity.
Risk 2	I = L =			Ensure the response also clarifies the budget and responsible entity.
[add additional rows as needed]				
QUESTION 4: What is the overall project risk categorization?				
Low Risk		☐		
Moderate Risk		☐		
Substantial Risk		☐		
High Risk		☐		
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)				
Question only required for Moderate, Substantial and High Risk projects				
Is assessment required? (check if "yes")		☐		Status? (completed, planned)
if yes, indicate overall type and status		☐	Targeted assessment(s)	
		☐	ESIA (Environmental and Social Impact Assessment)	
		☐	SESA (Strategic Environmental and Social Assessment)	
Are management plans required? (check if "yes)		☐		

			☐	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)	
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		☐	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	
		☐	ESMF (Environmental and Social Management Framework)	
	Based on identified <u>risks</u>, which Principles/Project-level Standards triggered?		Comments (not required)	
	Overarching Principle: Leave No One Behind			
	Human Rights	☐		
	Gender Equality and Women's Empowerment	☐		
	Accountability	☐		
	1. Biodiversity Conservation and Sustainable Natural Resource Management	☐		
	2. Climate Change and Disaster Risks	☐		
	3. Community Health, Safety and Security	☐		
	4. Cultural Heritage	☐		
	5. Displacement and Resettlement	☐		
	6. Indigenous Peoples	☐		
	7. Labour and Working Conditions	☐		
	8. Pollution Prevention and Resource Efficiency	☐		

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

Signature	Date	Description
QA Assessor		UNDP staff member responsible for the project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

ANNEX 3: Environment and Social Codes of Practice

Introduction to the ESCOP

This Environment and Social Codes of Practice intends to provide a handy guidance for the Multi-Country Proposal Early Warnings for All (EW4All) project to manage risks and impacts relating to waste management, Occupational Health and Safety (OHS) and limited pollution of procurement of goods and small works in line with UNDP's Social and Environmental Standards (SES). This document is an annex to the project's Environmental and Social Management Framework (ESMF) and intended for use when procuring goods or equipment, or for small works with minimal environmental and social risks, such as facilities involving maintenance, repair or installation of equipment, and in some cases activities that require construction but have a small footprint. The ESCOP should be read in conjunction with the ESMF and included in bidding/contractor documents. The ESCOP should also be read in conjunction with the Stakeholder Engagement Plan (SEP) for each country, which details stakeholder engagement steps.

Key Aspects of Risk Management from Small Works

Below, the ESCOP highlights key aspects/parameters for managing minor risks and impacts from potential small works such as digging bore holes, repairing equipment, installation of solar panels, installation of rain water tanks, and small-scale construction etc. Three stages are defined, namely pre-works, during works and closure and operation.

Pre-Works

Once small works have been selected and Social and Environmental Screening has been conducted and/or confirmed in line with this ESMF, and avoidance and minimization of risk has been done through design, designated project safeguards staff will check the following arrangements before granting the permission to start small works.

Monitoring checklist at pre-works stage

No.	Items	Yes (Tick if completed)	No (Tick if not completed)	If Not, what measures
1	Exclusion Criteria was checked			
2	E&S Screening was conducted, including SEAH risks			
3	A mitigation hierarchy to avoid or minimize risks has been taken			
4	ESCOP included in bidding documents (if relevant)			
5	Consultations conducted with stakeholders			
6	Project signboard and guidance for safety installed in facility where small works take place			
7	Site/ground clearance (including backfilling if needed, clearance of bushes/grass, levelling the site, etc.)			
8	Safety fence which demarcates the working zone with proper/private access, doors, and checkpoint as needed.			
9	Site safety instruction board clearly indicating needed worker's Personal Protective Equipment (PPE).			
10	COVID-19 test station and/or kits for workers as required.			
11	Water and sanitation facilities for workers (including latrines for male and female workers) available.			
12	If generator is main source of energy for works, make sure it is sufficiently far from any nearby community. If electricity is connected from another facility, make sure appropriate wiring is in place. All electricity should be checked by professionals.			
13	Defined location for storage of materials, if any. This should be properly contained and have roof/walls.			
14	In the event worker's need temporary sleep accommodation, ensure this is approved by project stakeholders.			
15	Relevant PPE has been procured.			
16	Policy to not hire workers under the age of 18 years is in place.			
17	Code of Conduct available for all workers to sign.			
18	Are UXOs likely to be present? If so, stop and receive guidance from UNDP and experts in the field as UXO clearance may be required and/or re-sighting works.			
19	Are any environmental or local permits required and have these been secured?			

20	SEAH Plan in place			
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Date of Monitoring:

Location:.....

Monitored by:

Approved by:

During Small Works

This general guidance covers waste management, pollution control, OHS and working conditions that should be in place when conducting small works.

Working Hours

The following working hours should apply or as agreed with relevant stakeholders. Unless agreed in advance, no work should be undertaken on Public Holidays.

08:00 – 18:00 hours Monday-Friday

08:00 – 12:00 hours Saturday-Sunday

Security and Safety Fence: Small work sites should be fully enclosed to protect the general public and deter unauthorized entry. The safety temporary fence should have appropriate high above pavement level. Temporary safety fence should not be used for advertising. However, it may be used to display details of the works including project name and duration, name, address and telephone number of the relevant person for reporting safety issues as well as contact for complaint mechanism.



Example of safety sign



Access Gates and Scaffolding: Access to and from the facility should be organized to allow vehicles to enter and leave the site in a forward gear.

Lighting: Any lighting of the site and its premise is sufficient to ensure the safety of workers and other pedestrians. In addition, the lighting should be located and orientated in such a way not to cause intrusion to adjacent residential property or distract passing motorists.

Access Road Management: Where reasonably practicable all loading and unloading of vehicles involved in small works should be within the site boundary. Deliveries and collections should be scheduled to coincide with the normal working hours. A person to guide traffic may be needed. Access roads/path must be repaired and returned to original condition upon completion of the retrofit.

Material storage warehouse: Any materials used, such as cement, crushed stones, sand, steel bars and wires, electrical wires and devices, nails, paints, furniture, etc. should be stored in a designated warehouse before starting small works.



Example of material storage

Tree cutting: Cutting of trees and clearance of existing vegetations is prohibited unless required for climate-change proofing measures and previously discussed with relevant stakeholders. The types, nature and number of trees to be cleared would need to be recorded so that replanting can be carried out.

Dust Control:

1. Bulk storage of potentially dusty materials should be located away from the site boundary and nearby communities.
2. Mixing large quantities of concrete on site should be undertaken using enclosed plant.
3. Cutting and grinding operations should be undertaken using appropriate dust suppression techniques.
4. Potentially dusty spoil and other waste materials should be damped down regularly when handled and transported in sheeted vehicles.
5. Rubble-chutes should be used with care and drop heights kept to a minimum.

Air Pollution: Smoke from burning of plastics/construction waste, fumes and particulate emissions can be minimized by ensuring that:

1. No on-site bonfires are used for the disposal of any waste.
2. All equipment is properly maintained and throttled down or switched off when not in use.
3. Fuel storage tanks are located away from the site boundary and vented at a point remote from the health facility.

Asbestos: Works involving the treatment of asbestos products should be undertaken carefully and handled in accordance with environment legislation in each country and guidance from UNDP.

Noise and Vibration: Measures should be taken to minimize noise and vibration impacts to nearby communities and ensure compliance with relevant country legislation.

Water and Effluent: Water and effluent generated from on-site activities should be treated and disposed of in accordance with the provisions on waste, hazardous discharge and/or environment legislation of the country. Adequate pollution prevention techniques should be adopted to ensure that any potentially hazardous substances do not come into contact with vulnerable water (e.g. via surface water drainage systems). Recycling of water should be encouraged.

Management of waste: All types of waste generated from small works, or from goods and equipment purchased by the project, shall be separated and disposed of at designated landfill and/or recycled following country legislation and practices. Burning of waste (cement bags, plastic bags, wood scaffoldings, etc.) is not allowed. Appropriate recycling measures, or waste disposal, should be done for all goods procured in line with legislation/practices in each country (for example disposal of batteries, electronics, etc.). Reusing, as appropriate, and recycling of materials should be encouraged.



Example appropriate waste management

Pest Control: Preventive measures should be adopted to control any rodent activity on site and test baiting may be necessary to confirm the existence of an infestation.

Personal Protective Equipment (PPE): PPE provides the worker with an extra level of personal protection. The table below presents general examples of occupational hazards and types of PPE available for different purposes.



Generic Guidance for Personal Protective Equipment	
Potential Hazard	Suggested PPE
Falling objects from elevated places	Safety helmet, safety shoes
Working at dusty environment	Dust mask
Working at gaseous environment	Gas mask with filter
Working at noisy environment	Ear plugs, ear stoppers
Falling of heavy material and equipment	Safety shoes
Slippery ground	Non-slippery shoes
Metal sparks	Grinding masks, protective goggles
Harmful light sources	Welder masks, welder goggles
Working with electrical equipment	Protective goggles, face shields, safety helmet, safety shoes with electrical resistance, insulating (rubber) gloves with leather protectors, insulating sleeves, and flame-resistant (FR) clothing.

Working at Heights: Ladders must be placed so that a worker is protected at all times. PPE required should be worn, such as hard hats, gloves, safety belts, ropes, etc.

Electrical Equipment: Accidental contact with electrical components can have deadly consequences. Always refer to the manufacturer's recommended operating practices prior to using new electrical appliances, tools and equipment. Only qualified and

authorized electricians are allowed to service and repair electrical appliances, tools and equipment. Prior to operating electrically powered tools and equipment, ensure that you are working on a dry surface. Tools with damaged cords, grounds and housing units are to be tagged “Out of Service” and sent for repair. Missing or damaged ground plugs of any appliance, tool or piece of equipment are to be repaired prior to use. Always stand to the side of a service box when resetting a breaker. All electrical tools must be quality approved. Disconnect power tools from power source before making adjustments.

Installation of Equipment: Follow all installation guidelines. For installation of electrical equipment, a licensed electrician is required. Use of Personal Protective Equipment (PPE).

Covid-19: All workers will adhere to the health guidance provided by the Ministry of Health or other relevant national authority, such as wearing mask, regular handwashing, social distancing etc.

Working in rivers or oceans: All work installing buoys or other devices in rivers, lakes, oceans or other water sources must be undertaken applying best practice in the field to avoid impacts to biodiversity.

Unexploded Ordinance (UXO): When working in locations where UXOs may be present, UXO clearance may be required. Local legislation and guidance must be followed.

The following guidance applies to all workers, including those subcontracted:

Child and Forced Labour: The project will not engage any forced labour. No child labour is permitted. Workers will need to have acceptable identification that proves their age. For this project, the minimum working age will be 18 years.

General: If outside labour is required, there may be a need for sleeping arrangements which may be in a location agreed upon by the community. Workers should have adequate provision of water and sanitation, have signed Codes of Conduct and comply with Covid-19 measures.

Terms and Conditions for Workers: All workers will have contracts in accordance with applicable labour laws, rules and regulations. Project workers should be paid on a regular basis as required by applicable labour laws, rules and regulations. Project workers should be provided with adequate periods of rest per week, annual holiday and sick, maternity and family leave, as required by applicable labour laws, rules and regulations. If applicable, Project workers should receive written notice of termination of employment and details of severance payments in a timely manner as required by applicable labour laws, rules and regulations.

Non-discrimination and equal opportunity: The employment of project workers is based on the principle of equality of opportunity and treatment, and there shall be no discrimination with respect to any aspects of the employment relationship, such as recruitment and hiring, compensation (including wages and benefits), working conditions and terms of employment, access to training, job assignment, promotion, termination of employment or retirement, or disciplinary practices. Women and men shall receive equal remuneration for work of equal value. Appropriate measures of protection and assistance are provided to address the vulnerabilities of project workers, including specific groups of workers, such as women, persons with disabilities, migrant workers and young workers. Local labor laws also apply.

Harassment: Appropriate and respectful conduct of all workers is required. No harassment of any kind (sexual, verbal) will be allowed and all workers are expected to sign Codes of Conduct (Annex 1 of the ESMF).

Grievance Mechanism: A workplace grievance mechanism (distinct from any general project-level grievance mechanism) should be provided for all project workers (and, where relevant, their organizations) to raise workplace concerns (including potential violations of existing rights and entitlements as provided for in legislation, collective agreements, employment contracts and human resources policies). The mechanism should be easily accessible to project workers who are to be informed of the grievance mechanism at the time of recruitment and the measures to protect them against any reprisal for its use. For example, workers should be able to file a grievance with their workplace or the project, and workers should be made aware of this right.

Monitoring Checklist during Small Works

No.	Items	Yes (Tick if completed)	No (Tick if not completed)	If Not, what measures
1	Safety fences in place and site is secured from outsiders			
2	PPE is available for workers			

3	Traffic management measures in place (such as when trucks are going in/out)			
4	Noise parameters in line with government legislation			
5	Working hours being respected			
6	No excessive or unmanaged air pollution			
7	Dust control measures in place			
8	All electrical activities being conducted by electricians/professionals			
9	Waste being recycled and/or discarded appropriately, including following country legislation – this also applies for goods/equipment procured under the project			
10	Workers have signed Codes of Conduct and are aware of their rights and responsibilities regarding GBV/SH			
11	Workers have contracts in place and country's labour provisions are followed			
12	Materials and equipment used (including electrical cords, ladders, etc.) is in good condition			
13	"Dos and Don'ts" recommendations followed when applicable			
14	Relevant stakeholders are being consulted			
15	Relevant Covid-19 measures are in place			
16	Workers have a system to submit grievances and are aware of their rights			
17	Non-discrimination when hiring and equal pay for male/females for same work			
18	No workers under the age of 18 years			
19	Emergency plan in place in case of natural hazards			
20	SEAH Plan being implemented			

Date of Monitoring:

Location:.....

Monitored by:

Approved by:

Closure and Operation

The project shall check the following arrangements before finalizing the small works.

Monitoring checklist for site closure (as relevant)

	Items	Yes (Tick if completed)	No (Tick if not completed)	Proposed Measures
1	Has the small works been fully completed as per specifications?			
2	Have access roads/paths to the site been restored to their original condition?			
3	Has the material storage warehouse been removed and the area returned to its original condition?			
4	Have the latrines for workers been removed and the area cleared to its original condition?			
5	Have the site safety fence and board been removed and the area returned to its original condition?			
6	Have any removed trees, damaged shrubs, and/or other disturbances been fixed/replanted?			
7	Has the waste/debris, sharp objects, nails, cut steel pieces, etc. been cleared and hazardous waste, if any been disposed of properly?			

8	Has construction waste been managed in line with country legislation?			
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Date of Monitoring:

Location:.....

Monitored by:

Approved by:

Specific ESCOPs Mitigation Measures to Apply in Small Infrastructure Projects

Subproject Type	Environmental Prevention/Mitigation Measures	Responsible Party
Buildings/Shelters		
General	a) Design of shelters should follow relevant requirements on life and fire safety and minimum requirements required by National Building Codes and relevant guidelines from the concerned Ministries. (Planning phase) b) Provide adequate drainage in the building's immediate surroundings to avoid standing water, insect related diseases (malaria, etc.) and unsanitary conditions. (Implementation phase) c) Include sanitary facilities such as toilets and basins for hand-washing. (Implementation phase) d) Tiled floors are preferred for easier cleaning and more hygienic. (Planning and implementation phases) e) Manage solid waste and waste water properly (operation phase)	National PMU Contractor
Noise during construction	a) Plan activities in consultation with communities so that noisiest activities are undertaken during periods that will result in least disturbance. (Planning phase) b) Use when needed and feasible noise-control methods such as fences, barriers or deflectors (such as muffling devices for combustion engines or planting of fast-growing trees). (Implementation phase) c) Minimize project transportation through community areas. Maintain a buffer zone (such as open spaces, row of trees or vegetated areas) between the project site and residential areas to lessen the impact of noise to the living quarters. (Implementation phase)	National PMU Contractor
Soil erosion	a) Schedule construction during dry season. (Planning phase) b) Contour and minimize length and steepness of slopes. (Implementation phase) c) Use mulch, grasses or compacted soil to stabilize exposed areas. (Implementation phase) d) Cover with topsoil and re-vegetate (plant grass, fast-growing plants/bushes/trees) construction areas quickly once work is completed. (Post-Implementation phase) e) Design channels and ditches for post-construction flows and line steep channels/slopes (e.g., with palm fronds, jute mats, etc.). (Post-Implementation phase)	National PMU Contractor
Air quality	a) Minimize dust from exposed work sites by applying water on the ground regularly during dry season. (Implementation phase) b) Avoid burn site clearance debris (trees, undergrowth) or construction waste materials. (Implementation phase) c) Keep stockpile of aggregate materials covered to avoid suspension or dispersal of fine soil particles during windy days or disturbance from stray animals. . (Implementation phase) d) Reduce the operation hours of generators /machines /equipment /vehicles. (Implementation phase) e) Control vehicle speed when driving through community areas is unavoidable so that dust dispersion from vehicle transport is minimized. (Implementation phase)	National PMU Contractor
Water quality and availability	a) Activities should not affect the availability of water for drinking and hygienic purposes. (Implementation phase) b) No soiled materials, solid wastes, toxic or hazardous materials should be stored in, poured into or thrown into water bodies for dilution or disposal. (Implementation phase) c) Avoid the use of waste water pools particularly without impermeable liners.	National PMU Contractor

Subproject Type	Environmental Prevention/Mitigation Measures	Responsible Party
	d) Provision of toilets with temporary septic tank. (Implementation phase) e) The flow of natural waters should not be obstructed or diverted to another direction, which may lead to drying up of river beds or flooding of settlements. (Implementation phase) f) Separate concrete works in waterways and keep concrete mixing separate from drainage leading to waterways. (Implementation phase)	
Solid and hazardous waste	a) Segregate construction waste as recyclable, hazardous and non-hazardous waste. (Implementation phase) b) Collect, store and transport construction waste to appropriately designated/controlled dump sites. (Implementation phase) c) On-site storage of wastes prior to final disposal (including earth dug for foundations) should be at least 300 metres from rivers, streams, lakes and wetlands. (Implementation phase) d) Use secured area for refuelling and transfer of other toxic fluids distant from settlement area (and at least 50 metres from drainage structures and 100 metres from important water bodies); ideally on a hard/non-porous surface. (Implementation phase) e) Train workers on correct transfer and handling of fuels and other substances and require the use of gloves, boots, aprons, eyewear and other protective equipment for protection in handling highly hazardous materials. (Implementation phase) f) Collect and properly dispose of small amount of maintenance materials such as oily rags, oil filters, used oil, etc. Never dispose spent oils on the ground and in water courses as it can contaminate soil and groundwater (including drinking water aquifer). (Implementation phase) g) Manage solid waste and waste water from schools/dormitories/food stores/ and laboratories properly (operation phase) h) After each construction site is decommissioned, all debris and waste shall be cleared. (Post-Implementation phase)	National PMU Contractor
Asbestos	a) If asbestos or asbestos containing materials (ACM) are found at a construction site, they should be clearly marked as hazardous waste. (Implementation phase) b) The asbestos should be appropriately contained and sealed to minimize exposure. (Implementation phase) c) Prior to removal, if removal is necessary, ACM should be treated with a wetting agent to minimize asbestos dust. (Implementation phase) d) If ACM is to be stored temporarily, it should be securely placed inside closed containers and clearly labeled. (Implementation phase) e) Removed ACM must not be reused. (Implementation and post-implementation phase)	National PMU Contractor
Health and Safety	a) When planning activities of each subproject, discuss steps to avoid people getting hurt. (Planning phase) It is useful to consider: • Construction place: Are there any hazards that could be removed or should warn people about? • The people who will be taking part in construction: Do the participants have adequate skill and physical fitness to perform their works safely? • The equipment: Are there checks you could do to make sure that the equipment is in good working order? Do people need any particular skills or knowledge to enable them to use it safely? • Electricity Safety: Do any electricity good practices such as use of safe extension cords, voltage regulators and circuit breakers, labels on electrical wiring for safety measure, aware on identifying burning smell from wires, etc. apply at site? Is the worksite stocked with voltage detectors, clamp meters and receptacle testers? b) Mandate the use of personal protective equipment for workers as necessary (gloves, dust masks, hard hats, boots, goggles). (Implementation phase)	National PMU Contractor

Subproject Type	Environmental Prevention/Mitigation Measures	Responsible Party
	c) Follow the below measures for construction involve work at height (e.g. 2 meters above ground (Implementation phase): • Do as much work as possible from the ground. • Do not allow people with the following personal risks to perform work at height tasks: eyesight/balance problem; certain chronic diseases – such as osteoporosis, diabetes, arthritis or Parkinson’s disease; certain medications – sleeping pills, tranquillisers, blood pressure medication or antidepressants; recent history of falls – having had a fall within the last 12 months, etc. • Only allow people with sufficient skills, knowledge and experience to perform the task. • Check that the place (eg a roof) where work at height is to be undertaken is safe. • Take precautions when working on or near fragile surfaces. • Clean up oil, grease, paint, and dirt immediately to prevent slipping; and • Provide fall protection measures e.g. safety harness, simple scaffolding/guard rail for works over 4 meters from ground. d) Keep worksite clean and free of debris on daily basis. (Implementation phase) e) Provision of first aid kit with bandages, antibiotic cream, etc. or health care facilities and enough drinking water. (Implementation phase) f) Keep corrosive fluids and other toxic materials in properly sealed containers for collection and disposal in properly secured areas. (Implementation phase) g) Ensure adequate toilet facilities for workers from outside of the community. (Implementation phase) h) Rope off construction area and secure materials stockpiles/ storage areas from the public and display warning signs including at unsafe locations. Do not allow children to play in construction areas. (Implementation phase) i) Ensure structural openings are covered/protected adequately. (Implementation phase) j) Secure loose or light material that is stored on roofs or open floors. (Implementation phase) k) Keep hoses, power cords, welding leads, etc. from laying in heavily traveled walkways or areas. (Implementation phase) l) Control driving speed of vehicles particularly when passing through community or other sensitive areas. (Implementation phase) m) During heavy rains or emergencies of any kind, suspend all work. (Implementation phase) n) Fill in all earth borrow-pits once construction is completed to avoid standing water, water-borne diseases and possible drowning. (Post-Implementation phase)	
Climate Change and Disasters	a) Ensure all infrastructure is built with climate change risks in mind in order to ensure resilience and sustainability (planning phase) b) Ensure construction plans have Emergency Plans in place in order to prepare in case of natural disasters during construction (planning phase) c) If early warnings of impending natural risks are received, ensure the site is secured, machinery is protected, waste – in particular hazardous waste – is well contained, and that all measures are taken to protect the site and any potential impacts from site materials (for instance, is waste is not contained it could overflow in a flood, if machinery is not tied down it could be washed away and cause accidents or pollution, etc.) (implementation phase)	National PMU Contractor
Other	a) No cutting of trees or destruction of vegetation other than on construction site. As much as possible, source materials consistent with traditional construction practices in the communities. (Planning phase) b) No hunting, fishing, capture of wildlife or collection of plants. (Implementation phase) c) No use of unapproved toxic materials including lead-based paints, un-bonded asbestos, etc. (Implementation phase) d) No disturbance of cultural or historic sites. (Planning and implementation phases)	National PMU Contractor

The ESCOP should also take into account Chance Find Procedures (Annex 9).

World Bank Environmental Health and Safety Guidelines should also be followed based on the small works:

<https://documents1.worldbank.org/curated/zh/157871484635724258/pdf/112110-WP-Final-General-EHS-Guidelines.pdf>

The following “Dos and Don’ts” table may also be helpful to guide small works.

Topic	DO	DON'T
Site Use	- Clean up the worksite and rehabilitate the site to its original condition. - Rehabilitate all temporary access tracks, haul roads and any other disturbed areas outside of the approved working areas to their original condition.	- Do not enter any worksites and areas without permissions and approvals. - Do not undertake any activity outside of the working area borders.
Noise	- Follow working hours - Turn off vehicle engines if not required. - Keep the noise level to acceptable limits.	Do not undertake any noisy activity during night time.
Dust and Air	- Minimize traffic wherever possible and drive slowly to not generate dust. - Depending on works, take appropriate dust prevention measures.	- Do not store cement, sand, excavated material without cover sheets or shelters. - Do not clear the vegetation cover if it's not required.
Water	- Refuel the vehicles at least 30 m away water courses. - Fence the work site adjacent to the sensitive areas such as natural water courses, ponds, drains. - Divert the runoff / water the construction sites or disturbed areas, using ditches. - Follow local legislation.	- Do not use any natural water resources to supply water (e.g. springs, streams, lakes without approval of relevant authorities). - Do not discharge of hazardous substances, chemicals, construction material and wastes into water courses, ponds, drainage systems. - Do not block the water flow.
Waste	- Keep the working site clean and tidy. - Store hazardous waste using secondary containment and restrict access to hazardous waste storage area to prevent harm to staff and public. - Perform on site sorting to separate liquid, organic, demolition material, hazardous and recyclables waste streams and identity the disposal pathway for each of them. - Use waste containers without any damages and leakages. - Reuse the excavated soil as much as possible for backfilling, landscaping and for other project areas where excavation material is required. - Collaborate with local authorities to transport and dispose waste in accordance with legal requirements. - Follow local legislation.	- Do not burn any type of waste. - Do not dump waste at any unpermitted area and especially near watercourses. - Do not leave any sharp or dangerous objects (knives, box cutters, scissors, broken glass, etc.) lying around.

Topic	DO	DON'T
Employment and Labour Rights	- Implement a fair and transparent employment process and non-discrimination when hiring. - Provide workers with clear and understandable information regarding rights via contract documents in local language. - Follow local labour legislation. - Ensure access to a Grievance Mechanism to resolve conflicts or disputes. - Ensure equal pay for men and women for the same type of work.	- Do not discriminate any workers or job applicants on the basis of their gender, marital status, nationality, ethnicity, age, religion or sexual orientation. - Do not recruit children (under 18 years old) or use forced labour. - Do not engage or tolerate any form of harassment.
Code of Conduct	Workers to sign and adhere to Code of Conduct and be aware of their rights and responsibilities regarding GBV/SH.	
Grievances	Grievance Mechanism available to all stakeholders.	
Community Safety	Secure worksites.	- Do not leave any holes and openings without secure fencing. - Do not exceed the speed limits.
Traffic Management	- Implement speed limits for all project vehicles. - Ensure that truck drivers are accompanied by a flagman or watchman while reversing, unloading and loading. - Train all drivers on safety provisions.	- Do not drive without a valid driver's license. - Do not use cell phones while driving.
Occupational Health and Safety	- Provide health and safety training to workers as needed. - Record and report any workplace hazards or any incidents or injuries. - Provide the right PPE and make sure that all employees use them. - Keep PPEs in good condition and change them in case they are damaged. - Prohibit usage of alcohol or illegal drugs. - Use the right tool for the activity. - Use undamaged ladders if you need to climb up. - Implement good housekeeping to prevent trips, slips and falls. - Conduct daily tool-box talks / conversations on health and safety issues before starting works. - Provide sufficient drinking water for workforce. - Provide and maintain toilet facilities for workforce separately for female and male workers. - Ensure only electricians handle electrical equipment. - Apply Covid-19 measures if any.	- Do not try to repair any broken equipment and machinery if you are not authorized. - Do not use of metal ladders close to overhead power lines - Do not work without PPE. - Do not work alone or isolated. - Do not handle electrical equipment if not appropriately trained.

Topic	DO	DON'T
Housekeeping	• Keep working areas clean and tidy. • Secure loose materials that have the potential to fall. • Keep aisles, stairways, passageways, ladders, etc. free of obstructions, materials, cables, chords, hoses, etc. • Keep materials away from the edge of excavations, trenches, roofs, etc. • Cover and secure open trenches, holes and other openings • Avoid pools of stagnant water in working areas. • Undertake daily clean-up of activity area.	
Hazardous Material Management	• Store fuels, oils, chemicals and other hazardous materials on a suitably sized impervious and bunded base. • Label the containers clearly with content, handling, storage, expiration, and health and safety information. • Use drip trays during fuelling and maintenance (e.g. changing oil) of equipment. • Install proper warning signs at hazardous material storage yards, lock gates and restrict access to authorized personnel. • Store hazardous waste using secondary containment and restrict access to hazardous waste storage area to prevent harm to construction staff, environment and public.	• Do not smoke close to hazardous materials.
Fire Prevention and Control	• Take all reasonable and precautionary steps to ensure that fires are not started as a consequence of project activities on site. • Basic fire-fighting equipment available on site • Store flammable materials under conditions that will limit the potential for ignition and the spread of fires. • Train all employees on the fire risks and how to deal with any fires in case one occurs.	• Do not light fire for any reason, including waste burning. • Do not throw cigarette butts on the ground.

ANNEX 4: Sample form to Submit Grievances

NAME OF COMPLAINANT (or Anonymous): _____

GENDER: _____

CONTACT DETAILS: _____

STATEMENT OF GRIEVANCE (Reason for complaint and activity leading to complaint. Please include as many details as possible to answer the following questions: (i) what happened, (ii) when did it happen, (iii) who did it happen to, and (iv) what was the impact of what happened. Include additional information as needed/desired.

REMEDY REQUESTED BY COMPLAINT:

SIGNATURE: _____ DATE: _____

FOR ADMIN USE ONLY:

Date Grievance Received: _____

- a. In person
- b. In writing

Grievance Received by: _____

Action taken or required: _____

ANNEX 5: Sample Grievance Log

ID Number	Name of Complainant (or anonymous)	Sex (M/F/Other)	Contact info	Date Received	Nature of the grievance (grievance, concern, suggestion, feedback) Describe the grievance	Date resolution reported to the complainant	Accepted Y/N	Actions to be taken/ Next steps or Closed	Due Date or Closed

ANNEX 6: Indigenous Peoples Planning Framework

Given the extent of the EW4All project's activities – essentially focused on provision of technical assistance, capacity building, workshops, information dissemination and small works (mostly repairs, improvements) –the project has not identified any potential adverse risk for the rights, lands, territories or resources of Indigenous peoples. However, following the guidance of the IPPF developed by this project, a stand-alone Indigenous Peoples Plan (IPP) based on SES 6 will be developed any time Indigenous Peoples are involved. The project is primarily focused on alert dissemination, related institutional strengthening and capacity building. Activities relating to disseminating alerts will include consultation with Indigenous Peoples to ensure Early Warning messages meet their needs, and the project is therefore expected to provide benefits such as awareness building and outreach through the dissemination of these EWs. While these project activities will not result in adverse impacts on land tenure rights, access to resources or cultural heritage, IPPs will need to be prepared at the country level (i.e. under the project's Output 2), to ensure EWs include considerations of IPs and meet their needs, including consultations in a language and manner that are appropriate.

Indigenous Peoples in the Project Area

Based on Standard 6 of UNDP's SES, the term Indigenous peoples is used in a generic sense to refer to a distinct social and cultural group possessing the following characteristics in varying degrees:

- (a) Self-identification as members of a distinct indigenous social and cultural group and recognition of this identity by others;
- (b) Collective attachment to geographically distinct habitats, ancestral territories, or areas of seasonal use or occupation as well as to the natural resources in these areas;
- (c) Customary cultural, economic, social, or political systems that are distinct or separate from those of the mainstream society or culture; and
- (d) A distinct language or dialect, often different from the official language or languages of the country or region in which they reside. This includes a language or dialect that has existed but does not exist now due to impacts that have made it difficult for a community or group to maintain a distinct language or dialect.

Based on this definition, there are Indigenous Peoples found in Cambodia, Chad, Ecuador, Ethiopia, Fiji and Somalia.

Indigenous Peoples in Cambodia

Indigenous peoples in Cambodia are mainly found in the north-eastern provinces of Ratanakiri, Strung Treng and Monduliri, as well as in Kratie, Kampong Thom and Preah Vihear, and it is estimated that they can be found in at least another nine provinces in the country. Most Indigenous peoples in Cambodia belong to the Austroasiatic/Mon-Khmer peoples, while the Rhade and Jarai are Austronesian. Cambodia's Indigenous peoples are mainly reliant on the forest for their livelihoods and are considered especially vulnerable. They generally lead simpler lives than most of Khmer and rely more on forests and natural resources.

Current estimates of Indigenous peoples in Cambodia vary widely, with no demographic tool compiling specific data on Indigenous groups in the country. Overall, it is estimated that Indigenous groups in the country account for about 1.25 per cent of the total population. Khmer is the most widely spoken language in Cambodia (the mother tongue of 96% of people and likely spoken by a more significant number)⁵¹. It is estimated that there are 20-24 Indigenous languages in the country, mainly from the Austroasiatic/Mon-Khmer languages and two from the Austronesian family.

Indigenous villages in Cambodia are generally guided by traditional authorities, represented by elders who are designated by community members based on their capacities to care for the villagers' well-being, solve conflicts that arise in the community or among neighbouring communities, and ensure continuity in Indigenous society. Traditional elders may work alongside mainstream Cambodian authorities, and when elders cannot resolve conflicts, people may take their concerns or problems to their local-level government authorities.⁵²

Indigenous peoples have been hit particularly hard by the rapid depletion of natural resources in the highlands of Cambodia, including Ratanakiri province since these groups have a greater dependence on upland resources for subsistence and livelihood. Indigenous communities in Cambodia are especially vulnerable to loss of access and ownership of natural resources due to their reliance on land and forest resources for their livelihoods. The land and forests also have a spiritual significance for most Indigenous groups, and their traditional cultural identity depends on the land to maintain their customary way of life and society. Indigenous communities are also more vulnerable because they have been historically marginalised as ethnic minority groups. They often lack

⁵¹ Cambodian Census 2019. Other mother tongue languages are Vietnamese (0.5% of people) and Chinese (0.6%), with these groups also expected to speak Khmer.

⁵² Ironside, J. (2010). The Outbreak of Peace: Communal Land Management and Traditional Governance in a Remote Cambodian Province. CAPRI Workshop on Collective Action, Property Rights, and Conflict in Natural Resources Management.

access to justice through formal legal institutions and hold less political and financial power than other citizens.⁵³ More information can be found in the EW4All Cambodia Stakeholder Engagement Plan.

Indigenous Peoples in Ecuador

According to the National Institute of Statistics and Census (INEC, February 2022), there are 19 Indigenous peoples and 14 distinct Indigenous nationalities in the country totalling more than one million people (7.69% of the total population) and they are organised in local, regional and national organisations⁵⁴. Of the total Indigenous population of the country, 51% are women and 49% are men; 74% live in rural areas and 26% in urban areas; 34% register an age of 0 to 14 years, 20% from 15 to 24 years, 20% from 25 to 39 years and 26% over 40 years. Indigenous nationalities and peoples inhabit the mountains (68.20%), followed by the Amazon (24.06%), and 7.56% on the coast. They are located mainly in the provinces of: Pichincha (15%), Chimborazo (14%), Imbabura (10%), Cotopaxi (9%) and Morona Santiago (9%).

Since the middle of the 20th century, Indigenous people have had a greater impact on the political life of the country. An important strengthening occurred in 1986, when the CONAIE (Confederation of Indigenous Nationalities of Ecuador) was established, brought together by three regional organizations: ECUARUNARI (Ecuador Runacunapac Riccharimui), CONFENIAE (Confederation of Indigenous Nationalities of the Ecuadorian Amazon) and CONAICE (Confederation of Nationalities and Indigenous Peoples of the Ecuadorian Coast). Throughout 2021, a number of events directly affected the living conditions and economic and social rights of Ecuador's Indigenous Peoples and nationalities, in particular the impact of and recovery from the COVID-19 pandemic; the change in government, and government relations with Indigenous Peoples' organisations.

The indigenous population in Ecuador has a high incidence of poverty. In terms of extreme poverty, the percent of Indigenous people who are poor is estimated to be 4.5 times that of the non-indigenous population⁵⁵. Education is one of the greatest factors for such economic inequality. Exclusion and racism are also discussed in the literature as some of the reasons behind inequality and poverty among Ecuador's Indigenous groups. More information can be found in the EW4All Ecuador Stakeholder Engagement Plan.

Indigenous Peoples in Chad

In Chad, pastoralism is practised by a multitude of different ethnic groups, most notably the Toubous, Arabs and Peuls. The Toubous groups occupy a vast area of the central Sahara, a region that extends westwards into Niger and northwards into Libya. The term Toubou actually encompasses a range of groups, including the Tédá or Tédaga group and the Daza or Dazagada group, with even finer subdivisions including other sub-groups. Arab pastoralists are found throughout central Chad, from the peripheral regions of Lake Chad as far south-east as Salamat and as far north as Adamaoua in Cameroon. Some distinguish between the "Arabs of the North", who are essentially nomads with no fixed habitat, and the "Arabs of the South", who practise agricultural activities and are very often at least partially sedentary. The Peuls form a pastoral society that is known in all the countries of Sahelian Africa. In Chad, they form two main groups: the Foulbés, who are more numerous and are present in the regions around Lake Chad, in the Chari Baguirmi, around Lake Fitri and in Mayo-Kebbi, and the Wodaabé (Mbororo), who are mainly attached to the Chari Baguirmi and Lake Chad. On the polders of Lake Chad, there are Buduma and Kuri breeders, who are agropastoralists and fishermen.

The nomadic and transhumant pastoralist communities of the Arab, Toubou and Peul Mbororo ethnic groups represent the indigenous groups, mainly concentrated in the arid and semi-arid provinces of the country in the Saharan and Sahelian zones respectively, with the exception of the Peul Mbororo, who are more concentrated in the south of the country. These communities, deeply attached to pastoral land and natural resources for centuries, depend on mobility for their subsistence and the well-being of their herds. This mobility enables them to adapt to environmental change, but it also makes them vulnerable to climatic disasters (prolonged droughts, floods, soil degradation, etc.) exacerbated by limited access to water resources, and the growing threat of land loss due to agricultural developments and restrictive land policies. For example, in periods of increased drought, grazing land becomes scarcer, and tensions over access to resources increase, which can lead to conflicts with sedentary farming communities.

Transhumant and nomadic pastoralists share a lifestyle based on mobility, but they differ mainly in the frequency, organisation and objectives of their movements. In fact, transhumant herders practise regular seasonal mobility between specific areas, whereas nomads have a less predictable mobility, often based on the resources available, without a fixed route or systematic return to the same territory. These differences also influence their relationship with the land, natural resources and interactions with local communities.

Although no precise estimates of the population of these groups are available, they represent a significant proportion of Chad's marginalised communities. The lack of land titles and other forms of customary rights to land along transhumance corridors limits

⁵³ UN: Cambodia Common Country Analysis, May 2021.

⁵⁴ The rest of the population identifies as Mestizo (77.47%); Montubia (7.70%); White (2.21%); Afro-descendant (2.03%); Black (1.33%); Mulato (1.45%); Other (0.12%). *VIII Population Census and VII Housing Census, National Institute of Statistics and Census (INEC) 2022*: <https://www.censoecuator.gob.ec/resultados-censo/>

⁵⁵ García-Aracil, A; Winter, C. Gender and ethnicity differentials in school attainment and labor market earnings in Ecuador, *World Development*, Volume 34, Issue 2, 2006, Pages 289-307.

their access to land, which hampers their ability to preserve their way of life. However, it is important to note that nomadic, semi-nomadic or transhumant pastoral livestock farming in Chad provides a livelihood for more than 1/3 of the rural population, who manage at least 3/4 of the ruminant livestock⁵⁶. Moreover these groups are largely socially discredited, institutionally marginalised and often politically neglected. Traditional authorities, elders and clan chiefs, play an essential role in the management of natural resources and the resolution of internal or inter-community conflicts. However, their lack of integration into formal legal systems and their marginalisation from political and economic bodies reduce their ability to defend their rights effectively. These historically marginalised communities continue to struggle for access to essential services such as education and health, and to preserve their cultures and way of life in the face of modern pressures. Umbrella structures of associations or professional organisations have recently emerged and are set to play a major institutional and organisational role for these groups.

Indigenous Peoples in Somalia

Indigenous peoples in Somalia, including the Bantu, Bravenese, Rerhamar, Bajuni, Eyle, Galgala, Tumul, Yibir, and Gaboye, are primarily located in regions such as South-Central Somalia, Kismayo, Jilib, Luuq, Hargeisa, Beletweyne, Jowhar, and Ballad. These groups constitute about one-third of the population, approximately 2 million people. Indigenous villages are generally guided by traditional authorities, represented by elders chosen by the community. These elders are responsible for the well-being of the villagers, resolving conflicts, and maintaining cultural continuity. They may collaborate with mainstream Somali authorities, and unresolved conflicts may be escalated to local government authorities. Indigenous peoples in Somalia primarily rely on:

- Farming: Many engage in subsistence farming to support their families.
- Fishing: Coastal groups like the Bajuni depend on fishing.
- Small-scale Trade: Some are involved in local trade and markets.

Somalia faces severe humanitarian challenges, with millions experiencing food insecurity and acute malnutrition. This situation disproportionately affects indigenous communities, who often live in the most vulnerable and marginalized areas. Ongoing conflicts and environmental disasters have led to significant displacement, forcing many indigenous people to seek refuge in urban areas or other regions.

In Somalia, the situation for Indigenous peoples and minority groups is complex. The country has a diverse social structure with various clans and minority groups, but there isn't a specific national policy for the development of Indigenous Peoples. Minority groups like the Bantu, Bravenese, Boon, Rerhamar, Bajuni, Eyle, Galgala, Tumul, Yibir, and Gaboye often face significant social, economic, and political marginalization. Somalia operates under a system of legal pluralism, where customary law (Xeer), religious law (Sharia), and secular law coexist. The rights of Indigenous peoples to their traditional lands, culture, and traditions are not formally recognized. Instead, these rights are governed by customary laws and practices, which vary between regions and communities. This can lead to disputes and marginalization of minority groups. Additionally, minority groups face numerous human rights challenges, including discrimination, exclusion, and lack of access to resources and services, worsened by ongoing conflict and instability.

Indigenous Peoples in Ethiopia

Ethiopia's population is highly diverse, containing over 80 different ethnic groups, the four largest of which are the Oromo, Amhara, Somali and Tigrayans. According to the Ethiopian national census of 2007, the Oromo are the largest ethnic group in Ethiopia, at 34.4% of the nation's population. The Amhara represent 27.0% of the country's inhabitants, while Somalis and Tigrayans represent 6.2% and 6.1% of the population respectively. Other prominent ethnic groups are: Sidama 4.0%, Gurage 2.5%, Welayta 2.3%, Afar 1.7%, Hadiya 1.7%, Gamo 1.5% and Others 12.6%⁵⁷. In Ethiopia, more than 80 languages are spoken, and the greatest diversity is found in the southwest. Official languages are Afar, Amharic, Oromo, Somali and Tigrinya, with two-thirds of the population speaking there. Other languages recognised include Sidamo, Wolaytta, Gurage, Gamo and Kafa, among others.

The Indigenous Peoples of Ethiopia make up a significant portion of the country's estimated population of 120 million. Around 15% are pastoralists and sedentary farmers who live across the country but particularly in the Ethiopian lowlands, which constitute some 61% of the country's total landmass. There are also several hunter-gatherer communities, including the forest-dwelling Majang (Majengir) and Anuak peoples, who live in the Gambella region.

The Oromo community constitutes the largest ethnic group in the country. Though socially, economically and religiously diverse, Oromo are united by a shared language, also widely spoken in northern Kenya and parts of Somalia. Despite their large numbers, Oromo have suffered a long history of exclusion and forced assimilation, leading to the decline of their pastoralist lifestyle. Oromo have a long history of oppression, land loss, and marginalization. Ethiopia does not have national legislation that protects indigenous peoples. More information can be found in the EW4All Ethiopia Stakeholder Engagement Plan.

⁵⁶ Participatory mapping in a nomadic environment: a decision-making tool in public health - case study among the Daza of Bahr-El-Ghazal (Chad) M. WIESE, I. YOSKO, M. DONNAT

⁵⁷ Summary and Statistical Report of the 2007 Population and Housing Census Results. Population Census Commission. p. 16

Indigenous Peoples in Fiji

Indigenous Fijians, officially known since 2010 as iTaukei, are the major indigenous people of the Fiji Islands. The iTaukei form the majority of the population in Fiji (57%) and they are generally Melanesians, although many have Polynesian ancestry. Indo-Fijians are the next most populous group in Fiji (38%); they are descendants of Indian contract labourers brought to the islands by the British in the 19th century. The percentage of the population of Indo-Fijian descent has declined significantly over the last two decades through migration. Rotumans, who are Polynesians natives of Rotuma Island, account for 1% of the population. The rest of the population includes Banabans who were resettled from their island in Kiribati to Fiji in the 1940s due to phosphate mining; a small group of Melanesian islanders, descendants of those who were brought to Fiji from the Solomon Islands and New Hebrides (Vanuatu) during the 1800s to work on plantations; migrants from other Pacific Islands (including university students), Chinese and Europeans⁵⁸.

For Indigenous Fijians (iTaukei), kinship networks called *viewekani* – constituting blood and social relations – provide a network of social protection where individuals and families are looked after by other members of the network in times of need. Contribution and distribution are the binding forces of the Fijian system. *Kerekere*, generally meaning “to solicit a good, resource or service,” is a form of reciprocity in which one may ask neighbours, friends and relatives for goods and services to meet one’s basic socio-economic needs, or for the purpose of fulfilling certain social obligations⁵⁹.

Indigenous Fijians, or iTaukei, are more likely to be poor. According to the 2013/14 poverty rate, 38.9% Indigenous Fijians were poor compared with 26.7% of Indo-Fijian and 23.4% of other (migrants, other Melanesians, Rotumans, etc.). In 2013/14, Indigenous Fijians accounted for nearly 70% of the country’s poor. Poverty statistics show that, in the last two decades, iTaukei increased their share of the poor while Indo-Fijians reduced theirs, although this reflects a similar change in broader population demographics⁶⁰.

Land in Fiji is managed through three complementary systems: (i) native land; (ii) freehold land; and (iii) crown land. Around 90% of land in Fiji is owned by Indigenous Fijians (iTaukei) through their *mataqali* (clan), and is termed native or iTaukei land. Approximately 6% of land is freehold and 4% is crown land. Freehold land can be purchased, transferred, or leased, subject to the conditions of the Land Sales Act, which among other things restricts the quantity of land which can be purchased by individuals who are not resident in Fiji, and by companies not wholly owned by Fiji citizens⁶¹.

Historically, there can be some tensions between the majority indigenous Fijian population and the Indian minority population. The smaller ethnic groups such as the Sikhs, Chinese, Banabas, Rotumans and other Pacific Islanders are overall politically and socially absent from major discourse and decision-making. Competition over natural resources, political power, education and employment opportunities are seen as triggers of tension and conflict. More information can be found in the EW4All Fiji Stakeholder Engagement Plan.

Potential Project Impacts

The project is mostly focused on assessments, training, capacity building and information dissemination, with some on-the ground small works only in public or state-owned areas. Based on screening and consultations, it is not considered that project activities would affect the rights, lands, resources or territories of Indigenous peoples based on Standard 6 of the SES. In order to ensure Indigenous peoples’ needs and barriers in terms of accessing Early Warnings (EWs) are taken into account, the project has incorporated ways to meaningfully consult them in each country’s Stakeholder Engagement Plan. However, in the unlikely event that screening determines that the project or any of its activities have any potential to adversely affect the rights, lands, resources or territories of Indigenous peoples based on Standard 6 of the SES and the GCF Indigenous Peoples policy, the result of screening will need to be shared with UNDP and GCF. The project would then ensure it applies the Exclusion Criteria listed in the Environment and Social Management Framework (ESMF) to avoid any adverse impacts to IPs.

Procedures

Project screening and consultations shall consider the needs of Indigenous Peoples and ensure all groups are included and represented in consultations to understand the needs of populations, vulnerability to climate change, how emergency warning systems could work, etc. These aspects are embedded into project design and mainstreamed into most of the project’s activities and outlined in the country-specific Gender Analysis and Action Plans and Stakeholder Engagement Plans. Small works under Output 2 are considered to have low impacts, and managed by the ESCOP.

⁵⁸ Fiji Population and Housing Census (2018)

⁵⁹ Mohanty, M. (2011). Informal Social Protection and Social Development in Pacific Island Countries: Role of NGOs and Civil Society. *Asia Pacific Development Journal*, Vol. 18 No.2.

⁶⁰ World Bank (2021) Fiji Poverty and Equity Brief

⁶¹ Land Ownership in Fiji, *iTaukei Land Trust Board*

During project implementation, it is important that small works under Output 2 be re-screened to ensure the suitability of the ESCOP to mitigate impacts, and to ensure that the rights, lands, resources or territories of Indigenous peoples are not impacted, that the Exclusion Criteria is well followed, and to establish whether IP Plans are required. Based on the Exclusion Criteria, project activities cannot be undertaken if they would impact lands or natural resources subject to traditional ownership or under customary use or occupation of Indigenous peoples.

In addition, any activity involving IPs will require the elaboration of an IPP following guidance in this ESMF. Since it is expected that all Output 2 countries will work to develop Early Warnings that are able to reach the whole population, including IPs, it is likely that country-level IPPs will be required for Cambodia, Chad, Ecuador, Ethiopia, Fiji and Somalia. The IPPs will need to be approved by UNDP and GCF.

Figure 1: Summary of IPPF Procedures

Step 1: Project activity or small works screened and adopt mitigation hierarchy to avoid or minimize risks and follow Exclusion Criteria. Consultations with stakeholders during this process.

Step 2: Any country which will include an activity involving IPs will need to prepare a country-level IPP, in consultation with IPs.

Meaningful Consultations

Continued engagement with stakeholders is a key element of the project, from inception through prioritization, development and implementation of activities, to evaluation, communication and feedback. Active engagement with groups that represent more vulnerable segments of the population is a priority as detailed in the ESMF and the SEP. The project ensures effective participation of Indigenous peoples throughout the project cycle, ensuring they are included in consultations, assessments, information disclosure and that they have access to the grievance redress mechanism, among other things. Consultation processes will be culturally appropriate in each country and conducted in good faith. These considerations have been included in the country-specific SEPs.

Free, Prior and Informed Consent (FPIC)

If a project may affect – positively or negatively – indigenous peoples' rights and interests, lands, territories, resources, livelihoods, cultural heritage, then FPIC must be sought. Based on the Exclusion Criteria, project activities cannot be undertaken if they would adversely impact lands or natural resources subject to traditional ownership or under customary use or occupation of Indigenous peoples, thus any activity that would trigger FPIC will be ineligible for project support. Table 1 may assist in helping to determine whether project activities require an FPIC process and are therefore ineligible for project support.

Table1: Guiding questions to establish whether FPIC is required

Guiding Question	Yes/No
1. Will the activity involve the relocation/resettlement/removal of an indigenous population from their lands?	
2. Will the activity involve the taking, confiscation, removal or damage of cultural, intellectual, religious and/or spiritual property from indigenous peoples?	
3. Will the activity adopt or implement any legislative or administrative measures that will affect the rights, lands, territories and/or resources of indigenous peoples (e.g. in connection with the development, utilization, or exploitation of mineral, water or other resources; land reform; legal reforms that may discriminate de jure or de facto against indigenous peoples, etc.)?	
4. Will the activity involve natural resource extraction such as logging or mining or agricultural development on the lands/territories of indigenous peoples?	
5. Will the activity involve any decisions that will affect the status of indigenous peoples' rights to their lands/territories, resources or livelihoods?	
6. Will the activity involve the accessing of traditional knowledge, innovations and practices of indigenous and local communities?	
7. Will the activity affect indigenous peoples' political, legal, economic, social, or cultural institutions and/or practices?	

8. Will the activity involve making commercial use of natural and/or cultural resources on lands subject to traditional ownership and/or under customary use by indigenous peoples?	
9. Will the activity involve decisions regarding benefit-sharing arrangements, when benefits are derived from the lands/territories/resources of indigenous peoples (e.g. natural resource management or extractive industries)?	
10. Will the activity have an impact on the continuance of the relationship of the indigenous peoples with their land or their culture?	

If the answer is 'Yes' to any of these questions, FPIC will be required and the activity therefore cannot be supported by the project.

Preparation of an Indigenous Peoples Plan (IPP) and Monitoring

The project is not expected to support any activity that would entail an adverse impact to indigenous peoples. Based on the Exclusion Criteria, project activities cannot be undertaken if they would impact lands or natural resources subject to traditional ownership or under customary use or occupation of Indigenous peoples. However, following the guidance of the IPPF that has been developed, the preparation of an IPP is foreseen any time Indigenous Peoples are involved and impacted by an activity under this initiative. Further analysis should be undertaken to collect baseline data on those communities to ensure minimal to no adverse impacts to Indigenous Peoples and follow the guidance in the IPPF. Approval from UNDP and GCF will be required. The IPP will be based on the findings of the assessment and consultations process and needs to be developed with full, effective and meaningful participation of potentially affected Indigenous peoples/their representatives. The IPP (see Annex 7) should have a level of detail proportional to the complexity of the nature and scale of the proposed project and its potential impacts on Indigenous peoples and their rights, lands, territories, and resources. The IPP, in consultation with IPs, will define its monitoring parameters.

Grievance Redress

The project has established a Grievance Redress Mechanism (GRM) which is discussed in Section 5 of the project ESMF and country-specific GRMs described in the SEPs. If Indigenous Peoples are found to be impacted by specific activities, consultations should establish whether the existing project GRM is adequate to ensure the concerns of specific Indigenous groups can be considered, or whether modifications are needed. This should be done in consultations with the relevant Indigenous community.

Institutional Arrangements

The project's institutional arrangements will apply to the IPPF as described in the ESMF. UNDP will be the Executing Entity of the EW4All and will be responsible for the overall project. The global implementation arrangement will comprise of a Project Board and a global Project Management Unit (PMU) will be constituted within UNDP for the overall project coordination, oversight and monitoring. The PMU will comprise of full time and part- time staff including a Project Manager (PM), Technical Advisor, Monitoring Evaluation and Learning Officer, a part-time Communications Expert, and a part-time Safeguards, Gender and Inclusivity Expert (SGI).

The Project Manager will run the project on a day-to-day basis on behalf of the Project Board. The Project Manager'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, as well as compliance with E&S measures laid out in the project documents including this ESMF and IPPF. In this regard, the PM will be supported by the SGI expert. The PM, via the SGI expert, will also have oversight over the activities carried out in specific projects under Output 2.

Each country under Output 2 will have their own national mechanisms in place and these are detailed in each country's EW4All proposal. Broadly, these will follow the overall project model. The Implementing Partner (IP) will be accountable to the respective UNDP-CO for managing the project, including the monitoring and evaluation of project interventions, achieving project outcomes, the effective use of UNDP resources, and ensuring SES commitments are met – including the implementation of this ESMF and IPPF. A national Project Management Unit (PMU) will be constituted. The National Project Manager in the PMU will run the project on a day-to-day basis. The National Project Manager is responsible for day-to-day management and decision-making for the project, including compliance with E&S measures laid out in the project documents including this ESMF and IPPF. In this regard, the NPM will be supported by the NSGI expert.

The table below summarizes the roles and responsibilities regarding the implementation arrangements for the IPPF.

Table 2: Responsibilities in IPPF Implementation

Action	Responsibility for Implementation	Responsibility for Oversight
Consultations with IPs to establish whether they are impacted by specific project activities, including small works	National PMU	Global PMU
Consultations with IPs to establish plans/assessments needed, such as preparation of IPP and FPIC	National PMU	Global PMU
Preparation of IPP if needed	National PMU will need to recruit expert consultant	Global PMU
Lead the FPIC process if needed	National PMU with support of expert consultant	Global PMU
Grievance mechanism	National PMU	Global PMU
Monitoring	Global PMU	UNDP

While at this stage it is difficult to appraise a budget for IPPF implementation, this is estimated at \$30,000 and is included in the ESMF budget.

Annex 7: Indicative Outline of an Indigenous Peoples Plan (IPP)

Given the extent of the EW4All project's activities – essentially focused on provision of technical assistance, capacity building, workshops, information dissemination and small works (mostly repairs, improvements) –the project has not identified any potential adverse risk for the rights, lands, territories or resources of Indigenous peoples. However, following the guidance of the IPPF developed by this project, a stand-alone Indigenous Peoples Plan (IPP) based on SES 6 will be developed any time Indigenous Peoples are involved. The IPP is to be elaborated and implemented in a manner consistent with the UNDP Social and Environmental Standards and have a level of detail proportional to the complexity of the nature and scale of the proposed project and its potential impacts on indigenous peoples and their lands, resources and territories.

The project is primarily focused on alert dissemination, related institutional strengthening and capacity building. Activities relating to disseminating alerts will include consultation with Indigenous Peoples to ensure Early Warning messages meet their needs, and the project is therefore expected to provide benefits such as awareness building and outreach through the dissemination of these EWs. While these project activities will not result in adverse impacts on land tenure rights, access to resources or cultural heritage, IPPs will need to be prepared at the country level (i.e. under the project's Output 2), to ensure EWs include considerations of IPs and meet their needs, including consultations in a language and manner that are appropriate.

With the effective and meaningful participation of the affected peoples/their representatives, the IPP shall be elaborated and contain provisions addressing, at a minimum, the substantive and relevant aspects of the following outline:

- Baseline information relevant to the activity being implemented (from independent and participatory environmental and social risks and impacts assessment processes);
- Key findings and analyses of impacts, risks and opportunities;
- Measures to avoid, minimize and mitigate negative impacts, and enhance positive impacts and opportunities;
- Community-based natural resource management (if applicable);
- Results of consultations (during environmental and social risks and impacts assessment processes), including a list of people and organizations that participated, a timetable, who was responsible for each activity, and future engagement plans;
- Gender assessment and action plans (noting each country under Output 2 has a stand-alone Gender Action Plan);
- Benefit sharing plans (as relevant, likely focused on the dissemination of Early Warnings);
- Tenure arrangements (if applicable);
- Grievance redress mechanisms;
- Costs, budgets, timetables, organizational responsibilities; and
- Monitoring, evaluation and reporting.

Note: The IPP would be implemented as part of project implementation. In no case shall project activities that may adversely affect Indigenous peoples take place before the corresponding activities in the IPP are implemented. Such activities should be clearly identified and excluded. Where other project documents already develop and address issues listed in the above sections, citation to the relevant document(s) shall suffice. UNDP and GCF will need to approve the IPPs before they are implemented.

ANNEX 8: Chance Find Procedures

Cultural heritage encompasses tangible and intangible heritage which may be recognized and valued at a local, regional, national or global level. *Tangible cultural heritage*, which includes movable or immovable objects, sites, structures, groups of structures, and natural features and landscapes that have archaeological, paleontological, historical, architectural, religious, aesthetic, or other cultural significance. Tangible cultural heritage may be located in urban or rural settings, and may be above or below land or under the water. *Intangible cultural heritage*, which includes practices, representations, expressions, knowledge, skills—as well as the instruments, objects, artefacts and cultural spaces associated therewith— that communities and groups recognize as part of their cultural heritage, as transmitted from generation to generation and constantly recreated by them in response to their environment, their interaction with nature and their history.

In the event that during construction, sites, resources or artifacts of cultural value are found, the following procedures for identification, protection from theft, and treatment of discovered artefacts should be followed and included in standard bidding documents.

- Stop the construction activities in the area of chance find temporarily.
- Secure the site to prevent any damage or loss of removable objects. In cases of removable antiquities or sensitive remains, a guard shall be arranged until the responsible local authorities take over.
- If relevant authorities determine that chance find is a non-cultural heritage chance find, the construction process can resume.
- If needed, conduct screening/assessment of UXO risks before site clearance. UXO screening/assessment will be carried by certified UXO experts before any physical/construction activities, including mobilization of contractors to construction site, are allowed.
- In case UXOs are found by certified experts during on-site screening, removal of UXO will be carried out by certified experts.
- A UXO clearance certificate shall be obtained from related authority for each subproject prior to commencing any subproject activities
- Conduct training and awareness activities for local community with regards to UXO risks and chance finds.

Annex 9 Template for Country Level Conflict Sensitivity Assessment

The template below provides guidance on the development of a Conflict and Fragility Analysis. Please refer to UNDP's Conflict and Sensitivity Monitoring and Evaluation Toolbox⁶² to inform the completion of template.

I. Executive Summary of the Conflict Analysis

This section concisely describes the critical facts, significant findings, and recommended actions.

II. Describe all On-going conflict on project area

List the most significant conflicts in terms of environmental and human impact. For each conflict, please provide information on:

- o Stakeholders
- o Locations (Level of sensitivity, accessibility)
- o Reasons / motives / causes (from superficial to root causes)
- o What has been done to manage the conflict so far (legal, customary, mediations, etc.)

III. Potential interactions with the project

Please provide information and analysis on the project and:

- o Location
- o Beneficiary selection
- o Capacity of providing and delivering support
- o Stakeholder engagement (identify those that can act as integrators and dividers)

IV. Management Measures

Please provide information and analysis on the project and:

- o Location
- o Beneficiary Selection (how benefits are delivered/provided ensuring no one is left out)
- o How support will be provided
- o Capacity Gaps that need to be addressed

Opportunities for Peacebuilding Embedded within the Project (if any)

⁶² <https://www.undp.org/lebanon/publications/conflict-sensitivity-and-monitoring-and-evaluation-toolbox>

Annex J: Stakeholder Engagement Plan

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Acronyms

ABMS	Antigua and Barbuda Meteorological Service
CEWS	Community Early Warning Systems
CDRT	Community Disaster Response Teams
DCVN	District Command Volunteer Network
DRR	Disaster Risk Reduction
E&S	Environmental and Social
EW	Early Warning
EWS	Early Warning System
EW4ALL	Early Warning for All
FGDs	Focus Group Discussions
GBV	Gender-Based Violence
GCF	Green Climate Fund
GRM	Grievance Redress Mechanism
KII	Key Informant Interviews
MHEWS	Multi-Hazard Early Warning Systems
NDA	National Designed Authority
NODS	National Office of Disaster Services
NPM	National Project Manager
NSGI	National Safeguards, Gender and Inclusion Expert
PMU	Project Management Unit
PwD	People with Disabilities
SEA	Sexual Exploitation and Abuse
SECU	Social and Environmental Compliance Unit
SES	Social and Environment Standards
SEP	Stakeholder Engagement Plan
SH	Sexual Harassment
SRM	Stakeholder Response Mechanism
UNFCCC	United Nations Framework Convention on Climate Change
UNDRR	United Nations Office for Disaster Risk Reduction
WMO	World Meteorological Organization

Executive Summary

This document is called the Stakeholder Engagement Plan (SEP) and it has been prepared for the Multi Country Proposal for Early Warnings for All (EW4All) project in Antigua and Barbuda. The SEP has been prepared in line with UNDP's Social and Environmental Standards (SES). This document is considered a living document and shall be modified and updated in line with the changing situation or scope of the activities. The Executive Summary should not be relied upon for full information; the full SEP should be read for this purpose.

The Multi-country Project (MCP) proposal is part of a global initiative to advance Early Warnings for All (EW4All) as announced by the United Nations Secretary General in March 2022 and articulated in the EW4All Executive Action Plan (EAP). Initially targeting seven countries, namely Antigua and Barbuda, Cambodia, Chad, Ecuador, Ethiopia, Fiji, and Somalia, this MCP aims to accelerate the delivery of EAP priority actions by stimulating the design and funding of multiple regional delivery mechanisms to support the financial and technical needs of the targeted countries. National projects tailored to each participating country's needs will establish Multi-Hazard Early Warning Systems (MHEWS) and their effective use by the most vulnerable communities.

In Antigua and Barbuda, the EW4All project is rooted in a comprehensive and interconnected approach, aimed at transforming the country's ability to prepare for and respond to climate-related hazards. The project seeks to create a resilient and adaptive system that not only mitigates the impacts of disasters but also ensures the safety and well-being of communities across the nation.

In Antigua and Barbuda, the project has three main outputs:

- Improved governance and coordination mechanisms for Disaster Risk Management
- Enhanced risk knowledge, observation and forecasting systems
- Enhanced warning dissemination and disaster preparedness

The Stakeholder Engagement Plan (SEP) seeks to ensure that Project communities, as well as other Project stakeholders, are informed and involved in all the stages of Project preparation and implementation. The Project recognizes the need to seek representative and inclusive feedback, and the SEP looks to establish the role of women and vulnerable groups firmly within the consultation process. The SEP outlines project stakeholders and specific methods and timelines to engage them at different stages of the project, and the process for grievance redress.

- **Introduction**

With global temperatures likely to cross the 1.5 °C threshold before 2030, climate change-related impacts are progressively pushing human and natural systems beyond their ability to adapt, with potentially irreversible consequences. Increases in the frequency and intensity of climate and weather extremes have reduced food and water security, hindering efforts to meet Sustainable Development Goals and slowed global agricultural productivity, exposing millions of people to acute food insecurity. Antigua and Barbuda [ranks amongst the countries most vulnerable](#) to climate change as its population depends on agriculture for livelihoods and lives in flood-prone areas. Rainfall patterns are changing and becoming less predictable, leading to more severe extreme weather events, such as tropical storms, floods and droughts. This will significantly impact communities and may result in economic losses, indebtedness, increased inequality, food insecurity, and loss of life, with agriculture, infrastructure, forestry, and human health being the most affected sectors. The most vulnerable - children, women, people with disabilities, Indigenous groups, the elderly, and the poor - will be the most affected.

Early Warning for All (EW4All) aims to ensure every person on Earth is protected by early warning systems within five years. Early warning systems are a critical investment to enhance national and community climate resilience by providing essential information to guide risk management and make informed long-term decisions that can result in avoided losses. Well-functioning Multi-Hazard Early Warning Systems (MHEWS) allow people, institutions and businesses to prepare for and respond to multiple hazards, including those occurring simultaneously or cumulatively over time, and their potential interrelated impacts. Output 2 of the project⁶³ focuses on national level investment activities to address country and local level needs to achieve the EW4All target on seven countries, including Antigua and Barbuda. The activities in each country under Output 2 will mirror the four pillars of the EW4All Executive Action Plan (EAP) and will be implemented through the national governments with support from UNDP, the EW4All pillar leads and their in-country national offices and other partner agencies where relevant. The Antigua and Barbuda proposal focuses on⁶⁴:

- **Pillar 1:** The intervention enhances risk knowledge by improving governance and coordination mechanisms for Disaster Risk Management, including updating the legislative framework. This approach will enable centralised and coordinated management of risk knowledge, with clear tools and processes for data collection to ensure accessibility and interoperability of risk data across all relevant sectors.
- **Pillar 2:** Forecasting improvements include human resource development, improving hazard and risk assessment, expanding marine and flash flood forecasting capacity, and strengthening the human and technical capacity of the Antigua and Barbuda Meteorological Service (ABMS).
- **Pillar 3:** Early warning dissemination enhancements involve reviewing dissemination strategies including the use of telecommunications, incorporating local knowledge practices, providing technical assistance, awareness campaigns, workshops and implementing community early warning systems.
- **Pillar 4:** Preparedness and early action activities aim to enhance operational capacities, develop emergency preparedness/response plans, train community members, support Community Early Warning Systems (CEWS), and strengthen the capacity of Community Disaster Response Teams (CDRTs) and the District Command Volunteer Network (DCVN) through training and provision of equipment to support early action delivery capacity.

Across these pillars, the project will work with vulnerable groups to ensure early warning and response measures meet their needs. This includes engaging fisherfolk to understand their needs and incorporate local knowledge practices and to develop disaster management plans for fisheries landing sites -as fishing vessels are extremely vulnerable to national disasters - as well as supporting further inclusion of People with Disabilities (PwD) and other vulnerable groups through developing an all-inclusive framework for disaster readiness processes and information targeting vulnerable populations, integrating inclusive messaging and assistive technologies. The project will strengthen communication channels and develop a national emergency telecommunications plan to ensure timely and effective dissemination of these warnings and information to the last mile. The project will also support agencies at the national and sub-national levels and communities in effectively using these early warnings and advisories for early and anticipatory action, allowing them to adapt to, avoid, and facilitate recovery from climate hazards.

⁶³ Please refer to the Global Proposal for the Multi-Country Early Warnings for All (EW4All) project for full description of all project outcomes and activities.

⁶⁴ Please refer to the Feasibility Study and Proposal for Antigua and Barbuda for full description of all project outcomes and activities.

The project is being prepared under UNDP's Social and Environment Standards (SES). Ensuring robust and meaningful stakeholder engagement during project preparation and implementation will ensure that the critical programming principle of "leave no one behind" is achieved. Moreover, stakeholder consultation plays a crucial role in project success by ensuring the needs and constraints of stakeholders are taken into account as the project is designed, in particular those of vulnerable and marginalised groups such as women, the poor, youth, people living in Barbuda, fisherfolk, the elderly and people with disabilities.

Objective of the Stakeholder Engagement Plan (SEP)

The Stakeholder Engagement Plan (SEP) serves as a roadmap for engaging stakeholders effectively, promoting open dialogue, and ensuring that their inputs positively shape the project's direction and outcomes. The SEP outlines how the project team will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or complain about project activities or any activities related to the project. The SEP seeks to ensure that Project communities, as well as other Project stakeholders, are informed and involved in all the stages of the Project. The Project recognises the need to seek representative and inclusive feedback, and the SEP looks to establish the role of women and vulnerable groups within the consultation process.

UNDP ensures stakeholders' meaningful, effective and informed participation in formulating and implementing UNDP programmes and projects. Meaningful, effective, informed stakeholder engagement seeks to build and maintain a constructive relationship with stakeholders to avoid or mitigate potential risks promptly. In the case of the Antigua and Barbuda EWS4All project, stakeholder engagement is crucial to ensure no groups are left behind and that the needs and constraints of the most vulnerable groups are identified and addressed through the project in particular in Pillar 2, 3 and 4 activities.

Meaningful, effective and informed consultation processes will be:

- Free of external manipulation, interference, coercion, and intimidation.
- Gender and age-inclusive and responsive.
- Culturally appropriate and tailored to the language and accessibility preferences and decision-making processes of each identified stakeholder group, including disadvantaged or marginalised groups. Where applicable, it includes differentiated measures to allow effective participation of disadvantaged or vulnerable groups, including persons with disabilities.
- Based on prior and timely disclosure of accessible, understandable, relevant and adequate information, including draft documents and plans.
- Initiated early in the project design process, continued iteratively throughout the programme and project life cycle, and adjusted as risks and impacts arose.
- Addresses social and environmental risks and adverse impacts, as well as the proposed measures and actions to address these.
- Seeks to empower stakeholders, particularly marginalised groups, and enable the incorporation of all relevant views of affected people and other stakeholders into decision-making processes, such as project goals and design, mitigation measures, the sharing of development benefits and opportunities, and implementation issues.
- Documented and reported in accessible form to participants, particularly the measures taken to avoid or minimise risks and adverse impacts on the project stakeholders.

The SEP is in line with the project's Social and Environment Screening Procedure (SESP). The SESP has identified low E&S risks. Nevertheless, this SEP has been prepared and it is proportional to the low risks of the project.

Project's Institutional Arrangements

UNDP will implement the Project under the Direct Implementation Modality (DIM) modality.

The main institutions for project implementation under the four pillars of EW4All are:

- National Office of Disaster Services (NODS)
- Antigua and Barbuda Meteorological Services (ABMS)

The global implementation arrangement will consist of a Project Board comprising representatives from the Pillar Leads who have co-developed this project. A global Project Management Unit (PMU) will be constituted to coordinate, oversee, and monitor the overall project. The PMU will also provide technical support to help the country PMUs access regional and international resources through networking⁶⁵.

National Project Steering Committee

A National Project Steering Committee (NPSC) will be set up comprising representatives from *inter alia*: i) UNDP; ii) NODS; iii) ABMS; iv) Ministry of Telecoms; v) the Ministry of Health, Wellness and the Environment (MoHWE); and vi) DoE. Primarily, the committee will be responsible for providing technical oversight and advisory support. This includes: i) overseeing project implementation, including the implementation Environmental and Social (E&S) aspects and the implementation of this SEP; ii) reviewing annual workplans and project reports; and iii) approving any changes to the project's targets, activities or timelines. Biannual NPSC meetings will be held⁶⁶ to take management-related and technical decisions, discuss the project's main performance indicators and provide strategic guidance. Any changes made by the NPSC to the project's Results Framework or timeline will be communicated to the PMU by the Project Director (PD).

Project Manager (PM)

A full-time staff member will be recruited competitively to fulfil the role of PM, who will be responsible for the daily on-the-ground implementation and management of the project. The PM will be primarily responsible for ensuring that the project achieves the targets set out in the Results Framework to the required quality standards and within the specified time and budget allocations. In order to achieve these targets, the PM will undertake to: i) report directly to the PD on project management-related matters; ii) manage the project in line with the specified workplans and allocated budget; iii) ensure that all project interventions are implemented in accordance with GCF and UNDP guidelines, including all E&S commitments and this SEP; iv) manage and disburse financial resources allocated for the project during project implementation; v) work closely with national and local authorities to ensure that the project is managed effectively and that the needs of all beneficiary groups are considered; and vi) oversee the efficient and effective information and knowledge transfer to relevant project partners. The PM will be required to fulfil these roles for the duration of the project and upon submission of the terminal evaluation report (as well as any other required documentation) to the GCF and UNEP.

Project Management Unit (PMU)

A PMU will be established in Year 1 of project implementation to coordinate the implementation of project interventions with the AE, EE and other implementing partners. This unit will be primarily responsible for coordinating project activities between the AE, EE and relevant stakeholders. The PMU will consist of: i) the PD; ii) the PM; iii) a Project Coordinator; iv) a Financial and Procurement Officer (FPO); v) a National Safeguards, Gender and Inclusion Expert (NSGI) expert; vi) a Communications Officer (CO); vii) a Monitoring and Evaluation Office; and viii) an Administrative Officer (AO). The NSGI will oversee stakeholder engagement activities as described in the SEP, including consultations, disclosure and management of grievance redress, among others.

⁶⁵ See the Global proposal for more details.

⁶⁶ With ad hoc meetings held wherever necessary

Stakeholder Identification and Analysis

Stakeholders are persons or groups directly or indirectly affected by a project, as well as those who may have interests in a project and/or the ability to influence its outcome, either positively or negatively.

Methodology

To meet best practice approaches, the project will apply the following principles for stakeholder engagement:

- Openness and life-cycle approach: Public consultations for the project(s) will be arranged during the whole life cycle, carried out openly, free of external manipulation, interference, coercion, or intimidation.
- Informed participation and feedback: Appropriate information will be provided to and widely distributed among all stakeholders; opportunities are provided for communicating stakeholder feedback and analysing and addressing comments and concerns.
- Inclusiveness and sensitivity: Stakeholder identification is undertaken to support better communications and build effective relationships. The participation process for the projects is inclusive. All stakeholders are encouraged to be involved in the consultation process at all times. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs is the fundamental principle underlying the selection of engagement methods. Special attention is given to vulnerable groups that may be at risk of being left out of project benefits, particularly women, the elderly, people living in Barbuda, persons with disabilities, unhoused people, youth and fisherfolk.

Project consultations have been and will continue to be conducted in various formats, particularly Focus Group Discussions (FGD), Key Informant Interviews (KII), and active participatory approaches with various stakeholders.

Key Stakeholders

Key stakeholders include local communities and relevant authorities who will benefit from the project's activities, whether through training activities, capacity building or receiving Early Warnings.

Key Government Stakeholders

At the national level, the **National Office of Disaster Services (NODS)** has been designated as the coordinator to lead the EW4All initiative in Antigua and Barbuda. NODS is a government agency established in 1984 to coordinate disaster management efforts in Antigua and Barbuda. NODS is the primary agency responsible for coordinating disaster preparedness, response, and recovery efforts within the country. Established to address the challenges posed by natural disasters, such as hurricanes, earthquakes, and tsunamis, NODS plays a crucial role in safeguarding the lives and property of the nation's citizens.

The **Antigua and Barbuda Meteorological Services (ABMS)** is a government agency responsible for providing meteorological services and hydrological forecasts to the country. It is a member of the World Meteorological Organization (WMO) and the Caribbean Meteorological Organization (CMO). The ABMS aims to provide accurate and timely meteorological and hydrological information and services to support sustainable development, disaster risk reduction, and climate change adaptation in Antigua and Barbuda.

Other Government Stakeholders

- **Ministry of Telecommunication** - plays a crucial role in promoting the development and regulation of the country's telecommunications sector. Its responsibilities encompass policy development, regulation, infrastructure development, and international cooperation.

- **Department of Environment** - has a broad range of responsibilities aimed at protecting and managing the country's natural resources and promoting sustainable development.
- **Ministry of Finance** – ensures the country's financial stability and economic prosperity. Its responsibilities encompass a wide range of areas, including fiscal policy, economic planning, financial management, public sector reform, and international financial relations.
- **Ministry of Tourism** - responsible for creating a favorable environment for the tourism industry to thrive, promoting the country's unique attractions, and ensuring that tourism contributes positively to the country's economic and social development.
- **Fisheries Division** - plays a crucial role in protecting and managing the country's marine stocks and coastal resources for the benefit of present and future generations.
- **Antigua and Barbuda Airport Authority (ABAA)** - plays a crucial role in the development and operation of Antigua and Barbuda's aviation infrastructure. Its responsibilities encompass planning, management, regulation, and promotion of the aviation industry, ensuring the safety, efficiency, and sustainability of the country's airports.
- **The Antigua and Barbuda Department of Marine Services and Merchant Shipping (ADOMS)** is the Maritime Administration of Antigua and Barbuda and is responsible for the Ship Registry. ADOMS strives to operate a quality maritime administration with a comparative advantage by adopting roles and functions with respect to regulation, maritime affairs and policy.
- **Antigua and Barbuda Defence Force (ABDF)** - is a relatively small force, but it plays a vital role in the security and well-being of Antigua and Barbuda. It is committed to serving the country and its people with professionalism and dedication.
- **Antigua and Barbuda Coast Guard** - responsible for ensuring the safety and security of the country's maritime domain. Its personnel are trained to carry out a wide range of tasks, including law enforcement, search and rescue, and environmental protection. It is a sub-agency of the ABDF.
- **Royal Police Force of Antigua and Barbuda (ABRPF)** - is the primary law enforcement agency in Antigua and Barbuda. It is responsible for maintaining law and order, preventing and detecting crime, and protecting the lives and property of citizens. In addition to these core responsibilities, the ABRPF may also be involved in other activities, such as disaster relief, search and rescue operations, and public education programs.
- **Directorate of Gender Affairs** - plays a crucial role in advancing gender equality and women's empowerment in Antigua and Barbuda. Its work involves policy development, advocacy, research, service delivery, and international cooperation.
- **Ministry of Public Works** - development and maintenance of Antigua and Barbuda's infrastructure. Its responsibilities include planning, designing, constructing, maintaining, and repairing infrastructure, ensuring public safety, protecting the environment, and supporting economic development.
- **Development Control Authority** - ensuring that development and construction activities are conducted in a manner that minimizes risk and maximizes resilience to natural disasters.
- **Customs and Excise** - facilitates the timely clearance of essential goods and supplies. In the aftermath of a natural disaster, the department often plays a pivotal role in facilitating the Import of Relief Supplies.
- **Ministry of Education** – responsible for identifying and utilizing suitable schools in collaboration with NODS to be used as emergency shelters and ensuring they are equipped with essential supplies like food, water, and medical kits.
- **Ministry of Health** – responsible for planning and implementing government's health-related programmes and projects reflecting the priorities for health as well as administrative and support staff. The ministry's emphasis is on the provision of universal access to health care at the primary, secondary and tertiary levels. Under MoH, the Central Board of Health protects public health and promoting well-being in the country. Its responsibilities include developing and implementing public health policies, preventing the spread of diseases, regulating health care facilities, and collaborating with international health organizations.
- **National Solid Waste Management Authority** - ensuring the proper management of solid waste in Antigua and Barbuda. Its responsibilities encompass waste collection, disposal, recycling, public education, environmental protection, regulatory oversight, and infrastructure development.

- **Tourism Authority** - is responsible for promoting tourism in Antigua and Barbuda, developing tourism products, supporting the tourism industry, managing the tourism experience, and building positive relationships with stakeholders. Its efforts are essential for driving economic growth and development in the country.
- **National Parks Authority** - plays a vital role in protecting and conserving the country's natural heritage. Its responsibilities include managing protected areas, conserving biodiversity, raising public awareness, supporting research and monitoring, engaging with communities, and collaborating with international partners.
- **Antigua Public Utility Authority (APUA)** - provides essential public utilities services to the country. Its responsibilities include electricity generation and distribution, water production and treatment, sewerage services, environmental protection, and customer service.

Key Non-Government Stakeholders

Key non-government stakeholders will be local communities, fisherfolk, women and other vulnerable groups.

- **Antigua and Barbuda Association of Persons with Disabilities** - advocates for the needs and rights of persons with disabilities as well as raising awareness about the specific needs and vulnerabilities of persons with disabilities during disasters.
- **Lions** – Is known for their rapid mobilization and effective relief efforts in times of crisis through swift response to natural disasters, mobilizing volunteers and resources to provide immediate relief. They provide essential supplies, food, water, and medical assistance to affected communities. Lions Clubs often assist in the reconstruction of damaged infrastructure, such as schools, hospitals, and community centers.
- **Kiwanis** – while not a government agency, Kiwanis is a service organization, focusing on improving the lives of children and communities. In the context of disaster preparedness and response, their contributions often include Community Outreach and Education, raising awareness about disaster risks, promoting preparedness measures, and educating the public about emergency response protocols. Also, Kiwanis collaborates with government agencies like NODS to coordinate relief efforts and provide additional support.
- **JCI** – through community engagement and volunteerism, JCI members contribute to disaster relief efforts, organize clean-up initiatives, provide support to affected communities, and raise awareness about disaster preparedness. JCI also collaborates with government agencies and other organizations to strengthen disaster response capabilities and promote sustainable recovery.
- **Halo Foundation** – a non-profit organization dedicated to supporting vulnerable communities, particularly during times of disaster. They provide essential aid, such as food, water, and shelter, to affected populations.
- **Evangelical Association** – mobilize resources, provide relief supplies, offer counseling services, and coordinate with other organizations to assist affected communities.
- **Christian council** – mobilizes religious communities, providing spiritual and emotional support to affected populations, and coordinating relief efforts. They often work closely with government agencies and other organizations to provide essential aid, such as food, water, and shelter, to those in need.
- **Marine Ecosystem Protected Areas (MEPA) Trust Inc** – provides sustainable funding for conservation efforts, MEPA supports the resilience of these ecosystems to climate change and natural disasters. This includes initiatives such as habitat restoration, monitoring, and community engagement, which help to mitigate the impacts of storms, sea-level rise, and other climate-related threats.
- **Gilbert Agriculture and Rural Development Centre (GARDC)** – focuses on training and capacity building for farmers and agricultural entrepreneurs, equipping them with knowledge and skills to mitigate risks and respond effectively to natural disasters. Additionally, GARDC promotes sustainable agricultural practices, which can enhance resilience to climate change and other environmental challenges.
- **Engineers Association** – provides technical expertise and support by contributing to assessing infrastructure vulnerabilities and designing resilient infrastructure.
- **Architects Association** – ensures the design and construction of resilient buildings and infrastructure. ABAA members contribute to the development of building codes and standards that incorporate disaster resilience principles, conduct building inspections to identify vulnerabilities, and provide technical expertise to government agencies and the public on disaster risk reduction.

- **Contractors Association** – ensures the availability of skilled labor and construction expertise to repair and rebuild damaged infrastructure. They collaborate with government agencies to coordinate emergency response efforts and provide technical assistance to affected communities.
- **Ex-servicemen’s Association** – utilizes their military training and experience to assist in emergency situations, such as hurricanes, floods, and other natural disasters. Their responsibilities include providing support to emergency services, conducting search and rescue operations, assisting in evacuation efforts, and helping with debris removal and infrastructure repair.

Within the Project, vulnerable or disadvantaged groups may include but are not limited to the following: women, elderly people, people living in Barbuda fisherfolk, persons with disabilities and their caretakers, female-headed households, youth, households considered poor, and unhoused people. These groups will be prioritised to ensure the project's activities understand and assess their needs and constraints regarding receiving early warnings.

Specifically, representatives of these groups will be critical, including:

- **Antigua and Barbuda People with disabilities** - advocates for their needs, providing assistive devices, and ensuring their inclusion in disaster planning and response efforts.
- **Women Against Rape (WAR) Inc** - provides support services, including counseling, legal aid, and shelter, to victims of violence and abuse. During disasters, WAR often sees an increase in cases of gender-based violence, and they work to ensure that women and girls have access to safe and supportive services.
- **Antigua and Barbuda Search and Rescue (ABSAR)** - is a volunteer organization dedicated to saving lives in Antigua and Barbuda and its surrounding waters. It plays a crucial role in disaster preparedness and response by providing 24/7 search and rescue services, including marine search and rescue, medical assistance, and firefighting. ABSAR works closely with government agencies like the Antigua and Barbuda Defense Force Coast Guard to coordinate efforts and respond to emergencies effectively.

Other Stakeholders

Other relevant stakeholders in the project who may have an interest in the project’s activities or who may be involved in the project’s activities include government agencies, development partners, Non-Government Organizations (NGOs) and Civil Society Organizations (CSOs), including:

- World Meteorological Organization (WMO)
- United Nations Office for Disaster Risk Reduction (UNDRR)
- International Federation of Red Cross (IFRC)
- United Nations Food and Agriculture Organization (FAO)
- University of the West Indies Five Island
- Caribbean Institute for Meteorology and Hydrology (CIMH)

Stakeholder Engagement Program

Summary of Stakeholder Engagement during Project Preparation

During project preparation, consultations and stakeholder mapping aimed to understand the needs and challenges of stakeholders in different areas, identify risks, and develop strategies to address them. Various national, provincial, and communal stakeholders were consulted in designing the Antigua and Barbuda EWS4All proposal. These stakeholders included key government, key non-government, and other stakeholders, as outlined in Section 2 of this report.

Consultations focused on understanding the challenges faced by those most affected by climate change, particularly women, people with disabilities, fisherfolk, people living in Barbuda, the elderly and youth, to ensure their perspectives were included in the project design. Consultations addressed topics such as:

- Stakeholders' perceptions of disaster impact and how these impacts them and their activities
- Stakeholders' perceptions of 4 pillars of the EW4All initiative
- Community profiles, including relevant organisations at the local level, their interests, strengths, and needs
- Proposed solutions to enhance alert information on disasters and barriers to their implementation
- Gender dynamics and roles in communities, specific capacities, needs, and interests
- Potential social and environmental risks/impacts on communities from Project activities
- Identify critical actors and implementing partners involved in EW4All

Consultations were conducted using a gender-sensitive approach. Gender-specific questions and participatory tools were utilised to ensure the inclusion of voices and ideas from both men and women.

Initial preliminary consultations for the project stakeholder mapping were conducted in November 2023 and February 2024. Project design consultations took place during an in-country mission in July 2024 followed by additional virtual and in-person meetings from August-October 2024 (see Annex 2).

Summary of Stakeholder Needs, Methods and Tools for Meaningful Engagement during Project Implementation

Different engagement methods are proposed to cover different stakeholder needs, as shown in Table 1. Utilization of mobile phones and social media will be crucial given the extent of phone and internet connectivity in Antigua and Barbuda, with mobile coverage reaching almost 100% of the land area and high penetration of mobile phone access. In addition to the mobile phone network, Antigua and Barbuda telecommunication network includes numerous other systems, including television, radio, broadband internet, satellite communications and amateur radio operator networks. This diversity enables some level of redundancy in the system, which is vital since communication networks are often impacted by extreme events, with mobile networks often being overloaded or completely downed during intense storms and hurricanes. The project will take these needs and challenges into account when developing the National Emergency Telecommunication Plan, which will provide the overarching framework for managing early warning dissemination systems in Antigua and Barbuda.

Consultation Modalities during implementation will include:

- Focus Group Discussions (FGD)
- Key Informant Interviews (KII)
- Surveys

Stakeholder Engagement Plan

This SEP will be updated as needed during project implementation.

Table 1: Stakeholder Engagement Plan

Project Activity	Target Stakeholders	Methods	Topic of Consultations	Implementation Timeline	Responsible entity
Project Inception workshop at the national level	NODS, ABMS, implementing partners, relevant stakeholders, including UN agencies, NGOs	Workshop	- The objectives of a project inception report typically include defining the project scope, goals, resources needed, timelines, and stakeholders involved. - The workshop established a common understanding among project team members and stakeholders regarding the project's goal, expected outcomes, potential risks, and mitigation strategies. Additionally, it set the direction for the project implementation phase by outlining each agency's initial steps, deliverables, and responsibilities. Ultimately, the project inception report aimed to lay a solid foundation for successful project planning and execution.	In the beginning of the project implementation	UNDP and implementing partners
Information gathering for Project Design	All Key Stakeholders and some interested stakeholders with specific information	Workshops, meetings	Understanding the needs and constraints of stakeholders when it	During the preparation of the project proposal	UNDP and implementing partners

Project Activity	Target Stakeholders	Methods	Topic of Consultations	Implementation Timeline	Responsible entity
	about the project area of focus		comes to EWS, in particular, vulnerable and marginalised groups Taking these into account in the project proposal to ensure the project is inclusive and leaves no one behind		
Project launch	NODS, ABMS, implementing partners, relevant stakeholders, including UN agencies, NGOs including representatives of key groups such as women, people with disability, the elderly, youth and fisherfolk	Workshop/ meetings	To ensure the inclusion of critical relevant stakeholders in the project implementation.	In the beginning of the project implementation	UNDP and implementing partners
EW4ALL Awareness Campaigns	Community people and any other key target group identified	Campaign through SMS, brochures, TV, radio, meetings, etc., with translation and accessibility needs taken into account	To increase awareness about the EWS among community people in the project target communes.	Two campaigns per year	UNDP and implementing partners
Update Antigua and Barbuda's disaster management legislative framework to	- The NODS Secretariate - National Disaster Preparedness	Workshop	- Identify DRM needs across various sectors - Discuss and agree on clear demarcations of roles and responsibilities of various actors in DRM, including core response	Year 1	NODS, UNDP, implementing partners

Project Activity	Target Stakeholders	Methods	Topic of Consultations	Implementation Timeline	Responsible entity
enhance responsiveness to the latest climate and social contexts of the country.	and Response Committee		agencies and various sectoral stakeholders.		
	- District Command Volunteer Network - Response services (e.g. police, fire, health, military) - ABMS - Civil Society - Representative s for Health, Environment, Agriculture, Fisheries, Education, Finance and Tourism sectors	Workshop	- Validate revisions to the Disaster Management Act - Sensitise stakeholders to the revised provisions of the act and their roles and responsibilities.	Year 1	NODS, UNDP, implementing partners
	Representative s for Health, Environment, Agriculture, Fisheries, Education, Finance and	KII	Identify DRM needs across various sectors	Year 1-3	NODS, UNDP, implementing partners

Project Activity	Target Stakeholders	Methods	Topic of Consultations	Implementation Timeline	Responsible entity
	Tourism sectors • Response services (e.g. police, fire, health, military)				
Integrate disaster risk reduction (DRR) measures into sectoral policies.	• Representatives for Health, Environment, Agriculture, Fisheries, Education, Finance and Tourism sectors	FGDs	• Engagements with key stakeholders to identify: ○ Hazards and vulnerabilities ○ Sensitivity of the sector's core activities. ○ Adaptive capacity of key actors in the sector. ○ Variable impacts of climate hazards on different social groups, accounting for age, gender, persons with disabilities, cultural, indigenous and historical considerations. ○ Status of sectoral adaptation plans. • Identify gaps in sectoral policies, legislation and regulations	Year 2-5	NODS, UNDP, implementing partners

Project Activity	Target Stakeholders	Methods	Topic of Consultations	Implementation Timeline	Responsible entity
Develop an online risk data platform and associated data collection tools accessible by government agencies and the public.	Representatives for Health, Environment, Agriculture, Fisheries, Education, Finance and Tourism sectors	Meetings	Identify risk data needs for individual sectors.	Year 1-5	UNDP, implementing partners
		Meetings	Co-development of indicators applicable to sectoral contexts and facilitation of integration into M&E systems, as well as identifying roles, responsibilities and workflows on data collection, sharing and analysis for each sector, identifying steps to be codified into local, sectoral and national policies, plans and SOPs	Year 1-5	UNDP, implementing partners
Conduct climate hazard and risk assessments and mapping to enhance knowledge on hazards, exposure and disaster risk reduction.	Building Managers for publicly accessible buildings (including shopping complexes, banks, office parks etc.)	Meetings	Conduct an initial 'safety audit' of existing building infrastructure	Year 2-5	UNDP, implementing partners
	Public sector, civil society and response agencies	Meetings	Identify risks and propose actions for investing in human resource capabilities of the Antigua and Barbuda's social safety net institutions	Year 1-5	UNDP, implementing partners

Project Activity	Target Stakeholders	Methods	Topic of Consultations	Implementation Timeline	Responsible entity
	Development Control Authority	Meetings	Understanding of the constraints to local level planning the uptake and assimilation of plans and recognising the challenges being faced within the context of climate change.	Year 1-5	UNDP, implementing partners
	Emergency responders (police, fire)	Meetings	Understanding the challenges for emergency responders in terms of location of infrastructure, road access and obstructions	Year 1-5	UNDP, implementing partners
	Barbuda Council	Meetings	- Vulnerability and disaster readiness of local systems. - Current risk knowledge on the island and identifying areas where additional support is needed to bring disaster risk knowledge and management in line with those in Antigua. - Remaining needs to return Barbuda back to pre-Irma (2017) levels	Year 1-5	UNDP, implementing partners
Build institutional capacity within ABMS and strengthen infrastructure of the ABMS office.	CIMH	Meetings	Training options for ABMS staff.	Year 1-5	ABMS, UNDP, implementing partners
	SOFF Peer Advisors	Meetings	Opportunities for expanding peer-advisor support.	Year 1-5	ABMS, UNDP, implementing partners

Project Activity	Target Stakeholders	Methods	Topic of Consultations	Implementation Timeline	Responsible entity
	ABMS Staff	Meetings	- Training needs. - Needs to improve working conditions	Year 1-5	NODS, UNDP, implementing partners
	Fisherfolk communities	Meetings	- Integrating risk data and Indigenous, Local, Knowledge and Practices into the MHEWS for Antigua and Barbuda to enhance capacity for effective IbF and the generation of tailored warnings. - Developing systems to gather ILKP data in a manner that respects the customs and rights of the groups sharing the data.	Year 2 For initial engagements, with annual engagements thereafter to gather data.	NODS, UNDP, implementing partners
Strengthen detection, monitoring, analysis, and forecasting capacities within ABMS	CIMH	Meetings	Operationalising a regional ocean monitoring and forecasting system	Year 1-5	UNDP, implementing partners
	Meetings	Meetings	Governance arrangements for the regional ocean monitoring system, including contributions to the associated costs, as well as maintenance, calibration, customs agreement for spares and other logistical aspects.	Year 1-5	UNDP, implementing partners
	Navies, maritime authorities, and private sector (tourism,	Meetings	Potential roles in the implementation of a regional ocean monitoring system— including as	Year 1-5	UNDP, implementing partners

Project Activity	Target Stakeholders	Methods	Topic of Consultations	Implementation Timeline	Responsible entity
	fisheries, maritime transport)		co-funders for long-term sustainability.		
	- Representatives for Health, Environment, Agriculture, Fisheries, Education, Finance and Tourism sectors - AMBS - Emergency Responders - Civil Society	Workshop	- Co-development of thresholds and triggers for IbF - Ensure that the thresholds for different warning levels align with the perceived risk across different sectors.	Year 1-5	NODS, UNDP, implementing partners
Enhance telecommunication-based warning dissemination systems.	Cellular Network Operators	Meetings	- Assessing telecommunication network quality and infrastructure resilience - Establishment of Cell Broadcast system for Antigua and Barbuda through partnerships with cellular network operators.	Year 1-5	UNDP, implementing partners
	NODS, police and fire departments, Health and Environment,	Meetings	Developing a national strategy for ensuring the availability and effective use of telecommunications in the preparedness, response, and	Year 1-5	UNDP, implementing partners

Project Activity	Target Stakeholders	Methods	Topic of Consultations	Implementation Timeline	Responsible entity
	Antigua Public Utilities Authority (APUA), media outlets and broadcasters, telecommunications service providers, amateur radio operators, community-based organisations and academic institutions		recovery phases of disaster risk management in the country Roles and responsibilities in the implementation of the National Emergency Telecommunication Plan		
	Radio and television broadcasters	Meetings	- Agreements on the use of interrupters for emergency broadcast. - Installation of radio and television interrupters to enable the broadcast of warning messages under the CAP protocol	Year 1-5	UNDP, implementing partners
	- People with disabilities association - NODS, ABMS, Telecommunications Division, Telecommunic	Meetings	- Needs for enhancing alert systems to be more inclusive - Identify specific needs for assistive technologies and develop and action plan to integrate these	Year 1-5	UNDP, implementing partners

Project Activity	Target Stakeholders	Methods	Topic of Consultations	Implementation Timeline	Responsible entity
	ation companies		technologies into the various warning dissemination systems		
Provide technical assistance to enhance early warning communication.	Government representative s, academic experts, civil society organisations, and community members	Workshop	Designing hazard alerts that cater to the specific needs and contexts of the populations they serve	Year 3	UNDP, implementing partners
	NODS, ABMS, response agencies, and civil society (including persons with disabilities)	Workshop	Identify and understand the specific needs of persons with disabilities and other vulnerable groups in disaster scenarios	Year 1-5	UNDP, implementing partners
Support the development and integration of robust community EWS and response actions	- Local communities - Community Leaders - Vulnerable groups	Meetings, face to face, WhastApp, SMS, etc.	- Assess the levels of knowledge, the attitudes or beliefs, and the practices or behaviours of target communities in relation to climate change and early warning and response systems - Raising awareness on the concepts of EW4All, CEWS and participatory response	Year 1-5	UNDP, implementing partners

Project Activity	Target Stakeholders	Methods	Topic of Consultations	Implementation Timeline	Responsible entity
	- Local communities - Community Leaders - Local authorities, - Civil society - National disaster response agencies - Vulnerable groups	Meetings, face to face, WhastApp, SMS, etc.	- Assessing vulnerability and capacity of communities in relation to climate hazards - Developing local contingency plans which are behaviourally informed, inclusive and community driven	Year 1-5	UNDP, implementing partners
	Antigua and Barbuda Red Cross (ABRC), Antigua and Barbuda Search and Rescue (ABSAR), District Disaster Committee (DDC) and local Radio Operation Volunteers	Meetings, face to face, WhastApp, SMS, etc.	Strengthening of District Command Volunteer Network and Community Emergency Response Teams (CERTs)	Year 1-5	UNDP, implementing partners

Project Activity	Target Stakeholders	Methods	Topic of Consultations	Implementation Timeline	Responsible entity
Provide technical assistance to develop the technical and institutional capacity for Anticipatory Action in Antigua and Barbuda.	NODS, District Command Volunteer Networks/CERTs, emergency response agencies (such as fire, police, healthcare and military) and civil society.	Meetings	Designing simulation exercises (SIMEX), including identifying roles and responsibilities and agreeing on Standard Operating Procedures (SOPs).	Year 1-5	UNDP, implementing partners
	Tourism Operators	Meetings	- Integrating responsive actions into regulations (for example, establishing more robust regulations for the provision of emergency response protocols and risk information at hotels and guesthouses, as well as defining the responsibilities of hosts/owners of tourism establishments). - Needs of tourism operators to be reflected in the updated crisis response manual.	Year 1-5	UNDP, implementing partners
	- Fishing communities - Boat owners - Managers of fisheries landing sites	Meetings	- Understanding risks faced by fishing vessels during an extreme event. - Co-designing comprehensive disaster management plan for landing sites	Year 1-5	UNDP, implementing partners

Project Activity	Target Stakeholders	Methods	Topic of Consultations	Implementation Timeline	Responsible entity
Installation of EW equipment, repairs/upgrades to ABMS	Local communities and local authorities	Meetings, trainings	- Scope of small works, timing and E&S mitigation measures such as the Environment and Social Code of Practice (ESCOP) - Job opportunities if available - Codes of Conduct, prevention of Gender-Based Violence (GBV)/ Sexual Harassment (SH)/ Sexual Exploitation and Abuse (SEA) - Project Grievance Redress Mechanism	Ahead and during small works	UNDP, implementing partners

Special Considerations for Vulnerable Groups

During project design and implementation, the project will need to take into account special considerations for vulnerable groups to ensure they are meaningfully consulted and that their needs and constraints are taken into account to inform the project's activities. In the EWS4All Antigua and Barbuda project, vulnerable or marginalised groups include women, people living in Barbuda, people with a disability, youth, the elderly, fisherfolk, unhoused people and the poor. Specifically, for EWS to reach the most vulnerable, the project needs to understand how to get information to them effectively. This has been an area of focus during project preparation and will continue to be during project implementation.

People living in Barbuda, for example, may be more likely to be excluded given their location. Women are under-represented as political leaders and elected officials. People with a disability are estimated to make up to 15 percent of the population⁶⁷ and face challenges in accessing information and in dealing with disasters. Elderly people make up just under 10 percent of the population now, but that is estimated to grow to 21 percent by 2050⁶⁸ which will present challenges in mobility and accessibility during disasters.

In addition, logistical needs will need to be considered, such as:

- Timing of consultations (ensuring women are available to participate)
- Location (so that it is suitable for women, elderly and people with disabilities)
- Format (suitability for all groups, including for youth)

Disclosure

Disclosure refers to making information accessible in a manner that is appropriate and understandable to interested and affected parties.

Project information should be disclosed in a way that is appropriate to the different range of stakeholders. During project preparation, the project proposal and related Social and Environment documentation will be disclosed in the UNDP website. During project implementation, project information will continue to be disclosed through the project's activities such as information campaigns, brochures, workshops, consultations, sms, TV, etc. Information on accessing the project's Grievance Redress Mechanism (GRM) will also be disseminated.

⁶⁷ https://documents1.worldbank.org/curated/en/099061024112040474/pdf/P1712561c6f0bb0511a8c4166e9e115fe3b.pdf?_gl=1*1eqkw6o*_gcl_au*MTA5NzkwNDA2NS4xNzlyMTQ1OTEy (2023):

⁶⁸ Ibid.

Grievance Redress Mechanism (GRM)

The Grievance Redress Mechanism (GRM) is for project stakeholders to report concerns regarding social and environmental risks and impacts of the project. It can address complaints and grievances in a manner that is mutually agreeable to all parties and readily accessible.

All complainants will be treated respectfully, with courtesy and sensitivity. Every complaint will be thoroughly investigated, and a timely response will be provided to the complainant. Stakeholder engagement activities will include informing participants about available grievance mechanisms and how to access them efficiently.

The key principles of the grievance mechanism are to ensure that:

- The basic rights and interests of affected stakeholders are protected;
- The concerns of affected stakeholders arising from the project's environmental and social performance are adequately addressed, and
- Affected stakeholders know their rights to access grievance procedures free of charge.

The PMU will establish the GRM and ensure it is publicized locally by implementing partners so that the community is fully aware of the mechanism and the local points of entry to it. The GRM will be accessible to diverse members of the community, including more vulnerable groups such as women, the elderly and youth. Multiple points of entry, including face-to-face meetings, written complaints, telephone conversations, or e-mail, will be available. Opportunities for confidentiality and privacy for complainants will be honored where this is seen as important.

During small works, a sign will be erected at the relevant location providing the public with updated project information and summarizing the GRM process including contact details of the GRM entry points.

Grievance Process

Stage 1: Stakeholders who have a complaint, concern, feedback or suggestion relating to the Project may submit this directly, either in writing or verbally, to the Project National Safeguards, Gender and Inclusivity (NSGI) officer. A sample form to submit grievances is included in Annex 4. The Project NSGI officer will log the grievance (Annex 3), assess the grievance in line with the project documentation and the SES, and propose a resolution for approval for the National Project Manager. Sensitive issues will be scaled up immediately to Stage 2 by the NSGI officer. The Project NSGI officer may also have further discussions with the complainant. The National Project Manager will decide on the grievance, and the NSGI officer will get back to the complainant within ten business days. If desired, the Complainant also has the option to skip Stage 1 and go directly to Stage 2.

Stage 2: If the complainant is satisfied with the response, the grievance is considered closed, which will be reflected in the grievance log. If the complainant is not satisfied with the response, or if the Project team has not made a decision within ten business days, or if the complainant wishes to, the complainant can escalate the grievance to the National Project Board. The Project NSGI officer shall assist the complainant with this process. The National Project Board will review the grievance and call a meeting with the aggrieved individual/organisation to understand the grievance. The National Project Board will have 30 business days to resolve the grievance and get back to the complainant.

If desired, and dissatisfied after Stage 2, complainants can also take their complaints to overall project GRM which is described in the EW4All Environment and Social Management Framework (ESMF). Complainants also have the right to pursue further redress via UNDP's Stakeholder Response Mechanism (SRM) (see 4.2). At any stage a Claimant may file a complaint with UNDP's Social and Environmental Compliance Review Unit (see Section 4.2.1).

There are no fees or charges for lodging or processing a complaint. However, complainants also have the right to file a suit with the Courts at their own cost.

All grievances need to be logged as per Annex 3. During project implementation this SEP will be updated to provide specific contact information for the GRM.

SEAH-related Grievances

The project's activities include conducting consultations, training of selected community members and small works, including building safe spaces. During times of emergency, risks of GBV/SH may be exacerbated with large groups of people in close quarters.

Any grievance related to a complaint of SEAH needs to be managed confidentially through the following process. A survivor-centred approach is followed under which:

- The safety of the survivor shall be ensured at all times. Potential risks to the survivor will be identified and action taken to ensure the survivor's safety and to prevent further harm including ensuring that the alleged perpetrator does not have contact with the survivor. If the survivor is an employee, reasonable adjustments may be made to the survivor's work schedule and work environment to ensure their safety, where possible these adjustments will alter the alleged perpetrator work schedule and environment rather than the survivor.
- All actions should reflect the choices of the survivor, but this does not stop the programme deciding on disciplinary measure relating to the alleged perpetrator.
- All information related to the case must be kept confidential and identities must be protected. Only those who have a role in the response to an allegation should receive case-level information, and then only for a clearly stated purpose and with the survivor's specific consent.
- The survivor must provide informed consent to progress with each stage of the complaints process. Survivors may withdraw their consent during the process at any time. If this occurs, depending on the nature of the complaint and available information, the programme may be able to continue disciplinary procedures without the survivor's consent.

Complaints of SEAH can be received by:

- Village chiefs
- Commune officials
- Women's groups
- Implementing partner
- Directly to the PMU
- Other group as approached by the survivor

Step 1: Receiving and Gathering information on Complaint

The person who received the complaint will:

- Document and register the allegation.
- Refer the case to the SEAH Focal person in the PMU. The SEAH Focal person is the National Safeguards, Gender and Inclusivity (SGI) expert.

The SEAH Focal person will explain the SEAH complaints and reporting process to the survivor including:

- That they (the survivor) can choose whether they want to make a formal complaint

That if they choose to make a formal complaint:

- They control whether and how information about the case is shared with other agencies or individuals;
- All information will be kept confidential. Only those who will respond to the case will be told about their complaint / situation;
- They can change their mind and withdraw their consent at any time. Depending on the nature of the complaint and the information available, while the survivor's participation in the process will stop, the PMU may continue disciplinary proceeding against the alleged perpetrator.

Information about the complaint will be kept confidential. All information should not identify the survivor, perpetrator or include any other information that will identify the survivor or perpetrators of a specific situation.

The SEAH Focal Point should be the only person to communicate with the survivor. This communication should include:

- Responding to any questions or concerns from the survivor
- Ensuring that the survivor has received appropriate support
- Asking for the survivor's consent at each stage in the process
- Gathering any further information that may be required from the survivor
- Explaining that where the allegation involved a criminal offence the survivor should consider going to the Police

The survivor will be provided ongoing feedback on the development and outcome of their case

Step 2: Assessing if the Allegation is likely linked to the project

The SEAH Focal Point will determine the likelihood of the allegation being linked to the project. If the allegation is determined to be likely linked to the project, the global PMU will be notified within 24 hours and GCF will be notified within 48 hours of the determination being made of a) the nature of the allegation; b) if the alleged perpetrator is, to the survivor's best knowledge, associated with the project (yes/no); c) the survivor's age and/or sex (if available); and d) if the survivor was referred to services.

No further information, including name and contact details of the survivor or alleged perpetrator would be shared (except in the context of referral for services or verification, with the consent of the survivor).

Step 3: Verification and Action

If an allegation is determined to be likely linked to the project, the SEAH Focal Point will convene the ad-hoc SEAH Grievance Committee to review the complaint and decide on the verification process within 48 hours of determining that the allegation is likely linked to the project. The goal of the verification is to:

- Assess the likelihood that the incident occurred.
- Recommend disciplinary measures towards the alleged perpetrator of SEAH.

The SEAH Grievance Committee will be formed on an ad hoc basis where verification and action is required. It will be composed of:

- Members of the PMU's GRM Committee
- Relevant expertise which may include local women's groups, referral mechanisms and/or local authorities if appropriate

All verification steps and meetings must be documented with information kept confidentially.

Step 4: Document and Monitor Complaints of SEAH

As for other complaints within the GRM system, each individual complaint of SEAH will be documented and registered and regularly reported to the PMU/Board. However, for SEAH complaints these reports should be numerical only and not contain any information with the potential of being identified, including names and contact details of survivors, their families, or of alleged perpetrators.

UNDP's Accountability Mechanism

UNDP's SES recognises that unanticipated issues can still arise even with solid planning and stakeholder engagement. Therefore, the SES is underpinned by an Accountability Mechanism with two key components:

- A Social and Environmental Compliance Review Unit (SECU) to respond to claims that UNDP is not in compliance with applicable environmental and social policies and
- A Stakeholder Response Mechanism (SRM) that ensures individuals, peoples and communities affected by projects have access to appropriate grievance resolution procedures for hearing and addressing project-related complaints and disputes.

Social and Environmental Compliance Unit (SECU)

SECU responds to complaints that UNDP may not meet its social and environmental commitments. Any person or community that believes the environment or its wellbeing may be affected by a UNDP-supported project or programme may file a complaint. A representative, such as a civil society organisation, may also file a complaint on behalf of affected communities. People who file complaints may request that SECU protect their names and identities.

Stakeholder Response Mechanism (SRM)

UNDP's Stakeholder Response Mechanism (SRM) helps project-affected stakeholders, governments, and other partners to jointly resolve concerns and disputes. It is available when the project-level stakeholder engagement processes have not successfully resolved issues of concern. The UNDP Country Office management usually leads the SRM, with support from UNDP headquarters.

Any person or community potentially affected by a UNDP-supported project may file a request for a response from the Stakeholder Response Mechanism (SRM) if they have raised their concerns with the Project through standard channels for stakeholder consultation and engagement and have not been satisfied with the response. The request must relate to the UNDP-supported project and its possible environmental or social impact and identify how the Requestors have been adversely affected by the UNDP project or programme.

If a person or community has a concern about the ability of the UNDP Country Office to respond fairly and effectively to a request, they can file it directly with the Stakeholder Response Mechanism at UNDP Headquarters in New York. Requests can be sent to the SRM through the Internet or by mail.

Further information, including how to submit a request to SECU or SRM, is found on the UNDP website at <http://www.undp.org/content/undp/en/home/operations/accountability/secu-srm/>.

Green Climate Fund's Independent Redress Mechanism

The Independent Redress Mechanism (IRM) addresses complaints by people who believe they are negatively affected or may be affected by projects or programmes funded by the Green Climate Fund (GCF). More information can be found here: <https://irm.greenclimate.fund/about>

Implementation of SEP, Monitoring and Reporting

Implementation responsibilities for SEP

The Project Manager will oversee the stakeholder engagement Plan, with final oversight from the National Project Board.

The NSGI, overseen by the Project Manager, will be responsible for:

- Leading or supervising consultations, as per the SEP;
- Leading or supervising the disclosure of information, as per the SEP.

Table 2: Staff and Responsibilities for SEP Implementation

Staff	Responsibility
National Project Steering Committee	• Commits to implement the SEP when undertaking Project consultations, disclosure and other Project-supported activities • Reviews and approves reports on stakeholder engagement • Has overall responsibility for the SEP including the GRM
National Project Manager	• Oversees the process of stakeholder engagement and grievance redress outlined in the SEP • Submits reports to the National Project Board as needed • Provides annual reports on SEP implementation to the Global PMU (after approval from the Project Board)
Project NSGI Officer	• Oversees stakeholder engagement activities as described in the SEP, including consultations, disclosure and management of grievance redress • Prepares reports as needed on SEP and GRM implementation
Implementing Partner	• Implements stakeholder engagement activities as described in the SEP
Contractors	• Implements stakeholder engagement activities as described in the SEP

Annex 1: Stakeholder Analysis

Stakeholders	Analysis	Role in the project
List of Stakeholders at the National Level		
National Office of Disaster Services (NODS)	NODS is the primary agency responsible for disaster preparedness and response in Antigua and Barbuda. Under the guidance of the Prime Minister, the Director of NODS is responsible for coordinating and the overall policy framework for disaster manager, encompassing the mitigation of, preparedness for, response to and recovery from emergencies and disasters in Antigua and Barbuda. This includes developing strategies, guidelines, and protocols to enhance the country's resilience to disasters.	NODS will contribute to implementing pillars 1, 2, 3 and 4
Antigua and Barbuda Meteorological Services (ABMS)	The ABMS has expanded its services to include aeronautical, agricultural, biometeorological, and marine meteorology. It offers a wide range of products and services, including hourly weather observations, public weather forecasts, severe weather warnings, flight information, and specialized forecasts for various sectors. The ABMS also plays a crucial role in disaster risk reduction, collaborating with NODS to disseminate early warnings and support emergency response efforts.	ABMS will contribute to implementing pillars 1, 2 and 3
Ministry of Telecommunications	Ensures the effective functioning of telecommunications systems before, during, and after disasters. Its efforts contribute to the overall resilience of the country and its ability to respond effectively to emergencies.	MoT will contribute to implementing pillars 1 and 3
Ministry of Finance	The Ministry of Finance allocates financial resources for disaster preparedness and response activities, including funding for early warning systems, evacuation plans, and emergency response teams. The Ministry also supports the development of DRR plans and strategies, identifying potential risks and vulnerabilities, and outlining measures to mitigate their impacts, while overseeing the financial management of disaster relief funds, ensuring that resources are used effectively and efficiently. The MoF plays a key role in economic recovery efforts after disasters, providing financial assistance to affected businesses and communities, coordinating with international organizations, such as the World Bank and the Inter-American Development Bank, to secure funding and technical assistance for disaster preparedness and response.	MoF will contribute to implementing pillar1
Department of Environment (DoE)	The Department of Environment of Antigua and Barbuda falls under the Ministry with responsibility for the Environment and is responsible for providing technical advice on the environment to the Government of Antigua and Barbuda. The DOE's work is designed to protect and enhance the country's environment and address national, regional, and global environmental challenges. The DOE's project portfolios cover four (4) main areas of Climate Change Programme (including adaptation, mitigation and capacity building), Biodiversity Programme, Pollution Programme, and Monitoring, Evaluation and Data Management Programme	DoE is a National Designed Authority (NDA) to the Green Climate Fund (GCF).

Stakeholders	Analysis	Role in the project
Antigua and Barbuda Red Cross (ABRC)	ABRC is the largest humanitarian organisation legally recognised by the government as an auxiliary to governmental agencies conveying humanitarian assistance. It offers various disaster relief, humanitarian, and development services.	ABRC will support the implementation of pillars 3 and 4
Fisheries Division	The Division protects the marine and coastal ecosystems and supporting the resilience of fishing communities in the face of disasters by conducting regular assessments to identify potential risks and vulnerabilities associated with marine and coastal disasters, such as hurricanes, tsunamis, and oil spills. Added also, the FD develops and implements emergency response plans for various marine and coastal disasters, outlining roles, responsibilities, and procedures for agencies and stakeholders involved.	Fisheries will support the implementation of Pillar 2
Antigua and Barbuda Tourism Authority	While disaster preparedness and response are primarily the responsibility of government agency NODS, the ABTA is responsible for communicating with visitors, travel agents, and the media about potential threats or ongoing disasters. They work closely with NODS and other relevant agencies to disseminate accurate and timely information. The ABTA coordinate the response to disasters and ensure the safety of visitors. This includes working with hotels, airlines, and other tourism stakeholders to help stranded or affected visitors.	ABTA will support the implementation of Pillar 3
Ministry of Public Works	The Ministry plays a key role in developing and implementing disaster preparedness plans. This includes identifying potential hazards, assessing vulnerabilities, and developing strategies to mitigate the impacts of disasters. During disasters, the MoW is often involved in the emergency response efforts. This includes repairing damaged infrastructure, and providing essential services to affected communities. After a disaster, the MoW leads the reconstruction and rehabilitation efforts, by assessing the damage to infrastructure.	MoW will support implementation of Pillar 3
Antigua and Barbuda Airport Authority	The ABAA is responsible for creating and maintaining comprehensive emergency plans for each airport, outlining procedures for responding to various disasters such as hurricanes, earthquakes, and terrorist threats. Regular drills and exercises are conducted to ensure that airport staff are trained and prepared to respond effectively to emergencies. In the event of a disaster, the ABAA will activate the appropriate emergency plan and coordinate the response efforts.	ABAA will support the implementation of Pillar 3
Antigua and Barbuda Department of Marine Services	ADOMS continuously monitors marine conditions, including weather patterns, sea levels, and oceanographic data, to identify potential threats and assess vulnerability. The department provides training and capacity building programs for marine personnel, including fishermen, boat operators, and rescue teams, to enhance their skills in disaster response. It coordinates search and rescue operations for individuals lost at sea or in distress.	ADOMS will support the implementation of Pillar 2
Antigua and Barbuda Defence Force	While its primary function is national defense, the ABDF is also tasked with assisting civil authorities during emergencies, the ABDF is often the first responders to disasters, conducting search and rescue	ABDF will support with the implementation of Pillar 3 and 4

Stakeholders	Analysis	Role in the project
	operations to locate and extract individuals in need. The ABDF provides essential services during and after disasters, such as distributing food, water, and shelter to affected populations.	
Antigua and Barbuda Coast Guard	As a maritime law enforcement agency, it is responsible for safeguarding the nation's territorial waters, protecting its marine resources, and ensuring maritime safety. In the context of disaster preparedness and response, the Coast Guard is responsible for conducting search and rescue operations in the marine environment, including rescuing individuals in distress, recovering bodies, and assisting in vessel salvage. In response to natural disasters, such as hurricanes and tropical storms, the Coast Guard evacuates people from affected areas, providing humanitarian assistance, and assisting in disaster relief efforts.	The Coast Guard will support the implementation of Pillar 2
Royal Police Force of Antigua and Barbuda	While their primary function is law enforcement, the RPFAB is also responsible for ensuring public safety during and after natural disasters. They are instrumental in the development and implementation of disaster preparedness plans in collaboration with other government agencies and organizations, as well as conducting disaster drills and exercises to train officers in emergency response procedures. During disasters, they provide security and protection to vulnerable populations, as well as assisting with search and rescue operations and assisting with the distribution of relief supplies.	The RPFAB will support the implementation of Pillar 3 and 4
Directorate of Gender Affairs	Ensures that gender considerations are integrated into disaster preparedness and response efforts. They work to address the specific needs and vulnerabilities of women and girls, who are often disproportionately affected by disasters.	DoGA will support the implementation of Pillar 3
Central Board of Health	A vital component of the country's disaster preparedness and response framework. By ensuring access to essential healthcare services, managing disease outbreaks, and promoting public health measures, the CBH contributes to the overall well-being of the population during and after disasters.	CBH will support the implementation of Pillar 4
National Parks Authority	Protects the country's natural resources and ecosystems from the impacts of natural disasters. By conducting risk assessments, developing emergency plans, providing early warnings, and implementing effective response strategies, the authority helps to ensure the long-term sustainability of national parks and protected areas.	NPA will support the implementation of Pillar 3
National Solid Waste Management Authority	In the context of disaster preparedness, the NSWMA develops and implements emergency response plans for managing waste generated during and after disasters, such as hurricanes, floods, and earthquakes. These plans include strategies for collecting, transporting, and disposing of waste in a safe and efficient manner, while minimizing environmental risks. During disaster response, the NSWMA plays a vital role in clearing debris and waste from affected areas, preventing the spread of diseases, and restoring access to essential services.	NSWMA will support the implementation of Pillar 3 and 4
Antigua Public Utility Authority	Ensures the continuity and restoration of essential services such as electricity, water, and telecommunications during and after natural disasters.	APUA will support the implementation of Pillar 1 and 3

Stakeholders	Analysis	Role in the project
List of Stakeholders at the Local Level		
Men and Women groups, including vulnerable groups such as Indigenous groups, elderly, people with disabilities, youth and ID poor cardholders	They are the beneficiaries of the project. Those residing in flood-prone zones or near rivers benefit from the Flood Early Warning system, while those in highland areas or regions prone to drought benefit from the drought early warning system.	Beneficiaries of the project.

Annex 2: Summary of Consultations during Project Design

Summary of in country mission Consultations (July 15 – 19)

- The mission started with a brief introductory meeting with Andrea Andrew – UN Country Coordination Officer for A&B – to provide a briefing on the mission and its objectives. The mission was well received, and some guidance was provided on the local context and key stakeholders to engage.
- A brief outline of each engagement is presented below, with an overview of the core discussion points and outcomes of each consultation.

Consultation Description	Key Discussion Points
Inception Meeting 15 July 2024 UNDP Office in A&B Attendees: - Sherod James – Director of National Office of Disaster Services - Dale Destin – Director of ABMS - Diann Black-Layne – Director of Department of Environment [xx] – Department of Environment - Jade Morrissey - UNDP	- An inception meeting was held to provide a foundation for the rest of the mission consultations. The meeting included the directors of the three agencies most centrally involved in disaster preparedness and early warnings in A&B – namely the National Office for Disaster Services, Antigua and Barbuda Meteorological Services (ABMS) and Department of Environment (DOE). - All stakeholders were aware of the initiative, and had themselves, or through representatives, been involved in the initial multi-stakeholder consultations. - The meeting provided valuable additional insights into the current gaps and needs for improving MHEWS and AA in A&B. - The Disaster Management Act of 2002 needs to be updated to ensure it encompasses best practice and acts as a fulcrum for coordination of DRM actions. - Approaches to DRM in A&B require systemic mechanisms, with processes properly integrated into various government agencies. This should include identifying the requirements for the role of each agency and assigning suitable budget. This includes assigning resources to monitoring and engaging in early warnings, which few agencies currently do. The systemic programmes need to link monitoring to action, linking these systems into development planning. - At the core of much of the discussion was the need to filter DRM down through all sectors, integrating into national development programmes and sectoral policies, and harmonising policies across different sectors. Planning processes need to be adaptable, and mandates and responsibilities need to be clear.

• Robert Raw – International Consultant • Arry Simon – National Consultant • Mali Barnes – UNDRR	• NODS is noted as the core agency responsible for coordinating action across the various sectors. However, it was also noted that most people view them as a response organisation, as opposed to the coordination role they are mandated to fulfil. There is a need for clearer mandates at the agency level, and for different sectors to properly equip themselves for their individual responsibilities. • Currently, agencies don't have access to the resources they need to act together and at the same time. It was suggested that a fund be established to provide the resources needed for urgent action on DRM, to ensure maintenance of systems and coordinated action. This could be built on a similar structure to the Sustainable Island Resilience Framework (SIRF) Fund. • The tourism sector was flagged as a key focus, given the sectors significant contribution to GDP and employment in the country. • For ABMS, infrastructure was noted as the biggest challenge currently facing the met service. Specifically, their current premises are too small and not adequately prepared for major disasters. For example, at least 1/3rd of the building is not hurricane resilient, posing considerable risk to the lives of staff and the function of the service at the most critical times. • ABMS also noted that IbF requires more human resources, but that they are currently severely constrained in their ability to bring on additional resources. These constraints are partly financial, with limited budget available for hiring additional staff, but also infrastructural, with the current ABMS office lacking the space needed to accommodate new staff. Availability of suitably trained staff is also a challenge, as there is need for graduate level training in meteorology, as well as suitably trained oceanographers. However, training programmes for these roles are not readily available or popular. The lack of suitable offices and working conditions was further highlighted as a barrier to young people wanting to join the met service. • In addition to needing additional staff, current staff require training; however, staff shortages mean that there are currently no redundancies in place to fill gaps when staff attend training, so for anyone to attend a training course means that there is a gap in the function of the office. • A legislative review and update is required for ABMS, which currently has no legislation formally establishing the mandate of the met service. A draft was produced 5 years ago, but never formally adopted. This draft needs to be updated and finalised. • The Director of DoE suggested that having a physical space to bring key agencies together for disaster management would have considerable impact for improving coordination, particularly during an extreme event. Such a space could accommodate key agencies such as ABMS and NODS, which would address the infrastructure needs of ABMS while simultaneously removing many barriers to coordination by having key actors all in one place (it was noted that during a storm, comms often go out, and flooding prevents physical access between ABMS and NODS). • It was further suggested that outside of high-risk periods, a shared space would enable the establishment of a Think Tank for innovation in the DRR space, with various students and researchers coming in and engaging with government agencies. Linked to this, the need for provision to be made for research and science in the revised legislation. • There is a need to fast-track the implementation of the Emergency Operating Centre (EOC) model across different sectors. While the standards are in place (including the need for the EOCs to be in safe locations and resilient buildings), few sectors have established EOCs and processes for their operation.
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	• It was noted that there is need for warning dissemination to become more modular, getting down to community level, with sirens and broadcast systems on all emergency service buildings (fire, police, military). • Rescue vehicles are needed to go out into communities. • The maintenance of shelters is a concern – questions raised as to the safety of shelters if not properly maintained. The suggestion was made to have regulations in place so that new public buildings are designed to double as shelters. • While most of the discussion centered on hurricanes and extreme rainfall events, droughts were also mentioned as a concern for agriculture. The need for larger water troughs and infrastructure to get water to farmers was mentioned. • It was noted that CDEMA is engaging the private sector at the regional level, but more work is required to engage at the local level. This should include creating incentives for private sector to contribute to the emergency response fund proposed above. • An economic valuation for MHEWS was proposed to provide a stronger financial case for providing met services. In line with this, the costs of having to retrofit critical national infrastructure that were not adequately considered up front needs to be considered. • A Staffing requirement assessment was proposed, looking at needs for developing and sustaining MHEWS and AA systems. • A ‘safety audit’ of existing infrastructure. Rank building/infrastructure against different storm return periods (1:20, 1:50, 1:100) to identify where resources are needed to bring infrastructure up to standard. A coding system for buildings should also be introduced as a legal requirement, displaying the rating of a building outside for public information. The banking and insurance sectors are also interesting in such ratings. • MoF should bring in financial solutions, including tax incentives for resilience work.
Ruleta Thomas – Deputy Parks Commissioner 15 July 2024 Virtual Attendees: • Jade Morrissey - UNDP • Robert Raw – Int. Consultant • Arry Simon – Nat. Consultant • Mali Barnes – UNDRR	• As with the previous meeting, the need to assess building stock was emphasized, stressing the need to reassess buildings more regularly – including after extreme events. • Building codes exist, but there is a cost factor in building to code that many can’t afford – therefore the building code is not being implemented – people can’t afford to be prepared. • Need to consider cumulative impacts – ○ the interaction between development and watersheds should be considered. ○ Planning tools need to cut across disciplines – eg hydrological models need to be brought into drainage codes ○ Planning needs constantly updated daya, with a system for reassessment. • Coastal people highly vulnerable. Example used of people at the docks in Barbuda during Hurricane Irma, when they were caught off guard by the excessive storm surge, something they had never experienced before and didn’t know how to prepare or act. • During recovery, the national grid is a major issue – most grid infrastructure exposed and damaged during a storm, impacting recovery processes. • Coastal monitoring needed, including on the use of natural systems for coastal protection (reefs, seagrasses, mangroves).

	• Coral bleaching is a major problem, raising questions about future role of reefs for wave attenuation. Cost effective solutions required, considering new ways for long term preparedness. • Risk of slope failure and landslides in some areas, particularly where there is degradation. • Issue of cumulative event impacts was raised – no process to document impacts between events. Post-disaster assessments focus on what failed (i.e. destroyed buildings/infra), but little consideration of what might have survived, but still been damaged – leaving it more vulnerable to future events. • Bottlenecking at key access points a concern during a disaster.
University of West Indies (UWI) 16 July 2024 UWI Five Islands Campus Attendees: • Paula Lee (UWI – Executive Director of Lifelong Learning Unit) • Justin Robinson (UWI Campus Principal) • Robert Raw – Int. Consultant • Arry Simon – Nat. Consultant • Mali Barnes – UNDRR	• UWI expressed considerable interest in collaborating with the government of Antigua and Barbuda on matters of DRM, particularly regarding the generation interpretation and management of risk knowledge, as well as in developing training courses tailored to the needs of the sector. • A Centre of Excellence for Oceanography and Blue Economy has been established, and a new director, Branson Bell, is taking the lead of the center from August. This CoE was noted as being a key structure in UWI for engagement with the project, particularly given the urgent need for improved monitoring and forecasting of marine conditions. There is potential to link the CoE with ABMS, supporting the management of data and provision of trained staff. • The regional nature of UWI, with an OECS mandate, means that the institution can focus regionally and draw on resources across the wider university. • UWI noted the need for improved communication, with year-round support and changing the culture of how people engage with information. • 25% of the population speak Spanish, so there is need for improvement in the availability of Spanish communications related to disaster risks and early warnings. • Similarly, there is need to develop more inclusive systems for PWDs. • The UWI has a School of Computer Science and AI that could potentially support in developing AI-based forecasting models. • A follow-up discussion has been scheduled for August to further discuss opportunities for collaboration, bringing in more key stakeholders from the university, government and project development team.
Ministry of Finance 16 July 2024 MoF Offices Attendees: • Gail Imhoff-Gordon • Jade Morrissey - UNDP • Robert Raw – Int. Consultant	• It was noted that the country is in a major economic deficit, and that the budget is severely constrained. • As a result of the constraints, it is not possible to direct additional funds to disaster preparedness. ◦ Individual sectors would need to rework their existing budget allocations to incorporate additional investments in DRM actions, rather than having additional funds added on top • The notion of establishing a disaster preparedness fund was supported in theory, but with the major caveat that it could not rely on government funding to capitalise the fund and should instead seek external funding.

• Arry Simon – Nat. Consultant	○ Any fund that is established will need to run through MoF and align with the rules set out in the Finance Administration Act (FAA). ○ Details will be needed on the proposed administration of the fund. ○ Several steps are needed to establish such a fund in A&B, which will need to be accounted for in the project design. The MoF committed to preparing a guidance document on this matter. • The 2011 Procurement Act makes provision for an emergency procurement mechanism, which can help shorten the procurement process for emergency functions and could potentially be used under a disaster preparedness fund to mobilise resources quickly when needed.
Ministry of Tourism 16 July 2024 MoT Offices Attendees: • • Jade Morrissey - UNDP • Robert Raw – Int. Consultant • Arry Simon – Nat. Consultant • Mali Barnes – UNDRR	• There is a need to setting up more formalised and coordinated systems for emergency action within hotels. Someone must be assigned to take responsibility for coordination during an emergency. • During an extreme event, particularly during a hurricane, communications often go down, leaving people disconnected and stranded, which can result in panic or severe anxiety for tourists. Hotel staff need to be trained on how to manage such situations. • There is a need for early action protocols for tourism establishments to be integrated into legislation. ○ Opportunity to integrate disaster preparedness into existing inspections. ○ There is currently a checklist that is used for annual inspections of all tourism establishments as part of license renewals, so the systems are already in place (although there is a shortage of inspectors); however, disaster preparedness actions, such as emergency evacuation protocols and information for guests, is not currently included in the checklists. ○ Once the necessary regulations are in place to ensure that every establishment has suitable procedures and information in place, verification of this should be included on an annual basis through the inspections. • Based on previous notes from DoE, the risk of cumulative impacts of multiple events was discussed. It was acknowledged that this could be a challenge for tourism, as there is currently no system in place to inspect the structural integrity of buildings year-on-year. The idea was put forward that the annual inspections could also be used to check for the structural integrity of buildings, at least at a superficial level. This would require the inspectors to be trained to identify signs of potential structural damage (for example cracks in the foundations or main structure, loose roofing, erosion around foundations) as well as checking for inadequate maintenance of drainage systems etc. • Better systems and plans required for managing mandatory evacuations – how to transport tourists, where they should go, how to manage panic and keep people informed. • Informing tourist about the need to keep travel documents safe during a crisis. The loss of travel documents often leads to a 'crisis after a crisis. Tourism establishments should provide zip lock bags and inform people to evacuate with nothing but the essentials, including their travel documents. • Short-term stays, guesthouses and Airbnb's are the most difficult to manage. Hotels generally have better systems in place, aided by the fact that multiple staff are on site to support. However, other short-term rentals often lack the presence of on-site

	personnel to manage and direct emergency procedures, and often of not provide adequate information to guests about the resilience level of the building, what level of threat might require evacuation, and where and how to evacuate should the need arise. • The yachting sector is another sector that is difficult to monitor. • A crisis response manual was established for the tourism sector, intended to inform people on how to act during a crisis. However, it is not readily available and is somewhat outdated. There is a need to update the manual in line with changing needs and legislation, and to adequately disseminate the manual within the sector. • It was noted that hotels are highly resistant to paying additional fees to contribute to something like a disaster preparedness fund. They feel they are already paying a lot of taxes. It was suggested to possibly look at assigning a proportion of the existing tourism taxes to such a fund, rather than asking for additional contributions.
DoE Technical Advisory Committee 17 July 2024 MoT Offices Attendees: • DoE TAC • Ato Lewis – Senior Environment Officer • Robert Raw – Int. Consultant • Arry Simon – Nat. Consultant • Jade Morrissey - UNDP	• The project was presented to the DoE Technical Advisory Committee (TAC) during their monthly meeting. The TAC includes members of the DoE, as well as various sectors, including private sector. The project was generally well received, and no specific issues were raised. • After the TAC meeting, the consultants met with Ato Lewis, a senior environmental office at DoE. • Coral bleaching was raised as a major concern, with a 2023 event killing 90-95% of coral reefs. There is now a need to rebuild the reefs. Research needed into whether those that survived have a higher resilience, and what the potential loss of diversity from promoting more resilient species might be. • There is some regional infrastructure for monitoring reefs, including SST and bleaching events. • The impacts of CC have been noted recently in the agriculture sector this past year. For example, the Mango season was very short – an Annual Mango Fest that usually happens in August was cancelled because the season ended too early. ○ Need for more research on the impact that heat and changing climate is having on crops and vegetation. • CC having impacts on outdoor activities- sports seasons and game times are shifting to avoid periods of high temperature. Also impacting several cultural elements. • Heat stress having impact on health – for example through increased incidence of strokes. • There is a programme to supply fans to schools to combat rising temperatures, but there is a need to measure the impacts of temperatures on schools, for example increases in absences from illness. Impact of flooding should also be considered. • Mold is becoming increasingly problematic due to increased heat and humidity; and is of major concern, affecting air quality, with buildings often having to close. • The Barbuda landfill has effectively deteriorated into a dump, without proper management and treatment – leaving it extremely susceptible to flooding. Major health and environmental risk when floods occur. • Need for better monitoring of waterways. Suggestion of video capture and need for improved efforts to keep waterways clear.

	• Mandates for managing waterways and drainage not well defined – not clear who is responsible, leading to finger pointing and inaction. • Changes in governance structures (shifting ministries and departments) has led to loss of internal partnerships. This needs to be considered when defining mandates to ensure that they are adaptive to changes. • Deforestation is a problem, increasing flood and landslide risk. Areas often cleared just for land surveys. Needs better monitoring to reduce, as well as promotion of modern land surveys that don't require areas to be cleared. • Livestock took a serious hit during the second to last drought event. • Some dams/reservoirs have been damaged by storms and never repaired.
Ministry of Agriculture 17 July 2024 Attendees: • Owolabi Elabanjo – Chief Agriculture Extension Officer • Jade Morrissey - UNDP • Robert Raw – Int. Consultant • Arry Simon – Nat. Consultant • Mali Barnes - UNDRR	• Around 2011, FAO worked with MoA on an EWS. The initiative worked with Met Office and CIMH in Barbados to provide actionable notes from forecasts to the Agri sector. • MoA is responsible for disseminating the knowledge, which includes packaging the data into advisories for farmers. • Dissemination primarily through social media and WhatsApp (WhatsApp Dominant method). ○ Knowledge spatially separated across the five districts ○ Chat groups set up for each district, with two officers per district who disseminate info through the chat group. ○ MoA maintains a database of farmer contacts ○ Currently doing a reregistration process • MoA has free access to government media – including radio and TV to disseminate information. However, there is still room to strengthen dissemination channels. • Not all officers have working cellphones, and those that do, often have issues with data (including downages which restrict access). • Alternative options noted include: ○ Issuing cellphones with decent data packages to extension officers. ○ Installing broadcast speakers on vehicles ○ Providing improved transport for officers within MoA – needed to overcome delays getting out and access impacts. Officers need to get out within 48 hours of an event but lack access to suitable transport to do so. ○ Need for improved internet access for extension services – chief extension officer currently doesn't have internet in his office. • Need to do additional training on DRM with farmers. Currently training is provided at least once or twice a year, but attendance is low because farmers view it as repetitive. Need to integrate seasonal forecasts and actionable items into training to keep relevant, along with awareness of such changes to encourage attendance. • Pests are currently not included in warnings. New technologies available for tracking of pests, for example radar tracking.

	• There is a need to develop a DRM manual for the agriculture sector. Extensive data has been collected over the years linking specific events to specific impacts, with photos and explanations, but resources needed to compile and structure this data into a user-friendly booklet. • Farmers are on their own in the event of a storm. MoA provides warning and guidance, but anticipatory action and recovery is entirely the responsibility of each individual farmer (although MoA does do some broader scale flood reduction work). • Currently there is no agricultural insurance available in A&B, not is there any social protection.
Barbuda Council and People With Disabilities Association 17 July 2024 Attendees: • xx • Jade Morrissey - UNDP • Robert Raw – Int. Consultant • Arry Simon – Nat. Consultant • Mali Barnes - UNDRR	• A combined meeting was held with members of the Barbuda Council and People with Disabilities (PWD) Association on the sidelines of another workshop. Barbuda Council • Issues in Barbuda date back all the way to Hurricane Luis (1995) when people were surprised by the event – exacerbated by a severe lack of localised information. • There is limited trust in ABMS, largely due to lack of localised information. Instead, people in Barbuda tend to rely on their phones and online sources (global weather apps) for weather information. • The dump is an issue, especially since Irma. It is currently not functioning, and landfill services currently on hold. • Barbuda Council is struggling to prepare sufficient shelters. There is a community centre under construction that has been designed to double as a shelter, but apart from that schools and churches are currently designated, but often are not entirely suitable. As a result, shelters get crowded, particularly while the storm is passing. Given the crowding, it is necessary for 75% of people to move out soon after the storm, with limited space to accommodate people long term (i.e. if houses are damaged). • Shelters are further burdened by people bringing too much stuff. Ahead of an event, people try bringing whatever they can carry to the shelters (including food, water, clothes and valuables), but results in overcrowding and mobility issues within the shelters. A suggestion has been made to make storage facilities available alongside shelters to allow people to store their stuff without overcrowding the shelter itself. This could be supported by ensuring adequate provision of food and water within the shelter (which can be managed in a central area) to limit outside food and water spread across the shelter. • Equipment is needed to support early warnings in Barbuda, including sirens and a broadcast system. • First responders need better training. • Need for VHF radios or other suitable communication devices that are not reliant on vulnerable cellular networks. PWD Association • Communication needs to be broken down to meet different needs. For example, there is currently no sign-language interpretation on warning broadcasts, despite extended efforts to lobby for it. PWD are not adequately included in the

	conversations about how to disseminate information. Information is considered ‘murky’, without enough detail on the outcome of information. • PWD Association say they have developed a database of what is needed, but decision makers don’t recognise the skills of the group. As a result, the PWDA feels that NODS don’t use the information adequately. • PWD often don’t go to shelters because they lack basic services for their specific needs. Shelters are often not accessible, there are few transport options for PWD, and there is limited provision for those that are bedridden (including lack of privacy). Instead, PWD often prefer to stay at home in comfort and risk the storm. • Vulnerable groups, including the poor and especially those with disabilities, often lack the resources needed to prepare for an extreme event. Creative solutions needed to support, including for food, water and medications. • Some options were proposed, including: ○ To provide rations to vulnerable people ahead of a hurricane. Best practice is for people to keep emergency rations, but vulnerable groups generally don’t have the means to buy extra in case of emergencies. ○ Early transportation for PWD, including provision of fuel to transport providers to cater to PWD, as well as improved communication on transport options and where to go. ○ PWD representatives should be involved in the approval process for shelters to ensure adequate facilities and accessibility for PWD.
Ministry of Health 17 July 2024 Attendees: • Lori-Ann Henry-Johnson – Health Disaster Coordinator • Jade Morrissey – UNDP • Robert Raw – Int. Consultant • Arry Simon – Nat. Consultant • Mali Barnes - UNDRR	• All-Hazard Plan has been set up for the health sector, however it tends to get lost in the system. Questions on how to properly action the plan and get policies formally adopted. The AHP currently set for review by 24 August. • Drills are run, during which appropriate sections of the AHP and people are refreshed on the detail. • A&B adopted the One Health approach – people, animals, environment. • Need for more consistent and regular intersectoral meetings – at least quarterly. • Need to prioritise actions and move together and communicate what is in place across different sectors. • Anticipatory Action: people would benefit from more visual info. • Limited resources – different people dedicated to different roles but need funds to physically act and disseminate info. • Health surveillance – should stay at ports of entry. Surveillance unit needs tools to better capture data. • Extra programmes for preparedness and response put added strain on staff – no funds for overtime or extra staff, so people don’t buy into the responsibilities. • Need support getting data from private and public facilities • Updating the plan leads to the need for expanding the team. CAPCAP

	• MoH has been involved with the use of the CAPCAP app for hazard warnings. Roll out has had mixed reception. It was noted that the app does not work on all devices, and when searched for the consultants, found it was not available on the Google App Store. It was also noted that it needs to be more user friendly. • There has been some training on use of the CAPCAP system, including for health, police and fire departments. • The system was not used during Covid but has been useful in Tsunami drilling. Has not yet been tested for climate disasters. • A shortfall of the app is that it requires internet, which not only makes it inaccessible to some groups, but also means that it will likely go down during an extreme event when updates are needed the most. However, could still function ahead of a storm to enable people to prepare; just needs to be linked with other methods for disseminating updates during a hurricane. • There is a need to sensitize people and build trust in the system. • Alerts need to be extended to other media: Television, radio, push notifications, broadcast speakers.
National Office of Disaster Services 18 July 2024 Attendees: • Sherrod James – Director of National Office of Disaster Services • Robert Raw – Int. Consultant • Arry Simon – Nat. Consultant • Mali Barnes - UNDRR	• The discussion continued from the initial discussions from the inception meeting. • A disaster Management and Response Plan was drafted in 2002, but never published. An updated plan is currently under development and is expected to be approved in the next couple of months. • The Disaster Management Act needs to be updated in terms of language (aligning with latest governance structures), introducing the latest best practices, and defining mandates and roles across various actors. This includes the need to formally recognise the roles of the NODS secretariat as well as the district command volunteer network (act as local representatives of NODS during disasters). ○ Requires reference to other legislation. • Sectoral policies need to be harmonised. Health and environment, agriculture, education, finance and tourism identified as the key sectors to focus on (CDEMA prioritised sectors). ○ A consultative process needed to highlight the main principals of government legislation and policy, where they align, and where they don't. ○ Several steps have been noted for revising the governance structures. ▪ Reviews should start with a broad multi-sectoral consultation workshop to conduct a gap assessment of current policy environment and compile a database. ▪ Next, each sector should be assessed individually, while accounting for opportunities and needs for cross-sectoral coordination/interactions. A matrix approach should be adopted to assess the connections between each of the priority sectors with each of the others. ▪ The sectoral assessments should be presented back to the stakeholders, culminating in a policy harmonisation brief that can be used by each sector to update the necessary policies. ○ The assessment should consider three levels of governance sequentially: Policy à Legislation à Regulation

	○ Each level should consider the recommendations of the former level. • Examples of cross-sectoral considerations were provided: ○ Standards for roads, sidewalks and parking need to consider mobility for emergency services, as well as drainage. • Legislation needs to provide the foundation and legal basis for DRM in each sectoral policy. • Each response agency should have a dedicated EOC. • EOCs should be in a secure location. ○ Health has defined an EOC, but it is in a coastal area that is not secure during a hurricane as it is vulnerable to storm surge and flooding. • EOCs should be adequately staffed, equipped and budgeted. • Each sector should have a CDM Plan. ○ Health has one, but not comprehensive – for example no redundancy if the EOC is compromised. • Response agencies need to have adequate equipment, which should be defined in sector regulations. Equipment in use often not designed for use in disaster response, and not fit for purpose. For example, response vehicles for police and other agencies are not robust enough to remain reliable in post-disaster conditions and are not fitted with equipment such as snorkels to enable driving through floodwaters. ○ An assessment is needed to guide procurement processes to ensure procurement guidelines account for disaster response needs. • Sirens are being installed, (while largely for Tsunami warnings, can serve multiple warnings) – need to be installed in all police, fire and military buildings to expand coverage. • District Command Volunteer Network is in place, consisting of trained volunteers. ○ Containers have been procured to build district command centres, but need additional equipment, such as VHF radios. ▪ 17 radio base stations required (\$200-300 per unit) and 10 hand radios per centre (~\$200 per centre; 170 total) • Legislation for cell broadcast still under development. Gaps remain in knowledge about how best to integrate cellular networks for disaster response. • Proposal to have a free access number for emergency response (e.g. 911)
Fisheries 18 July 2024 Attendees: • Ian Horsford – Chief Fisheries Officer	• Fisherfolk have a lot of local and indigenous knowledge on weather – but need a pathway to mainstreaming this into policy. LEK needs to be captured. • EWS à Fisheries Early Warning and Emergency Response (FEWER) System in use in several other islands (St Vincent, St Lucia, Dominica). System underpinned by UWI in Jamaica. Provides communication pathways for emergency response, tying into the met services to get data for the warnings. Links with CAP.

• Robert Raw – Int. Consultant • Arry Simon – Nat. Consultant • Mali Barnes - UNDRR	• Financial barrier to emergency preparedness in fisheries – need for technical support. CRFM and CDEMA have an agreement for the system, but there are interoperability issues. • AnB Supports fisheries damage assessments after extreme events, in the country and regionally. Has a team of 6 experts with a broad range of skillsets. Other countries also use A&B templates for these assessments. • Disaster management plans are needed for fisheries landing sites – Urlings, Parham, Point Wharf, St Johns, Barbuda. • Natural ‘hurricane holes’ exist – estuaries among mangroves that offer shelter – however extensive development has reduced accessibility to these areas, putting added pressure on landing sites. • All vessels must have VHF radio, which can serve to provide warnings. • Info provided by met service not specific enough for mariners. • Sargassum having a major impact on equipment – hydrogen sulfide prodded by decay affects electronics. Also causes fish deaths and recruitment – reef fish, pelagic, turtles/hatchlings, eels, lobster larvae • Sargassum also acts like a fish aggregation device – fisherfolk often target it for this but tends to be mostly juveniles. • Fisheries are primarily demersal (reef) based. – very vulnerable to climate events. The reef/island structure means that reef fisheries are dominant. There is a need to shift to pelagic to adapt to impacts on reefs, although there has not been a marked impact on catch to date. • Coral bleaching alerts need to be paired with a programme to validate and assess impact.
Development Control Authority (DCA) and Ministry of Land, Works and Urban Renewal 18 July 2024 Attendees: • Clement Antonio – Parliamentary Secretary • [xx] • Robert Raw – Int. Consultant • Arry Simon – Nat. Consultant • Mali Barnes - UNDRR	DCA • DCA responsible for building codes and local area planning. Local area plans currently not developed for most places, although there are some high-level plans. • DCA has increased the number of people to conduct inspections and ensure compliance, but short on vehicles. Currently implementing additional training of staff/inspectors. • Would be worth pursuing more regular inspections, particularly in terms of reinspecting buildings on more regular basis – but currently capacity constraints to do this. • Regulations being put in place for construction contractors. Works • The works act is extremely outdated and needs updating – doesn’t account for modern needs. • Need to define mandates and responsibilities for drainage maintenance. Works responsible for design, installation and physical repairs, but no clear mandate for maintenance (i.e. clearing drains). Currently split between CBH and Solid Waste, but where the responsibilities start and end for each is not clear, resulting in inaction as each agency claims the other is responsible.

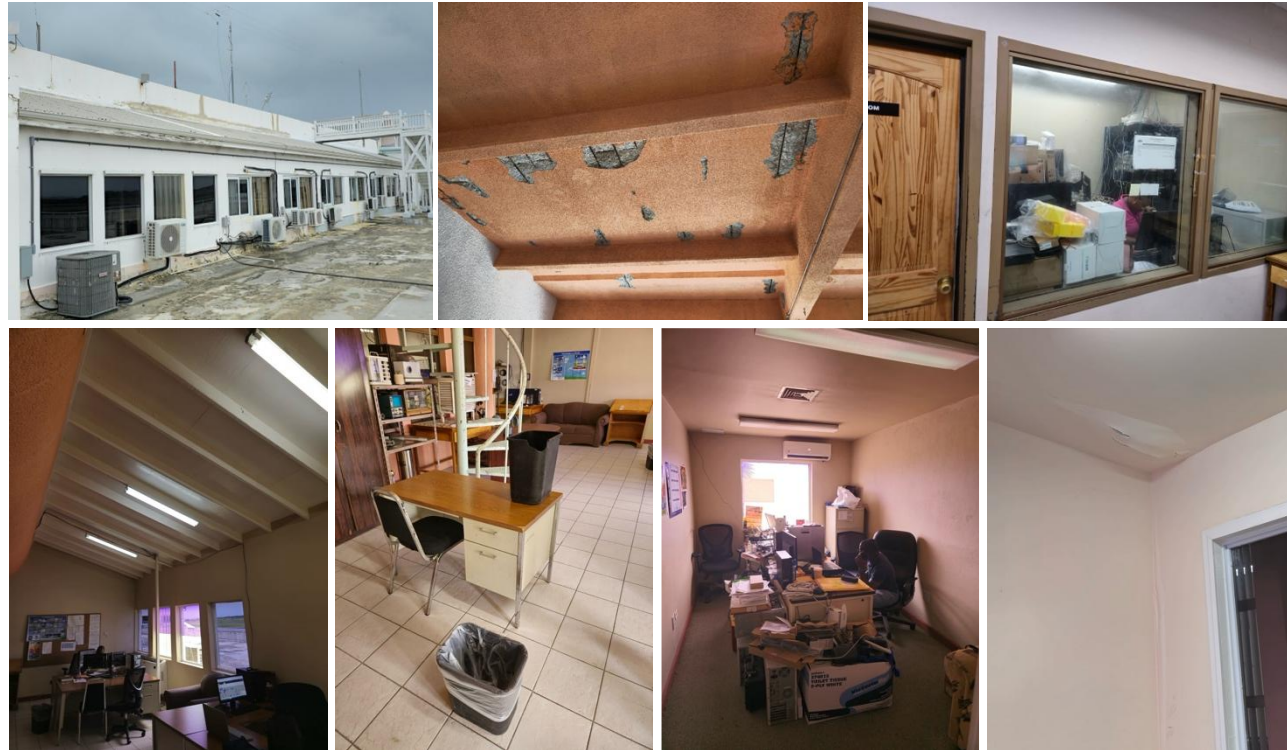
ABMS

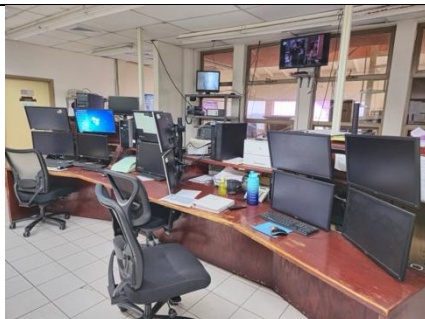
19 July 2024

Attendees:

- Dale Destin
- Robert Raw – Int. Consultant
- Arry Simon – Nat. Consultant
- Mali Barnes - UNDRR

- Challenges for Met service not just related to equipment and software, but also an issue of human resources and office space.
- A tour was given of the facilities, demonstrating some of the challenges, including leaking roof, non-hurricane-resilient structure, no storage space, overcrowded office, with technical equipment stored in the office spaces.
- Retrofitting only solves strength issues, not space.





Observations

- Observation stations are needed but Met Service team still assessing the specific needs. There is a challenge identifying sites to place stations – need areas of adequate land and exposure, focusing on government buildings, with schools considered as a backup.
- Tidal gauges and buoys are needed – need to consider wind, air temp, SST, swell, wavelength.
- Dart buoys
- Cameras – 30 cameras proposed at key sites (flood risk areas for example) – ABMS to provide a list of potential location
- Request for a radar, noting that newer solid state radars cost ~\$250,000 and require less maintenance. Currently A&B relies on Guadeloupe but have no control and only get what data the Guadeloupe met service collects. Also affected by strikes and other down time in Guadeloupe, with no control on the availability.

Forecasting

- Need more validation of forecasts – buoys will help with this.
- Need formalised feedback system for people who use the systems – particularly to assess accuracy of forecasts.
- Swell model needed – provide guidance on height of surf likely to break on different coastlines – complete bathymetry data is available in DOE form LIDAR but requires model design and training on operation and maintenance of the system.
- Need to revamp models to separate out individual forecasts for Barbuda.
- IbF – colour coding system needing for forecasts and warnings, but currently nowhere close to being able to provide that. Requires considerable consultation with users, as well as training, public education and additional hardware and software.
 - Shifting to IbF also requires at a minimum a 4-month training (currently offered by CIMH in Barbados), but preferably staff with suitable degrees for more skilled positions.
 - A ToT approach is likely the best scenario, as limited capacity constrains ability to send staff for external training.

	• Need for a revamped website that makes data available for individual stations and localised alerts. Dissemination • Need for more targeted alerts with opt-in functions - People complain about alerts that aren't relevant to them. • FEWER could also be integrated in for alerts. General • Recruitment of 12 persons planned across various roles, including technical and communication roles. • Issue with shifting approaches – government staff have ToRs and are under no obligation to take on new responsibilities that fall outside their ToRs that might come with new systems. • Strengthening the Met service requires political buy-in, with senior officials needing to be part of the process to get support from lower down, accompanied by policy updates to give authority on developments. • Need for training on climate services – currently have one climatologist (who also does operational work in forecasting) but recruiting a second and possibly third member to bring greater research capacity. • SOFF provides the most basic needs for GBON compliance. Only considers 5 parameters, which doesn't cover the needs of the met service. • CREWS 2 – Met service hasn't seen specifics yet – seems to mostly be refreshing strategic plans. CREWS 1 provided a strategic plan, policies and workshops on using media to help understanding of forecasts. • Bigger budgets needed for technical maintenance teams, as well as need for access to boats for maintaining marine observations and equipment calibration.
Department of Blue Economy 19 July 2024 Attendees: • • Robert Raw – Int. Consultant • Arry Simon – Nat. Consultant • Mali Barnes - UNDRR	• Serves as a gap filler between multiple sectors and coordinates between multiple stakeholders. ○ Marine shipping and services ○ Environment ○ DCA ○ Coastguard ○ Port Authority ○ Fisheries ○ Barbuda Affairs ○ National Parks • Marine Spatial planning (with National Parks) under the Commonwealth Blue Charter – understanding exposure, mariculture, sand mining, mangrove protection. • Marine economy plan is the guiding document for their work.

Summary of Additional follow-up consultations

NODS EWS Meeting 6 September 2024 Attendees: • Arry Simon – Nat. Consultant • Sherrod James - NODS Director • Midcie Francis - NODS PRO • Jenniel Flermius - NODS Officer • Myron Ward - NODS Telecoms Officer • Danique Jordan - DoE	Radio/Emergency Net Check Issues • Limited Radio Communication - Only two agencies (St. John's Fire Station and Police Headquarters) have consistent radio communication. • Technical Issues - Problems with the patch/badge/permission software limit radio functionality. • Radio Availability - Some agencies lack adequate radios. • Uncertain Telecommunication Capacity - The status of telecommunication capacity in key sectors like education, health, agriculture, tourism, public works, and social transformation remains unknown. Radio Protocol Training • Need for Training - Radio protocol training is necessary to ensure effective communication and coordination among agencies. Volunteer Societies/DDC/CERT Needs • Radio Equipment - DDC requires radios for its operations. • CERT Training and Equipment - CERT teams need financial support for training, kits, and equipment. • Training Challenges - Limited funds hinder comprehensive training, including pre-training for potential CERT members. CAP System Status and Needs • App Accessibility - Limited awareness and technical issues hinder the use of the CAP app. • Training and Certification - More individuals from relevant organizations need to be trained and certified to use the CAP system. • Radio Intercepts - Only Radio Lighthouse has confirmed functioning interrupters. Other media stations face technical issues. • Siren Installation - Consultations for siren installation are ongoing, but funding for Phase 2 and modular sirens is needed. • Siren Training and Standards- Training on siren operation and maintenance is required, along with the development of standard operating procedures. Key Recommendations • Address Radio Communication Issues - Resolve technical issues, provide adequate radios, and implement effective radio protocols.
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	• Strengthen Volunteer Capabilities - Provide training, equipment, and support to CERT teams and DDC. • Enhance CAP System - Improve app accessibility, expand training, and ensure effective radio intercepts. • Advance Siren Installation - Secure funding for Phase 2, develop installation standards, and provide training.
Telecoms EWS Meeting 20 September 2024 Attendees: • Arry Simon – Nat Consultant • Mali Barnes - UNDRR	Telecommunications Bill Current Telecommunications Bill is outdated (1951). A new bill is in the process of being passed to liberalize the sector. APUA, the state-owned provider, currently dominates the market. The new bill aims to establish an independent regulator. Investment is needed to modernize the sector and expand services. Emergency Communication System Existing system relies on UHF radios and NODS as a central hub. Communication between agencies is often fragmented and inefficient. Technical glitches hinder effective communication. Radio coverage is limited, particularly in areas like Fig Tree Drive. Training and drills are needed to improve emergency response. Needs Assessment Additional radios and a new repeater site are required to improve coverage. Cell Broadcast and Sirens NODS could be designated as the operator of a cell broadcast system. This would require a legal mandate and potential amendments to existing legislation. Sirens can be used as a complementary alert system. A centralized hub is needed to coordinate and activate sirens. Wired connections are recommended for reliability. Radio communication can be used to connect the hub to the national communication system.

	Recommendations Review and amend the Telecommunications Bill to include provisions for emergency communication systems. Conduct a needs assessment for additional radios and a new repeater site. Amend the Telecommunications Bill to authorize NODS as a radio operator for cell broadcast. Conduct a needs assessment for the installation of sirens in six locations.
EW4All GCF Proposal update and next step – meeting with Government Stakeholders 11 November 2024 Attendees: - Amb. Clarence Pilgrim – UNDP Focal Point and PS of MoFA and Trade - PS Sarah Stuart – Ministry of Social Transformation - PS Ena Dalso – Ministry of Health and NDA Rep - Anderson Tuitt – NODS - Midcie Francis – NODs - Dale Destin – Met Services - Limya Eltayeb – UNDP RR - Stephanie Ziebell – UNDP DRR - Karima Degia – UNDP Cluster Head - Mellissa Johnson – UNDP Programme Support - Lucy Beauchamp – Programme Support - Robert Raw – Consultant - Arry Simon – Consultant	Early Warning for All (EW4All) GCF Proposal Update & Next Steps - UNDP delivered a brief presentation on the EW4All Multi-Country Programme, specifically highlighting the Antigua & Barbuda Project and outlining the next steps for finalizing the proposal. Key points noted or agreed: - PS Pilgrim and PS Stuart agreed that NODS is the agency best placed to be the focal point for the finalizing the proposal as well as the main executing entity. - Focal points for key agencies were identified/confirmed as follows: o NODS: Anderson Tuitt A&B Met Services – Dale Destin - A focal point for Telecoms will be identified following internal consultation. To date, UNDP have been dealing with Mr. Daryl Jackson Action items and next steps: - Go-A&B to advise as to focal point for Telecomms - UNDP to coordinate a technical level meeting with agreed focal points to review the overall proposal, identify and assign actions for validation, finalizing implementation arrangements, and budget inputs and.

ANNEX 3: Sample Grievance Redress Log

ID Number	Name of Complainant (or anonymous)	Sex (M/F/Other)	Contact info	Date Received	Nature of the grievance (grievance, concern, suggestion, feedback) Describe the grievance	Date resolution reported to the complainant	Accepted Y/N	Actions to be taken/ Next steps or Closed	Due Date or Closed

Annex 4: Sample Grievance Submission Form

NAME OF COMPLAINANT (or Anonymous): _____

GENDER: _____

CONTACT DETAILS: _____

STATEMENT OF GRIEVANCE (Reason for complaint and activity leading to complaint. Please include as many details as possible to answer the following questions: (i) what happened, (ii) when did it happen, (iii) who did it happen to, and (iv) what was the impact of what happened. Include additional information as needed/desired.

REMEDY	REQUESTED	BY	COMPLAINT:
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SIGNATURE: _____ DATE: _____

FOR ADMIN USE ONLY:

Date Grievance Received: _____

In person

In writing

Grievance Received by: _____

Action taken or required:

Annex K: Gender Analysis and Action Plan

Early Warning for All (EW4All) aims to ensure every person on earth is protected by early warning systems within five years. Early warning systems are a critical investment to enhance national and community climate resilience by providing essential information to guide risk management and make informed long-term decisions that can result in avoided losses. Well-functioning Multi-Hazard Early Warning Systems (MHEWS) allow people, institutions and businesses to prepare for and respond to multiple hazards, including those occurring simultaneously or cumulatively over time, and their potential interrelated impacts. The Multi-country Project (MCP) proposal is part of a global initiative to advance Early Warnings for All (EW4All) as announced by the United Nations Secretary-General in March 2022 and articulated in the EW4All Executive Action Plan (EAP). Output 2 of the project⁶⁹ focuses on national level investment activities to address country and local level needs to achieve the EW4All target in seven countries, including Antigua and Barbuda. The activities in each country under Output 2 will mirror the four pillars of the EW4All Executive Action Plan (EAP), and will be implemented through the national governments with support from UNDP, the EW4All pillar leads and their in-country national offices and other partner agencies, where relevant.

The Antigua and Barbuda proposal focuses on:

- Pillar 1: The intervention enhances risk knowledge by improving governance and coordination mechanisms for Disaster Risk Management, including updating the legislative framework.
- Pillar 2: Forecasting improvements include human resource development, improving hazard and risk assessment, expanding marine and hydrological observation and monitoring infrastructure, and strengthening capacity of the Antigua and Barbuda Meteorological Service (ABMS), including repairs to the ABMS office.
- Pillar 3: Early warning dissemination enhancements involve reviewing dissemination strategies, incorporating local knowledge practices, providing technical assistance, awareness campaigns, workshops and implementing community early warning systems.
- Pillar 4: Preparedness and early action activities aim to enhance operational capacities, develop emergency preparedness/response plans, train community members, support Community Early Warning Systems (CEWS), and strengthen the capacity of Community Disaster Response Teams (CDRTs) and the District Command Volunteer Network (DCVN) through training and provision of equipment to support early action delivery capacity.

This Gender Analysis provides an overview of the status of men and women in Antigua and Barbuda, focusing on key areas such as education, power relations, labour participation, decision-making, access and control over resources, international and national legislation on gender, gender-based violence, and gender-sensitive approaches to disaster risk reduction (DRR) and early warning systems. Gender disparities continue to shape the opportunities available to men and women, though various policy measures and international commitments aim to bridge these gaps.

This Gender Analysis has been compiled using secondary data that are referenced throughout the document and include various sources, including government and donor reports and online statistical digital data and content made available through various internet-based platforms and sources, including official government and donors reports and websites. This data has been complemented with primary data gathered during project design consultations during the second and third quarter of 2024, through surveys and meetings with relevant women's organizations.

Gender Context

General

The estimated population of Antigua & Barbuda as of 2024 is 102,634⁷⁰, of which 48,311 people are male (47,07 %) and 54,323 are female (52,93 %). Approximately 76% of Antigua and Barbuda's population lives in rural areas and 97% lives in the island of Antigua; 60% of its population resides along the coast.

Antigua and Barbuda has made significant strides over the past decades on issues affecting women and girls and gender equality, particularly in education and health, where women outperform men. Both girls and boys in Antigua and Barbuda

⁶⁹ Please refer to the Global Proposal for the Multi-Country Early Warnings for All (EW4All) project for full description of all project outcomes and activities.

⁷⁰ [Antigua and Barbuda - The World Factbook \(cia.gov\)](https://data.worldbank.org/locations/iso3nyc?locations=LA)

have a very high completion rate of lower secondary school⁷¹. There has also been a positive trend in maternal health. In fact, the maternal mortality ratio in Antigua and Barbuda has significantly improved, decreasing from 51 in 2000 to 21 in 2020. This rate is notably lower than the regional average, which is 88⁷².

However, challenges persist, including the prevalence of gender-based violence (GBV)⁷³ and a significant proportion of vulnerable single female-headed households, which reflects underlying economic vulnerabilities. In fact, approximately half of the households in Antigua and Barbuda are led by women, many of whom are single parents responsible for dependents such as the elderly and individuals with disabilities⁷⁴. This reflects a significant demographic where women often assume the role of primary household managers, especially in single-parent families, which are common in the country. The burden of providing for and caring for dependents, combined with challenges women face in accessing economic opportunities, can therefore increase the vulnerability of female-headed households (FHHs) in Antigua and Barbuda, especially during natural disasters⁷⁵. This was evident in 2017, during Hurricane Irma, when it was estimated that at least half of the affected households were FHHs, which were larger in size than male-headed households and may have experienced significant damage due to their particular circumstances.⁷⁶

In addition to these challenges, women continue to face inequalities in wages and access to economic opportunities, signaling the need for sustained efforts to address these gaps⁷⁷. These issues are further exacerbated by the absence of legal provisions for parental leave or protections against the dismissal of pregnant workers. While specific data on time use is missing, unpaid caregiving responsibilities are largely borne by women⁷⁸. Furthermore, despite a decline, Antigua and Barbuda's adolescent fertility rate in 2022 was 32.3, still notably higher than the average of 11.2 for high-income countries⁷⁹.

Turning to political participation, only 5.6% of seats in national parliament were held by women in 2023, marking a decline from 11.1% in 2022. The current rate is lower than the average rate in high income economies and the lowest in the country since 2004, when it was 10.5%⁸⁰.

An additional aspect that demands attention is the lack of gender-related data in several key areas, which hampers efforts to bridge the gaps between men and women, as well as boys and girls. For instance, the breakdown by sex of people with disabilities as well as the disability prevalence itself is not readily available for Antigua and Barbuda, despite the fact that the country is actively working to enhance policies and frameworks to ensure better inclusion and representation of persons with disabilities in public policy and services⁸¹.

Antigua and Barbuda ranks 54th out of 193 countries in the UNDP Human Development Index (HDI). Nevertheless, no value is indicated in the UNDP Human Development report for the Gender Inequality Index (GII)⁸², likely due to the previously mentioned lack of available data. Interestingly and probably for the same reason, Antigua and Barbuda is not among the 146 countries included in the World Economic Forum Global Gender Gap Report 2024 and ranked according to their Global Gender Gap Index⁸³.

Literacy, Education and Vocational Training

Education plays a crucial role in shaping the gender landscape in Antigua and Barbuda. The country has achieved significant progress in terms of gender parity in education, with both boys and girls having relatively equal access to primary and secondary education. However, disparities exist at higher levels.

In Antigua and Barbuda, the literacy rate is approximately 99%. This high literacy rate applies to both men and women, though sex-disaggregated data is scarce. The literacy rate among adults (aged 15 and above) highlights the country's success in

⁷¹ <https://genderdata.worldbank.org/en/economies/antigua-and-barbuda>

⁷² Ibid.

⁷³ Recent data from 2023 shows that 16% of women reported having experienced intimate partner violence in the past year. Cfr: Commonwealth of Learning (2023). Gender Country Profile 2023. Antigua and Barbuda content.col.org

⁷⁴ The 2014 CARIBANK Country Gender Assessment indicated that approximately 47.4% of households are headed by women.

⁷⁵ Directorate of Gender Affairs/DoGA 2019

⁷⁶ Gender and Disaster Risk Management (DRM)- Antigua and Barbuda Country Profile. [World Bank Document](#)

⁷⁷ World Bank Group (2021) Antigua and Barbuda Country Gender Scorecard [World Bank Document](#)

⁷⁸ World Bank Group (2023). Antigua and Barbuda Gender Scorecard 2023

⁷⁹ The Adolescent fertility rate is the number of births per 1000 women ages 15-19

⁸⁰ <https://genderdata.worldbank.org/en/economies/antigua-and-barbuda>

⁸¹ [International Disability Alliance: https://www.internationaldisabilityalliance.org/countries/ATG](https://www.internationaldisabilityalliance.org/countries/ATG)

⁸² UNDP (2024). Human Development Report 2023-24, pg.293.

⁸³ World Economic Forum (2024) Global Gender Gap 2024

providing broad access to basic education⁸⁴. However, literacy gaps that affect specific groups, such as women in rural areas or those with fewer economic opportunities, might still exist, though the lack of available data makes it difficult to ascertain this.

In Antigua and Barbuda, education enrolment data shows distinct trends across the different levels. For primary education (ages 5–12), enrolment rates for both males and females are fairly balanced. In the 2017–2018 academic year, males represented 46% of the total primary school population, while females accounted for 54%, reflecting a slight female majority⁸⁵. At the secondary level (ages 13–18), the distribution becomes almost equal. For the same period, males made up 51% of the secondary school population, while females represented 49%, indicating balanced participation between the two sexes at this level⁸⁶. To further support this balance, the government has implemented measures to eliminate gender stereotypes within the school curriculum; for instance, subjects historically viewed as male-dominated, such as Technical Drawing, have now been included in the curriculum of the nation's sole government-run all-girls secondary school⁸⁷.

When looking at tertiary education, Antigua and Barbuda shows a trend where females outnumber males. The gender parity index (GPI) for tertiary enrolment—measuring the ratio of females to males—has been above 1, indicating more females are enrolled in higher education institutions compared to males⁸⁸. This aligns with global trends where women are increasingly accessing higher education. In this context, women and girls have benefited from tertiary education access through impartial scholarships, leading to more women receiving financial support despite the absence of affirmative action. Additionally, efforts to create a safe and harassment-free learning environment have been prioritized, exemplified by The Halo Foundation's campaign, which underscores the importance of addressing bullying in schools and promoting inclusivity. The government also ensures that schools provide adequate sanitation facilities for girls and implements policies that allow pregnant adolescents to continue their education. However, it is important to highlight that so far, this educational advantage does not fully translate into labour market outcomes (discussed below)⁸⁹.

Employment and Labor Participation

While women excel in higher education, enrolling and graduating at higher rates than men, this has not translated into equal economic opportunities or leadership roles. Thus, despite progress in education, labour market participation in Antigua and Barbuda reflects clear gender disparities. Women have made strides in entering the workforce, yet they remain underrepresented in high-paying and leadership positions.

The 2018 Labor Force Survey revealed that women's participation in the labor market is lower than men's (68.9% compared to 76.1%), with the gap widening during reproductive years due to the greater burden of unpaid domestic and caregiving responsibilities⁹⁰. The employment-to-population ratio was higher for men (70.5%) than for women (62.1%), and the unemployment rate among women was higher than that of men, even if men were more likely to participate in the workforce. The higher unemployment rate for women suggests that a larger share of women within the workforce were unemployed and actively looking for work. In 2018, the unemployment rate for women stood at 9.9%, whereas for men it was 7.3%⁹¹.

Similarly, the labor force participation rate for young men was higher than for young women. Around 52.8% of males aged 15 to 24 were either working or seeking employment, compared to 45.0% of females in the same age group. Similar to the trend seen in the overall labor force, even though young men had a greater participation rate, young women faced a higher unemployment rate, with 30.5% unemployed compared to 21.6% of young men⁹². The same survey indicates that senior men were more likely to remain active in the labor force than senior women. Approximately 31.5% of men, versus 10% of women, aged 65 and older were still engaged in the workforce.

The impact of COVID-19 on women's employment has been particularly significant. Recent labor force survey data shows that about 60% of workers in the tourism industry are women, highlighting their vulnerability to the closures of hotels and related

⁸⁴ [UN Women Data Hub: https://data.unwomen.org/country/antigua-and-barbuda](https://data.unwomen.org/country/antigua-and-barbuda)

[World Bank Data: https://data.worldbank.org/indicator/SE.ADT.LITR.ZS?locations=AG](https://data.worldbank.org/indicator/SE.ADT.LITR.ZS?locations=AG)

[IndexMundi - Country Facts: https://www.indexmundi.com/facts/antigua-and-barbuda/indicator/SE.ADT.LITR.ZS](https://www.indexmundi.com/facts/antigua-and-barbuda/indicator/SE.ADT.LITR.ZS)

⁸⁵ Antigua and Barbuda Review of the Beijing Declaration and Platform for Action Report 2014–2019. p 8

⁸⁶ Ibid.

⁸⁷ World Bank Group (2023). Antigua and Barbuda Gender Scorecard 2023

⁸⁸ [Antigua and Barbuda - School enrollment, tertiary \(gross\), gender parity index \(GPI\) \(indexmundi.com\)](https://www.indexmundi.com/facts/antigua-and-barbuda/indicator/SE.ADT.LITR.ZS)

⁸⁹ World Bank Group (2023). Antigua and Barbuda Gender Scorecard 2023

⁹⁰ Government of Antigua and Barbuda- Statistics Division (2020) Antigua and Barbuda 2018 Labor Force Survey Report [2018-Antigua-and-Barbuda-LFS-Report.pdf \(gov.ag\)](https://www.gov.ag/2018-Antigua-and-Barbuda-LFS-Report.pdf)

⁹¹ Ibid.

⁹² Ibid.

businesses during the pandemic, and potentially also during national disasters. Additionally, when accounting for the broader effects of the downturn on linked service industries, it's estimated that nearly one in three women may have been directly affected by this decline⁹³. This disproportionate impact on women is particularly concerning given that many single-parent households in Antigua and Barbuda are predominantly led by women, who often bear the responsibility of supporting larger families compared to men. As a result, any significant drop in women's income due to the effects of COVID-19 has had lasting repercussions, resulting in ongoing challenges for the well-being of the children in their care⁹⁴.

Gender-Based Violence (GBV)

According to UN Women, nearly one in three women in the Caribbean faces intimate partner violence or sexual violence at some point in their lives⁹⁵. A regional analysis of Women's Health Surveys conducted between 2016 and 2019 in five Caribbean Community (CARICOM) Member States—Grenada, Guyana, Jamaica, Suriname, and Trinidad and Tobago—revealed that ever-partnered women aged 15–64 in relationships with men exhibiting attitudes and behaviors that reinforce male dominance and perpetuate gender inequality were more likely to experience both lifetime and current intimate partner violence.⁹⁶

In Antigua and Barbuda, Gender-Based Violence (GBV) disproportionately affects women and girls, reflecting broader regional trends. While there is no evidence of an increase in gender violence post-disaster⁹⁷, high rates of domestic violence and a troubling prevalence of GBV remain significant concerns. National surveys and reports from Non-Governmental Organizations reveal that domestic violence, sexual harassment, and sexual assault are common, though often underreported due to stigma and fear of retaliation, further exacerbating the issue⁹⁸. This is further underscored by recent statistics from 2023, which indicate that 16% of women⁹⁹ reported experiencing intimate partner violence in the previous year¹⁰⁰. This statistic illustrates the ongoing challenges many women face regarding safety and security in their personal relationships.

To address the issue, the Directorate of Gender Affairs (DoGA)¹⁰¹ plays a key role in supporting victims and raising awareness through initiatives like the 16 Days of Activism against Gender-Based Violence. The 2023 campaign, under the theme "No Excuse: Changing the Narrative about Gender-based Violence," included events such as a candlelight vigil and educational programs aimed at preventing violence, particularly during public festivities¹⁰². DoGA has also established the Support and Referral Centre (SARC), which offers services such as medical care, crisis counselling, and legal assistance for survivors. This initiative aims to provide comprehensive care and advocacy for victims, underscoring the government's commitment to tackling gender-based violence¹⁰³.

These efforts reflect a growing acknowledgment of the need to protect women and girls in Antigua and Barbuda, though more work remains to be done to eliminate GBV entirely. The government has established hotlines, shelters, and support services for survivors of GBV, but these services are often concentrated in urban areas, leaving rural women underserved. Training programs for law enforcement officials and healthcare workers are also critical to improving response mechanisms.

The legal framework protecting women and girls from Gender-Based Violence (GBV) in Antigua and Barbuda comprises the Constitution, Acts of Parliament, and common law. While domestic violence legislation offers protection against physical and sexual violence, there is currently no specific legislation addressing sexual harassment. Nonetheless, victims of sexual harassment in the workplace can seek remedies through common law, relying on tort law (duty of care) and contract law (breach of implied trust or constructive dismissal).

⁹³ ANTIGUA AND BARBUDA COVID-19 HEAT REPORT HUMAN AND ECONOMIC ASSESSMENT OF IMPACT, p 15

⁹⁴ [Human and Economic Assessment of Impact \(HEAT\) Report - Antigua and Barbuda \(undp.org\)](#)

⁹⁵ Ibid

⁹⁶ [Caribbean GBV Law Portal: GBV In The Caribbean | UN Women – Multi-Country Office – Caribbean](#)

⁹⁷ UN Women (2021). [Research brief: Intimate partner violence in five CARICOM countries: Findings from National Prevalence Surveys on violence against women](#).

⁹⁸ Project Management Unit (PMU) of the Department of Environment, Ministry of Health, Wellness and the Environment – Antigua and Barbuda(2019) Gender Assessment and Gender and Social Inclusion Action Plan-Climate Change Programme Resilience To Hurricanes, Floods and Droughts in the Building Sector in Antigua and Barbuda, p.31

⁹⁹ [DoGA CONDEMNS ALL FORMS OF VIOLENCE & DISCRIMINATION AGAINST WOMEN & GIRLS – Directorate of Gender Affairs \(gov.ag\): Empowering Change: 16 Days of Activism Against Gender-Based Violence in Antigua & Barbuda - Antigua Observer Newspaper](#)

¹⁰⁰ Proportion of ever-partnered women and girls subjected to physical and/or sexual violence by a current or former intimate partner in the previous 12 months.

¹⁰¹ Data quoted in Commonwealth of Learning (2023). Gender Country Profile 2023. Antigua and Barbuda [content \(col.org\)](#)

¹⁰² [Directorate of Gender Affairs \(gov.ag\) Overview – Directorate of Gender Affairs \(gov.ag\)](#)

¹⁰³ <https://antiguaobserver.com/empowering-change-16-days-of-activism-against-gender-based-violence-in-antigua-barbuda/>

¹⁰⁴ [Support and Referral Centre – Directorate of Gender Affairs \(gov.ag\)](#)

Gender relevant legal framework and institutional arrangements

Legal Framework

The summary provided in this section highlights the key laws, policies, and international commitments relevant to the social, environmental, and economic framework guiding projects in Antigua and Barbuda, emphasizing gender considerations and sustainable development.

National Legislation

Antigua and Barbuda Labour Code (1975, with significant amendments): Prevents discrimination in employment based on various attributes, including race and gender. Labour Code (Amendment) Act 2010 - This amendment focuses on the protection of workers' rights and introduced provisions related to the employment of young persons and women.

Constitution of Antigua and Barbuda (1981): Prohibits discrimination based on sex and outlines that discriminatory treatment cannot occur due to race, origin, political beliefs, and sex.

Sexual Offences Act (1995/amended in 2004): This act criminalizes various forms of sexual violence and abuse, including rape and sexual assault. It aims to protect the rights and dignity of victims and emphasizes the importance of consent.

Disaster Management Act (2002): Organizes preparedness and response for natural and man-made disasters.

Childcare and Protection Act (2004): Creates a Child Protection Agency and sets standards for child-care facilities, emphasizing child safety and the prohibition of child labor.

Domestic Violence Act (2015): This Act provides protection to individuals from domestic violence. It establishes legal mechanisms for the prevention and protection of victims, allowing them to seek restraining orders and providing for the care and support of those affected by domestic violence. The Act recognizes the importance of addressing domestic violence as a critical gender issue.

Disabilities and Equal Opportunities Bill (2017): Protects the rights of persons with disabilities, aiming to eliminate discrimination and ensure equal participation in society.

Environmental Protection and Management Act (2019): Serves as the principal framework for environmental governance, integrating Multilateral Environmental Agreements and promoting sustainable management.

National Policies

National Youth Policy (2007): Aims to empower youth across various domains such as education, health, employment, and gender equality.

National Poverty Strategy (2011-2015): Focuses on building resilience through environmental sustainability and integrating disaster risk reduction into planning processes.

Internal Policies

Department of Environment Gender Policy (2018): The Department of Environment in Antigua and Barbuda established its Gender Policy in 2018. This policy aims to integrate gender considerations into environmental management and projects and promotes gender equality in the context of sustainable development¹⁰⁴, it also designates gender officers to support in this work.

Environmental and Social Safeguard Policy (2018): In this policy the Department of Environment (DOE) in Antigua and Barbuda requires that all projects comply with standards set forth in Multilateral Environmental Agreements (MEAs) and the Environmental Protection Management Act of 2015, addressing issues like biodiversity and climate change. Additionally, the DOE emphasizes the importance of aligning projects with human rights, social protection, and gender conventions to which the government is a signatory¹⁰⁵.

Multilateral Agreements and International Conventions

Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) (1979): Protects women's rights and promotes equal representation and opportunities.

¹⁰⁴ Government of Antigua and Barbuda (2018) Department of Environment (DoE)(2018) Gender Policy

¹⁰⁵ Government of Antigua and Barbuda (2018) Department of Environment (DoE)(2018) Environmental and Social Safeguards Policy

Convention on the Rights of the Child (1989): Ensures children's rights in civil, political, and social contexts.

United Nations Framework Convention on Climate Change (UNFCCC, 1992): Provides a framework for climate action, emphasizing gender balance in climate policy.

Beijing Declaration and Platform for Action (1995): Calls for women's active involvement in environmental decision-making.

UN Convention on the Rights of Persons with Disabilities (CRPD) (2006): Ensures rights for persons with disabilities, promoting equal access to rights and freedoms.

Rio+20 Outcome Document (2012): Affirms the need for gender-sensitive policies in sustainable development.

Sustainable Development Goals (SDGs) (2015): The 2030 Agenda for Sustainable Development, adopted by all United Nations Members States in 2015, created 17 world Sustainable Development Goals (SDGs), including Goal 5, which aims to achieve gender equality and empower all women and girls. The aim of these global goals is "peace and prosperity for people and the planet" – while tackling climate change, promoting gender equality, and working to preserve oceans and forests.

UNFCCC Gender Action Plan (2017): Aims to enhance women's participation in climate-related processes and policies.

Institutional arrangements

In Antigua and Barbuda, the Directorate of Gender Affairs (DoGa) within the Ministry of Social Transformation, Human Resource Development, Youth, and Gender Affairs spearheads the development and execution of gender policies.

Antigua and Barbuda does not have a specific national gender policy that has been formalized as of now¹⁰⁶. However, there are ongoing efforts to develop a comprehensive National Gender Equality Action Plan and policy. This initiative is being undertaken by the DoGa with the aim of aligning gender considerations with the national development strategy. The process involves national consultations with civil society and various government levels, ensuring that the proposed plan incorporates monitoring and evaluation frameworks for accountability.

Meanwhile, the Department of the Environment (DOE) developed in 2018 a gender policy¹⁰⁷ that focuses on the impacts of climate change and environmental policies on gender. This strategy also aims to create specific policies and project designs to address gender disparities. By implementing this approach, the DOE seeks to enhance project effectiveness, reduce risks, and increase the likelihood of securing support from primary beneficiaries¹⁰⁸.

In 2018, the DOE has also developed the Environmental and Social Safeguards Policy of Antigua and Barbuda, establishing guidelines for managing environmental and social risks in development projects, particularly those funded by international sources like the Green Climate Fund (GCF). It emphasizes gender responsiveness by integrating gender considerations into all programs, ensuring equal access to resources, justice, and environmental information for both women and men. In this policy, the DOE promotes a gender-sensitive workplace that influences project development and implementation. Continuous gender sensitization training is provided to staff, partners, and community groups. Additionally, all partners and contractors must either have a gender policy or collaborate with the Directorate of Gender Affairs to develop one, reinforcing the commitment to gender equality within environmental framework¹⁰⁹.

Gender, Climate Change and Early Warning Systems and Disasters Response

Impact of Climate Change and Disasters on Women

In 2020 and 2021, UN Women conducted studies highlighting the gendered impact of climate change and disasters in the Caribbean, including Antigua and Barbuda¹¹⁰. These studies revealed significant gender differences in how men and women experience the effects of natural hazards, with women, particularly those heading households, being disproportionately

¹⁰⁶ [Antigua and Barbuda | UN Women – Multi-Country Office – Caribbean: https://caribbean.unwomen.org/en/caribbean-gender-portal/antigua-and-barbuda](https://caribbean.unwomen.org/en/caribbean-gender-portal/antigua-and-barbuda)

¹⁰⁷ [Microsoft Word - Approved DOE Gender Policy.docx \(adaptation-fund.org\): https://caribbean.unwomen.org/en/caribbean-gender-portal/antigua-and-barbuda](https://caribbean.unwomen.org/en/caribbean-gender-portal/antigua-and-barbuda)

¹⁰⁸ GCF document (October 2020). Gender Assessment FP133: Resilience to hurricanes in the building sector in Antigua and Barbuda Antigua and Barbuda | DOE_ATG | B.26/02, p 10

¹⁰⁹ Government of Antigua and Barbuda (2018) Department of Environment (DoE)(2018) Environmental and Social Safeguards Policy [Microsoft Word - Approved DOE Environmental and Social Safeguard Policy.docx \(adaptation-fund.org\): https://www.adaptation-fund.org/wp-content/uploads/2016/12/Approved-DOE-Environmental-and-Social-Safeguard-Policy.pdf](https://www.adaptation-fund.org/wp-content/uploads/2016/12/Approved-DOE-Environmental-and-Social-Safeguard-Policy.pdf)

¹¹⁰ UN Women Multi-Country Office (MCO) Caribbean (November 2020). Gender Inequality of Climate and Disaster Risk and Cost of Inaction (GICDR) Study & UN Women Multi-Country Office (MCO) Caribbean & International Institute for Sustainable Development (IISD) (2021) and (UN Women) Gender-Responsive Resilience Building in the Caribbean: Understanding the Role of Knowledge, Attitudes, Behaviours, and Practices in Coordination Mechanisms for Climate Change and Disaster Risk Reduction.

affected. For instance, as already illustrated above, women in female-headed households face financial instability when sectors like tourism, on which they heavily rely, are disrupted by disasters. This was evident during the COVID-19 pandemic, where the absence of income support exposed many women to financial hardship.

Men, who dominate sectors like fisheries, also face challenges, but the loss of equipment like boats mainly impacts their financial stability. On the other hand, women's caregiving roles, especially for children and the elderly, also leave them vulnerable when infrastructure, such as roads and healthcare, is compromised by disasters. Pregnant women and those with disabilities are particularly at risk due to inadequate access to medical care during emergencies. Women's health, especially maternal health, is at heightened risk from post-disaster issues like disease outbreaks, while mental health services remain underutilized by men.

Moreover, female-headed households (that account for nearly half of all households in the country) often struggle to access disaster information and resources due to economic limitations, such as the inability to afford data plans for mobile devices, smartphones or transportation to social services. This lack of access exacerbates their vulnerability during and after disasters. The studies also underscored gaps in policies addressing gender inequality in disaster risk and climate change, with a lack of gender-focused indicators or policies in place.

Overall, the need for gender-responsive policies and improved infrastructure to assist women, especially those leading households, in tackling climate change and disaster risks is evident¹¹¹.

Women's Representation and Participation in climate and DRM Sectors

Women in Antigua and Barbuda face ongoing challenges in political leadership, holding just 5.6% of seats in the national parliament, which reflects broader gender disparities in decision-making roles. These disparities extend into key sectors like infrastructure and energy, where women are underrepresented in technical fields but dominate administrative roles. Childcare and household responsibilities further limit women's ability to engage in disaster recovery, particularly for single-parent households. This vulnerability weakens their resilience to climate change and delays recovery efforts in key public services¹¹².

Despite these challenges, women play significant roles in disaster management and climate change. The National Office of Disaster Services (NODS) has women in nine (9) of the seventeen (17) district disaster coordinator positions¹¹³. Meanwhile, in the Meteorological Services, responsible for issuing warnings and forecasts and managing the early warning system (EWS), out of eight (8) meteorologists and forecasters, two (2) are women, and among thirteen (13) meteorology observers, five (5) are women (2018). Additionally, both the Directorate of Gender Affairs (DoGA) and the Department of Environment (DoE) are led by female directors. The Government of Antigua and Barbuda has made efforts to incorporate a gender perspective into disaster risk management (DRM) at the national, sectoral, and agency levels. Similarly in areas related to climate change, women are strongly present primarily through the Department of Environment as the government's negotiator for climate change and main implementing body of the Paris Agreement. As of 2021, the staffing of the Department of Environment (including administrative and technical) is primarily female¹¹⁴.

Following Hurricane Irma in 2017, women played a key role in the creation and distribution of dignity kits—containing essential health and hygiene items—to affected communities, as well as in recovery efforts through their involvement in the Barbuda Council, where over half of its 11 members are women¹¹⁵. Nevertheless, despite the presence of women in leadership positions within DRM-related organizations, this has not necessarily resulted in gender-responsive policies or

¹¹¹ Cfr. UN Women/EnGenDER (November 2021) Gendered Impacts of climate change and disasters risk in Antigua and Barbuda- policy brief [EnGenDER Gender Inequality CC DRR Brief Antigua and BarbudaF_20220203.pdf \(unwomen.org\)](https://www.unwomen.org/en/digital-library/publications/2021/11/gendered-impacts-of-climate-change-and-disasters-risk-in-antigua-and-barbuda-policy-brief)

¹¹² ESS Officer within the Project Management Unit (PMU) of the Department of Environment, Ministry of Health, Wellness and the Environment (October, 2019) Gender Assessment and Gender and Social Inclusion Action Plan- Climate Change program- Resilience to hurricanes, floods and droughts in the building sector in Antigua and Barbuda

¹¹³ World Meteorological Organization (WMO). 2018. Caribbean 2017 Hurricane Season. An evidence-based Assessment of the Early Warning System. https://library.wmo.int/doc_num.php?explnum_id=5459

¹¹⁴ UNFCCC (2022) Antigua and Barbuda National Gender Submission. <https://genderclimatetracker.org/resource/23227>

¹¹⁵ [Local Government - Barbudaful: https://barbudaful.net/the-barbudaful-community/barbudaful-politics/local-government/](https://barbudaful.net/the-barbudaful-community/barbudaful-politics/local-government/)

World Bank (2021) Antigua and Barbuda Country Gender Scorecard. https://worldbankgroup.sharepoint.com/mcas.ms/sites/LCR/Documents/Gender/Country%20Scorecards/LCR%20Country%20Gender%20Scorecards%202021/Antigua_barbuda_SCORECARD-OK-linked.pdf?McasTsid=20892
Directorate of Gender Affairs (DoGA) (2019). Antigua and Barbuda Review of the Beijing Declaration and Platform for Action: 2014–2019. Antigua and Barbuda: Directorate of Gender Affairs. https://www.cepal.org/sites/default/files/informe_beijing25_antigua_y_barbuda.pdf.

practices within the sector¹¹⁶. Women's contributions, although critical, are still hindered by broader systemic gender imbalances that reduce their influence in technical, political, and climate-related fields.

Gender in Early Warning Systems and Disaster Preparedness

In Antigua and Barbuda, men and women reportedly prepare for and respond to climate-related events in different ways, highlighting the role of gender in shaping resilience, as shown by the data and reports in this section.

Evacuation and Shelter Access: Women in rural areas of Antigua and Barbuda face specific challenges related to mobility, primarily due to limited transportation options. During climate events, pregnant women, elderly women, and persons with disabilities (PWDs) may be particularly vulnerable as roads become inaccessible and coastal areas are prone to flooding. To address the risks of gender-based violence (GBV) in shelters, the Directorate of Gender Affairs (DoGA), in collaboration with the United Nations Population Fund (UNFPA), UN Women Caribbean Multi-Country Office, and the International Organization for Migration (IOM), developed guidelines to prevent sexual assault and GBV in shelter settings. They also provided training for shelter managers on implementing these guidelines¹¹⁷.

Early Warning Systems (EWS): As noted in a 2018 report by the World Meteorological Organization (WMO)¹¹⁸, radio remains a key source of hazard information, though social media is gaining influence in the region as evidenced through surveys taken during project preparation. Platforms like WhatsApp and Facebook, accessed via mobile phones, are becoming increasingly relevant for early warnings. While the internet serves as a valuable tool for disseminating warnings, it may inadvertently create barriers related to gender, location, and ethnicity, even if there is limited data on the digital divide between men and women in Antigua and Barbuda. UN Women in its 2021 policy brief¹¹⁹ notes that most households in Antigua and Barbuda have at least one mobile phone during disasters, allowing them to access critical information. Nevertheless, low-income female-headed households may lack access to data plans that are required by mobile phones for receiving disaster alerts.

Additionally, the 2018 WMO assessment which included Antigua and Barbuda in its review of EWS systems, identified the following key gender considerations: (i) women and men may respond differently to EWS based on how they spend their time; (ii) differences in household decision-making power and family structures; (iii) the type of economic activities they engage in; and (iv) how they perceive risk. The review recommended improvements, such as collecting and analysing gender-specific risk and vulnerability data, establishing feedback mechanisms to ensure warnings reach key stakeholders (especially women and vulnerable groups), and tailoring communication systems to address the different needs of urban and rural populations, men and women, young and elderly, and people with disabilities. It also suggested greater use of amateur radio and community alerts via social media¹²⁰.

Disaster Preparedness: UN Women in its 2021 policy brief¹²¹ reveal that women in Antigua and Barbuda tend to spend more on disaster preparation, stocking up on essentials when alerted to an upcoming disaster. However, this can increase their financial vulnerability if recovery takes longer than expected. This is supported by the Government of Antigua and Barbuda and Adaptation Fund report (2020), which found that women in the country spend an average of US\$800 more than men on disaster preparedness, including supplies such as shutters, tape for windows, food, and clothing. While this finding warrants further analysis to understand the driving factors and impacts, global evidence suggests that women's household responsibilities and family roles may influence their disaster preparedness¹²². Notably, the Government of Antigua and Barbuda launched a social housing program in 2018 targeting vulnerable urban populations, with a focus on women, particularly single mothers. This initiative has improved access to safe, affordable, and climate-resilient housing for women, acknowledging their vulnerability and often disadvantaged status¹²³.

¹¹⁶ Canada Caribbean Resilience Facility(CRF); Canada,Global facility for Disaster Reduction and Recovery (GFDRR), the World Bank (2022) Gender and Disaster Risk Management. Antigua and Barbuda Country Profile.

¹¹⁷ Directorate of Gender Affairs (DoGA) (2019). Antigua and Barbuda Review of the Beijing Declaration and Platform for Action: 2014–2019. Antigua and Barbuda: Directorate of Gender Affairs. https://www.cepal.org/sites/default/files/informe_beijing25_antigua_y_barbuda.pdf.

¹¹⁸ World Meteorological Organization (WMO). 2018. Caribbean 2017 Hurricane Season. An evidence-based Assessment of the Early Warning System. https://library.wmo.int/doc_num.php?explnum_id=5459

¹¹⁹ UN Women/EnGender (November 2021) Gendered Impacts of climate change and disasters risk in Antigua and Barbuda- policy brief [EnGender Gender Inequality CC DRR Brief Antigua and BarbudaF_20220203.pdf \(unwomen.org\)](#)

¹²⁰ National Office of Disaster Services (NODS) (2018). Multi-Hazard Early Warning Systems Report for Antigua and Barbuda. St. John's, Antigua and Barbuda: NODS.

¹²¹ UN Women/EnGender (November 2021) Gendered Impacts of climate change and disasters risk in Antigua and Barbuda- policy brief [EnGender Gender Inequality CC DRR Brief Antigua and BarbudaF_20220203.pdf \(unwomen.org\)](#)

¹²² Erman A., De Vries Robb S. A., Thies S. F., Kabir K., and Maruo M. 2021. Gender Dimensions of Disaster Risk and Resilience. Existing Evidence.

¹²³ Directorate of Gender Affairs (DoGA) (2019). Antigua and Barbuda Review of the Beijing Declaration and Platform for Action: 2014–2019. Antigua and Barbuda: Directorate of Gender Affairs.

Opportunities for the project to support: Effective access to communication on early warnings and hazard response present an opportunity for the project to support women in making informed decisions that may reduce their impact to climate related hazards. In this regard the project must look to enable communications solutions that are accessible regardless of data plans and access to smart phones. In addition surveys taken in project development demonstrated the relevance of leveraging community organizations and social structures to enhance capacity building to not only disseminate information regarding hazards but also on potential preventive responses that allow for early access. Finally, increasing the lead time of early alerts to allow for planning and decision making as well as potential preventive actions would allow women headed households to ensure measures to reduce vulnerability.

DRM Policies and Gender

The Government of Antigua and Barbuda is making progress in incorporating gender considerations into disaster risk management (DRM) across national, sectoral, and agency levels. The National Office of Disaster Services (NODS) collaborates with the Caribbean Disaster Emergency Management Agency (CDEMA) to integrate gender into disaster risk reduction efforts. However, most national disaster policies still lack specific gender content¹²⁴.

The Environmental Protection and Management Act of 2019, outlines the Department of Environment's (DoE) role in leading climate resilience efforts. Through the Sustainable Island Resource Framework Fund (SIRF Fund), the government provides financial support for vulnerable groups, including loans for female-headed households to boost climate resilience. The Act also requires periodic gender impact assessments of the Fund's projects. Meanwhile the National Strategic Biodiversity Action Plan aims to ensure sustainable use of biodiversity in Antigua and Barbuda. It aligns with international goals like the Aichi Biodiversity Target 14¹²⁵, focusing on restoring ecosystems that benefit women, indigenous groups, and vulnerable communities.

The DoE's Gender Policy promotes gender mainstreaming in environmental management, emphasizing the active involvement of both men and women. The 2018 Environmental Social Safeguard Policy reinforces this by mandating environmental, social, and gender screening of projects, and ensuring vulnerable groups are consulted and included in decision-making¹²⁶.

However, a review of Antigua and Barbuda's Post-Disaster Public Financial Management found that gender equality is not factored into resource allocation for disaster response. A UN Women survey identified gaps in understanding gender concepts and biases, such as the expectation that women prioritize family over career, as well as a lack of gender-disaggregated data in the sector¹²⁷.

Potential Opportunities for the project to support

- In the preparation of climate information ensure that consultations with end users incorporate women-only consultations and Focus groups, or discussions with women leaders and organizations at rural and urban level, particularly accounting for coastal populations that are most affected. This will allow a better assessment of needs and preferred communication channels for women, ensuring that content and structure of message and timing to relay message as well gender communicator communicating the message.
- For the planning of activities related to the design and dissemination of alert messages, the project will work to enable support networks in the form of local cooperation groups. Additionally, the project will look to ensure that training and awareness workshops are organized on interpreting early warnings and response measures and are

¹²⁴ World Bank. (2021) Gender-Responsive Disaster Preparedness and Recovery in the Caribbean: Desk Review. Canada Caribbean Resilience Facility. <https://openknowledge.worldbank.org/handle/10986/35215>

¹²⁵ The Aichi Biodiversity Targets were established during the CBD's 10th Conference of the Parties in 2010 in Aichi, Japan. These 20 targets aim to halt the loss of biodiversity by 2020 and provide a framework for action by governments, NGOs, and other stakeholders. They cover various aspects of biodiversity, including habitat protection, species conservation, and the integration of biodiversity into national policies and planning. Each target is designed to address specific drivers of biodiversity loss, promote sustainable practices, and enhance awareness and participation in conservation efforts. **Target 14:** By 2020, ecosystems that provide essential services, including services related to water, and contribute to health, livelihoods and well-being, are restored and safeguarded, taking into account the needs of women, indigenous and local communities, and the poor and vulnerable. [Aichi Biodiversity Targets \(cbd.int\)](http://www.cbd.int/targets/)

¹²⁶ Canada Caribbean Resilience Facility (CRF); Canada, Global facility for Disaster Reduction and Recovery (GFDRR), the World Bank (2022) Gender and Disaster Risk Management. Antigua and Barbuda Country Profile

¹²⁷ UN Women/EnGenDER (November 2021) Gendered Impacts of climate change and disasters risk in Antigua and Barbuda- policy brief [EnGenDER Gender Inequality CC DRR Brief Antigua and BarbudaF 20220203.pdf \(unwomen.org\)](https://www.unwomen.org/en/digital-library/publications/2022/03/engender-gender-inequality-cc-drr-brief-antigua-and-barbuda-20220203.pdf)

adapted to the needs and available time of women for their participation, taking into account the double burden placed on women.

- The project will look to support risk management education programs at a community level including in schools and social structures, specifically aimed at women and girls. This would allow to train and equip community members, including women and persons with disabilities, for early warning actions.
- Measures to disseminate information must take into account the existing gender based digital gaps that may become a barrier in receiving early warning alerts and real-time updates. In this regard the project will look to identify technological solutions that are accessible to both men and women, for example looking to identify SMS systems that do not require data plan nor access to smart phone technology.
- Ensure that Comprehensive review and action plan for Emergency Warning (EW) systems provide analysis and strategies to include inclusivity and to address the digital gender gaps, while working to promote the representation and participation of vulnerable groups in preparedness and response activities in community emergency groups.

Monitoring the GAP

The above-outlined Gender Action Plan will ensure effective gender integration and inclusivity, throughout the project, by:

- Regular monitoring and evaluation to track progress and outcomes.
- Bi-annual progress reports to stakeholders.
- Continuous stakeholder engagement for ongoing support and collaboration.

Principal Objective: End-to-end EWS that is inclusive and builds community resilience to climate hazards				
Specific Objective: Make a substantial contribution towards delivering a functioning MHEWS in Antigua and Barbuda, including early/ anticipatory action, focused on addressing the key gaps preventing the MHEWS value cycle from being realized.				
Result 1:				
Activities	Targets/Indicators	Timeline outputs	Responsibility	Estimated Cost/Resources
- Integrate gender-responsive data collection and analysis in DRR capacity development, particularly on disaster risk data, including vulnerability, capacity, exposure of populations	100 % of reports include sex- disaggregated data	Year 1 to Year 5	NODS	--\$50,000
Result 2: Increased awareness and preparedness among women and vulnerable groups in response to hazard warnings issued by Antigua and Barbuda				
- Encourage the participation of women in capacity development related to impact-based forecasting and engage in technical areas sessions to build their capacity - Ensure women have equal opportunities to participate in capacity development related to impact-based forecasting and engage in technical areas, including scholarship programs - Ensure that the training content includes information on how women and men of different ages may be affected by hazards and how to communicate warnings effectively to diverse groups, including children, women, the elderly, persons with disabilities as well as other vulnerable populations. - Include a focus on promoting leadership roles for women in the development and dissemination of early warning systems.	- 50% of female participants in capacity development sessions - 30% of training sessions include gender-sensitive content on the differential impacts of hazards and effective communication strategies for diverse groups. - 40% of women assume leadership roles in the development and dissemination of early warning systems as a result of the training - 100% of women participants report increased confidence and skills in leadership roles related to early warning system development and dissemination, as measured by pre-and post-training surveys. - TBD number of women leading and involved in the development and dissemination of early warning systems.	Year 1 to year 5	PMU	\$200,000
Result 3: Increased gender equality and inclusion in early warning systems and disaster risk communication				

- Ensure gender equality and social inclusion in the carrying out of a comprehensive EW dissemination review and action plan - Integration of inclusion and gender aspects into technical assistance on warning dissemination channels including Common Alerting Protocols (CAP) - Ensure that most vulnerable groups, including women, youth, persons with disabilities, and the elderly are informed by using multi-channels of communication (including loudspeakers in the villages), and have access to mobile early warning systems for instance through targeted SMS front-screen alerts. - Implementation of Gender inclusive Community Early Warning Systems, including intervention led by women, youth, and persons with disabilities.	- Recommendations from the EW dissemination review and action plan explicitly addressed gender equality and social inclusion. - Common Alerting protocols (CAP) and other technical assistance integrated training on inclusion and gender aspects related to warning dissemination channels. - 100% of individuals from vulnerable groups report receiving timely and actionable early warning messages via targeted SMS alerts. - 100% of project beneficiaries receiving news or improved early warning information disaggregated by sex, age, and diversities. - Community early warning systems incorporated gender-responsive elements y.	Year 1 to year 5	NGOs/CSOs& CBOs working on EW Telecommunications Companies Gender and Social Inclusion expert Communication Expert Youth Organizations NODS	\$300,000
Result 4: Increased participation and leadership of women and marginalized groups in national and community early action response initiatives				
- Early Warning & Early Action champions training and equipment for community members including women, persons with disability, children, and youth.	- TBD number of community members, disaggregated by gender, disability status, age, and youth completed EW&EA champion training and received necessary equipment.	Year 1 to 5	PMU	\$50,000
Result 5: Enhanced inclusion of women and marginalized groups in national early warning systems, leading to more equitable disaster preparedness and response.				
- Increasing representation, voices, and participation of most vulnerable groups, particularly women, and elderly people, persons with disabilities in early warning, preparedness, and response. - Integration of GEDSI aspects into SOP and relevant developed protocols on EW - Monitoring, evaluation, and learning frameworks are GEDSI-responsive, including collecting and analyzing disaggregated data, and GEDSI-related case studies, and progress updates on GEDSI implementation of all relevant project reports.	- 1 Number of GEDSI mainstreaming guidelines developed and adopted for early warning (EW) systems. - 2 Number of SOPs and protocols on early warning that explicitly include GEDSI aspects. - 1 monitoring, evaluation, and learning frameworks that include specific GEDSI-related indicators and considerations.	Year 1 to year 5	PMU, NODs	\$100,000

Annex L: UNDP Risk Register

Project Title: <i>Early Warning for ALL (EW4ALL): Antigua and Barbuda</i>	Project Number: PIMS 10407	Date: 01-Oct-25
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#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner	Risk Treatment and Treatment Owner
1	There is a risk that the project fails to consider the needs of all communities, including marginalized groups and people with disabilities	As a result of inadequate stakeholder engagement, insufficient data collection on vulnerable and marginalized groups, poor representation of these groups in decision-making, or lack of inclusive design in project planning	Which will impact in excluding these groups from project benefits and potentially exacerbating inequalities, reducing the overall impact of the project or resulting in the generation of grievances.	1. SOCIAL AND ENVIRONMENTAL (1.1. Human rights) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 1 - Not likely Impact: 3 - Intermediate Risk level: LOW (equates to a risk appetite of CAUTIOUS)	From: 18-Nov-25 To: 18-Nov-30	UNDP	Risk Treatment 1.1: The project is being sensitively designed to ensure the needs of vulnerable groups are well considered and integrated. A Stakeholder Engagement Plan (SEP) has been developed, which takes into account the needs of vulnerable groups, including residents in the island of Barbuda, women, the elderly, youth, people with disabilities and the poorest members. SES and gender staff are involved during project preparation and will be part of the Project Management Unit (PMU) during implementation. Project design is inclusive and the development of policies, trainings, risk assessments, communication platforms etc. will consider the needs of vulnerable groups, and these groups will be proactively consulted. Risk Treatment Owner: UNDP
2	There is a risk that the project does not consider specific gender vulnerabilities	As a result of inadequate stakeholder engagement, insufficient gender-disaggregated data collection, poor representation of	Which will impact in a lack of understanding of how early warnings and disasters are experienced by different groups, and a lack of gender equity in the project's activities.	1. SOCIAL AND ENVIRONMENTAL (1.2. Gender equality and women's empowerment) - UNDP Risk	Likelihood: 1 - Not likely Impact: 3 - Intermediate Risk level:	From: 18-Nov-25 To: 18-Nov-30	UNDP	Risk Treatment 2.1: The project is cognizant that women frequently bear the brunt of disasters, and that early-warning systems should address the full range of hazards faced by communities, including women. For this, country-specific gender analysis is

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner	Risk Treatment and Treatment Owner
		these groups in decision-making, or lack of inclusive design in project planning		Appetite: CAUTIOUS	LOW (equates to a risk appetite of CAUTIOUS)			essential. The project has developed a Gender Analysis and Action Plan (GAAP) outlining gender norms, legislation, barriers and opportunities, including with a specific focus on early warnings and disasters. An action plan with detailed gender targets, based on the gender analysis and the specific country activities, also forms part of the GAAP. Gender staff will be hired during project implementation to be part of the A&B PMU. The Grievance Redress Mechanism (GRM) is detailed in the SEP and includes considerations for SEAH complaints. The global GRM described in the ESMF is also available as are UNDP's Accountability Mechanism (SRM/SECU). Risk Treatment Owner: UNDP
3	There is a risk that the project's small retrofit works, as well as installation of marine buoys, could lead to waste and environmental disturbances.	As a result of poor planning and waste management	Which will impact in environmental degradation	1. SOCIAL AND ENVIRONMENTAL (1.11. Pollution prevention and resource efficiency) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 1 - Not likely Impact: 2 - Minor Risk level: LOW (equates to a risk appetite of CAUTIOUS)	From: 18-Nov-25 To: 18-Nov-30	UNDP	Risk Treatment 3.1: The project Environment and Social Management Framework (ESMF) includes an Environment and Social Codes of Practice (ESCP) to guide the conduct of repairs and installation to avoid environmental impacts, including waste and any biodiversity impacts. Risk Treatment Owner: UNDP
4	There is a risk that accidents during small works, installation and maintenance	As a result of a lack of Occupational Health and Safety (OHS) measures	Which will impact injuries to workers or community members	1. SOCIAL AND ENVIRONMENTAL (1.10. Labour and working	Likelihood: 1 - Not likely Impact:	From: 18-Nov-25 To: 18-Nov-30	UNDP	Risk Treatment 4.1: Installation will follow local protocols and be done sensitively. The project Environment and Social

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner	Risk Treatment and Treatment Owner
				conditions) - UNDP Risk Appetite: CAUTIOUS	3 - Intermediate Risk level: LOW (equates to a risk appetite of CAUTIOUS)			Management Framework (ESMF) includes an Environment and Social Codes of Practice (ESCAP) to guide installation and maintenance and includes guidelines to ensure sound Occupational Health and Safety (OHS) practices during construction and maintenance, including in the event of natural disasters. Risk Treatment Owner: UNDP
5	There is a low risk of Gender Based Violence/Sexual Harassment	As a result of consultants and/or other workers potentially being in contact with communities, including women and children, during the course of project activities, such as small works and consultations	Which will impact in the safety of women and children.	1. SOCIAL AND ENVIRONMENTAL (1.2. Gender equality and women's empowerment) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 1 - Not likely Impact: 2 - Minor Risk level: LOW (equates to a risk appetite of CAUTIOUS)	From: 18-Nov-25 To: 18-Nov-30	UNDP	Risk Treatment 5.1: Codes of Conduct will be put in place for all national and international consultants. This will be included in the Environment and Social Management Framework (ESMF). UNDP adheres to the Secretary-General Bulletin on sexual exploitation and abuse applicable to all UN staff including those working for UNDP and other separately administered organs and programmes of the United Nations. Information on sexual exploitation and abuse is also included in the UNDP Code of Ethics. Standards of conduct related to sexual harassment are covered by the Policy on harassment, sexual harassment, discrimination, and abuse of authority. Risk Treatment Owner: UNDP
6	There is a risk that Project activities related to the collection, archiving,	As a result of poor data management practices	Which will impact on data privacy.	1. SOCIAL AND ENVIRONMENTAL (1.1. Human rights) - UNDP	Likelihood: 1 - Not likely Impact:	From: 18-Nov-25 To: 18-Nov-30	UNDP	Risk Treatment 6.1: Through its design and implementation, the project will take measures to ensure data is protected and

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner	Risk Treatment and Treatment Owner
	processing, management and delivery of data may include the handling of personal information			Risk Appetite: CAUTIOUS	2 - Minor Risk level: LOW (equates to a risk appetite of CAUTIOUS)			used within the boundaries of the project. Best practice on data privacy will be implemented across the project's activities. Risk Treatment Owner: UNDP
7	There is a risk that Safeguard measures are not properly implemented	As a result of duty-bearers not having the capacity to meet their obligations in the Project	Which will impact in safeguard risks being amplified.	1. SOCIAL AND ENVIRONMENTAL (1.1. Human rights) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 1 - Not likely Impact: 3 - Intermediate Risk level: LOW (equates to a risk appetite of CAUTIOUS)	From: 18-Nov-25 To: 18-Nov-30	UNDP	Risk Treatment 7.1: This risk has been addressed in the project design through the provision of technical assistance and coordination activities in all outputs. Technical support from partner agencies will be provided to each country, including hands-on support and training, to ensure they can improve their capacities and make the best use of EWS. Dedicated SES and gender staff are being hired which will further help to ensure that the project's safeguards requirements are well implemented. Risk Treatment Owner: UNDP

Annex M: Letter of Agreement with the government in case UNDP Support Service Costs are applied

Not Applicable

Annex N: HACT micro assessment and Partner Capacity Assessment Tool (PCAT)

[Under development by MCO]

Annex O: Additional agreements

N/A

Annex P: UNDP Project Quality Assurance Report (to be completed in UNDP Quantum+ and the printout to be attached to the project document)

[MCO has drafted an offline version; awaiting confirmation of Quantum details to load and print out the report]

Annex Q: Monitoring Activity Table

Please fill in this table based on the M&E Plan from the project design stage (i.e. the plan submitted to the GCF prior to approval by its Board.)

Monitoring Activity	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods ¹²⁸	Frequency	Responsible for data collection
Fund Level Impact from the results framework	Indicator 1 Direct and Indirect beneficiaries - Most vulnerable people and communities	Midterm: Total: 45,000 Women: 22,500 Men: 22,500. Indirect: 55,000 End: Total: 91,500 Women: 49,200 Men: 42,300. Indirect: 114,000	Direct: Individuals who receive i) targeted support from a GCF-funded intervention and ii) a measurable adaptation benefit from a GCF-funded intervention. The target covers universal access to accurate, timely, and easily understandable early warning advisories for the entire population. Indirect: Individuals who do not receive targeted support from a GCF-funded intervention but are likely to receive a measurable adaptation benefit from the GCF-funded intervention. The target considers average number of international visitors over the hurricane season (June–November).	Direct: Surveys and feedback forms, mobile network operator statistics, and feedback from community consultations. Indirect: Population data from national authorities, mobile network and radio coverage data.	Project inception and annual review	PMU M&E Expert UNDP MCO
	Indicator 2 Beneficiaries (female/male) covered by new or improved early warning systems	Midterm: Total: 11,620 Women: 5,975 Men: 5,465 End: Total: 77,775 Women: 40,620 Men: 37,155	Individuals (male and female) that have been covered by new or improved early warning systems for climate change related risks and hazards following GCF-funded support. Target assumes 50% of the direct beneficiaries reached at mid-term and 85% of direct beneficiaries reached at long term		Project inception and annual review	PMU M&E Expert UNDP MCO
	Indicator 3 Change in expected losses of lives due to the impact of extreme climate-related disasters in the geographic area of the GCF intervention	Midterm: 80% reduction in fatalities due to extreme climate-related disasters, such as floods and droughts, in targeted areas. End:	Reduction in expected losses of lives during a disaster and as a direct result of a disaster. Target assumes that should an extreme event occur during the project monitoring period, that universal early warning coverage will	Registers maintained by relevant authorities and agencies involved in disaster response, field-based sample surveys	Project inception, midterm and final evaluation.	PMU M&E Expert UNDP MCO

¹²⁸ Data collection methods should outline specific tools used to collect data and additional information as necessary to support monitoring. The PIR cannot be used as a source of verification.

Monitoring Activity	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods ¹²⁸	Frequency	Responsible for data collection
		95% reduction in fatalities due to extreme climate-related disasters in highly vulnerable areas.	enable anticipatory action to prevent loss of life.			
Project Outcome 1 ARA1 Most vulnerable people and communities	Indicator 4 Degree to which GCF investments contribute to strengthening institutional and regulatory frameworks for low emission climate-resilient development pathways in a country-driven manner	<i>High</i>	Targets scenario is that supportive national legislative and institutional frameworks are in place to provide optimal disaster management, creating a cohesive, reliable, efficient, and effective MHEWS capable of saving lives and reducing harm in Antigua and Barbuda. All parts of the system work together seamlessly, resources are mobilised and used wisely, roles are clear, and the system can adapt and improve over time.	Baseline, Midterm and End-term monitoring assessments including disaster losses and damages reports Collection tools: focus group discussions, Government data records, field visits, document review, digital surveys and questionnaire	Project inception, midterm and final evaluation.	<i>PMU M&E Expert</i> <i>UNDP MCO</i>
	Indicator 5 Degree to which GCF investments contribute to technology deployment, dissemination, development or transfer and innovation	<i>High</i>	Targets scenario is that Pillar 2 processes — hazard observation, monitoring, and analysis — are fully integrated into the MHEWS value chain, enhancing risk knowledge (Pillar 1) and providing the insights needed for impact-based forecasts, which improve disaster preparedness and response (Pillar 4). Access to local marine and land-based hydrological data is better equipping agencies in Antigua and Barbuda to deliver these resilience-enhancing and potentially life-saving services to the public.	Baseline, Midterm and End-term monitoring assessments including disaster losses and damages reports Collection tools: focus group discussions, Government data records, field visits, document review, digital surveys and questionnaire	Project inception, midterm and final evaluation.	<i>PMU M&E Expert</i> <i>UNDP MCO</i>
	Indicator 6 Degree to which GCF investments contribute to effective knowledge generation and learning processes, and use of good practices, methodologies and standards	<i>High</i>	Targets scenario is that Antigua and Barbuda has an effective knowledge-management system, covering both data generation and management of data, allowing authorities and scientists to prioritise which hazards to monitor and analyse. The system will extend beyond purely scientific data to include the collection of	Baseline, Midterm and End-term monitoring assessments including disaster losses and damages reports Collection tools: focus group discussions,	Project inception, midterm and final evaluation.	<i>PMU M&E Expert</i> <i>UNDP MCO</i>

Monitoring Activity	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods ¹²⁸	Frequency	Responsible for data collection
			disaggregated socioeconomic data to better understand the underlying drivers of risk among vulnerable groups. Such data captures the diverse experiences of different population segments, including women, children, the elderly, persons with disabilities, and individuals of varying economic statuses. The risk data will also highlight the unique vulnerabilities of Antigua and Barbuda's distinct geographic regions. In tandem with robust data generation protocols, accessible database management systems support the development of comprehensive and accurate sectoral risk assessments, efficient resource allocation, informed decision-making, and enhanced cross-sectoral collaboration. Incorporating local and indigenous knowledge provides context-specific insights, particularly in remote or underserved areas.	Government data records, field visits, document review, digital surveys and questionnaire		
Project Results (Outputs) 1 Improved Governance and Coordination Mechanisms for Disaster Risk Management in Antigua and Barbuda	Indicator 7 Number of regulatory and institutional frameworks developed and adopted	Midterm: 6 End: 11	Targets cover: • Seven sector-specific policy briefs • Updated draft of the Disaster Management Act • Revised legislation for ABMS • Updated draft regulations for PPA • Updated CDMRP	Records of regulatory frameworks, reports on institutional arrangements, meeting minutes	Project inception and annual review	<i>PMU M&E Expert</i> <i>UNDP MCO</i>
Project Results (Outputs) 2 Enhanced Risk Knowledge, Observation and Forecasting Systems	Indicator 8 Number of comprehensive risk assessments completed and forecasting systems operational	Midterm: 3 risk assessment completed, 1 forecasting system operational End: 7 risk assessments completed,	Targets cover: • National hazard map • Safety audit report on public infrastructure • Social hazard risk assessment report • Hazard risk assessment report for Barbuda Island	Risk assessment reports, operational forecasting systems / models	Project inception and annual review	<i>PMU M&E Expert</i> <i>UNDP MCO</i>

Monitoring Activity	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods ¹²⁸	Frequency	Responsible for data collection
		2 forecasting systems operational	• Telecommunication network quality and infrastructure resilience assessment report • Enhanced Vulnerability and Capacity Assessments • Updated forecast models for Antigua and Barbuda • Regional ocean monitoring and forecast system.			
Project Results (Outputs) 3 Enhanced Warning Dissemination and Disaster Preparedness	Indicator 9 Number of climate warning dissemination channels strengthened and early/anticipatory action plans and procedures instituted	Midterm: 1 Dissemination channel 2 early/ anticipatory action plans and procedures instituted End: 4 Dissemination channels 2 early/ anticipatory action plans and procedures instituted	Dissemination channels include: • Refined CAPCAP app • Operational Cell broadcast Emergency Alert System • Remote control Siren system • Radio/television broadcasts and VHF radio Early/ anticipatory action plans and procedures include: • CEWSs and associated contingency plans • Sectoral disaster management plans/manuals for fisheries agriculture and tourism	Communication strategy reports, monitoring data on warning dissemination, E&AA plans	Project inception and annual review	PMU M&E Expert UNDP MCO

Annex R: On-Granting Provisions Applicable to the Implementing Partner¹²⁹

N/A

¹²⁹ Applicable for non-UNDP Implementing Partner as Grant Making Institution facilitating on-granting.

Annex [S]: Other annexes included in the Funding Proposal annex package approved by the GCF Board

Antigua and Barbuda Feasibility Study.



FP-UNDP-Antigua
and Barbuda–EW4A