

PROJECT DOCUMENT REVISION

Project Title: Strengthening Disaster Management Capacity of Women in the Cooperative Republic of Guyana and Commonwealth of Dominica

Project Number: 00110785

Implementing Partner: UNDP

Start Date: 1 June 2018

End Date: 30 June 2021

PAC Meeting date: 30 April 2018

Brief Description

The current project revision aims at including changes to the budget, correction of errors, and include the necessary components to complete the project document. The general changes are:

Inclusion of the per-country allocation per year summary table. This summary details Guyana and Dominica receiving USD 2,587,575 and USD 2,635,818, respectively. A total of USD 70,500 is included in the Dominica budget for the joint project evaluation.

Correction of errors and adjustment of the budget as the project received USD 223,393 more than expected.

Inclusion of the Quality Assurance (QA) and the Social and Environmental Screening Procedure (SESP) in the Project Document.

Changes specific to Guyana are:

- The budget for the development of a National Flood Early Warning System was underbudgeted by USD 451,480. As a result, USD 350,000 from the Microfinance and USD 100,100 from the gender responsive market and value chain analysis component was used to also supplement this deficit.

Changes specific to Dominica are:

- Specification of piloting the application of Participatory Integrated Climate Services for Agriculture (PICSA) in Dominica as the methodology to be used under activity 1.2 and partnership with the Caribbean Institute for Meteorology & Hydrology (CIMH)
- Refining the target areas
- Development of a Dominica-specific results framework for more targeted activity-level monitoring
- Identification of the partnership with FAO on the ADRM

These changes are necessary in order to refine the project document, specifically by included the QA and SESP which are necessary to complete the project document.

Contributing Outcome of the Multi-Country Sustainable Development Framework (MSDF):
A Sustainable and Resilient Caribbean: Policies and programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy in place.
 Indicative Output(s) with gender marker: GEN 2

- Output 1: Capacities of the target communities and government agencies strengthened for effective, gender-responsive and timely decision making for disaster preparedness
- Output 2: Livelihood resilience strengthened in hazard-prone communities using integrating gender-responsive DRR and sustainable livelihood approaches
- Output 3: Knowledge networks strengthened to foster adoption of best practices in livelihoods for resilience

Total resources required:	5,223,393	
Total resources allocated:	5,223,393	
	UNDP TRAC:	
	Japan:	5,223,393
	Government:	
	In-Kind:	
Unfunded:		

I. DEVELOPMENT CHALLENGE

Small island developing states (SIDS) and low-lying states in the Caribbean are characterised by near or below sea level coastal topography, unprotected infrastructure and undiversified and highly susceptible economic industries, all of which increase the likelihood of major impacts from extreme weather events related to climate change. These vulnerabilities compound many of the development challenges that have beset these countries for decades, including poverty and gender inequality, to the disadvantage of women.

In Dominica, the high vulnerability of Dominica to the ravages of climate change is most pronounced in the rural agricultural sector, which has been decimated by recent extreme weather events. The impact on the agricultural sector in Dominica of Hurricane Maria in 2017, which came two years after the approximately US\$47 million¹ in devastation caused by Tropical Storm Erika, has underscored the need for action on major structural issues within the industry. Preliminary assessment of Hurricane Maria indicate that annual and perennial crops have been almost completely destroyed, threatening the island's food security and impacting livelihoods². The Flash Appeal has highlighted protection, support, and rehabilitation of livelihoods as a key priority, particularly for the most vulnerable groups.

Most recently the impact on the agricultural sector in Dominica of category 5 Hurricane Maria in September 2017, two years after the approximately US\$47 million³ in devastation caused by Tropical Storm Erika, has underscored the need for action on major structural issues within the industry. Preliminary assessment of the impact of Hurricane Maria indicate that annual and perennial crops have been almost completely decimated, threatening the island's food security, destroying livelihoods⁴, and ultimately undermining its economy. Prior to Hurricane Maria, women were highly engaged in subsistence farming or the informal sector through micro-enterprises. The loss of assets, crops, increased reproductive and community work has had a direct impact on income and food security.

Dominica's agriculture sector contribution to real GDP is typically above the regional average⁵ and agriculture remains a mainstay of the Dominican economy, with farming typically done at a small-scale and commercial levels, and an estimated 80% engaged in backyard farming⁶. However, the sector has been shrinking steadily primarily as a result of market shifts and storms/excessive rainfall. Economic losses in agriculture due to extreme weather events in Dominica is well documented from as early as Hurricane David in 1979, and given that agriculture employs up to 40%⁷ of the labour force, where males comprise 85% of skilled agricultural and fishery workers, compared to 15% of females⁸, the country has existed in a continuous state of struggle to keep the sector adaptive and resilient.

Differential vulnerabilities and risks for women and men in the agriculture sector has especially been the concern due to the disproportionate impacts experienced by women. Men's and women's unequal participation in agriculture is linked to gender-based access to land, credit, extension services⁹ and other productive assets, and gendered occupational segregation and differential wages. Men generally own larger parcels of land, are involved in larger scale agricultural production for export, and the rearing of large livestock. Individual women generally have access to smaller plots of land, are more involved in household food production, small scale vegetable production and the rearing of small livestock.¹⁰ The limited access to financing also undermines rural farmers, and in particular, women farmers and agricultural workers, from being able to expand into new markets and move beyond the bounds of the "working poor", many of them having to engage in a range of other livelihood activities for support.

¹ Government of the Commonwealth of Dominica and UNDP. 2016. The Commonwealth of Dominica: Social and Livelihood Assessment Following Tropical Storm Erika

² 2017 Flash Appeal Hurricane Maria

³ Government of the Commonwealth of Dominica and UNDP. 2016.

⁴ 2017 Flash Appeal Hurricane Maria

⁵ FAO Sub-regional Office for the Caribbean. 2015. State of Food Insecurity in the CARICOM Caribbean

⁶ WFP estimates post-Hurricane Maria

⁷ Caribbean Agricultural Research and Development Institute (CARDI) <http://www.cardi.org/country-offices/dominica/>

⁸ Government of the Commonwealth of Dominica. 2014. 2011 Population Census

⁹ Caribbean Development Bank. 2009 Country Poverty Assessment – Dominica vol. 1

¹⁰ Government of the Commonwealth of Dominica and UNDP. 2016.

Poor Dominicans (29% below the poverty line and 11% indigent) have high food expenditure, and are thus more vulnerable to market price rises as they have a narrower gap in their income to absorb an increase. Many are forced to resort to negative coping strategies to meet household needs such as borrowing money, engaging in high risk activities, or reducing the number of meals and food portions. The most extreme food insecurity is experienced by Kalinago population¹¹.

The result of these is a substantial number of people with highly vulnerable livelihoods and increased risk of food insecurity.

Coupled with these, there is a clear deficit in the support that is accessed from agricultural extension services by more remote communities and small farmers. Contributing factors to the limited capacity to meet these technical support needs include the scale and poor accessibility of the areas and lack of transportation resources to visit all the farms in their districts.

The limited integration of gender equality analysis, climate and disaster risk resilience in agricultural practices has meant that food security is consistently undermined in the wake of natural hazards and the increasing impacts of climate change. While these practices are being invested in to some extent in Dominica, they are not mainstreamed in the local agricultural sector due to weak institutional capacity and limited availability of financing.

Guyana shares similar factors that contribute to the vulnerabilities and risks of women and men in the agriculture sector. The vulnerability of the sector to natural hazards represents a real threat to sustainable socio-economic growth, and long-term peace and prosperity at the national level. This is particularly relevant cognisant of the paramount importance of the agriculture sector to national development, food and nutrition security, poverty reduction and livelihood opportunities, especially for vulnerable small farmers, livestock holders and agro-processors.

Guyana is extremely susceptible to a number of hydro-meteorological hazards. Notwithstanding the country's abundance of freshwater, drought represents a concern to the country. Agricultural production takes place predominantly in the coastal and hilly sand and clay regions of the country where the majority of the national population reside. The coastal region lies below sea level at high tide thus making agricultural lands very susceptible to floods and salt water intrusion; and the high concentration of human and economic assets within the low lying Coastal Plain, high intensity seasonal rainfall and the complex network of drainage and irrigation canals of varying structural integrity are principal socio-political and biophysical factors responsible for these vulnerabilities.

For the Hinterland region, where floods often affect the farms, most are situated in the valleys or on hills, often some distance away from the community centres. After the floods, community members are forced to find a new higher ground to farm, usually on sandy soil, shifting to cultivate lands even further away from their communities. This was evidenced in May 2017 floods, resulting in indigenous communities suffering from landslides, food insecurity, and damaged infrastructure and farms. The extensive loss of crops within the communities affected the food availability for the indigenous residents and the concern of potential outbreak of water-borne illness.

Guyana also faces fundamental cross-cutting challenges, with significant impacts on agricultural livelihoods (crops, livestock, forestry and fisheries), poverty reduction, food and nutrition security, and causing extra burdens to women who usually maintain and look after the farms. Many rural Guyanese women are farmers and are involved in all agricultural activities¹². For example, in indigenous communities, men and women are engaged in fishing, farm labour, chainsaw operation, hunting and selling of surplus agricultural produce¹³. Men and women in coastal communities have different roles and responsibilities related to agricultural production. Men are in charge of farms in the backlands of the communities where they plant a diversity of

¹¹ Caribbean Development Bank. 2009 Country Poverty Assessment – Dominica

¹² Rutherford, B. 1996. Women Food Producers in Guyana: Technology and Marketing. IICA and IBD

¹³ Bynoe, P. 2009. Case Study on the Impact of Climate Change on Agriculture on an Indigenous Community in Guyana. UNDP

crops of their choice, both for subsistence (e.g. callaloo and greens) and to sell cash crops (i.e. cassava and bananas). Sometimes women will assist in the farm's watering and planting. Both women and men sell produce in the market. Other social issues such as adolescent pregnancies, domestic and gender-based violence that have complex root causes including poverty also add burden and hindrances to women.

A widespread social norm considers men as producers with control over assets and small businesses; and women as less important stakeholders who process and market the products, or only as beneficiaries, a perception reinforced by many extension officers and male farmers. There are no current data regarding women's involvement in agriculture, but in 1993 the Bureau of Statistics reported that women made up 18.6% of the agricultural work force¹⁴. Legally women are neither denied access to credit resources nor required to have consent to obtain credit; however, other barriers such as the demand for high levels of collateral and high interest rates prevent women from accessing these resources. In decision-making, men tend to be reluctant to be led by a woman in most communities and women are not given equal opportunities in decision-making. In the cases where women are given the chance to articulate their views, these are not likely to be incorporated into plans.¹⁵ "Due to the separation of roles between women and men in agriculture, male farmers tend to bear labour intensive duties whereas female farmers would work on more time-consuming and tedious duties (e.g. weeding) and their work is not valued", whereas when they undertake duties traditionally performed by men they are viewed by their communities as masculine.¹⁶ Additionally, gender issues in indigenous communities are considered to be highly delicate and sensitive matter¹⁷. However, these perceptions might change over time as the gender roles have been changing in many indigenous farming communities, especially when more men seek employment outside of the communities, indigenous women become in charge of farms and single supporters of their families¹⁸.

During hazard events, women and men have different vulnerabilities based on their gender-differentiated roles, responsibilities and social norms that place them in vulnerable positions. Guyanese women are more vulnerable to the effects of disasters due to their subordinate position politically, economically and socially. For example, during the floods experienced, they had greater responsibilities for the care of children and the family due to their reproductive roles.¹⁹ Gender sensitivity has not been considered on a holistic basis across all agencies in DRM response. For instance, during disasters women and children are treated as priority, which leaves men in a more vulnerable position. Also, after a disaster there is an inappropriate handling of women-specific issues and accommodations are not appropriate; women with children usually report challenges associated with shelters such as the lack of privacy.²⁰

Women's issues have not been addressed in agricultural research and extension work assumes that problems in the farming community are the same for men and women²¹. Extension services under the sub-sector agencies, or their respective monitoring and evaluation units do not collect sex-disaggregated data. Overall, Guyana also faces significant challenges with respect to adequate consideration of gender in its DRR and DRM, despite its clear mandate as established through sectorial, national, regional and global commitments, and its comprehensive policy documents, including the DRM Policy 2013-2018.

With respect to early warning systems (EWS), the two countries share similar trends in stressing the need for improvement of EWS. At national level, in the effort to provide relief and respond to the disaster situations, a critical barrier is in understanding of affected communities of the implications of the hydrometeorological information forecasted and shared by the authorities; raised as a constraint to the effective and informed decision-making and actions in disaster preparedness and response.

¹⁴ Rutherford, B. 1996.

¹⁵ UNDP and FAO. 2017. ADRM Gender Strategy

¹⁶ ADRM Gender Strategy Validation Workshop, August 2017

¹⁷ UNDP and FAO. 2017

¹⁸ Bynoe, P. 2009.

¹⁹ UNDP. 2009. Enhancing Gender Visibility in Disaster Risk Management and Climate Change in the Caribbean Country Assessment Report for Guyana

²⁰ Caribbean Development Bank. 2013. Country Strategy Paper (CSP) 2013-2017

²¹ Rutherford, B. 1996.

The government of Dominica is working towards implementing their Low Carbon Resilient Development Strategy 2012-2020 for green economic growth and had drafted a National Agricultural Policy and Action Plan in 2016, with emphasis including expansion of agri-business and food security. However, the recent disaster has derailed progress, leading to reorientation of development towards a climate resilient recovery plan, which includes focus on re-establishing the sector for national food security and supporting small farmers to restart their livelihoods. Preliminary assessments of the impact of Hurricane Maria in Dominica note that in addition to the damage to infrastructure, there was loss of crops as farmers did not have time to harvest, as well tools and irrigation equipment that were not secured and consequently were washed away or damaged, which could have been protected with enough notice. Unfortunately, the need for better EWS was highlighted previously but not yet invested in adequately. Specifically, rapid assessments following the passage of TS Erika highlighted weaknesses in warnings issued before the storm and emphasised the urgent need to improve EWS as a critical element of improving safety to the public and civil protection staff during weather and non-weather-related events. This was again reflected during Maria and many remote communities did not receive adequate warning. For Dominica capacity challenges prevented full implementation and testing of the CBEWS in 2 vulnerable communities under the recently concluded DIPECHO-supported “Strengthening resilience and coping capacities in the Caribbean through integrated early warning systems” project.

For Guyana, considering the multi-hazard vulnerability of the country, the Government of Guyana has taken various steps in order to reduce the disaster risks to livelihoods and to save the lives and assets of the most vulnerable populations of the country. In the aftermath of the 2005 flood in Guyana, it was recognized by the Government, as well as concerned agencies, that there was the need for the design and implementation of a comprehensive DRM and DRR programme in Guyana. Over the past years, significant progress has been made at the institutional level to upscale disaster preparedness and response, and to embrace a comprehensive disaster risk management approach below:

- **Legal Framework**

Draft Disaster Risk Management Bill: This legal framework will provide the legal framework to mainstream DRM and CCA into development planning, enacts the National DRM Platform, and establishes coordination mechanisms with more concrete roles and responsibilities for a disaster emergency management system and a multi-hazard alert system. It also enables a National DRM Fund to be established to assist DRM activities. The DRM Bill also establishes a Natural Resources and Environment Cabinet Sub-Committee with the role of advising Cabinet on DRM issues. The DRM Bill was finalised and submitted to the Cabinet of GoG and currently under the reviewing process.

- **Policy Framework**

The government of Guyana has made progress in developing national legislative frameworks for disaster risk management. In fact, the country has shown progress in identifying disasters and mechanisms for disaster response and mitigation, producing plans for the management of national disasters and to some extent training human resources in disaster response mechanisms.

- *Disaster Risk Management Policy 2014:* The DRM Policy was developed in 2013 and approved by Cabinet in 2014. The Plan aims to establish the guiding principles for DRM in the country to achieve a coordinated, coherent and consistent approach to DRM. Mainstreaming DRM across the sectors is identified as the key strategic objective in the Policy.
- *National Integrated Disaster Risk Management Plan and Implementation Strategy 2013:* The policy was developed to principally address strategic actions over the next decades to tackle floods and droughts encompassing the DRM elements, such as risk identification; prevention and mitigation; financial risk management; and preparedness, response and recovery. The strategy includes a ten-year implementation plan, an overview of technical and financial resources and a Monitoring and Evaluation framework.
- *Multi-Hazard Disaster Preparedness and Response Plan 2013:* It is to provide guidelines and procedures for emergency and disaster management. This Plan focuses on establishing the roles and responsibilities of actors for the mechanisms for early warning and disaster preparedness and response.
- *Early Warning Systems (EWS) Framework 2009:* The Framework sets the overarching principles of the system, clarifying the structures and mechanisms, decision making, communication and dissemination procedures. It provides guidance for implementation of the EWS.
- *Shelter Management and Policy and Standards 2014:* The policy provides a framework for the establishment of a national shelter management body and delegates responsibilities for the activation and closure of shelters by Government at the policy, budgetary and coordination levels. It also recognises the need for maintenance, adherence to minimum standards, training on the establishment of shelters and provision of priority to vulnerable groups. Shelter management standards include considerations and logistics needed prior to and during an emergency. These considerations include the selection, inspection, layout design and structural characteristics, security to services, accommodation, water, sanitation and hygiene and non-good items.
- *Disaster Risk Management Plan for the Agriculture Sector 2013-2018:* The DRM Plan for the Agriculture Sector Plan is currently the only sectorial DRM plan, which presents a multi-hazard holistic framework for effectively mainstreaming DRR into the agriculture sub-sectors, with the long-term goal of protecting livelihoods, social capital, and food and nutrition security.

Following the policy framework, Civil Defence Commission (CDC) is coordinating the implementation of DRM and DRR activities based on its implementation plan. At national level, CDC chairs the National Disaster Risk Management Coordination Platform on quarterly basis. Hydrometeorological Services (Hydromet), the Ministry of Agriculture, is heading the EWS Sub-Committee under the Platform. Three forecasting systems are being utilised to semi-automatically disseminate meteorological early warnings by Hydromet, however, similarly to Dominica, the country’s agriculture sector has suffered greatly from poor investment in EWS and ineffective dissemination and availability of the information. The obstacles that have been identified by the GoG that prevent the coordination platform, decision-makers and communities to make informed decision-making are:

- Lack of capacity in applying hydrological and hydraulic modelling to produce visualised implications of hydrometeorological hazards in the area of interest (non-user friendly);
- Time-consuming and unclear alert dissemination protocols to reach appropriate actors and communities;

- Unclear mandates between the agencies under the EWS Sub-Committee under the National DRM Coordination Platform, without a technical working group.

At community level, community-based DRM (CBDRM) have been introduced to pilot hazard-prone communities across Guyana. Nevertheless, CDC identified the limitation of its approach without incorporating community-based EWS (CBEWS) into its CBDRM, specially for the hazard-prone Hinterland farming communities, due to their remote-ness, the unexpected heavy rain and inundation. This causes food insecurity as well as the livelihood losses, which trigger secondary impacts on other surrounding communities and miners that are dependent on this agricultural produce.

With the aim for the farming communities to make informed decisions in crop options and alternative livelihoods based on climate information and variability, Hydromet has conducted a feasibility study, followed by a national workshop on Participatory Integrated Climate Services in Agriculture (PICSA) in collaboration with CIMH and the University of Reading in 2017. This was to introduce its tool to CDC and the semi-autonomous agencies, such as National Research and Extension Institute, Guyana Livestock Development Authority, under the Ministry of Agriculture. Although PICSA has been included in the work plan of Hydromet, there has been a shortage of financial and human resources to conduct actual implementation of training and PICSA in hazard-prone communities.

Under the UNDP-FAO “Mainstreaming Disaster Risk Management and Disaster Risk Reduction in the Agriculture Sector in Guyana” (ADRM) project, five pilot coastal farming communities are currently implementing CBEWS and have developed community emergency plans. Besides, the same trainers who were trained at the training of trainer workshop on climate information and CBEWS in March were participated at the PICSA workshop to yield maximum understanding and synergies in utilisation of tools among the trainers. As a result, there has been an increasing awareness and understanding arising from the key stakeholders that the role of extension officers in dissemination of climate information to farming communities. This will facilitate the communities to benefit in their informed farming activities and decision-making on crop, livestock and livelihoods options.

Nevertheless, gaps have been identified by the key government stakeholders during the validation workshops in developing a Gender Strategy for the DRR and DRM in the agriculture sector. The major gaps identified were the data collections and technology transfer by extension services under the MoA sub-sector agencies (NAREI, GRDB, GLDA, GMC, Fisheries). No sex-disaggregated data are presently collected by the agencies. Additionally, when transferring technology by extension services, no gender-based needs and priorities, and differential vulnerabilities and capacities of men and women are considered.

II. STRATEGY

Evidence shows that building resilience requires investment far beyond most governments' capabilities, especially in high-risk environments; it requires long timeframes, inclusive approaches, and is "unlikely to succeed if it is approached as a standalone exercise"²². This project theorises that application of improved risk knowledge, strengthened early warning and climate information systems in the key sector of agriculture will result in better decision-making and adaptation measures for resilience of the livelihoods of the most vulnerable populations, namely female farmers in hazard-prone farming communities, when they are directly engaged, and it is responsive to their needs.

The approach will seek to improve the sustainability and resilience of livelihoods and assets of vulnerable and marginalised groups, including women and indigenous people, by simultaneously seeking to enhance national-level risk-informed decision making and community support services they receive, while promoting the application of climate and disaster-resilient approaches within the targeted communities.

Together, it is expected that this will lead to more secure and productive income among the target groups, and enable these populations to better prepare for and reduce disaster losses in future. It will directly contribute to the desired outcome of a Sustainable and Resilient Caribbean with a programmatic approach for climate change adaptation and disaster risk reduction in agriculture, implementing DRR strategies in this sector in Dominica and Guyana. The rights and different characteristics of these groups (e.g. gender, age, poverty levels, culture, etc) will be key factors in the approach to improving their adaptive capacity. Their active participation and feedback in the design, learning and application process will help to ensure the interventions are responsive to their needs, can be sustained, and in particular are accountable to the disaster affected populations that are acutely vulnerable.

The strategy sees gender-responsive interventions in four main areas, which, in synergy, promote hazard-prone communities, especially women, to better prepare for and respond to disasters and, as a result, sustain their livelihoods (Figure 1):

1. Strengthening community and women's capacities in applying mitigation and adaptation measures by hazard-prone communities to reduce livelihood vulnerability. This is designed to address the following immediate problems²³:
 - High exposure to multiple natural hazards with limited risk mitigation, leading to high degree of assets and income losses, particularly female-headed households which have high poverty rates and a limited asset base
 - Women are not given equal opportunities in decision-making.
 - Women are more vulnerable to the effects of disasters due to their subordinate position politically, economically and socially.
 - Inadequate consideration of gender in disaster risk reduction and management
2. Strengthening accessibility and availability of preparedness measures (community-based and national EWS) to hazard-prone communities. This is designed to address the following immediate problems:
 - Vulnerable populations, particularly in the agricultural sector, not adequately equipped to prepare for and recover from natural hazards, having inadequate (whether timeliness, specificity, frequency, etc) access to appropriate hazard and risk information
 - Climate variability exceeds the communities' traditional knowledge and adaptive practices and adversely impacts their agricultural production
 - Remoteness and ineffective communication or dissemination of alerts or EW messages
 - Inadequate maintenance of technology (e.g. radios) by remote communities without telephone connections
 - Lack of capacity in applying hydrological and hydraulic modelling to produce visualised implications of hydrometeorological hazards in the area of interest (non-user friendly)
 - Time-consuming and unclear alert dissemination protocols to reach appropriate actors and communities
 - Unclear mandates between agencies under national and sub-national EWS working groups.
3. Enhancing the opportunities of communities and women's groups accessing financing to accumulate assets/income. This is designed to address the following immediate problems:
 - Disconnect between the scale of farming and accessible financial provisions
 - Small farmers, particularly those in remote areas, are unable to integrate into national value chains and develop sustainable markets for their produce

²² UNDP. 2008. Human Development Report 2007/2008 – Fighting climate change: Human solidarity in a divided world.

²³ See Theory of Change outlined in Annex 1

- Predominantly male control over assets and small businesses
- Perception of women as less important stakeholders
- Demand for high levels of collateral and high interest rates preventing women from accessing credit

4. Enhancing the adoption of best practices through knowledge exchange between communities and women's groups. This is designed to address the following immediate problems:

- Limited exposure to improved techniques and extension services in remote communities
- Undervaluing of women's work in agriculture
- Difficulties promoting women's leadership and empowerment without gender champions

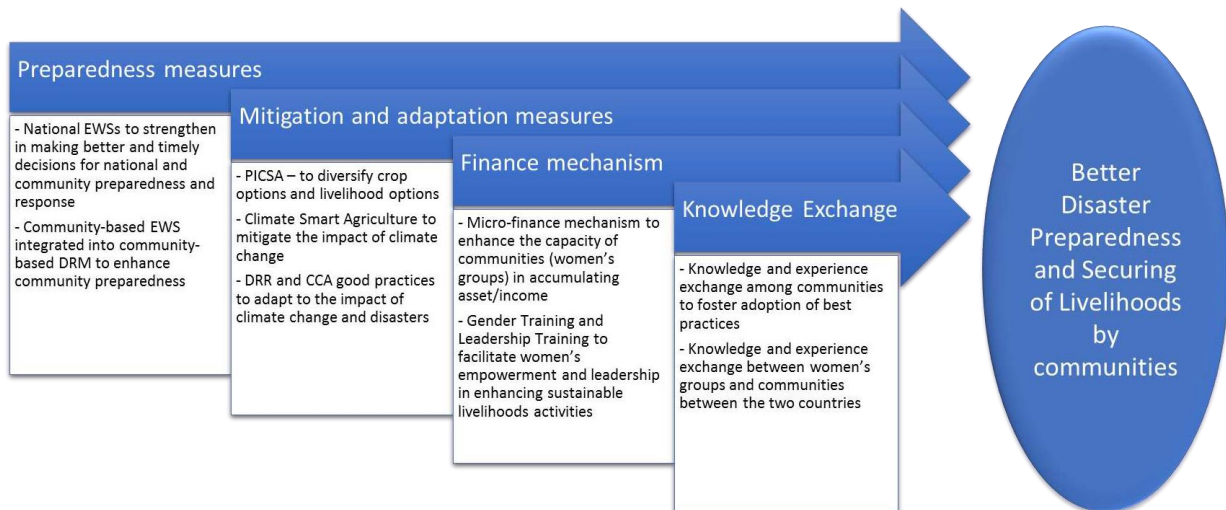


Figure 1: Strategic approach to enhance disaster preparedness and securing of livelihoods by hazard-prone communities

The implementation approach will take into consideration the needs, priorities and constraints of both men and women. Specifically, this will be seen in, inter alia:

- Equal recognition of women and men as farmers with specific needs, preferences, knowledge and institutions
- Equal recognition, respect and enjoyment of the rights of women and men
- Non-discrimination by age, ethnic origin, language, gender, class and beliefs
- Equitable access to information, capacity development and technical support for female and male farmers
- Equal, full and effective participation of female and male farmers in design, implementation and monitoring of project, and equitable contribution to reporting of project success stories and outcomes
- Equal access to grievance and redress mechanisms to female and male farmers
- Participatory analysis of capacities, needs and priorities of various population groups in the target areas (men, women, indigenous groups, the elderly, etc)
- Establishing data and statistics specific to gender-based impact of disasters
- Conducting gender-sensitive vulnerability, risk and capacity assessments
- Ensuring capacity building among technical support agencies (e.g. AEOs) is gender-responsive
- Targeting equal participation of men and women in project activities
- Gender considerations embedded within capacity building activities
- Ensuring equal access of women and men to early warnings, climate information, etc.
- Inclusive and gender-responsive community-level risk identification, preparedness and response planning

Importantly, this project builds on the results of previous initiatives and collaborations, and will form synergies with ongoing projects being implemented by UNDP and other partners. Notably:

- In 2016, the UNDP-FAO “Mainstreaming Disaster Risk Management and Disaster Risk Reduction in the Agriculture Sector in Guyana” project, supported by the Government of Japan, started its implementation to create the basis of mainstreaming Disaster Risk Management Plan in the sector by fostering an enabling environment within the pilot farming communities and relevant agencies under the Ministry of Agriculture, in collaboration with Civil Defence Commission and the Ministry of Communities. The proposed project will follow this momentum to mainstream DRM and DRR in the agriculture sector, with strong focus on building and strengthening disaster resilience and sustainable livelihoods among extended disaster prone Coastal and Hinterland farming communities.
- In 2017, a joint UNDP-FAO initiative, in partnership with Ministry of Agriculture, Ministry of Communities, Civil Defence Commission and Ministry of Social Protection, has developed a gender strategy applicable for DRR and DRM projects and programmes in the agriculture sector in Guyana.
- Since 2009, UNDP has been working with an expanding network of countries in the Eastern Caribbean to improve their end-to-end EWS capacity. Most recently the “Strengthening Resilience and Coping Capacities in the Caribbean through Integrated Early Warning Systems” project, supported by DIPECHO, looked at the application of the Common Alerting Protocol (CAP) to the national warning system and increasing hydromet and alerting networks in hazard-prone communities, in partnership with the national disaster offices and the Caribbean Institute for Meteorology and Hydrology (CIMH). It also supported participatory vulnerability and capacity assessments for improved risk understanding in the target communities.
- The GEF Small Grants Programme and UNWOMEN have been working with farmers in Dominica, including women’s cooperatives to improve production capacity and value-added products using sustainable growing practices, and analyse the value chains of various products in their market respectively.
- The Japan-Caribbean Climate Change Partnership (JCCCP), of which both countries are beneficiaries, includes efforts towards strengthening community-level disaster risk reduction and climate-smart agricultural practices for the improvement of adaptive capacities in vulnerable areas.
- The Disaster Vulnerability Reduction Project (DVRP) is being implemented in Dominica, through Climate Investment Funds, targeting both natural hazard and climate change risk. Elements include improvement of infrastructure, particularly for underserved groups such as women and the Kalinago territories; expansion of hydromet networks, strengthening capacities of the Met Service including geospatial data collection, database development and a new office. Resources were directed to post-Erika recovery, and a similar situation is anticipated to occur post-Maria.
- The Caribbean Community Climate Change Centre (CCCCC) is undertaking the Climate Change Adaptation Programme (CCAP) with support from USAID in 10 countries including Guyana and Dominica, which aims to reduce risks to human and natural assets resulting from climate change vulnerability by strengthening an integrated system for the implementation and financing of sustainable adaptation approaches. This includes promoting the use of climate data and information in decision-making; supporting innovation in adaptation; and subsequently securing financing for upscale and replication. Under the project the Caribbean Assessment Regional Drought (CARI-DRO) tool, the Weather Generator, the Tropical Storm Model and accompanying web portal and data sets have been developed and are introduced to countries of the Eastern Caribbean to help countries to enhance their development activities and reduce the risks to their natural assets and populations, due to climate change. The tools are open source online resources to provide locally relevant and unbiased climate change information that is specific to the Caribbean and relevant to the region’s development.

The four areas of gender-responsive interventions, and present and past achievements of initiatives and collaborations by UNDP and partner agencies will expect to further produce secondary effects on gender transformation, such as gender empowerment and leadership among the communities, especially through opportunities for the communities (men and women) to explore disaster resilience livelihoods options coupled with micro-finance mechanisms. Best practices from pilot communities will be assessed and advocated for replication through knowledge and experience exchanges and awareness campaigns.

Further, the initiative aligns with strategic priorities at local, regional and global levels:

Table 1: Various national, regional and international strategic documents and their outcomes to which the project is aligned

	Strategy document	Aligned outcome
Local	Guyana Disaster Risk Management Plan for the Agriculture Sector 2013-2018 Gender Strategy	Result Area 2: Risk identification, information and early warning system. Result Area 3: Building resilience for sustainable livelihoods in the agriculture
	National Strategy for Agriculture in Guyana 2013-2020	Priority Area 18: Promoting environmental sustainability Priority Area 19: Further develop agriculture disaster risk reduction and disaster risk management Priority Area 20: Enhancing hydrometeorology and weather forecasting

	Strategy document	Aligned outcome
	Dominica Agriculture Disaster Risk Management 2014-2019	Result Area 2: Risk identification, information and early warning system. Result Area 3: Building resilience for sustainable livelihoods in the agriculture sector, with particular focus on smallholders. Result Area 4: Preparedness, response and rehabilitation.
	A Revitalised Agricultural and Food Systems Development Plan for the Commonwealth of Dominica	Goal 2: Strong and efficient marketing systems for domestic and export markets are developed and sustained. Goal 3: Adequate and well-trained cadre of competent human capital resources for extension, and research and development Goal 10: An environmentally sustainable and resilient agricultural and food systems
Regional	UN Caribbean Multi-Country Sustainable Development Framework (MSDF)	Priority 4: A sustainable and resilient Caribbean
	Caribbean Comprehensive Disaster Management (CDM) Strategy 2014-2024	Outcome 3: Improved effectiveness of CDM at sectoral levels Outcome 4: Strengthened and sustained capacity for a culture of safety and community resilience in Participating States
Global	Sendai Framework for DRR 2015-2030	Priority 3: Investing in disaster risk reduction for resilience Priority 4: Enhancing disaster preparedness for effective response, and to build back better in recovery, rehabilitation and reconstruction
	UNDP Strategic Plan 2018-2021	Signature solution 3: Enhance national prevention and recovery capacities for resilient societies

III. RESULTS AND PARTNERSHIPS

Expected Results

The objective of the project is to support hazard-prone communities, especially vulnerable groups, including women, in strengthening disaster and climate risk resilience towards enhancing sustainable livelihoods within such communities in Dominica and Guyana. This will be achieved through:

- Output 1: Capacities of the target communities and government agencies strengthened for effective, gender-responsive and timely decision making for disaster preparedness
- Output 2: Community resilience strengthened using gender-responsive DRR and alternative livelihood approaches
- Output 3: Knowledge networks strengthened to foster adoption of best practices in livelihoods for resilience

Activities are organised according to the 3 main outputs:

Output 1: Capacities of the target communities and government agencies strengthened for effective, gender-responsive and timely decision making for disaster preparedness

Output 1 will focus on capacity building. The project will focus on building community capacity for disaster preparedness in advance of the changing seasons and will pilot CSA and DRR/CCA agricultural practices, in collaboration with FAO, through demonstrations of existing and emerging technologies to create lessons learned and a basis for upscaling successful projects. This will be by using the Participatory Integrated Climate Services for Agriculture (PICSA)²⁴ tool. PICSA will provide opportunities for the men and women in farming communities to explore disaster resilient livelihoods options. Through this, a transformative approach will be applied for gender empowerment and leadership among the coastal and hinterland farming communities in Guyana, applying the gender strategies developed. In Dominica, using the lessons from Guyana's pilot, CIMH will support the methodology. Through these interventions, women and indigenous groups, and hazard-prone communities will be empowered through access to reliable early warning systems that adequately prepare them for weather and non-weather related risks. At the local level, agricultural workers and farmers will be an integral part of the EWS development, ensuring that the framework is effective and relevant and ultimately, they will contribute to its long-term maintenance and sustainability. The capacity of the national agricultural extension services will be improved to provide community and farm-level support and guidance.

With the aim to enhance flood resilience of flood-prone communities in Guyana, the project will be in partnership with the United Nations Operational Satellite Applications Programme (UNOSAT), under the United Nations Institute for Training and Research (UNITAR), early warnings and simulated scenarios will be used to fill the information gap in the pre-disaster phase by producing alerts, bulletins, risk maps, assessments and other analysis based on forecasts. To this end, a modelling tool linking meteorological, hydrological and inundation models to provide early warnings and predicted flood scenarios. The information produced by the modelling process will be leveraged to support both in the preparedness phase as well as the response phase of the disaster management cycle. In Dominica, there will be particular focus on expanding the multi-hazard capabilities of the national CAP EWS beyond hydromet hazards. Specifically, the integration of geospatial information and risk maps, detection systems for landslides, and enhancement of emergency telecommunications capabilities are envisioned.

- Activity 1.1: Integrate community-based EWS in vulnerable coastal, hinterland and indigenous communities

²⁴This tool, which was developed by the University of Reading, has been applied in 8 countries in Africa. In collaboration with CIMH and CARDI, the tool was introduced to Guyana in May 2017, based on the assessment conducted prior to the training targeting national extension and field officers.

- Sub-Activity 1.1.1: Incorporate community-based EWS into current initiatives on CBDRM in hazard-prone hinterland indigenous communities and coastal communities in Guyana
- Sub-Activity 1.1.2: Expansion of the Dominica EWS to strengthen dissemination mechanisms and emergency telecommunications in remote, indigenous and highly vulnerable communities
 - Participatory identification of effective dissemination tools
 - Integration of tools in communities (e.g. e-mail, SMS, siren) and tie into CAP server
 - Provision of UHF and VHF radios or other resilient emergency telecommunications and training to remote communities
- Activity 1.2: Gender-responsive capacity building in hazard-prone communities to apply climate and early warning information to reduce vulnerability of loss of agricultural livelihoods
 - Sub-Activity 1.2.1: Training of community members to help maintain and secure EWS instruments
 - Sub-Activity 1.2.2: Build knowledge of vulnerable groups and communities to understand and appropriately respond to warning information
 - Sub-Activity 1.2.3: Training of agricultural extension officers (AEOs) and farmers (in Dominica) for application of PICSA in both countries to improve risk-informed actions for resilience in target hazard-prone communities (linked with 2.4 for DOM)
- Activity 1.3 Development of Guyana’s national flood EWS for localised and timely EWs for informed decision-making
 - Sub-Activity 1.3.1: Establish and implement flood early warning and monitoring system (Flood Finder) capacity development of the target agencies to operate and maintain the modelling/flood EWS
 - Sub-Activity 1.3.2 Capacity development of the target agencies to operate and maintain the modelling/flood EWS
 - Sub-Activity 1.3.3: Conduct public awareness and education of the general public, government and the media on the availability and use of the improved national EWS
- Activity 1.4: Strengthening of Dominica’s end-to-end CAP-based EWS for multi-hazard alerts
 - Sub-Activity 1.4.1: Site assessment for monitoring
 - Sub-Activity 1.4.2: Expand Dominica’s hazard monitoring network (instrumentation), including analysis of trigger factors for secondary hazards e.g. landslides
 - Sub-Activity 1.4.3: Integration of risk maps into CAP-based EWS to improve hazard monitoring and targeted alerts
 - Sub-Activity 1.4.4: Capacity development of target agencies to operate and maintain the EWS, and training of community members to help maintain and secure EWS instruments
 - Sub-Activity 1.4.5: Conduct public awareness and education of the general public, government and the media on the availability of and appropriate actions toward the improved national EWS

Output 2: Livelihood resilience strengthened in hazard-prone communities using gender-responsive DRR and sustainable livelihood approaches

In addressing gender equality in the agriculture sector, Guyana has developed its gender strategy in 2017 specifically targeting the sector’s DRR. This strategy is, in fact, a leading initiative in ensuring gender equality and mainstreaming in sectoral DRM in the Caribbean region. The experience of Guyana in developing the gender strategy could be leveraged and replicated in Dominica.

This output will be geared towards making targeted agricultural livelihoods more sustainable and less vulnerable to the impacts of climate change. Major concerns are expressed from the hazard-prone farming communities in both countries about the lack of sustainable livelihoods to build resilience to the loss of farming income, as recently witnessed in Dominica. Agro-processing is one aspect of the value chain that has generated strong interest, but further emphasises the need for resilience throughout the industry. Output 2 will also develop a micro-finance or micro-grant scheme for female underserved groups and small business

owners to invest in resilience²⁵. An assessment will be conducted of any existing micro-finance schemes; and to identify partner entities to administer the resources and to provide financial training, business planning and market study. Based on the findings, micro-finance or micro-grant mechanisms will be established within Dominica and Guyana to directly provide initial monetary support to foster sustainable livelihoods among vulnerable female farmers. The strategic investments and adoption of resilient practices will focus on integrating climate smart systems and disaster risk resilience into all its investments, while creating a basis for expanding sustainable market opportunities (Activity 2.3).

There has been an increasing awareness and understanding arising from the key stakeholders that the climate information and services are best disseminated to farming communities by their extension and field officers. The role of the officers, therefore, is crucial for the communities to benefit by interpreting and thus utilising the information based on localised climate variability, such as rainfall and temperature, to plan their farming activities based on the available data, and make informed decisions on crop, livestock and market options. Authorities will be equipped with the skills and tools to provide more accurate and timely warning that reaches the most vulnerable groups and communities and improves their ability to prepare for and recover from climate-related risks. National expertise will also be enhanced by direct capacity building for agricultural extension officers and other technicians to allow them to provide comprehensive guidance and support for more gender-responsive disaster risk reduction planning. Extension officers will be trained to deliver technical advice to vulnerable farming communities on gender-responsive applications of PICSA (Activity 1.2), CSA and DRR/CCA agricultural practices to increase the sustainability of their livelihoods.

FAO will be a key technical partner in the design and coordination of this output.

- Activity 2.1: Mainstream gender-responsiveness in agriculture sector strategies for disaster risk reduction in Dominica²⁶
 - Sub-Activity 2.1.1: Develop and implement a gender-responsive tool to support gender equality analysis for DRM in agriculture, having reviewed the approach used in Guyana (linked with 3.1.1)
 - Sub-Activity 2.1.2: Hold validation exercises with national and sub-national stakeholders and hazard-prone communities for validation and prioritisation of actions in the gender-responsive ADRM Plan
 - Sub-Activity 2.1.3: Implement select priority short-term community-level actions emerging from the ADRM Plan
- Activity 2.2: Improve access to financing for small farmers in hazard-prone communities
 - Sub-Activity 2.2.1: Assess existing and design/modify resilience-based micro-finance mechanisms and risk insurance for the agriculture sector
 - Sub-Activity 2.2.2: Develop and implement a gender-responsive micro-finance mechanism for agricultural enterprises to facilitate the adoption of risk-informed investments in sustainable and risk mitigation approaches, e.g. climate-smart agriculture (CSA), and DRR/CCA good agricultural practices
 - Sub-Activity 2.2.3: Capacity building for farmers (and their groups/cooperatives as appropriate), especially of women and indigenous people, in accessing and managing micro-finance
- Activity 2.3: Enhance market access for improving sustainability of agricultural livelihoods in hazard-prone communities in Dominica²⁷
 - Sub-Activity 2.3.1: Conduct analysis and pilot(s) in Dominica to strengthen mechanisms at the national and local level that integrate rural farmers into new and existing markets,

²⁵ In case of Guyana, a feasibility study will be undertaken to ascertain the feasibility of micro-finance scheme. If the determined conditions are not met, micro-grant scheme will be applied.

²⁶ Based on the Agriculture Disaster Risk Management Plan 2014-2019 (Ministry of Agriculture and Forestry, 2014) and A Revitalised Agricultural and Food Systems Development Plan for the Commonwealth of Dominica (Ministry of Agriculture and Forestry, 2016) Goal 10: An environmentally sustainable agricultural and food system. Cooperation with FAO on the revision of the ADRM Plan.

²⁷ Ministry of Agriculture and Fisheries, Commonwealth of Dominica. 2016. A Revitalised Agricultural and Food Systems Development Plan for the Commonwealth of Dominica. Goal 2: Strong and effective marketing systems for domestic and export markets are developed and sustained

prioritising vulnerable farmers applying sustainable approaches or resilience-based financing

- Identify potential new market opportunities along the value chain
- Help farmers to broker relationships for enhanced market access of produce and/or value-added products
- Coordinate reliable supply to school feeding programmes
- Activity 2.4: Inter-sector institutional capacity building in Dominica for delivering community and farm-level support services in gender-responsive DRR and CCA livelihood approaches
 - Sub-Activity 2.4.1: Training of agriculture and forestry extension officers in CSA and gender-responsive approaches (linked with 1.2)
 - Sub-Activity 2.4.2: Provision of vehicles and tools to facilitate work of AEOs

Output 3: Knowledge networks strengthened to foster adoption of best practices in agricultural livelihoods for resilience

The awareness raising component of the project will aim to influence knowledge, attitudes and behaviours by creating climate change champions in vulnerable groups and developing effective information and knowledge-sharing networks. This will leverage existing networks, including the UNDP GEF SGP system, to amplify messaging and foster attitudinal changes among the target groups.

Best practices from pilot communities will be assessed and advocated for replication, through inter-community and inter-country learning. The proposed project will therefore aim to introduce overall disaster resilience to the farming communities by linking disaster preparedness through capacity development, and to ensure adaptation strategies are gender-responsive and inclusive, linked to informed decisions on livelihood options and financial management.

- Activity 3.1: Facilitate learning and application through South-South exchange, especially among women's groups
 - Sub-Activity 3.1.1: An exchange to transfer the knowledge and experience in developing the gender strategy in DRR in the agriculture sector (linked with 2.1.1)
 - Sub-Activity 3.1.2: Conduct community exchanges to mutually learn from experiences and create community networks
 - Sub-Activity 3.1.3: Conduct South-South knowledge sharing by women's groups from hazard-prone communities
- Activity 3.2: Capture and dissemination of lessons and results
 - Sub-Activity 3.2.1: Produce and distribute communication materials to disseminate results and lessons learnt.

Target project intervention areas

Women and indigenous groups vulnerable to natural hazards, including hurricanes and flooding will be priority beneficiary targets in the geographical locations below²⁸:

- Guyana, covering 5 Administrative Regions: Mahaica-Berbice/East-Berbice-Corentyne, Cuyuni-Mazaruni, Potaro-Siparuni, and Upper Takutu-Upper Essequibo (Figure 2)
- Dominica, covering at least 3 parishes: St. Patrick, St. Paul and St. David, including the Kalinago Territory (Figure 3)

²⁸ In the implementation phase, target areas may be adjusted due to further detailed analysis, in line with the project objectives.

Figure 2 (left): Initial proposal of project intervention areas (circled) in Guyana, based on 25-year Flood Hazard map of Guyana, Regional Multi-Hazard Risk and Vulnerability Assessments, and history of recent flooding incidents reported (Source: GAR-2015, Risk Data Platform, UNISDR)

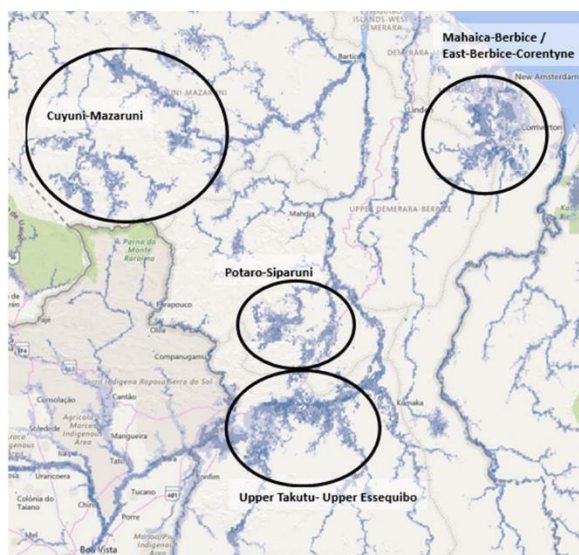


Figure 3 (right): Initial proposal of project intervention areas in Dominica of the parishes with the highest levels of poverty (Source: Social and Livelihoods Assessment, Government of the Commonwealth of Dominica)



Resources Required to Achieve the Expected Results

The project relies on a multidisciplinary team composed of experts to be based in Guyana and Dominica, assisted by various local and international experts. The implementation of activities involves several categories of planned costs for the functioning of the project offices, including:

- **Quality assurance** (evaluation, audit, other assurance activities): To support compliance and quality of project work, particularly supervision, field visits, review of reports and other project documents according to standards and framework agreements of UNDP and the donor: audit planning and coordination; planning and coordination of the evaluation and identification of lessons learned; assurance of project compliance with UNDP policies and procedures; ensuring the inclusion of project activities and results in UNDP’s and the Government’s monitoring systems;
- **Transaction costs for support services of operations:** To ensure the assumption of direct costs linked to the purchase of services, human resources, computers and security.

Partnerships

National agencies and the UN System

In Guyana, UNDP will partner in Guyana with CDC to build synergies and integrate EWS into their ongoing CBDRM initiatives in the hinterland and coastal hazard-prone agricultural communities, respectively. UNDP will also partner with FAO to maximise the impact of currently run national UNDP-FAO joint project and its second phase, regional FAO project, to introduce DRR and CCA agricultural good practices and its cost-benefit analysis in Region 5,6,7 and 9. Additionally, hydrometeorological agencies will be partnered to train agricultural extension officers and conduct PICSA at target communities.

In Dominica, UNDP intends to leverage existing relationships cultivated by GEF SGP and potentially UNWOMEN with women and indigenous farmers’ cooperatives to advance on their previous work to upscale (or possibly restore) action on CSA, market access and diversification.

UNDP is continuing its implementation of initiatives around DRR and EWS in Dominica, with support from the Government of Japan and DIPECHO. With coordination through the Dominica Met Service and the Office of Disaster Management, these complementary activities will be coordinated to amplify and accelerate their results.

FAO is about to embark on the revision of the Agriculture DRM Plan 2014-2019 with the government. UNDP will support the gender-responsiveness and mainstreaming of this process, and implementation of emerging

priority actions as they align with the intent of this project. The project as currently articulated draws from the 2014-2019 document. FAO will also have a key role in coordinating the school feeding programme, as they have previously done in other countries e.g. Jamaica.

Caribbean Institute for Meteorology and Hydrology

CIMH will be a key technical partner, having previously conducted site assessments, hydromet equipment installation and monitoring for the Dominica CAP EWS, and also working with CCCCC on the CCAP. CIMH also continues to provide maintenance and integration of Dominica data into their full regional DEWETRA platform used for hazard forecasting and modelling for the Caribbean. The Dominica Met Service and Guyana's Hydromet Service will be important interlocutors for the strengthening of national systems and increasing the effective dissemination of climate and weather information for improved preparedness and decision-making. Additionally, CIMH has partnered with the University of Reading, developers of PICSA, to transfer this tool to the Caribbean, and will support Dominica in this respect.

UNITAR-UNOSAT

Guyana will rely on the technical support of experts from UNOSAT, in the aim of strengthening and/or transferring geospatial analysis competencies. UNOSAT is a technology-intensive programme delivering imagery analysis and satellite solutions to relief and development organisations within and outside the UN system to help make a difference in critical areas such as humanitarian relief, human security, strategic territorial and development planning. Recently they supported the imagery and analysis for Hurricane Maria in Dominica.

Since 2003, UNOSAT has been working on innovative technology-based application and delivering to the communities and countries in need for both disaster response and disaster risk reduction activities, along with parallel capacity development activities. The UNOSAT core team consists of disaster risk management professionals, hazard/risk modeller, geographic information system analyst, and remote sensing specialist and Information technology specialist. This unique combination gives UNOSAT the ability to understand the needs of our users and to provide them with suitable, tailored solutions anywhere at any time. UNOSAT is hosted by CERN, thus benefiting from excellent economies of scale for state of art ICT facilities. This will also be put at the disposal to the project. This specifically relates to backup of satellite imagery, running of GIS servers and feeding data to partners.

CIMA Research Foundation

CIMA Research Foundation is a non-profit research organisation committed to the promotion and support of scientific research, technological development and training within the fields of civil protection, disaster risk reduction and biodiversity. CIMA supports the Department of Civil Protection at national level in the National Platform for Disasters Risk Reduction and at International level it supports UN-ISDR and the WMO Associated Programme on Flood Management (APFM). CIMA has previously worked CIMH and UNDP in establishment of the DEWETRA platform under the "Enhancing Resilience to Reduce Vulnerability in the Caribbean" project, supported by the Government of Italy.

Communication and Visibility

In the implementation of its communication and visibility activities, the project will take a multi-network approach involving all the strategic partners. Sharing of project reports and results of the interventions would form an essential part of the project in informing the progress being made to the stakeholder groups, and would be given priority. Different means of information sharing such as the use of UNDP, UNOSAT, FAO, national stakeholders' websites and social media will be used to share information and knowledge products being generated by the project to the stakeholders and the public in general. The project will ensure the visibility of Japan, implementing agency and responsible agency through references and invitations to meetings and workshops, press releases, as well as citations in publications and other forms of communication.

Visibility for delivering Japan's presence

A special effort will be made to ensure a consolidated communication by the following visibility strategy:

- *Use of Japanese national flag:* Japanese national flag and the logo of “From the People of Japan” will be used to supplies and equipment procured, project jerseys and caps, banners and communication materials produced in this project.
- *Organizing events with presence of Japan:* Inviting the Japanese Embassy in Trinidad and Tobago, JICA personnel and other Japanese stakeholders (e.g. academics, NGOs) to project launch, workshops, field visits, if possible.
- *Press Release and Outreach to Local and Japanese media:* Press releases and outreaches to media to inform partnership between UNDP and Japan. This will not be limited to the local media, but Japanese media.
- *Placement of the logo in billboards and signboards:* Displaying the logo in pilot communities and communities benefitting from micro-finance schemes.

Risks and Assumptions

Risks and assumptions for Dominica in particular must be recognised in a very challenging post-hurricane context as pertains to the location of people and communities and their current socioeconomic conditions.

IDENTIFIED RISKS	RISK ASSESSMENT	MITIGATION MEASURES
OPERATIONAL	Unexpected prolonged absence of technical officers in charge from the UNOSAT, without timely backstopping arrangement within the agency to deliver the project results.	Have backstopping arrangement prior to the commencement of the project.
	While it is desired to engage in gender-responsive interventions with a focus on supporting women in agriculture, there may be limits on the participation of women farmers if they are charged with caregiving and other gender-based responsibilities in this period.	The assumption is that there is a level of organisation and support for families and communities which creates an enabling environment for participation in project activities. If this does not exist, the project can work with the appropriate ministry to address this need.
	Slow purchasing processes of materials and equipment in Output 2.	UNDP Guyana and Barbados will support or lead procuring required materials and equipment with accelerated procurement processes. Because Dominica is operating in a post-disaster context, it may still be possible to apply fast track procedures, particularly if some known processes are initiated during 2017.
	Slow hiring process for the experts by the country office.	Utilisation of the global ExpRes Roster and regional CC/DRR Roster can accelerate procurement processes.
COORDINATION	Poor/inefficient coordination between key government Agencies and line Ministries, as well as other stakeholders.	The project will establish a consultation group/ process in order to account for the institutions and assure proper coordination. Clear communication and integration of relevant partners in process.
	Activities requiring high levels of coordination will require that all agencies involved are able to locate target groups and support their participation, for example, in the case of micro-grant and in supporting farmers to access markets.	At the community level in particular, local governance and participatory mechanisms (councils, cooperatives etc) will be key interlocutors for building partnerships and engagement with the target beneficiaries.

POLITICAL	Changes in government administration due to the next Parliamentary and local elections may lead to disruption or discontinuation of the development initiatives of the previous administrations.	Ensure the alignment of project priorities with national development priorities and needs.
ADMINISTRATIVE	Inter-UN agency and Responsible Party Agreements require time to be negotiated and approved.	Any LOAs will be negotiated in advance of project start and during Project Appraisal Committee to ensure that signature will be the only matter pending once the project is approved.
TECHNICAL	Limited local expertise and their high turnover to facilitate sustainable capacity building activities of the project.	Technical working groups at the national level will be established to support the facilitation of the capacity building activities of the project.
	For the interventions proposed to be most effective, it will be necessary to be able to target the most vulnerable. This requires sufficient data on the current conditions on the ground to facilitate.	For Dominica, the PDNA currently underway is intended to provide a baseline.
	Climate-smart agriculture initiatives will rely on the availability of data on the condition of land, land tenure and the state of previous agricultural enterprises, including information on women farming activities and whether this can be improved upon or whether agricultural workers and small business farmers are completely displaced.	It is expected that there will be adequate information available through the PDNA, and assumed that land tenure issues will not interfere with project initiatives.
	While the restoration of the agriculture sector in Dominica is crucial, there may be losses in the number of people who return to the sector due to delays in re-engagement in agricultural work and the need to have another immediate livelihood option.	Market identification will have to be a priority and access secured as much as possible on behalf of interested farmers and agricultural workers.
FINANCIAL	Slow financial delivery due to limited community absorption capacity, which can result in delaying the project timeframe and difficulties to deliver results on time.	Key parts of the intervention to which the majority of resources are allocated are supported by technical capacities in government agencies and UNOSAT, and capacity building for financial management at the farmer and cooperative level.
ENVIRONMENTAL	Natural hazard impact could severely delay project activities and result in inability to deliver project activities or may divert national priorities and resources to response, recovery and reconstruction efforts.	It may provide an opportunity to demonstrate the value of the project investment in execution of the capacities built and reduced losses; or through support from the wider region in applying such capacities to the affected country if not yet built locally.

Among the assumptions are the following:

- Once systems and skills are enhanced for early warning systems that have expanded hazard monitoring, greater redundancy and wider geographical coverage, the government will dedicate the requisite resources for long-term maintenance and improvement.
- Government demand for the use of PICSA reflects commitment to continuous investment in retaining the capacity and regular application of the tools in the field and building capacity of farmers through field extension services.
- Creating an avenue for building resilience at the farm level will positively affect farmers' ability, especially female farmers to access credit and insurance, as their livelihood assets are more secure.
- Farmers are able to build personal credit through savings as they have more reliable income streams with secure buyer arrangements.

- Ministry agencies and farmers' cooperatives will create mechanisms for long-term expansion of the pilot into other farming communities, ensuring capacities built throughout the farming community.
- Sharing of experiences between communities and pilots will foster replication of successful practices.

Stakeholder Engagement

Dominica

Upon request of the Prime Minister, the UN established a Crisis Management Unit (CMU) in the initial months of the post-Maria crisis, led by UNDP and OCHA to support the government coordination efforts from relief to recovery. UNDP is currently supporting the establishment of the Climate Resilient Execution Agency for Dominica (CREAD) as announced by the Prime Minister in his 16 October address to the nation, which will coordinate the resilient recovery of the country. With the focus of outcome 2 on recovery within the agricultural sector, the project team will work closely with the Dominica project office implementing UNDP's recovery work.

Accountability to affected persons (AAP) demands the systematic and meaningful engagement of affected populations, neighbouring communities and local actors to ensure their participation in decision making in the recovery process. As Dominica will be transitioning from the early recovery to long-term recovery stage post-Maria, AAP will be critical in ensuring individuals have a strong voice in decisions around rebuilding their livelihoods, to increase their resilience and meet their specific needs:

- Farmers' cooperatives, especially women and indigenous people
- Individual farmers, especially women and indigenous people

Technical capacities will be embedded within existing national institutions with the relevant mandate, supported by key partners:

- Dominica Meteorological Service
- Office of Disaster Management
- Crisis Management Unit and/or Climate Resilient Execution Agency for Dominica
- Ministry of Social Services, Family and Gender Affairs
 - Department of Local Government and Community Development
 - Cooperative Development Division
 - Bureau of Gender Affairs
- Ministry of Agriculture and Fisheries
 - Division of Agriculture including the Agricultural Extension Unit
 - Forestry Management Section
- Caribbean Institute for Meteorology and Hydrology
- Food and Agriculture Organisation

Guyana

Following the extensive flooding events in Region 5,6,7,8 and 9 in 2017, engagement of farmer's associations, women and vulnerable groups and communities will be critical in ensuring individuals and communities have a strong voice in decisions around preparing and rebuilding their livelihoods, to increase their resilience and meet their specific needs:

- Farmers' associations, especially women and indigenous people
- Individual farmers, especially women and indigenous people
- Concerned citizens, involving in managing farmer's associations, women's groups, vulnerable groups

Technical capacities will be embedded within existing national institutions with the relevant mandate, supported by key partners:

- Ministry of States (Civil Defence Commission)
- Ministry of Communities
 - Regional Democratic Councils

- Neighbourhood Democratic Councils
- Ministry of Agriculture
 - Hydrometeorological Services
 - National Drainage and Irrigation Authority
 - National Research and Extension Institute
 - Guyana Livestock Development Authority
- Ministry of Social Protection (Gender Bureau)
- Ministry of Indigenous People's Affairs
- Food and Agriculture Organisation
- UN Operational Satellite Applications Programme

South-South and Triangular Cooperation (SSC/TrC)

The project will examine approaches and best practices used in similar contexts in Latin America and the Caribbean (LAC) and apply in capacity development or replicated/adopted as applicable.

For example, UNDP in Peru has implemented the Programa Inclusivo de Desarrollo Empresarial Rural (PRIDER), which was able to empower women and poor rural farmers by providing financing through local farmers' cooperatives. This resulted in creating a culture of saving, increased product to market and greater economic autonomy for women. PICSA has been applied in at least 7 countries in Africa, from which lessons will be gleaned.

There will also be exchange of experiences and knowledge between Dominica and Guyana on successful approaches and lessons learned as implementation progresses. In particular, inter-country women's exchange visits will be actively pursued as a mechanism for peer-to-peer learning and empowerment.

Knowledge

A communications strategy will be framed which will outline the overall approach to project communications, key messages and key target groups. The project aims to generate communications products on a quarterly basis which share the progress and results of the interventions, specifically highlighting the tangible changes and impacts that the beneficiaries have experienced. These will include articles on the UNDP websites, blog posts and features in the LAC newsletter. There will also be press releases and media reports around significant events. Best practices and lessons learned will also be systematically captured to produce a feature knowledge product. Advantages will also be taken to share the results of the project in key regional fora, including the CDM Conference.

Sustainability and Scaling Up

The sustainability and upscaling of these interventions is critical. As such, technical capacities will be embedded within existing national institutions with the relevant mandate to continue such functions in the foreseeable future. The key element of improving the sustainability of livelihoods assumes that the introduced changes will result in increased income that will allow farmers to continue to invest in and expand their operations and resilient practices, and future losses will be reduced. Successful approaches will be documented and can be shared in similar contexts for potential replication.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Other multi-country initiatives recently developed have utilised technical staff based in each country, and a single Project Board governance mechanism, supported by quality assurance functions at the level of the Regional Bureau.

The Barbados and the OECS office currently has ongoing initiatives on DRR and EWS in Dominica, from which this project will utilise emerging results, including gap analyses, to upscale and accelerate relevant implementation on the ground.

Implementation will be carried out using an operational plan and logical framework based on the results framework articulated in Section V. The operation plan chronologically traces the activities to be carried out over the 36 months planned for the duration of the action. More detailed annual plans will then be developed with a schedule of actions, resources and budgets. The Project Coordinators will hold responsibility for development, monitoring and periodic revision of these plans.

Internal monitoring and evaluation procedures are based on regular monitoring of expected results and indicators. This monitoring is to be carried out quarterly, semi-annually and annually based on a monitoring plan, which will be validated at the start of the intervention in accordance with the rules of good governance and visibility set out in accordance with UNDP rules and procedures. Costs and functions relating to project management, and in some cases knowledge management will be jointly procured and/or shared between the offices e.g. audit, country exchanges.

Project Management

The project will be operated from the respective UNDP offices responsible for each of the target countries. A dedicated Project Manager will function in each country and will work in close concert with the key implementing partners, as well as build strong functional relationships with partnering UN and regional agencies. The Project Managers will be responsible for project planning and delivery of activities, including field monitoring, and will jointly report to the Project Board. They will be supported by a Gender Specialist and Project Associate in each country.

The UNDP offices will provide operational support through procurement, financial processing, corporate monitoring, quality assurance and other services. Cost recovery will be through the budgeted direct project costs.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the MSDF Regional Programme Results and Resource Framework:									
A Sustainable and Resilient Caribbean: Policies and programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy in place									
Outcome indicators as stated in the MSDF Regional Results and Resources Framework, including baseline and targets:									
Number of countries with at least 2 sector specific disaster risk reduction strategies under implementation. B: 2, T: 10									
Applicable Output(s) from the UNDP Strategic Plan 2018-2021:									
1.3.1 National capacities and evidence-based assessment and planning tools enable gender-responsive and risk-informed development investments, including for response to and recovery from crisis									
3.3.1 Evidence-based assessment and planning tools and mechanisms applied to enable implementation of gender-sensitive and risk-informed prevention and preparedness to limit the impact of natural hazards and pandemics and promote peaceful, just and inclusive societies									
Project title and Atlas Project Number: 00110785									
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS				DATA COLLECTION METHODS & RISKS
			Value	Year	Year1	Year2	Year3	FINAL	
Specific objective/ outcome: Resilience to climate change and hazard risks is enhanced for women and other vulnerable groups within target communities in Dominica and Guyana	<i>Number of countries with operational end-to-end multi-sectoral early warning systems (EWS) to limit the gender-differentiated impact of natural hazards (SP 3.3.1)</i>	<i>Guyana: Hydrometeorological Services Dominica: Meteorological Services</i>	0	2017	1	2	0	2	Systems tests Simulation exercises reports
	<i>Number of countries with new development, risk reduction and recovery interventions informed by multi-hazard and other risk assessments (SP 1.3.1)</i>	<i>Guyana: Ministry of Agriculture Dominica: Ministry of Agriculture and Fisheries</i>	0	2017	1	2	0	2	Agriculture extension officers' field reports
Output 1: Capacities of the target communities and government agencies strengthened for effective, gender-responsive and timely decision making for disaster preparedness	<i>1.1 Number of households in vulnerable communities covered by and appropriately responding to people-centred EWS national and community preparedness</i>	<i>Guyana: Civil Defence Commission, Hydrometeorological Services Dominica: Office of Disaster Management</i>	186	2017	0	10,000	10,000	20,000	Baseline needs assessment report and Interviews from Pre- and post- surveys Systems tests Simulation exercises reports
	<i>1.2 Number of trained national officials utilising capacities in the improved EWS for decision-making</i>	<i>Guyana: Hydrometeorological Services Dominica: Meteorological Services</i>	15	2017	20	0	0	35	Training reports Public advisories

Output 2: Livelihood resilience strengthened in hazard-prone communities using gender-responsive DRR and sustainable livelihood approaches	2.1 Number of households practicing risk mitigation and climate change adaptation measures in livelihoods	Guyana: Civil Defence Commission, Ministry of Agriculture Dominica: Ministry of Agriculture and Fisheries	0	2017	100	650	650	1,400	Interviews from cooperatives, associations, community groups, individual farmers AEO field reports
	2.2 Number of beneficiaries using improved capacities to access micro-finance mechanisms for livelihood resilience, disaggregated by sex (M:F)	Guyana: Ministry of Social Protection, Ministry of Communities Dominica: Fund managers	0:0	2017	50:100	267:533	367:733	683:1,367	Fund manager report Beneficiaries' fund implementation reports
Output 3: Knowledge networks strengthened to foster adoption of best practices in livelihoods for resilience	3.1 Number of community representatives participating in knowledge exchanges between the communities and countries, disaggregated by sex (M:F)	Guyana: UNDP-FAO Gender Strategy Dominica: UNDP	0:0	2017	5:15	10:30	15:40	30:85	Workshops and field reports

VI. MONITORING AND EVALUATION

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

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	FAO CDC Hydromet	\$55,000
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		\$60,000
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		

Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	MSDF Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Evaluation		3.3.1	4	1 October 2020	Ministries of Agriculture, hydro/met services, target farmers and communities	\$70,000 GOJ

VII. MULTI-YEAR WORK PLAN ^{29 30}

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
		2018	2019	2020	2021	TOTAL		Funding Source	Budget Description	Amount
Output 1: Capacities of the target communities and government agencies strengthened for effective, gender-responsive and timely decision making for disaster preparedness <i>Gender marker: 2</i>	Activity 1.1: Integrate community-based EWS in vulnerable coastal, hinterland and indigenous communities						UNDP	GOJ		
	- Sub-Activity 1.1.1: Incorporate community-based EWS into current initiatives on CBDRM in hazard-prone hinterland indigenous communities and coastal communities	44,000	28,000	28,000	0	100,000			For 20 communities <ul style="list-style-type: none"> • Travel 2,500 USD • Equipment (UHF/VHF radios, bell criers, rain and staff gauges) 1,000 USD • Training Workshop 1,500 USD 	100,000
	- Sub-Activity 1.1.2: Expansion of EWS to strengthen dissemination mechanisms and emergency telecommunications in remote and highly vulnerable communities	60,000	130,000	0	0	190,000			<ul style="list-style-type: none"> • UHF/ VHF radios 50,000 USD • TV interrupt devices - 100,000 USD • Installation 40,000 USD 	190,000
	Activity 1.2: Gender-responsive capacity building in hazard-prone communities to apply climate and early warning information to reduce vulnerability of loss of relevant livelihoods						UNDP CIMH	GOJ		
	- Sub-Activity 1.2.1: Training of community members to help maintain and secure EWS instruments	0	11,000	0	0	11,000			<ul style="list-style-type: none"> • Training Facilitator 8,000 USD • Travel 3,000 USD 	11,000

²⁹ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

³⁰ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	- Sub-Activity 1.2.2: Build knowledge of vulnerable groups and communities to understand and appropriately respond to warning information	0	30,000	0	0	30,000			<ul style="list-style-type: none"> • Consultant 10,000 USD (communications support to National Disaster Office) • Public Awareness Materials, Communication campaign, publicity materials 20,000 USD 	30,000
	- Sub-Activity 1.2.3: Training of agricultural extension officers (AEOs) and farmers (in Dominica) and application of PICSA in both countries to improve risk-informed actions for resilience in target hazard-prone communities	86,000	67,000	55,000	0	208,000			<p>For 50 communities in Guyana</p> <ul style="list-style-type: none"> • Travel 2,000USD • Staff gauges and rain gauges, including cylinders 500USD • Training Workshop 500USD <p>For piloting and expansion in Dominica</p> <ul style="list-style-type: none"> • Trainers 35,000 USD • Travel 8,000 USD • Training workshops 7,000 USD • Info dissemination 8,000 USD 	208,000
	Activity 1.3: Development of a national flood EWS system for localised and timely early warnings for informed decision-making						UNOS AT	GOJ		

	- Sub-Activity 1.3.1: Establish and implement flood early warning and monitoring system (Flood Finder)	780,097								<ul style="list-style-type: none"> DEM 15,000 USD Data hosting and safeguard (2 x 5,000) 10,000 USD Software (2 x 15,000) 30,000 USD Hardware (2 x 3,500) 7,000 USD Operating Costs (2 x 5,000) 10,000 USD Direct Service Costs 124,567USD PSC 62,341 USD IT Expert (3.5 months x 6,000) 21,000 USD Hydrology and EWS scientific advisor (18.5 months x 8,500) 157,250 USD Hydraulic/Hydrological modelling expert (12.5 months x 8,000) 100,000 USD Flood Hazard Expert/EW expert (10 months x 8,000) 80,000 USD Supervision and Technical coordination (6.5 months x 19,750) 128,375 USD Administrative and Financial Assistance (3 x 11,000) 33,000USD Ticket and per diem (4 months) 16,968 USD 	780,097
	- Sub-Activity 1.3.2: Capacity development of the target agencies to operate and maintain the modelling/flood EWS	172,823								<ul style="list-style-type: none"> Supervision and Technical coordination (0.5 months x 19,750) 9,875 USD Knowledge development (5 months x 15,500) 77,500 USD Hydrology and EWS scientific advisor (5 months) 42,500 USD Ticket and per diem (9 months) 42,948 USD 	172,823
	- Sub-Activity 1.3.3.: Conduct public awareness and education of the general public, government and the media on the availability and use of the improved national EWS	0	10,000	32,500	0	42,500	UNDP			<ul style="list-style-type: none"> Workshops 4 x 4,000 USD Communication campaign 24,000 USD 	42,500
	Activity 1.4: Strengthening of end-to-end EWS for multi-hazard alerts						UNDP	GOJ			

	- Sub-Activity 1.4.1: Site assessment for monitoring	22,500	0	0	0	22,500			• Technical consultant(s) (25 days)	22,500
	- Sub-Activity 1.4.2: Expand hazard monitoring network, including analysis of trigger factors for secondary hazards e.g. landslides	55,000	185,000	0	0	240,000			• Equipment e.g. geotechnical monitors - 150,000 USD, water level gauges based on assessment results - 60,000 USD • Installation by vendor/technical consultant(s) - 30,000 USD	240,000
	- Sub-Activity 1.4.3: Integration of risk maps into CAP-based EWS to improve hazard monitoring and targeted alerts	0	14,000	0	0	14,000			• GIS analyst (20 days)	14,000
	- Sub-Activity 1.4.4: Capacity development of target agencies to operate and maintain the CAP EWS	0	3,500	0	0	3,500			• EWS consultant (5 days)	3,500
	- Sub-Activity 1.4.5: Conduct public awareness and education of the general public, government and the media on the availability and use of the improved national EWS	0	25,000	17,500	0	42,500			• Workshops 4 x 4,000 USD Communication campaigns 25,000 USD	42,500
	MONITORING	14,000	17,790	8,000	0	39,790	UNDP	GOJ		39,790
	Sub-Total for Output 1									1,896,710
Output 2: Livelihood resilience strengthened in hazard-prone communities using gender-responsive DRR and sustainable livelihood approaches Gender marker: 2	Activity 2.1: Mainstream gender-responsiveness in agriculture sector strategies for disaster risk reduction in Dominica						UNDP	GOJ		
	- Sub-Activity 2.1.1: Develop and implement a gender responsive tool to support gender equality analysis for DRM in agriculture, having reviewed the approach used in Guyana (linked with 3.1.1)	20,200	0	0	0	20,200			• Exchange with Guyana: travel + per diem 3 days 3,200 USD • Consultant (20 days) 17,000USD	20,200
	- Sub-Activity 2.1.2: Hold validation exercises with national and sub-national stakeholders and hazard-prone communities for validation and prioritisation of actions in the ADRM Plan	8,500	0	0	0	8,500			• Validation workshop (2 days) 1,500 USD • Focus groups 7 x 1,000 USD	8,500

- Sub-Activity 2.1.3: Implement select priority short-term community-level actions emerging from the ADRM Plan	0	0	87,037	87,040	174,077				174,077
Activity 2.2: Improve access to financing for small farmers in hazard-prone communities						UNDP	GOJ		
- Sub-Activity 2.2.1: Assess existing and design/modify resilience-based micro-finance mechanisms and risk insurance for the agriculture sector	48,000	22,000	0	0	70,000			<ul style="list-style-type: none"> Consultants (40 days) 2 x 32,000 USD 	70,000
- Sub-Activity 2.2.2: Develop and implement a gender-responsive micro-grant mechanism for agricultural enterprises to facilitate the adoption of alternative livelihoods and risk mitigation practices		310,000	375,000	75,000	760,000			<ul style="list-style-type: none"> Micro-finance for 110 communities/groups, 110 x 10,000 USD 	760,000
- Sub-Activity 2.2.3: Capacity building farmers (and their groups/cooperatives as appropriate), especially of women and indigenous people, accessing and managing micro-finance	0	78,000	5,000	0	83,000			<ul style="list-style-type: none"> Consultant (15 days) 10,500 USD Training materials 5,000USD Workshops (1 week) targeting 7 communities x 3,000 USD 	83,000
Activity 2.3: Enhance market access for improving sustainability of agricultural livelihoods among vulnerable groups in hazard-prone communities						UNDP	GOJ		

	- Sub-Activity 2.3.1: Conduct analysis and pilot(s) to strengthen mechanisms at the national and local level that integrate rural farmers into new and existing markets	0	80,100	102,000	2,000	184,100			<ul style="list-style-type: none"> • Consultants 60 days 36,000 USD • International flight 2,500USD • Workshops 4 x 2,000 USD • Focus groups 6 x 100 USD • Product branding 37,000 USD • Workshops 2 x 3,000 USD • Agro-processing tests 30,000 USD • Equipment (Agro-processing machinery e.g. grinders, solar dryers; Inventory and financial management software; computers; composters; shade/greenhouses; organic fertilisers/pesticides) 28,000 USD • Market event participation 30,000 USD 	184,100
	Activity 2.4: Inter-sector institutional capacity building for delivering support services in gender-responsive DRR and CCA livelihood approaches						UNDP	GOJ		
	- Sub-Activity 2.4.1: Training of agriculture and forestry extension officers in CSA and gender-based approaches and climate information	14,400	9,400	0	0	23,800			<ul style="list-style-type: none"> • Training materials 5,000 USD • Workshops 2 x 3,000 USD • Consultant (12 days) 8,400 USD • Travel + per diem 2 x 2,200 	23,800
	- Sub-Activity 2.4.2: Provision of vehicles and tools to facilitate work of AEOs	100,000	0	0	0	100,000			<ul style="list-style-type: none"> • 4x4 vehicles 2 x 40,000 USD • Tools and equipment <ul style="list-style-type: none"> ○ Boots - 8,000USD ○ Gloves 3,500USD; ○ Tablets to log data 8,500USD 	100,000
	MONITORING	6,000	20,000	20,000	14,000	60,000	UNDP	GOJ		60,000
	Sub-Total for Output 2									1,483,677
Output 3:	Activity 3.1: Facilitate learning through South-South exchange, especially among women's groups						UNDP	GOJ		

Knowledge networks strengthened to foster adoption of best practices in agricultural livelihoods for resilience <i>Gender marker: 2</i>	- Sub-Activity 3.1.1: An exchange to transfer the knowledge and experience in developing the gender strategy in DRR in the agriculture sector (linked with 2.1.1)	10,000	0	0	0	10,000			• Travel + Per Diem, 5 x 2,000 USD	10,000
	- Sub-Activity 3.1.2: Conduct community exchanges to mutually learn from experiences and create community networks	0	8,000	8,000	8,000	24,000			• 5 community exchanges per year x 1,600 USD	24,000
	- Sub-Activity 3.1.3: Conduct South-South knowledge sharing by women's groups from hazard-prone communities	0	50,000	30,000	25,000	105,000			• Year 1: 1 exchange x 8 persons travel + per diem • Year 2: 2 exchanges x 8 persons travel + per diem • Year 3: 1 exchange x 10 persons travel + per diem	105,000
	Activity 3.2: Capture and dissemination of lessons and results						UNDP	GOJ	•	
	- Sub-Activity 3.2.1: Produce and distribute communication materials to disseminate results and lessons learnt.	0	16,000	16,000	13,000	45,000			• Video production 3 x 10,000 USD • Publication production 15,000 USD	45,000
	MONITORING	0	5,000	5,000	5,000	15,000	UNDP	GOJ		15,000
	Sub-Total for Output 3									199,000

Project management		233,235	384,941	387,941	180,471	1,186,588	UNDP	GOJ	<ul style="list-style-type: none"> • Project Coordinators (2) 300,000 USD • Project Associates (2) 150,000 USD • Gender Specialists (2) 165,000 USD • Communications Associates (2) 200,000 USD • National Consultant (Rapporteur) 4,500 USD • Equipment (8 laptops at 1,500USD each, and 2 cameras with accessories 1,500USD each) 15,000 USD • Supplies, 10,000 USD • Communication and Visibility, 20,000 USD • Miscellaneous 6,000 USD (1,000USD per country per year³¹) • Travel 60,000 USD • External audit 30,000 USD³² • Direct Project Cost 250,000 USD (for 2 country offices)³³ 	1,186,588
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³¹**Miscellaneous** are project activity related costs that are grouped together due to their lower monetary values (e.g. meeting costs, printing, taxi, goods delivery).

³² External audit will be carried out once every year in both countries, particularly to ensure the micro-finance schemes to be properly managed. Unit Cost per country per audit per year is 15,000USD.

³³ **Direct Project Cost (DPC)** are organizational costs incurred in the implementation of a development activity or service provided by UNDP country offices and HQ units that can be directly traced and attributed to the project activity or service. The primary objective of DPC is to reflect in the appropriate project budget the true direct costs of achieving the development results and objectives funded from programme resources. **DPC covers the organization's costs in support of its corporate structure, and enables full implementation costs to be reflected and fully costed to the projects by UNDP for the implementation of its development activities and services.** These costs are included in the project budget and charged directly to the project budget. DPC includes staff (Programme analyst, Programme Associate, M&E analyst, Operations Analyst, Procurement, ICT, HR, Finance, Driver and Direct Operating Cost).

Evaluation	EVALUATION ³⁴									Consultancy fees 34,000 USD (professional fees 850USD per day x 40 days) International airfare 5,000 USD (4,000USD and between Guyana and Dominica 1,000 USD) DSA for Consultant 7,187USD (12 days per country) and project managers: Dominica 334USD; Guyana 265USD) In country travel 18,200USD (Dominica: 150USD x 12 days; Guyana: coastal communities 5,000USD by vehicle, hinterland communities 10,000 USD by air and by land, including vehicle and boat, Georgetown, 200USD x 7 days) Terminals 513USD (international and domestic for consultant; project managers domestic terminals) Incidentals and insurance for consultant 1,200 USD Meetings and workshops at project sites 3,000 USD (meals 300 USD for participants x 10 areas) Contingency costs 1,000 USD	70,500
SUB-TOTAL		1,674,755	1,504,731	1,247,478	409,511	4,836,475				4,836,475	
General Management Support	8%	133,980	120,378	99,798	32,761	386,918	UNDP	GOJ		386,918	
TOTAL		1,808,735	1,625,109	1,347,276	442,272	5,223,393				5,223,393	

³⁴ Evaluation is projected to be conducted at the end of the third year.

Budget summary

Expected Outputs	2018		2019		2020		2021		TOTAL
	GUY	DOM	GUY	DOM	GUY	DOM	GUY	DOM	
Output 1	1,043,920	190,500	101,895	419,395	119,500	21,500	0	0	1,896,710
Output 2	41,000	156,100	236,500	283,000	140,000	449,037	7,000	171,040	1,483,677
Output 3	0	10,000	45,300	33,700	30,300	28,700	28,800	22,200	199,000
Project management and evaluation	127,835	105,400	193,141	191,800	195,141	263,300	85,571	94,900	1,257,088
GMS	97,020	36,960	46,147	74,232	38,795	61,003	9,710	23,051	386,918
Total	1,309,775	498,960	622,983	1,002,127	523,736	823,540	131,081	311,191	5,223,393

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project is directly aligned with the UNDP Strategic Plan 2018-2021 outcomes and will be executed under UNDP's direct implementation modality (DIM), as per the DIM project management implementation guidelines agreed by UNDP and national governments. In this regard, the UNDP offices in Barbados and the OECS and Guyana will be the Implementing Agencies for this project and will be jointly responsible and accountable for project implementation.

Having responsibility for project implementation, UNDP will have two parallel dedicated project teams, collectively referred to as a Project Management Unit (PMU). The PMU will be entrusted to support UNDP to deliver on the outputs outlined in this project document. The PMU will be responsible for the day-to-day management and coordination of the project, under the supervision of the UNDP offices.

The PMU will be comprised, 2 full time Project Managers, 2 Gender Specialists and 2 Project Associates. Other short-term support may be contracted by the PMU. The PMU will be under the day-to-day guidance from the Deputy Resident Representatives of UNDP Guyana and UNDP Barbados and OECS or their designates. The PMU will be provided the authority to manage components on a daily basis as per the boundaries established by this project document.

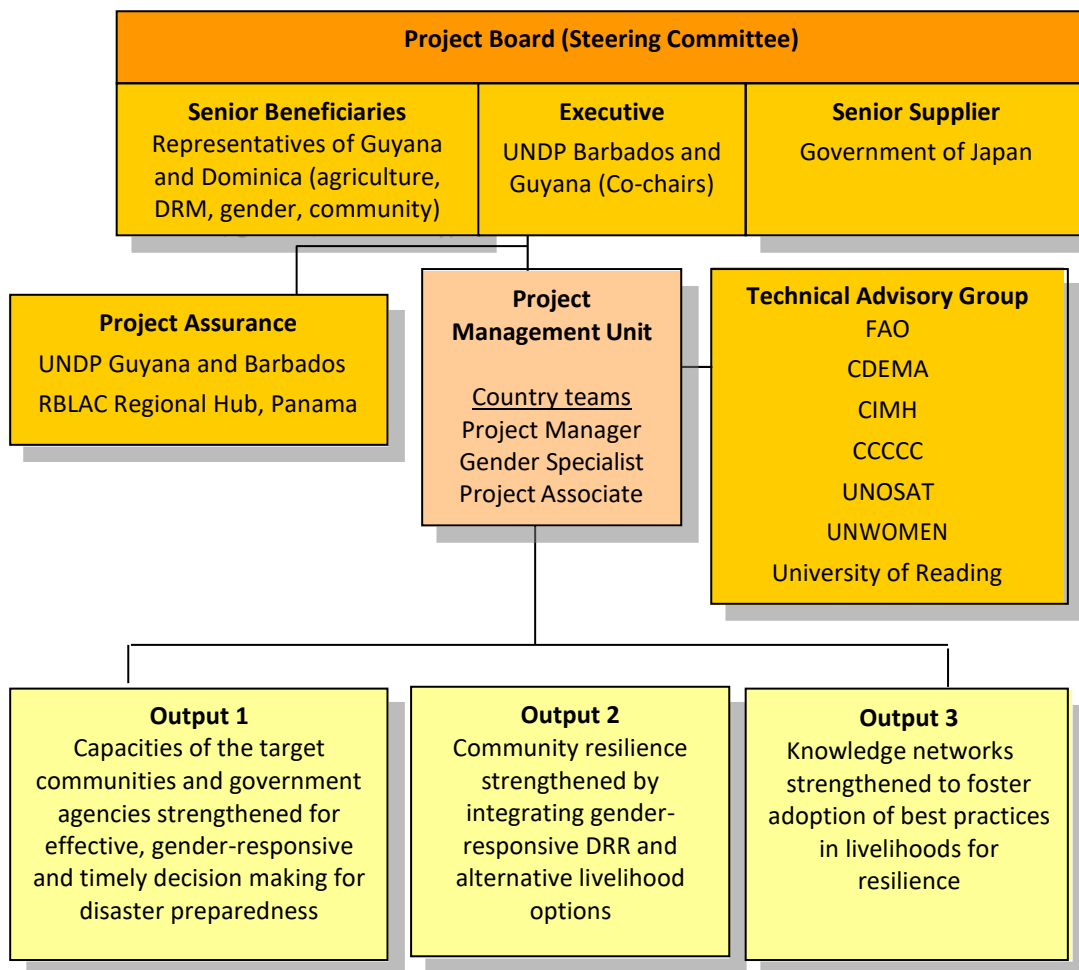
The respective UNDP offices in Guyana and Barbados will be responsible for services related to recruitment of project staff and consultants, travel, sub-contracting, organisation of regional workshops, etc. The costs of the UNDP services will be borne from the direct project costs budget. UNDP will undertake regular oversight of project implementation including management arrangements, annual work planning and in-situ monitoring, financial and results management, evaluation and project closure.

UNDP, assuring the overall quality control and oversight for this initiative (especially on substantive results monitoring and financial management), will report to GOJ (via UNDP Japan Liaison Unit) on an annual basis with the use of Annual Project Implementation Reviews (the first one to be submitted 12 months after the project document has been signed). More frequent updates can also be provided between project performance evaluations in response to any particular requirements or preferences of the donor. The Japan focal point from the Japan Unit within the UNDP Bureau of External Relations and Advocacy (BERA) will also be regularly updated of project progress and other relevant matters.

The **Project Board** will oversee the implementation of the project. The PB is responsible for making, on a consensus basis, management decisions for the project when guidance is required by the implementing agency. Project reviews by this group are made at designated decision points during the execution of the project, or as necessary when raised by the implementing agency. is responsible for making management decisions for a project, in particular when guidance is required by the Project Manager. This group is consulted by the Project Managers for decisions when Project Managers' tolerances (normally in terms of time and budget) have been exceeded (flexibility). Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorises any major deviation from these agreed annual plans. The Project Board plays a critical role in project monitoring and evaluations by quality assuring these processes and products, and using evaluations for performance improvement, accountability and learning. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems with external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities. Based on the approved Annual Work Plan (AWP), the Project Board can also consider and approve the quarterly plans (if applicable) and also approve any essential deviations from the original plans. The Terms of Reference are included in Annex 2.

In order to ensure UNDP's ultimate accountability for the project results, Project Board decisions will 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 final decision shall rest with UNDP.



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

- **Executive:** represents the project ownership to chair the group. For this project, the UNDP Resident Representatives for Guyana and Barbados and the OECS will jointly assume this role. The Executive’s role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier. Specific responsibilities include to:
 - Ensure that there is a coherent project organisation structure and logical set of plans
 - Set tolerances in the AWP and other plans as required for the Project Manager
 - Monitor and control the progress of the project at a strategic level
 - Ensure that risks are being tracked and mitigated as effectively as possible
 - Brief Outcome Board and relevant stakeholders about project progress
 - Organise and chair Project Board meetings
- **Senior Beneficiary:** individual or group of individuals representing the interests of those who will ultimately benefit from the project. The primary function within the Board is to ensure the realisation of project results from the perspective of project beneficiaries. The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The Senior Beneficiary role monitors progress against targets

and quality criteria. Nominated representatives of the beneficiary groups will serve on the Project Board in this capacity. Specific responsibilities include to:

- Ensure the expected output(s) and related activities of the project are well defined
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project output(s)
- Prioritise and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts
- The assurance responsibilities of the Senior Beneficiary are to check that:
 - Specification of the Beneficiary's needs is accurate, complete and unambiguous
 - Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
 - Impact of potential changes is evaluated from the beneficiary point of view
 - Frequently monitor risks to the beneficiaries
- **Senior Supplier:** individual or group representing the interests of the parties concerned which provide funding for specific cost sharing projects and/or technical expertise to the project. The primary function within the Board is to provide guidance regarding the technical feasibility of the project. This includes technical guidance on designing, developing, facilitating, procuring and implementing the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. The Embassy of Japan will assume this role.
 - Make sure that progress towards the outputs remains consistent from the supplier perspective
 - Promote and maintain focus on the expected project output(s) from the point of view of supplier management
 - Ensure that the supplier resources required for the project are made available
 - Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
 - Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts
- **Project Assurance:** this role is the responsibility of each Project Board member; however, the role can be delegated. The project assurance role performs objective and independent project oversight and monitoring functions, independent of the Project Managers, ensuring appropriate project management milestones are managed and completed. The Deputy Resident Representative of UNDP Barbados and the OECS, or their designate, will provide quality assurance oversight. The Regional Hub will be responsible for independent monitoring, ensuring quality assurance, compliance with UNDP policies and procedures, oversight of implementation progress based on the monitoring mechanism designed as part of the project, and compliance with ATLAS project management.

A **Responsible Party** is defined as an entity that has been selected to act on behalf of the Implementing Partner on the basis of a written agreement to purchase goods or provide services using the project budget. In addition, the Responsible Party may manage the use of these goods and services to carry out project activities and produce outputs. All Responsible Parties are directly accountable to the Implementing Partner in accordance with the terms of their agreement or contract with the Implementing Partner. Implementing Partners use Responsible Parties in order to take advantage of their specialised skills, to mitigate risk and to relieve administrative burdens.

For this project, Responsible Parties will include UNOSAT and the Hydrometeorological Service.

For more detailed oversight of project progress at a national level, it is proposed that national working groups be established, or existing inter-ministerial coordination mechanisms be used to provide technical guidance and implementation support. This is particularly important given the need for coherence with national policy processes, and need to ensure synergies with related initiatives governments and development partners engaged in countries.

Project Management Unit

The **Project Manager (PM)** has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. 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. The Implementing Partner appoints the Project Manager, who should be different from the Implementing Partner's representative in the Outcome Board.

The **Gender Specialist (GS)** is responsible for technical inputs to all project activities to ensure effective analysis and responsiveness to the differential needs of men, women, boys and girls, including capacity building, and assuring the respective quality of activities in the field. They are also responsible for providing technical advice and mentoring to beneficiaries and national counterparts, in close coordination with UNDP oversight staff.

The **Project Associate (PA)** role provides project administration, financial analysis and reporting, management of project documentation and logistical support to the Project Manager as required by the needs of the project or Project Manager.

The **Communications Associate** is responsible for the implementation of the project visibility and communications strategy and support the project on the knowledge sharing works.

Technical Advisory Group

A TAG is proposed to provide strategic technical oversight to the PMs for effective implementation, including building synergies with ongoing activities in the countries and the region and ensuring alignment with regional objectives. This proposed to be inclusive of a number of technical agencies, research and educational institutions and NGOs such as FAO, CDEMA, CIMH, UNOSAT, UNWOMEN, UNOSAT, University of Reading and CCCCC. The Group will also provide direct input to the Project Board as deemed necessary to guide decision-making. Membership may be determined so as to best provide guidance in relation to the specific project activities. Meetings of the Group may be once or twice a year, or as otherwise determined.

The TAG may adopt a process similar to the GEF Small Grants Programme in selecting priority areas for intervention, developing criteria and guidelines for evaluating submitted proposals and supporting the technical oversight and monitoring of grantees' activities.

The UNDP offices (Barbados and the OECS and Guyana) will be responsible for overseeing the implementation of activities in their respective countries. The COs will be instrumental in building relationships with stakeholders at national and local levels, and with NGOs and development partners in the country. The COs will also support the work of PMUs, including provision of salaries, procurement, contract management and monitoring, and field monitoring.

Collaborative Arrangements with Related Projects

This proposed project will establish the necessary communication and coordination mechanisms through its PMU, PB and TAG to ensure proper coordination between the various related projects operating within each country. UNDP Barbados and OECS and Guyana will also take the lead in ensuring adequate coordination and exchange of experiences. The project will seek to coordinate its actions with other UNDP climate change activities in the region; similar strategies of the proposed project may extend an opportunity to share lessons and exploit synergies, in particular in areas of harmonisation and mutual recognition. The project will also seek to coordinate actions with other existing government commitments and non-government initiatives to create synergies and avoid overlap and duplication.

Prior Obligations and Prerequisites

There are no prior obligations and prerequisites.

Audit Arrangements

The project will be audited according to UNDP Financial Regulations and Rules, as well as applicable Audit Policies.

IX. 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 SBAs 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 SBA with UNDP, attached hereto and forming an integral part hereof. All references in the SBA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

The Implementing Partner shall ensure best value for money, fairness, integrity, transparency, and effective international competition in the financial governance applied to implementing the project. 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. In all other cases, UNDP’s Financial Regulations and Rules and governance procedures shall be followed.

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
 - c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
 - d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

- e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

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

- g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

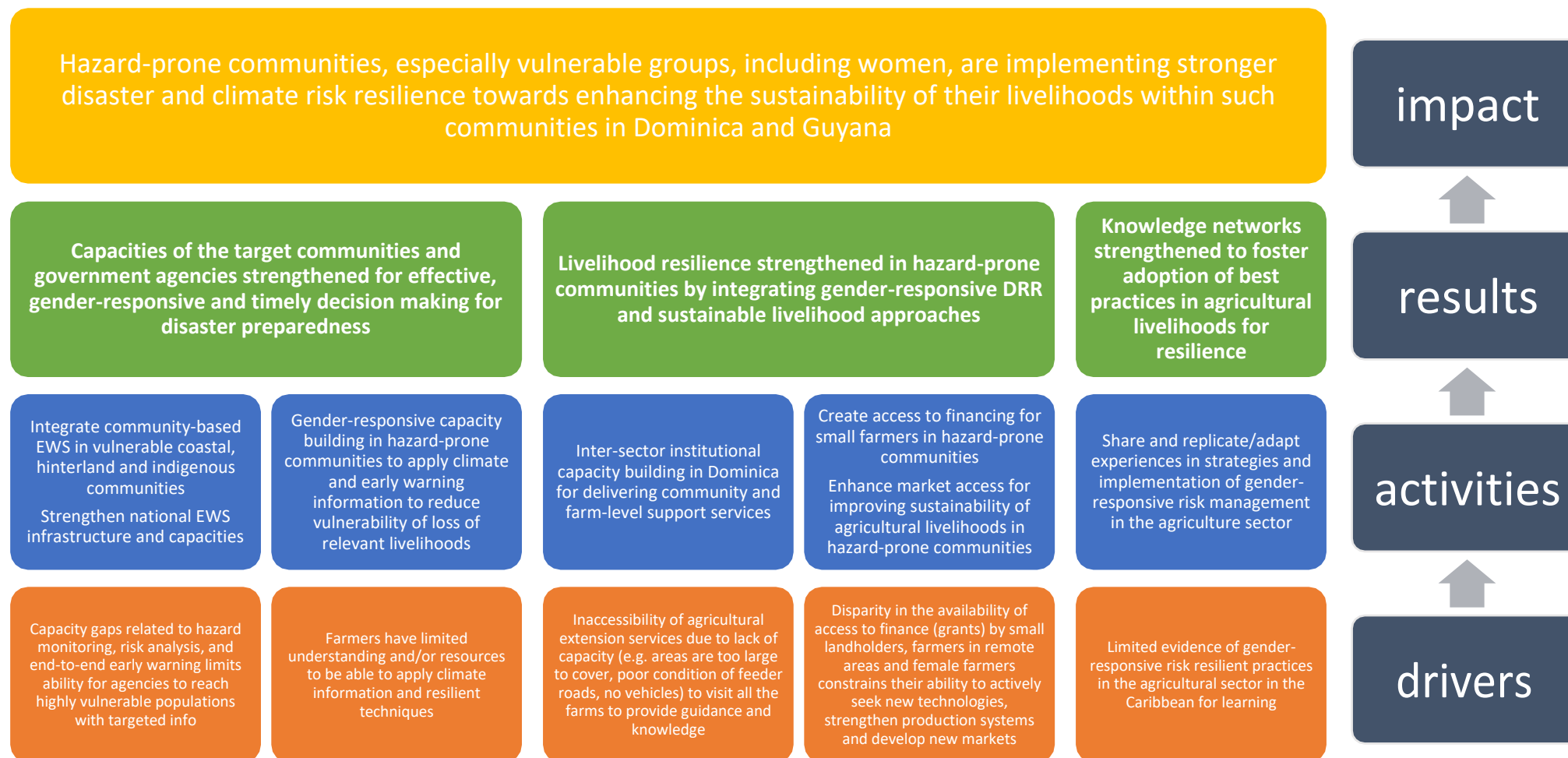
Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible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

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

- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

1. Theory of Change



2. Dominica Supplementary Results Framework

EXPECTED OUTPUTS	INDICATIVE ACTIVITIES	Output Indicator	Data Source	Target
<p>Specific objective/outcome:</p> <p>Resilience to climate change risks is enhanced for women and other vulnerable groups within target communities in Dominica and Guyana</p>		Change in farm production (yield) compared to pre- and post-crisis situation where climate info is being applied	<ul style="list-style-type: none"> Farmers' records Randomised control trials 	
		Proportion of trained farmers implementing disaster risk and climate-resilient practices, disaggregated by sex	<ul style="list-style-type: none"> AEO field reports 	
		Change in resources mobilised by trained female farmers	<ul style="list-style-type: none"> Randomised control trials 	
<p>Output 1:</p> <p>Capacities of the target communities and government agencies strengthened for effective, gender-responsive and timely decision making for disaster preparedness</p>	<p>Activity 1.1: Integrate community-based EWS in vulnerable coastal, hinterland and indigenous communities</p> <ul style="list-style-type: none"> Sub-Activity 1.1.2: Expansion of the Dominica EWS to strengthen dissemination mechanisms and emergency telecommunications in remote, indigenous and highly vulnerable communities <ul style="list-style-type: none"> Participatory identification of effective dissemination tools Integration of tools in communities (e.g. e-mail, SMS, siren) and tie into CAP server Provision of UHF and VHF radios or other resilient emergency telecommunications and training to remote communities 	Number of households in vulnerable communities covered by and appropriately responding to people-centred CAP-based EWS	<ul style="list-style-type: none"> Community surveys Simulation exercise report 	100
	<p>Activity 1.2: Gender-responsive capacity building in hazard-prone communities to apply climate and early warning information to reduce vulnerability of loss of agricultural livelihoods (linked with 2.4)</p> <ul style="list-style-type: none"> Sub-Activity 1.2.1: Training of community members to help maintain and secure EWS instruments 	Number of government technical officers (AEOs, Met office staff) demonstrating enhanced capacity to provide climate advisory services to farmers	<ul style="list-style-type: none"> Training reports Climate information materials 	20
		Number of women and men participating in household-based education programme for community early warning responses	<ul style="list-style-type: none"> Awareness surveys 	200

	<ul style="list-style-type: none"> • Sub-Activity 1.2.2: Build knowledge of vulnerable groups and communities to understand and appropriately respond to warning information • Sub-Activity 1.2.3: Training of agricultural extension officers (AEOs) and farmers for application of PICSA to improve risk resilience in target hazard-prone communities (linked with 2.4) 	Number of rural farms demonstrating enhanced capacity to employ climate information in agricultural decision-making	<ul style="list-style-type: none"> • AEO training reports • AEO field visit reports 	30
	<p>Activity 1.4: Strengthening of Dominica’s end-to-end CAP-based EWS for multi-hazard alerts</p> <ul style="list-style-type: none"> • Sub-Activity 1.4.1: Site assessment for monitoring • Sub-Activity 1.4.2: Expand Dominica’s hazard monitoring network (instrumentation), including analysis of trigger factors for secondary hazards e.g. landslides • Sub-Activity 1.4.3: Integration of risk maps into CAP-based EWS to improve hazard monitoring and targeted alerts • Sub-Activity 1.4.4: Capacity development of target agencies to operate and maintain the EWS, and training of community members to help maintain and secure EWS instruments • Sub-Activity 1.4.5: Conduct public awareness and education of the general public, government and the media on the availability and use of the improved national EWS 	Number of new monitoring devices deployed, tested and operationalised in vulnerable communities	<ul style="list-style-type: none"> • System logs • Test reports 	15
		Number of national EWS focal points demonstrating enhanced capacities in the operation and maintenance of the CAP system	<ul style="list-style-type: none"> • Training reports • Post-training evaluation/test reports 	10 (M6:F4)
<p>Output 2: Livelihood resilience strengthened in hazard-prone communities by integrating gender-responsive DRR and sustainable livelihood approaches</p>	<p>Activity 2.1: Develop and implement a gender-responsive sectoral strategy for disaster risk reduction in Dominica³⁵</p> <ul style="list-style-type: none"> • Sub-Activity 2.1.1: Develop and implement a gender-responsive tool to support gender equality analysis for DRR in agriculture, having reviewed the approach used in Guyana (linked with 3.1.1) • Sub-Activity 2.1.2: Hold validation exercises with national and sub-national stakeholders and hazard-prone communities for validation and prioritisation of actions • Sub-Activity 2.1.3: Implement select priority short-term community-level actions 	Gender tool developed and applied	<ul style="list-style-type: none"> • Completed analysis • Documented prioritised actions 	1

³⁵ Based on Agriculture Disaster Risk Management Plan 2014-2019 and A Revitalised Agricultural and Food Systems Development Plan for the Commonwealth of Dominica 2016

	Activity 2.2: Create access to financing for small farmers in hazard-prone communities	Number of resilience-based gender-responsive agriculture-specific credit or micro-finance mechanisms operationalised	•	2
	<ul style="list-style-type: none"> Sub-Activity 2.2.1: Assess existing and design/modify resilience-based micro-finance mechanisms and risk insurance for the agriculture sector Sub-Activity 2.2.2: Capacity building for community-based micro-finance fund managers, especially underserved vulnerable groups (e.g. women and indigenous people) as relevant Sub-Activity 2.2.3: Develop and implement a gender-responsive micro-finance mechanism for agricultural enterprises to facilitate the adoption of sustainable approaches and risk mitigation practices, including climate-smart agriculture (CSA), and DRR/CCA agricultural good practices 	Percentage of trained rural farmers obtaining micro-finance for climate resilient investment in agriculture	<ul style="list-style-type: none"> Training report Trainee surveys Records of financial institution Randomised control trials 	65% 100 trained (M50:F50)
		Percentage of trained rural farmers accessing micro-finance who are effectively managing resources	<ul style="list-style-type: none"> Business plans Field monitoring 	75%
		Percentage of non-project resources leveraged from the private sector/government/donors to capitalise the micro-finance fund	<ul style="list-style-type: none"> Disaggregated portfolio from financial institution 	25%
	Activity 2.3: Enhance market access for improving sustainability of agricultural livelihoods in hazard-prone communities in Dominica ³⁶ and Guyana	Percentage of farmers consistently fulfilling new agreements (individual/collective) for supply of produce or agricultural products to the domestic market	<ul style="list-style-type: none"> Records of sale or delivery to buyer Percentage of consecutive scheduled deliveries filled per year 	75% of 25 farmers (M10:F15)
Activity 2.4: Inter-sector institutional capacity building in Dominica for delivering community and farm-level support services in	Number of AEOs with enhanced routinely employing new skills to provide climate advisory services to farmers	<ul style="list-style-type: none"> Training reports Information materials 	20	

³⁶ Ministry of Agriculture and Fisheries, Commonwealth of Dominica. 2016. A Revitalised Agricultural and Food Systems Development Plan for the Commonwealth of Dominica Goal 2: Strong and effective marketing systems for domestic and export markets are developed and sustained

	<p>gender-responsive DRR and CCA livelihood approaches in agriculture (linked with 1.2)</p> <ul style="list-style-type: none"> • Sub-Activity 2.4.1: Training of agriculture and forestry extension officers in CSA and gender-responsive approaches • Sub-Activity 2.4.2: Provision of vehicles and tools to facilitate work of AEOs 	Percentage of trained farmers applying climate information for improved decision making	<ul style="list-style-type: none"> • Interviews 	75%
<p>Output 3: Knowledge networks strengthened to foster adoption of best practices in agricultural livelihoods for resilience</p>	<p>Activity 3.1: Facilitate learning and application through South-South exchange, especially among women's groups</p> <ul style="list-style-type: none"> • Sub-Activity 3.1.1: Hold a workshop to transfer the knowledge and experience in developing the gender strategy in DRR in the agriculture sector (linked with 2.1.1) • Sub-Activity 3.1.2: Conduct community exchanges to mutually learn from experiences and create community networks • Sub-Activity 3.1.3: Conduct South-South knowledge sharing by women's groups from hazard-prone communities 	Number of formal community networks with female leadership developed and active for data/knowledge sharing	<ul style="list-style-type: none"> • Meeting summaries • Network 	2

3. Project Quality Assurance Report

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL					
OVERALL PROJECT					
EXEMPLARY (5) ◎◎◎◎◎	HIGHLY SATISFACTORY (4) ◎◎◎◎○	SATISFACTORY (3) ◎◎◎○○	NEEDS IMPROVEMENT (2) ◎◎○○○	INADEQUATE (1) ◎○○○○	
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.	
DECISION					
<ul style="list-style-type: none"> • APPROVE – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner. • APPROVE WITH QUALIFICATIONS – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner. • DISAPPROVE – the project has significant issues that should prevent the project from being approved as drafted. 					
RATING CRITERIA					
STRATEGIC					
1. Does the project’s Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project): <ul style="list-style-type: none"> • 3: The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project’s strategy is the best approach at this point in time. • 2: The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence. • 1: The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD’s theory of change. <p><small>*Note: Management Action or strong management justification must be given for a score of 1</small></p>	3	2			
	1		Evidence		
	The project’s Theory of Change outlines the logical change pathway, based on the findings from previous initiatives in Guyana and understanding of the recovery needs in Dominica				
2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project): <ul style="list-style-type: none"> • 3: The project responds to one of the three areas of development work³⁷ as specified in the Strategic Plan; it addresses at least one of 	3	2			
	1		Evidence		
	Based on the UNDP Strategic Plan, 2018-21, the project responds to the signature solution 3 Resilience building and is linked to SP output 3.3.1 and 1.3.1.				

³⁷ 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

<p>the proposed new and emerging areas³⁸; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. <i>(all must be true to select this option)</i></p> <ul style="list-style-type: none"> • 2: The project responds to one of the three areas of development work¹ as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. <i>(both must be true to select this option)</i> • 1: While the project may respond to one of the three areas of development work¹ as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan. 		
RELEVANT		
<p>3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable). The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) <i>(all must be true to select this option)</i> • 2: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. <i>(both must be true to select this option)</i> • 1: The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project. <p><small>*Note: Management Action must be taken for a score of 1, or select not applicable.</small></p>	3	2
	1	
	<p><i>Select (all) targeted groups: (drop-down)</i></p> <p style="text-align: center;">Evidence</p> <p>Please refer to Section III in Project Document:</p> <ul style="list-style-type: none"> - Target project intervention areas in Guyana and Dominica - Stakeholder Engagement <p>In the implementation phase, additional target areas may be included due to further detailed analysis. This would be undertaken in line with the project objectives.</p> <p>Beneficiaries will also be represented on the Project Board (section VIII)</p>	
<p>4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives. • 2: The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives. • 1: There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence. <p><small>*Note: Management Action or strong management justification must be given for a score of 1</small></p>	3	2
	1	
	<p style="text-align: center;">Evidence</p> <p>Knowledge and lessons learned from an immediate past project in Guyana and the 2015 and 2017 PDNAs in Dominica have informed the articulation of the problem and TOC</p>	
<p>5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to</p>	3	2
	1	

³⁸sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience

<p>address gender inequities and empower women? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: A <u>participatory</u> gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i> • 2: A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i> • 1: The project design may or may not mention information and/or data on the differential impact of the project’s development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered. <p><small>*Note: Management Action or strong management justification must be given for a score of 1</small></p>	<p style="text-align: center;">Evidence</p> <p>The analysis of gender-differentiated impacts and needs which informed the context and strategy of the document has been informed by the Guyana ADRM Gender Strategy (UNDP and FAO, 2017), the Country Poverty Assessment – Dominica (CDB, 2009) and the post-Erika and post-Maria PDNAs.</p> <p>Outcome 2 will include more detailed analysis during the development of a gender-responsive DRM Strategy in Dominica</p>	
<p>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project’s intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true to select this option)</i> • 2: Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified. • 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners’ interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. <p><small>*Note: Management Action or strong management justification must be given for a score of 1</small></p>	<p style="text-align: center;">3</p>	<p style="text-align: center;">2</p>
<p style="text-align: center;">1</p>		
<p>Evidence</p> <p>The project, which has a multi-country scope, will require an implementing agency with the capacity to coordinate different components (capacity building, technical assistance and knowledge management products and services); and to convene a wide variety of national and international, public and civil society stakeholders and partners, including an array of government institutions, regional partners such as the Caribbean Institute for Meteorology and Hydrology (CIMH), and UN agencies (FAO, UNWOMEN, UNITAR, UNOSAT).</p> <p>The project seeks to add value to and improve the effectiveness of UNDP technical assistance in the region. This multi-country approach is specifically designed to systematically share experiences and lessons learned, and systematise the methodologies and strategies, to develop permanent mechanisms for identification, systematisation and analysis of lessons learned. UNDP’s expertise, experience and active involvement in critical DRM activities in both countries serve as a critical foundation towards the successful implementation. The mainstreaming and technical expertise on gender and women’s empowerment within UNDP programming are key capacities where countries in the region need significant support to integrate into their processes.</p> <p>UNDP Barbados and the OECS is currently coordinating a disaster recovery programme within Dominica through a locally-established project office. As resilience within the agricultural sector is the focus of this project, it will be critical to ensure coordination and</p>		

	<p>synergy with the wider recovery programme and strengthening the interface of the support to the country during the recovery process. Additionally, as government capacities are not fully recovered, direct implementation by UNDP is a critical need, including the project office providing operational support such as physical location of the local project team.</p> <p>UNDP Guyana is leading in the area of community-based EWS and through existing projects, such as the Amerindian Development Fund (ADF), UNDP has a good understanding of the context and challenges of the Hinterland communities.</p> <p>UNDP also has and/or can facilitate access to the necessary technical expertise that is required for the successful implementation of this project.</p>
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SOCIAL & ENVIRONMENTAL STANDARDS	
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<p>7. Does the project seek to further the realization of human rights using a human rights-based approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (<i>all must be true to select this option</i>) • 2: Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. • 1: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	3	2
	1	
	<p style="text-align: center;">Evidence</p> <p>The project focuses on securing the right to decent work and related ability to meet basic needs. This is to be accomplished through building resilience and productivity of livelihoods in communities vulnerable to natural hazards and climate change. The project also focuses on indigenous peoples as a group that has additional vulnerability due to higher levels of poverty in these communities, and helping to maintain their traditional practices and access to natural resources.</p>	

<p>8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (<i>all must be true to select this option</i>). • 2: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget. • 1: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	3	2
	1	
	<p style="text-align: center;">Evidence</p> <p>The project's Theory of Change (Annex 1), Strategy (section II) and Expected results (section III) are linked to enhancing environmental sustainability to promote livelihood resilience, and integrate poverty-environment linkages. Specifically, the interventions in agriculture will, for example, include elements to reduce land degradation. Target communities include those which are income poor, looking at improving their livelihoods.</p>	

<p>9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]</p>	Yes	No
MANAGEMENT & MONITORING		
<p>10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The project’s selection of outputs and activities are at an appropriate level and relate in a clear way to the project’s theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. (<i>all must be true to select this option</i>) • 2: The project’s selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project’s theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. (<i>all must be true to select this option</i>) • 1: The results framework does not meet all of the conditions specified in selection “2” above. This includes: the project’s selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project’s theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. <p><small>*Note: Management Action or strong management justification must be given for a score of 1</small></p>	3	2
1		
<p style="text-align: center;">Evidence</p> <p>Please see Results Framework (Project Document section V)</p>		
<p>11. Is there a comprehensive and costed M&E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?</p>	Yes (3)	No (1)
<p>12. Is the project’s governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The project’s governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (<i>all must be true to select this option</i>). • 2: The project’s governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (<i>all must be true to select this option</i>) • 1: The project’s governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. 	3	2
1		
<p style="text-align: center;">Evidence</p> <p>The Project Board members and roles are defined (section VIII) with a draft TOR (annex 6)</p>		

<p>*Note: Management Action or strong management justification must be given for a score of 1</p>		
<p>13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. <i>(both must be true to select this option)</i> • 2: Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk. • 1: Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document. <p>*Note: Management Action must be taken for a score of 1</p>	3	2
	1	
	<p style="text-align: center;">Evidence</p> <p>Risk log in annex 5</p>	
EFFICIENT		
<p>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.</p>	<p style="text-align: center;">Yes (3)</p> <p>The project has planned shared operations between the COs and other agencies (FAO) e.g. procurement. The project in Dominica will be linked with the technical expertise and procurement of the EWS project also being implemented there</p>	No (1)
<p>15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)</p>	<p style="text-align: center;">Yes (3)</p> <p>In both countries there are related ongoing projects, including recovery interventions in Dominica through multiple partners, including FAO and the World Bank; and the Building Resilience and Sustainable Livelihood: Mainstreaming Disaster Risk Management into the Agriculture Sector in Guyana Project.</p>	No (1)
<p>16. Is the budget justified and supported with valid estimates?</p> <ul style="list-style-type: none"> • 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. • 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates. • 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget. 	3	2
	1	
	<p style="text-align: center;">Evidence</p> <p>Please refer to Project Document's Multi-Year Work plan (section VII)</p>	
	3	2

<p>17. Is the Country Office fully recovering the costs involved with project implementation?</p> <ul style="list-style-type: none"> • 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) • 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. • 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. <p><i>*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</i></p>	<p style="text-align: center;">1</p> <p style="text-align: center;">Evidence</p> <p>Please refer to Project Document’s Multi-Year Work plan (section VII)</p>													
EFFECTIVE														
<p>18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. <i>(both must be true to select this option)</i> • 2: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments. • 1: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2">Using DIM does not require HACT assessment. Any Responsible Parties engaged during the project will be assessed as required</td> </tr> </table>		3	2	1		Evidence		Using DIM does not require HACT assessment. Any Responsible Parties engaged during the project will be assessed as required					
3	2													
1														
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<p>19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?</p> <ul style="list-style-type: none"> • 3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions. • 2: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions. • 1: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project. 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2">Building on the experience of the ADRM and other related projects in Guyana, the lessons learned and priorities outlined by stakeholders were incorporated into this project’s design. Through the analysis of 100 years flood history coupled with the population densities and the Civil Defence Commission’s (CDC) regional multi-hazard assessment, the potential pilot regions have been selected (the most affected by floods). Additionally, the project will be targeting the most marginalized, including indigenous communities.</td> </tr> <tr> <td colspan="2">More specifically, several gaps which were identified by stakeholders were used as a foundation for the development of this project (Project document section I).</td> </tr> <tr> <td colspan="2">In Dominica, the PDNA and other sector-specific and community-based assessments have identified needs in the post-disaster context, which have informed the project design.</td> </tr> </table>		3	2	1		Evidence		Building on the experience of the ADRM and other related projects in Guyana, the lessons learned and priorities outlined by stakeholders were incorporated into this project’s design. Through the analysis of 100 years flood history coupled with the population densities and the Civil Defence Commission’s (CDC) regional multi-hazard assessment, the potential pilot regions have been selected (the most affected by floods). Additionally, the project will be targeting the most marginalized, including indigenous communities.		More specifically, several gaps which were identified by stakeholders were used as a foundation for the development of this project (Project document section I).		In Dominica, the PDNA and other sector-specific and community-based assessments have identified needs in the post-disaster context, which have informed the project design.	
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<p>20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">Yes (3)</td> <td style="text-align: center;">No (1)</td> </tr> </table>		Yes (3)	No (1)										
Yes (3)	No (1)													

After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?		
21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum. *Note: Management Action or strong management justification must be given for a score of “no”	Yes (3)	No (1)
	Evidence	
22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project): <ul style="list-style-type: none"> • 3: The project has a realistic work plan & budget covering the duration of the project <i>at the activity</i> level to ensure outputs are delivered on time and within the allotted resources. • 2: The project has a work plan & budget covering the duration of the project at the output level. • 1: The project does not yet have a work plan & budget covering the duration of the project. 	3	2
	1	
	Evidence Please refer to Project Document’s Multi-Year Work plan (section VII)	
SUSTAINABILITY & NATIONAL OWNERSHIP		
23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project): <ul style="list-style-type: none"> • 3: National partners have full ownership of the project and led the process of the development of the project jointly with UNDP. • 2: The project has been developed by UNDP in close consultation with national partners. • 1: The project has been developed by UNDP with limited or no engagement with national partners. 	3	2
	1	
	Evidence The Ministries of Agriculture and other project partners have been consulted in the framing and refining of the project, including definition of the target areas. Attach: LPAC minutes	
24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project): <ul style="list-style-type: none"> • 3: The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. • 2.5: A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities. • 2: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. • 1.5: There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned. • 1: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions. 	3	2.5
	2	1.5
	1	
	Evidence Capacity assessments related to EWS have been conducted under previous projects, and activities designed to address these gaps. Specific capacity assessments will be conducted among agriculture stakeholders to design training. Capacities have altered significantly since the passage of hurricane Maria in Dominica, which have been reviewed in the PDNA and sector-specific assessments	
25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?	Yes (3)	No (1)
	The Dominica project team will rely on the agricultural extension services and the Met services as part of its monitoring and sustainability planning, as specified in the results framework.	

<p>26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?</p>	<p>Yes (3)</p>	<p>No (1)</p> <p>The transition plan will be agreed with the various stakeholders at the beginning of the project, including capacity development, ownership of equipment, cost of maintenance, operation and replacement, and replication</p>
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4. Social and Environmental Screening

Project Information	
1. Project Title	Strengthening Disaster Management Capacity of Women in the Cooperative Republic of Guyana and Commonwealth of Dominica
2. Project Number	00110785
3. Location (Global/Region/Country)	Guyana, Dominica

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The project focuses on supporting the right to decent work and related ability to meet basic needs. This is to be accomplished through building resilience and productivity of sustainable livelihoods in communities vulnerable to natural hazards and climate change. The project also focuses on indigenous peoples as a group that has additional vulnerability due to higher levels of poverty in these communities.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

The project will aim to reduce these vulnerabilities by targeting among others, data and information gaps in gender analysis, hazard and risk; limited integration of climate change and disaster risk planning and practices in the agriculture sector; and limited access to appropriate, sustainable finance for vulnerable small farmers and women's groups. To address these, equality vulnerability mapping and community-based and national level early warning systems will be developed and implemented, to increase the ability of remote vulnerable farmers, including women farmers and indigenous people, to prepare for weather and non-weather-related risks on a timely basis. This will be supported by capacity building at the national and local levels to ensure long-term sustainability. Long-term resilience will be enhanced through the integration of gender responsive disaster risk mitigation and climate change adaptation practices and approaches into agricultural planning and practices, including gender mainstreaming into the Dominica Agriculture DRM Plan. Finally, access to finance will be enhanced in each country through an appropriate gender responsive micro-finance framework and coordinated planning, which will create new market opportunities for rural farmers and provide the capital needed to exploit them, with the aim of empowering women by improving their capacities and business generation in the agriculture sector.

Briefly describe in the space below how the Project mainstreams environmental sustainability

The project's Theory of Change (pg. 44), Strategy (pg. 9-11) and Expected results (pg. 13-16) are linked to enhancing environmental sustainability and integrated poverty-environment linkages. Specifically, the interventions in agriculture will, for example, include elements to reduce land degradation through climate-smart and sustainable practices. Target communities include those which face multidimensional risks, with the intention of improving the productivity, environmental sustainability and risk resilience of their livelihoods

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks?	QUESTION 3: What is the level of significance of the potential social and environmental risks?		QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?	
<i>Risk Description</i>	<i>Impact and Probability (1-5)</i>	<i>Significance (Low, Moderate, High)</i>	<i>Comments</i>	<i>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</i>
P1.Q1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	I = 3 P = 3	Moderate	There has been limited consultation with community groups, thus presenting potential conflict in access to project benefits and this may increase the socio-economic vulnerability of some groups	Additional consultations and needs assessments will be held during the inception phase with a focus on the target areas that have been preliminarily identified.
P1.Q5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	I = 4 P = 2	Moderate	Limitations exist in the capacities of national government institutions and e.g. in the coverage (geographic, hazard types) of EWS, and capacities of extension support services to use climate info.	Specialised technical assistance is being provided through the UN system and regional institutions to build specific capacities at the national level, to strengthen their support to communities. PDNA and other post-disaster assessments are completed, but will need to be complemented with additional info which is assumed as being collected during the recovery phase in Dominica to ensure that the most vulnerable have access to project benefits. However, the project will aim to collect information and engage with stakeholders further as part of the implementation process.
P1.Q6. Is there a risk that rights-holders do not have the capacity to claim their rights?	I = 4 P = 2	Moderate	Project activities will benefit small farmers in hazard-prone areas. However, there has been limited consultation with community groups, thus presenting potential conflict in access to project benefits	The assumption is that the project will be able to include participation of women and indigenous groups in a way that is relevant to their needs and responsibilities, utilising the support of government and community resources as appropriate. The project will hold additional consultations during implementation as part of development of participatory identification of needs and securing their rights to ensure that

				<p>the famers participating in the project have opportunities to raise any concerns regarding their rights.</p> <p>At the community level in particular, local governance and participatory mechanisms (councils, cooperatives etc) will be key interlocutors for building partnerships and engagement with the target beneficiaries.</p> <p>A mechanism for addressing complaints, grievances, and suggestions will be developed that will serve to prevent or address conflicts that the project's actions may generate.</p>
P3.Q2.2 Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	I = 4 P = 2	Low	The project specifically targets areas which are prone to climate-related hazards which can be exacerbated by climate change.	The project will promote overall agro-ecosystem and community resilience through DRR, CSA and SLM practices. The design of climate resilient productive practices will improve application and technical capacity support climate change resilience through, for example, development/use/propagation of climate resilient agricultural practices, such as soil and water conservation, and improving use of climate and early warning information.
P3.Q3.5 Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	I = 3 P = 3	Moderate	The project specifically targets areas which are prone to climate-related hazards which can be exacerbated by climate change.	The aim is to reduce the vulnerability of the populations in these areas, as they will continue to be exposed to these risks. Improving the extent of the multi-hazard EWS in the countries is intended to reduce vulnerability of the exposed populations.
P3.Q6.4 Has there been an 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?	I = 4 P = 3	High	Indigenous communities are identified as a particularly vulnerable group.	The potential for negative impacts human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples exists based on the fact that there has not been an extensive consultative process with indigenous communities. However, this is planned during the project inception in order to identify and engage specific beneficiary communities.
QUESTION 4: What is the overall Project risk categorization?				
Select one (see SESP for guidance)		Comments		
<i>Low Risk</i>				
<i>Moderate Risk</i>				
<i>High Risk</i>		The success of the project will rely on the ability to achieve planned results in the context of high levels of vulnerability both in Dominica and Guyana, with a special acknowledgement of the		

			situation in Dominica. However, with the proper targeted approach, risks should be reduced once implementation starts and adequate results achieved.
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
	Check all that apply		Comments
	<i>Principle 1: Human Rights</i>	x	
	<i>Principle 2: Gender Equality and Women's Empowerment</i>	x	
	1. Biodiversity Conservation and Natural Resource Management	<input type="checkbox"/>	The project will be supporting activities in environmentally sensitive areas, but this work will aim at reducing impacts in these areas with a net positive impact.
	2. Climate Change Mitigation and Adaptation	x	The project specifically targets areas which are prone to climate-related hazards which can be exacerbated by climate change. The aim is to reduce the vulnerability of the populations in these areas, as they will continue to be exposed to these risks.
	3. Community Health, Safety and Working Conditions	<input type="checkbox"/>	
	4. Cultural Heritage	<input type="checkbox"/>	
	5. Displacement and Resettlement	<input type="checkbox"/>	
	6. Indigenous Peoples	x	
	7. Pollution Prevention and Resource Efficiency	x	

Final Sign Off

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.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
Principles 1: Human Rights	Yes/No
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	Yes
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ³⁹	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Yes
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	Yes
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women’s Empowerment	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3. Have women’s groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4. Would the Project potentially limit 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>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below	

³⁹ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, 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 people and transsexuals.

Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
1.1 Will the Project potentially cause 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>	No
1.2 Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognised as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3 Does the Project involve 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)	No
1.4 Would Project activities pose risks to endangered species?	No
1.5 Would the Project pose a risk of introducing invasive alien species?	No
1.6 Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7 Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8 Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9 Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10 Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11 Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
Standard 2: Climate Change Mitigation and Adaptation	
2.1 Will the proposed Project result in significant ⁴⁰ greenhouse gas emissions or may exacerbate climate change?	No
2.2 Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	Yes

⁴⁰ In regard to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive 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>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	Yes
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labour standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact 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)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in 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)?	No

5.3	Is there a risk that the Project would lead to forced evictions? ⁴¹	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	Yes
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	Yes
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	Yes
6.3	Would the proposed Project potentially affect 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 the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognised as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an 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?	Yes
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or trans-boundary impacts ?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose 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 Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No

⁴¹ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

7.4 Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5 Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

5. Risk Analysis

Project Title: Strengthening Disaster Management Capacity of Women in the Cooperative Republic of Guyana and Commonwealth of Dominica	Award ID: 00110785	Date: Oct 2017
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Description	Date identified	Type	Impact and probability	Countermeasures/Management response	Last update	Status
Unexpected prolonged absence of technical officers in charge from the UNOSAT, without timely backstopping arrangement within the agency to deliver the project results.	Oct 2017	Operational	I = 4 P = 2	Have backstopping arrangement prior to the commencement of the project.	Oct 2017	Unchanged
If the project does not adequately mainstream gender equality there is a possibility that it will not be as inclusive to women in agriculture if their caregiving and other responsibilities which would limit their participation are not addressed.	Oct 2017	Operational	I = 4 P = 2	The assumption is that the project will be able to include women's participation in a way that is relevant to their needs and responsibilities, utilising the support of government and community resources as appropriate. It is acknowledged that post Hurricane Maria in Dominica that there is an increase in the burden of care for women coupled with a loss of livelihoods.	Oct 2017	Unchanged
Slow purchasing processes of materials and equipment in Output 2.	Oct 2017	Operational	I = 3 P = 3	UNDP Guyana and Barbados will support or lead procuring required materials and equipment with accelerated procurement processes. Because Dominica is operating in a post-disaster context, it may still be possible to apply fast track procedures, particularly if some known processes are initiated during 2017.	Oct 2017	Unchanged
Slow hiring process for the experts by the country office.	Oct 2017	Operational	I = 3 P = 3	Utilisation of the global ExpRes Roster and regional CC/DRR Roster can accelerate procurement processes.	Oct 2017	Unchanged
Poor/inefficient coordination between key government Agencies and line Ministries, as well as other stakeholders.	Oct 2017	Organisational	I = 4 P = 3	The project will establish a consultation group/ process in order to account for the institutions and assure proper coordination. Clear	Oct 2017	Unchanged

Description	Date identified	Type	Impact and probability	Countermeasures/Management response	Last update	Status
				communication and integration of relevant partners in process.		
Activities requiring high levels of coordination will require that all agencies involved are able to locate target groups and support their participation, for example, in the case of micro-finance and in supporting farmers to access markets.	Oct 2017	Organisational	I = 5 P = 3	At the community level in particular, local governance and participatory mechanisms (councils, cooperatives etc) will be key interlocutors for building partnerships and engagement with the target beneficiaries.	Oct 2017	Unchanged
Inter-UN agency and Responsible Party Agreements require time to be negotiated and approved.	Oct 2017	Organisational	I = 3 P = 2	Any LOAs will be negotiated in advance of project start and during Project Appraisal Committee to ensure that signature will be the only matter pending once the project is approved.	Oct 2017	Unchanged
Changes in government administration due to the next Parliamentary and local elections may lead to disruption or discontinuation of the development initiatives of the previous administrations.	Oct 2017	Political	I = 4 P = 4	Ensure the alignment of project priorities with national development priorities and needs.	Oct 2017	Unchanged
Limited local expertise and their high turnover or reduced capacities to facilitate sustainable capacity building activities of the project.	Oct 2017	Political	I = 4 P = 2	Technical working groups at the national level will be established to support the facilitation of the capacity building and expertise sharing activities of the project. Specialised technical assistance is being provided through the UN system and regional institutions to build specific capacities at the national level, to strengthen their support to communities.	Oct 2017	Unchanged
For the interventions proposed to be most effective, it will be necessary to be able to target the most vulnerable. This requires sufficient data on the current conditions on the ground to facilitate.	Oct 2017	Strategic	I = 4 P = 3	For Dominica, the PDNA currently underway is intended to provide a baseline.	Apr 2018	PDNA and other post-disaster assessments are completed, but will need to be complemented with additional info which is assumed as being collected during the recovery

Description	Date identified	Type	Impact and probability	Countermeasures/Management response	Last update	Status
						phase in Dominica to ensure that the most vulnerable have access to project benefits. However, the project will aim to collect information and engage with stakeholders further as part of the implementation process.
Climate-smart agriculture initiatives will rely on the availability of data on the condition of land, land tenure and the state of previous agricultural enterprises, including information on women farming activities and whether this can be improved upon or whether agricultural workers and small business farmers are completely displaced.	Oct 2017	Strategic	I = 5 p = 3	It is expected that there will be adequate information available through the PDNA, and assumed that land tenure issues will not interfere with project initiatives.	Apr 2018	It is assumed there will be enough data to adequately conduct relevant activities. Related to CSA, that there will be required expertise available to support the same.
As the agriculture sector in Dominica was such a critical sector of employment, delays in restoration of the same would likely mean the loss of available labour as people would have sought more immediately available income generating opportunities. Therefore, restoring the sector close to its previous capacity will be challenging and project initiatives will need to be as targeted and sustainable as possible to support the same.	Oct 2017	Strategic	I = 4 p = 2	The project has prioritised interventions in agriculture in hazard prone communities with a focus on improving access to existing and new markets. This should support the sustainability of current employment in agriculture and support market expansion while engaging vulnerable farmers in the same	Oct 2017	Unchanged
Slow financial delivery due to limited community absorption capacity, which can result in delaying the	Oct 2017	Financial	I = 5 p = 3	Key parts of the intervention to which the majority of resources are allocated are supported by technical capacities in government agencies and UNOSAT, and	Oct 2017	Unchanged

Description	Date identified	Type	Impact and probability	Countermeasures/Management response	Last update	Status
project timeframe and difficulties to deliver results on time.				capacity building for financial management at the farmer and cooperative level.		
Further natural hazard impact could severely delay project activities and result in inability to deliver project activities or may divert national priorities and resources to response, recovery and reconstruction efforts.	Oct 2017	Environmental	I = 4 P = 3	As the project is geared towards supporting rebuilding of capacity and livelihoods, it will be relevant even if it has to be altered, to supporting response and recovery in the same. It may provide an opportunity to demonstrate the value of the project investment in execution of the capacities built and reduced losses; or through support from the wider region in applying such capacities to the affected country if not yet built locally. This requires implementation to be as rapid as feasible.	May 2018	NOAA's outlook for the 2018 Atlantic Hurricane Season indicates that a near-normal season is most likely (40% chance), followed by a 35% chance of an above-normal season and a 25% chance of a below-normal season. The 2018 outlook indicates a 70% probability: <ul style="list-style-type: none"> • 10-16 Named Storms • 5-9 Hurricanes • 1-4 Major Hurricanes • Accumulated Cyclone Energy (ACE) range of 65%-145% of the median

6. Draft Terms of Reference for Project Board and PMU

PROJECT BOARD

1.0 BACKGROUND

2.0 COMPOSITION

Representatives from the following organisations shall comprise the Project Board:

- United Nations Development Programme (UNDP) as Chair
 - Barbados and the OECS Sub-regional Office
 - Guyana
- Government of Japan
- Government of Guyana (agriculture, DRM, gender)
- Government of Dominica (agriculture, DRM, gender)
- Community representative(s) from Guyana
- Community representative(s) from Dominica

3.0 FUNCTIONS OF THE PROJECT BOARD

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

4.0 MEETINGS

The Project Board will meet at least every six months, at a time and place convenient to all members. A quorum will be constituted by 50% plus one of the representatives listed at 2.0, and this must be present for meetings of the Project Board to be convened. Meetings may also be convened virtually as needed.

5.0 CHAIRPERSON

The Project Board Co-Chairs will chair the Project Board meeting. The Chairs will be responsible for:

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

6.0 SECRETARIAT OF THE COMMITTEE

The Project Managers will provide secretariat services to the Project Board.

7.0 COMMUNICATION

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

8.0 DURATION

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

9.0 FUNDING OF PROJECT BOARD ACTIVITIES

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

10.0 MEETING LOCATION

Meetings of the Project Board will be held at locations agreeable to all members.

PROJECT MANAGER

Overall responsibilities: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. 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.

Specific responsibilities would include:

Overall project management:

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team(s)/ responsible party(ies);
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with any suppliers.

Running a project

- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilise goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the project document, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project Risk Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual Review Report, and submit the report to the Project Board and the Outcome Board;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

Closing a Project

- Prepare Final Project Review Reports to be submitted to the Project Board and the Outcome Board;
- Identify follow-on actions and submit them for consideration to the Project Board;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
- Prepare final Combined Delivery Report for signature by appropriate authorities.

RECRUITMENT QUALIFICATIONS

- Education:
- Advanced university degree in environmental management, natural resource management, disaster management, agricultural technology, agroecology, climate change, sustainable development, gender studies or related field
 - Certification in project management is an asset.
- Experience:
- Minimum 6 years of working experience in project or programme management.
 - At least 3 years of progressively responsible professional experience in agriculture or disaster management related projects.
 - Previous experience in project management in agricultural development or disaster risk management related project would be a good asset.
 - Demonstrated experience working with national governments, communities, and diverse stakeholder groups for a minimum of 4 years.
 - Experience in applying gender-responsive approaches in capacity building, community initiatives and/or development projects.
 - Experience in the Caribbean region desired, especially experience in [Guyana/Dominica].
 - Previous experience in working with the Government of Japan preferred.
 - Sound understanding of disaster risk management in the agricultural sector, agricultural extension systems, food security, community resilience and sustainable development.
 - Demonstrated evidence of research and reporting skills (e.g. published papers).
 - Demonstrable computer skills including Microsoft Office.
 - GIS and/or statistical analysis skills would be a strong asset.
- Language Requirements:
- Fluency in written and oral English.
 - Knowledge of indigenous languages of [Dominica/Guyana] is highly advantageous.

GENDER SPECIALIST

Overall responsibilities: The Gender Specialist will be primarily responsible for providing high quality technical support in ensuring the quality of the gender-responsiveness and mainstreaming of the project, as well as knowledge and capacity development services, to the beneficiary government agencies and communities, in coordination with the UNDP office, working with UN agencies, government, inter-governmental organisations, NGOs, donors, and the private sector in accordance with the objective and outcomes of the project document.

Specific responsibilities: Some specific tasks of the Gender Specialist would include:

- Provision of technical advice to the Project Manager in the planning and execution of project activities to ensure effective analysis of the social and gender dynamics of the environment and tailored approaches so that emerging development support responds to women's needs and gender equality priorities;
- Provide analysis and strategic advice to the Project Manager and UNDP office on current gender issues and opportunities to support inclusive engagement of women in climate change and disaster risk resilience
- Lead the mainstreaming gender equality and women's empowerment into all project activities;
- Support efforts on gender mainstreaming at all stages of the project (annual work planning, monitoring, reporting and evaluation);
- Support the Project Manager in planning and realising appropriate data collection to track project progress and monitor the results framework;
- Act as resource person in capacity building, knowledge sharing events and other relevant activities on gender equality and women's empowerment in the UN System;
- Ensure knowledge sharing, documentation and dissemination of good practices on gender equality, women's empowerment and rights within the project;
- Support the communication of gender equality and women's empowerment results to external audiences;
- Identify and advise on entry points for new initiatives for UNDP to strengthen national and local capacities for gender equality and to support the advancement of women's empowerment and gender equality in the country.

RECRUITMENT QUALIFICATIONS

- | | |
|------------------------|--|
| Education: | <ul style="list-style-type: none"> <input type="checkbox"/> Advanced university degree in gender, women's studies, social sciences, international development, international relations or other development-related field |
| Experience: | <ul style="list-style-type: none"> <input type="checkbox"/> A minimum of 5 years of progressively responsible experience in development, focused on providing policy advice, technical assistance and/or programming around gender equality, women's empowerment and women's rights issues; part of which should include previous field experience with the UN or an international development organisation; <input type="checkbox"/> Experience writing analytical documents and reports; <input type="checkbox"/> Experience in coordination and advocacy; <input type="checkbox"/> Strong public speaking skills and representational experience. <input type="checkbox"/> Knowledge of and experience in [Dominica/Guyana] or the Caribbean is desirable; <input type="checkbox"/> Experience with implementing gender mainstreaming agendas across a variety of sectors, including experience gender mainstreaming in governmental bodies; <input type="checkbox"/> Experience working with the UN in development and/or humanitarian contexts; <input type="checkbox"/> Experience working with women's movements, and civil society and familiarity with women's rights organisations and networks in the region. <input type="checkbox"/> Demonstrated evidence of research and reporting skills (e.g. published papers). <input type="checkbox"/> Demonstrable computer skills including Microsoft Office. <input type="checkbox"/> Statistical analysis skills would be a strong asset. |
| Language Requirements: | <ul style="list-style-type: none"> <input type="checkbox"/> Fluency in written and oral English. <input type="checkbox"/> Knowledge of indigenous languages of [Dominica/Guyana] is highly advantageous. |

PROJECT ASSOCIATE

Overall responsibilities: The Project Associate will be primarily responsible for providing high quality project and administrative, coordination and monitoring support for the implementation of the project, working with the Project Manager to maintain key strategic and monitoring functions with the UNDP office, government, and communities to coordinate project implementation in line with the objective and outcomes of the project document.

Specific responsibilities: Some specific tasks of the Project Associate would include:

Provision of administrative services, focusing on achievement of the following results:

- Support in ensuring timely submission of all reports as may be required by UNDP;
- Establish and maintain contacts with government officials in the concerned ministries and others whose interests and responsibilities are related to project objective and activities, and for developing the mutual collaboration that is essential for project success.
- Support coordination and organization of meetings, training and workshops;
- Assist in logistical organisation of meetings, training and workshops;
- Support in preparing agendas and arrange field visits, appointments and meetings (internal and external) related to the project activities and prepare minutes of the meetings;
- Support collecting and maintaining all information on project activities;
- Set up and maintain project files;
- Collect project related information data;
- Administer the quality review process;
- Provide support to Project Board meetings;
- Facilitate administrative backstopping support to subcontractors and training activities of the Project;
- Assist in the procurement of goods and services for the project and the recruitment processes for project consultants.

Project documentation management, focusing on achievement of the following results:

- Prepare report of the Inception Workshop and minutes of Board meetings;
- Assist in preparation of quarterly progress reports and final project report;
- Administer project revision control;
- Establish document control procedures;
- Compile, copy and distribute all project reports;
- Collect, register and maintain all information on project activities;
- Prepare agendas and arrange field visits, appointments and meetings (internal and external) related to the project activities and prepare minutes from the meetings;
- Maintain project filing system.

Financial management, monitoring and reporting, focusing on achievement of the following results:

- Support the financial management tasks;
- Maintain the internal expenditures control system which ensures that vouchers processed are matched and completed; transactions are correctly recorded and posted in Atlas;
- Take timely corrective actions on unposted vouchers, including the vouchers with budget check errors, match exceptions, unapproved vouchers;
- Create requisitions in Atlas (ERP), register of goods receipt in Atlas;
- Make budget check for requisitions, Purchase Orders and vouchers;
- Assist with the financial management tasks under the responsibility of the Project Manager;
- Provide support in the use of Atlas for monitoring and reporting;
- Assist in the preparation of payments requests for operational expenses, salaries, insurance, etc. against project budgets and work plans;

- Follow-up on timely disbursements of funds by UNDP CO;
- Maintain records of project equipment inventory.

Provision of technical support services, focusing on achievement of the following results:

- Provide technical advices to support project implementation;
- Review technical reports prepared under the project;
- Monitor technical activities carried out by responsible parties.

RECRUITMENT QUALIFICATIONS

- | | |
|------------------------|--|
| Education: | <ul style="list-style-type: none"> <input type="checkbox"/> Associate degree or equivalent in business administration, management, economics, or a climate change related. <input type="checkbox"/> University degree is an asset |
| Experience: | <ul style="list-style-type: none"> <input type="checkbox"/> Minimum 4 years of professional working experience in assisting project or programme management/coordination. <input type="checkbox"/> Previous experience in conducting agriculture-based or natural resource based project coordination work is desired. <input type="checkbox"/> Previous work experience with national agencies particularly in agriculture, hydrometeorology or DRM is desirable, with strong knowledge of how government institutions operate. <input type="checkbox"/> Professional work experience with UN Agency is desired, preferably with knowledge of Atlas. <input type="checkbox"/> Professional working experience in financial and administrative management of projects or programmes would be an asset. <input type="checkbox"/> Demonstrable computer skills including Word processing, spread sheets, PowerPoint, and web-based programmes. <input type="checkbox"/> Data processing skills would be an asset. |
| Language Requirements: | <ul style="list-style-type: none"> <input type="checkbox"/> Excellent report writing skills and strong interpersonal communication skills and fluency in oral and written English. |

Attachment 2

DESCRIPTION OF ACTIVITIES

Project number: 00110326

Project title: Strengthening Disaster Management Capacity of Women in the Cooperative Republic of Guyana and the Commonwealth of Dominica

Results to be achieved by IICA

Agricultural value chain analysis and support

- Systematically identify at least 2 of the priority value chains¹ in Dominica's agricultural sector
- Analyse the market chain processes and relationships among actors in the chain from input suppliers to final buyers
- Identify barriers and opportunities where livelihood and climate/disaster risk resilience can be sustainably and significantly enhanced, particularly maximising benefits to populations identified as among the most vulnerable in the sector which also provides significant long-term growth in the sector
- Develop with stakeholders a plan of action for leveraging at least 2 such opportunities
- Provide technical support to realising improved efficiencies, processes, incomes and resilience

Microfinance analysis and development

- Develop a culturally-appropriate and gender-responsive microfinance strategy for agricultural enterprises, particularly among vulnerable groups, which promotes strengthening the resilience of the sector
- Develop and initiate an implementation plan for piloting gender-responsive microfinance in target regions

Capacity building in climate-smart agriculture

- Analyse current practices and capacities with respect to climate-smart and resilient practices
- Develop/adapt training and deliver appropriate training to strengthen capacities for CSA

¹ Refers to the range of activities and actors which bring an agricultural product from in-field production to final consumption whereby value is increased along the process

Work to be performed by IICA

AGRICULTURAL VALUE CHAINS ANALYSIS AND SUPPORT

i) Inception

Meet with MAFF, the Gender Bureau, Cooperatives Division, Kalinago Council, National Council of Women, Dominica Export Import Agency (DEXIA), CARDI, IICA, associations of farmers and other stakeholder groups in the sector to understand their perspectives on the needs and barriers to resilience and equality in the sector, and to confirm the scope and methodological approach to the assignment, including identification of wider stakeholders to be engaged in the process. This should also be informed by priorities and targets articulated in the Agriculture Disaster Risk Management Plan (ADRM) 2019-2024 and the National Climate Resilience and Recovery Plan with analysis of how this work will contribute to those objectives.

ii) Conduct market analysis of value chain

With stakeholders, there should be a prioritisation of the most critical value chains to focus on. The criteria to determine this may consider, but not be limited to:

- Economic importance (e.g. contribution to GDP or to sector's output)
- Number and types (sex and age-disaggregated, PWD, indigenous groups, migrants) of persons engaged (employed/business owner, formal/informal) in the sector at each stage
- Significant research and investment already planned/initiated
- Most exposed to hazard or climate change impact
- Livelihoods that can be rapidly restored post-disaster
- Emerging value e.g. nutraceuticals
- Existing/growing demand and existing/potential for product and income diversification and job creation
- Contribution to traditional/cultural practices, social cohesion

The analysis should include, but may not be limited to:

- Factors influencing its performance, including access to (e.g. contractual agreements or supply exclusions and restrictions, market incentives) and requirements of the end market (e.g. HACCP, nutrition labelling)
- Legal, regulatory and policy environment
- Level of coordination and transparency between players in the industry
- Horizontal² and vertical³ mapping of relationships (social connection), linkages (business) and trust (social capital)
- Type, level and accessibility of support services e.g. from agricultural extension services (AES), financiers, DEXIA
- Flows of goods, information and finance through various stages
- Quantification of value addition along the chain

² within same stage of the value chain

³ between stages of the chain

- Costs and margins (investments, revenues, profits, etc) for actors at different stages, and their changes in time and between chains
- Equity in benefits sharing
- Identifying challenges and opportunities at each stage to improve contribution of specific actors and the overall performance of the chain

iii) *Analyse barriers and opportunities for integrating greater resilience within priority value chains and develop plan of action*

Following in-depth engagement with stakeholders in the specified value chain(s), propose short (1 year), medium (2-5 years) and long term (>5 years) recommendations for opportunities for improving the resilience to external shocks and the equality of participation and benefits sharing, specifically how they address existing barriers to such. This should include empowerment and increased capacities of women and other vulnerable groups, articulating criteria for determining which groups are the most vulnerable to inform future actions. As far as possible, such analytical processes and tools should be able to be applied across other value chains. Recommendations should also demonstrate alignment with the ADRM, CRRP and SDG targets.

Once validated with stakeholders, an implementation plan should be developed to implement at least 2 of the recommendations, with buy-in across the value chain. It should include:

- Activities and timelines
- Identified target groups
- Identification of leading and supporting entities for each step
- Risk analysis and mitigation plan
- SMART results framework for monitoring and evaluation
- Details of resources needed (e.g. financing budget, software, personnel, capacities)
- A plan for long-term sustainability

iv) *Technical assistance for implementation*

Technical assistance should address gaps or barriers that cannot be overcome by the actors without additional specialised support. This should specifically include capacity building on applying climate-smart agriculture and sustainable land management approaches, which should be done in conjunction with the AES to ensure it remains within their capacity to extend throughout the sector in the country.

MICROFINANCE ANALYSIS AND DEVELOPMENT

v) *Inception*

Meet with MAFF, the Gender Bureau, the Dominica Council of Women, IICA, Cooperatives Division, Kalinago Council, National Council of Women, Dominica Cooperative Societies League Ltd, Dominica Agricultural Industrial and Development Bank, National Development Foundation of Dominica, and Dominica Export Import Agency (DEXIA), as well as key NGOs such as farmers associations active in the sector to understand their perspectives on the needs and barriers to financing for agricultural development, and to confirm the scope and methodological approach to the assignment, including identification of wider stakeholders to

be engaged in the process. This should also be informed by priorities and targets articulated in the Agriculture Disaster Risk Management Plan (ADRM) 2019-2024 and the National Climate Resilience and Recovery Plan (NCRRP) with analysis of how this work will contribute to those objectives.

vi) *Analyse the existing local environment for financing available to small (<0.5 acres) and medium-sized (0.5-5 acres) farmers and fishers*

Conduct a review of the existing financing instruments and agents serving the sector. The analysis should include, but may not be limited to:

- Types of financing instruments available and their characteristics (average tenor, average interest rates, etc.)
- Eligibility and documentation requirements
- Accessibility issues (geo-location of lenders, operating hours, etc.)
- Characteristics of financiers (staff complements, capacities, etc.)
- Volume of applicants, disaggregated by sex, age, location, types of agricultural enterprise (i.e. at minimum by primary or secondary production; crop or livestock production, fisheries), size of enterprise (i.e. acres or number of vessels)
- % approvals, also disaggregated as above
- Cited reasons for rejection
- % of sector accessing these mechanisms
- Default rates

Identify and analyse the barriers to accessing financing, including disaggregation for specific groupings of persons.

Using a sample of financing recipients, also examine how resources are used and to what extent they improve and are able to grow and sustain operations.

Analyse success factors or detrimental factors in how the use of the financing impacted farm-level operations.

vii) *Propose a culturally-appropriate gender-responsive microfinance strategy for agricultural enterprises to facilitate the adoption of sustainable approaches and risk mitigation practices, including climate-smart agriculture (CSA), and DRR/CCA agricultural good practices.*

Following in-depth engagement with relevant stakeholders in the financial sector (banks, credit unions, cooperatives, etc), sector practitioners (farmers, fishers, etc) and the government, propose a modification/new design of a microfinance strategy that will:

- Require that beneficiaries are registered with MAFF, which can be facilitated, and receive agricultural extension services (AES), which provides support and monitoring
- Give priority to the most vulnerable based on an existing or refined set of objective criteria, agreed in consultation with the MAFF, Gender Bureau, Kalinago Council, Dominica National Council of Women, men's group
- Require that beneficiaries directly invest in improving the hazard and climate resilience of their livelihoods

- Provide access to appropriate training for beneficiaries to achieve the above, including business and financial management as relevant
- Provide required training for financial service providers
- Support the beneficiaries in designing and implementing a sustainability plan through the AES
- Regularly monitor and evaluate the success of the beneficiaries in reaching their objectives, up to 3 years post-programme participation
- Be sustainable and replenished indefinitely

While the scheme will receive capitalisation from UNDP, the consultation process should also identify potential other resources for this purpose.

viii) Develop and initiate an implementation plan for piloting gender-responsive microfinance scheme

Following validation by stakeholders of the design, the consultant will prepare an implementation plan that includes:

- Activities and timelines for the short (1 year), medium (2-5 years) and long term (>5 years) for the roll out and sustainability of the instrument
- Identification of leading and supporting entities for each step
- Risk analysis and mitigation plan
- SMART results framework for monitoring and evaluation
- Details of resources needed (e.g. financial, software, personnel, capacities)

The team will subsequently guide the selected financial institution(s) in internally designing or modifying and establishing the instrument for execution.

CSA CAPACITY DEVELOPMENT

- Analyse current practices and capacities with respect to climate-smart and resilient practices
- Develop/adapt training and deliver appropriate training to strengthen capacities for CSA

Description of inputs:

Provide a detailed description of the project inputs by activity. This may include personnel, contracts, training, equipment, miscellaneous and micro-capital grants.

Annexes:

Attach, as appropriate, job descriptions for consultants, terms of reference for contracts, technical specifications for equipment items, training nomination forms, etc.

Attachment 3

Scheduled of Activities, Facilities and Payments

Year 2020

EXPECTED CP OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES List all activities to be undertaken during the year towards stated outputs	Timeframe								Planned Budget							
		2020				2021				Amount	2020				2021		
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4	Q1	Q2	
Output 2: Livelihood resilience strengthened in hazard-prone communities by integrating gender-responsive DRR and sustainable livelihood approaches	2.2 Improve access to Financing for small farmers: Micro Finance Analysis and Development									29,400	29,400						
Indicator: # of resilience-based gender responsive agriculture-specific credit or micro-finance mechanisms operationalized Target:2	Inception 1. Host meetings with key stakeholders 2. Prepare and disseminate Inception Report 2.2.1 Analyse the existing local environment for financing available to small (<0.5 acres) and medium-sized (0.5-5 acres) farmers and fishers 1. conduct national consultations																
Indicator: % of trained rural farmers obtaining micro-finance for climate resilient investment in agriculture	2.2.2 Propose a culturally appropriate gender-responsive microfinance strategy for agricultural enterprises to facilitate the adoption of sustainable approaches and risk mitigation practices, including climate-smart agriculture (CSA), and										5550	5550					

<p>Target: 65 %, 100 trained (50 female,40 males)</p> <p>Indicator: % of non-project resources leveraged from the private sector/government/donor to capitalize the micro-finance fund</p>	<p>DRR/CCA agricultural good practices</p> <p>1. conduct national consultations</p> <p>2. develop and propose gender-responsive microfinance strategy</p> <p>3. Develop and initiate an implementation plan for piloting gender-responsive microfinance scheme</p>	<p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p>	<p>3500</p> <p>6000</p> <p>14400</p>	<p>3500</p> <p>6000</p> <p>14400</p>	<p>3500</p> <p>6000</p> <p>14400</p>
<p>Indicator: % of trained rural farmers accessing micro-finance who are effectively managing resources Target: 75%</p>	<p>2.2.3: Conduct training workshop in assessing and managing micro finance</p> <p>1. Recruit resource person/ Institute</p> <p>2. Conduct workshop session on accessing and managing micro finances</p>	<p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p>	<p>3500</p> <p>6000</p> <p>14400</p>	<p>3500</p> <p>6000</p> <p>14400</p>	<p>3500</p> <p>6000</p> <p>14400</p>
<p>Indicator: % of Farmers consistently fulfilling new agreements (individual/collective) for supply of produce or agricultural products to the domestic market Target: 75% of 25 (Males 10; Females 15) farmers</p>	<p>2.3: Enhance Market Access for Improving sustainability of Agricultural Livelihoods: Agricultural Value Chain Analysis and Support</p> <p>Inception</p> <p>1. Host meetings with key stakeholders</p> <p>2. Prepare and disseminate Inception Report</p> <p>2.3.1 Conduct market analysis of value chain</p> <p>1. Recruit consultant</p> <p>2. Host National Consultation to identify value chains</p>	<p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p>	<p>12000</p> <p>3450</p> <p>12000</p> <p>3450</p>	<p>12000</p> <p>3450</p> <p>12000</p> <p>3450</p>	<p>12000</p> <p>3450</p> <p>12000</p> <p>3450</p>

Funding Authorization and Certificate of Expenditures				UN Agency: <u>UNDP</u>			Date: 6-ene-19					
Country: <u>The Commonwealth of Dominica</u>						Type of Request:						
Programme Code & Title:						<input type="checkbox"/> Direct Cash Transfer (DCT)						
Project Code & Title:						<input type="checkbox"/> Reimbursement						
Responsible Officer(s):						<input type="checkbox"/> Direct Payment						
Implementing Partner: <u>UNDP</u>												
Currency: <u>USD</u>		REPORTING					REQUESTS / AUTHORIZATIONS					
Activity Description from AWP with Duration	Coding for UNDP, UNFPA and WFP	Authorised Amount	Actual Project Expenditure	Expenditures accepted by Agency	Balance	Actual Project Expenditure	Balance	New Request Period & Amount	Authorised Amount	Outstanding Authorised Amount	Authorised Amount	Outstanding Authorised Amount
		USD	USD	USD	USD	BBD	BBD	USD	USD	USD	BBD	BBD
		A	B	C	D = A - C	0,5	0,5	E	F	G = D + F	0,5	0,5
Bank Charges - Other												
Bank Charges- Barbados								0,00		0,00		0,00
Total								0,00				
		0,00	0,00		0,00			0,00				
CERTIFICATION												
The undersigned authorized officer of the above-mentioned implementing institution hereby certifies that:												
<input type="checkbox"/> The funding request shown above represents estimated expenditures as per AWP and itemized cost estimates attached.												
<input type="checkbox"/> The actual expenditures for the period stated herein has been disbursed in accordance with the AWP and request with itemized cost estimates. The detailed accounting documents for these expenditures can be made available for examination, when required, for the period of five years from the date of the provision of funds.												
<input checked="" type="checkbox"/> The advance on expenditure requested above were approved for processing.												
Date Submitted:						Name:						
NOTES: * Shaded areas to be completed by the UN Agency and non-shaded areas to be completed by the counterpart.												
FOR AGENCY USE ONLY:												
FOR ALL AGENCIES				FOR UNICEF USE ONLY				FOR UNFPA USE ONLY				
Approved by:				Account Charges				Liquidation Information		New Funding Release		
Signature				Cash Transfer Reference:				DCT Reference:				
Name:				<i>CRQ ref. no., Voucher ref. no.</i>				<i>CRQ ref. no., Liquid</i>		Activity 1 0		
Title:				GL codes:				DCT Amount		Activity 2 0		
Date:				Training 0				Less:				
				Travel 0				Liquidation				
				Meetings & Conferen 0				Amount				
				Other Cash Transfers 0				Balance		Total 0		
				Total 0								