



# Canada Caribbean Resilience Facility

Single Donor Trust Fund

Work Plan

July 2020 – March 2021

Referred as Fiscal Year 2021 (FY21)

Canada



**GFDRR**  
Global Facility for Disaster Reduction and Recovery



**WORLD BANK GROUP**

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## Acronyms

CAP	Conservancy Adaptation Project
CDB	Caribbean Development Bank
CDEMA	Caribbean Disaster Emergency Management Agency
CDM	Comprehensive Disaster Management
COA	Chart of Accounts
CREAD	Climate Resilience Execution Agency for Dominica
CRF	Canada-Caribbean Resilience Facility
DFID	UK Department for International Development
DRM	Disaster Risk Management
DVRP	Disaster Vulnerability Reduction Program
FCI	Finance, Competitiveness and Innovation Global Practice
FY	Fiscal year
GAC	Global Affairs Canada
GEF	Global Environment Facility
GFDRR	Global Facility for Disaster Reduction and Recovery
GGP	Governance Global Practice
GoAB	Government of Antigua and Barbuda
GoB	Government of Belize
GoCD	Government of the Commonwealth of Dominica
GoG	Government of Grenada
GoGy	Government of Guyana
GOJ	Government of Jamaica
GoS	Government of Suriname
GoSL	Government of Saint Lucia
GoSVG	Government of Saint Vincent and the Grenadines
GPURL	Urban, Disaster Risk Management, Resilience & Land Global Practice
GRB	Gender Responsive Budgeting
GRIF	Global Risk Financing Facility
GRPFM	Gender Responsive Public Financial Management Diagnostic
IDA	International Development Association
IMF	International Monetary Fund
IST	Implementation Support Team
MoFPS	Jamaica Ministry of Finance and Public Service
MTF	Medium Term Socio-Economic Policy Framework
MTI	Macroeconomics, Trade and Investment Global Practice
NCCR	National Coordination Centre for Disaster Management
NCRIP	National Climate Resilient Investment Plan
OECS	Organization of Eastern Caribbean States
PCU	Project Coordination Unit
PDPFM	Post-Disaster Public Financial Management
PEFA	Public Expenditure and Financial Accountability

PEX	Public Expenditure
PFM	Public Financial Management
PIM	Public Investment Management
PIOJ	Planning Institute of Jamaica
PIU	Project Implementation Units
SEMCAR	Supporting Economic Management in the Caribbean
TA	Technical Assistance
UNDP	United Nations Development Programme

Draft

## 1. The Canada Caribbean Resilience Facility in Brief

With support from the Global Affairs Canada, the Global Facility for Disaster Reduction and Recovery (GFDRR) and the World Bank established the Canada-Caribbean Resilience Facility (CRF), a bank-executed single-donor trust fund. The Trust Fund is valued at CAD 20 million (estimated USD 14.4 million) and will be implemented over a five-year period (FY19-FY23).

The facility was established to achieve more effective and coordinated gender-informed climate-resilient preparedness, recovery, and public financial management practices in nine Caribbean countries. The Facility will support countries by deploying technical experts in the region for close partnership, collaboration and just-in-time support to accelerate implementation of recovery projects and overall resilience building efforts across the Caribbean. The CRF is operationalized across the following three components.

### **Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building Programs**

The objective of this component is to enhance and complement country capacities to: (i) accelerate the design and implementation of gender-sensitive and disability-inclusive efficient recovery and resilient investments; and (ii) facilitate access to emergency finance in the aftermath of disasters. This component will establish a multidisciplinary Implementation Support Team (IST) of local and international technical experts that will provide technical assistance and capacity building for resilient recovery and reconstruction, as well as for building overall resilience and accessing emergency funds. Implementation capacity will be increased by transferring knowledge to government staff and addressing implementation bottlenecks in recovery and resilient investments.

### **Component 2: Mainstreaming Climate Resilience and Gender into Public Financial Management Cycle**

The objective of this component is to strengthen the capacity of governments within the region to distribute and manage resources effectively and efficiently in response to natural disasters and emergencies. Technical assistance and implementation support will be provided to help targeted countries' governments put public financial management systems, protocols, and guidelines in place that can be triggered in the event of a natural disaster or emergency. Activities will strengthen the capacity of governments within the region to integrate required gender-responsive processes into their public financial management practices and public-sector management during natural disasters and emergencies, as well as in recovery and response efforts.

### **Component 3: Establishment of the Implementation Support Team (IST), and Program Management and Administration of the Trust Fund – Knowledge Management**

This component will support the administration of the Facility and the management of the program. It will also support the establishment of the Implementation Support Team, as well as promote peer-to-peer knowledge exchange, compile lessons learned and other knowledge and learning products as needed.

## Eligible Countries

The eligible countries under the CRF are Antigua and Barbuda, Belize, Dominica, Grenada, Guyana, Jamaica, Saint Lucia, Saint Vincent and the Grenadines, and Suriname.

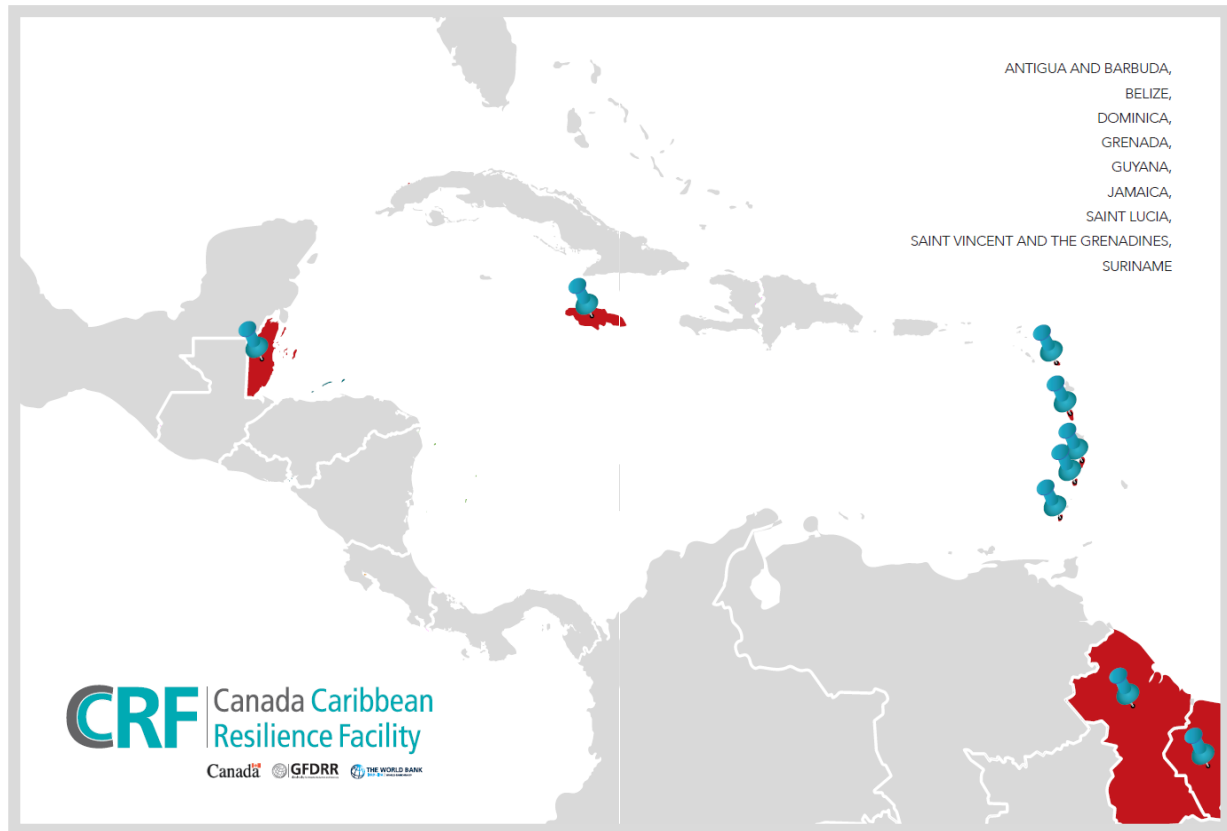


Figure 1: Eligible countries

## 2. Preparation of the Work Plan

This is the second work plan of the Canada Caribbean Resilience Facility and runs for the period July 1, 2020 to March 31, 2021, also referred to as fiscal year 2021 (FY21). As agreed in the Steering Committee held on December 17, 2019, this 9-month interim work plan is being prepared in order to ensure close communication on the plans given that the program is in its initial years. The timeline for this workplan is also designed to help facilitate a shift that will allow subsequent work plans to be aligned to the Canadian fiscal year (1 April to 31 March of each year). The work plan builds on the previous work plan and ongoing dialogue with the governments from CRF eligible countries.

In line with the objectives of the CRF, activities in this work plan respond to governments' requests for support, reflecting the anticipated bottlenecks hindering the implementation of lending operations: (i) shortage of technical personnel in crucial line ministries; (ii) limited project planning and management capabilities; (iii) inadequate monitoring and evaluation systems; and (iv) lack of coordination between implementing agencies and ministries.

The work plan is based on assumptions mentioned in the previous work plan:

- The teams are working to identify country priorities and select activities strategically, mindful of the scope of the trust fund, as well as the funds available.
- The focus of support under this trust fund is to enhance country capacity for the implementation of preparedness and recovery activities and other resilience building projects by addressing bottlenecks and improving local capacity to implement and manage projects.
- The World Bank provides implementation support and technical assistance but does not replace the role of government in the implementation of investments.

The initial approach to focus CRF activities on the large World Bank DRM portfolio in the Caribbean region helped the CRF to engage in an ongoing dialogue with the governments allowing the CRF to start supporting governments' portfolios, such as in Grenada and Saint Lucia, independently from their source of funding. This approach is allowing the Facility to expand its support beyond World Bank lending operations.

### 2.1. Compounded Risks for the Caribbean - COVID-19 and Active Hurricane Season

This year, governments in Caribbean countries face the unprecedented challenge of having to prepare for an above average hurricane season while still responding to the COVID 19 pandemic. The activity of the upcoming hurricane season is expected to be above average, with a pre-season outlook of up to 19 named storms, of which as many as 10 could become hurricanes. Regarding the COVID-19 pandemic, the risk of viral infection remains as states have low response capacity, with testing ability and resultant containment remaining sparse. The current pandemic will have a unique toll on the islands, still recovering from major hurricanes in the past few years, including Irma and Maria. With the Caribbean economy relying nearly wholly on tourism, many hotels and tourist destinations have not even begun to recover from these natural disasters in 2017 and are now heavily affected by the pandemic.

In response to the crisis, the World Bank Group approved an [increased global package of up to USD 14 billion of fast-track financing](#) to help countries and companies in their efforts to respond to the rapid spread of COVID-19. As operations accelerate, the fast-track support will make a significant contribution to urgent

efforts in countries to strengthen their public health systems and private sectors and help with disease containment, diagnosis, and treatment, and subsequently with support to reactivate economies.

The CRF has also stepped in to support efforts of governments to address the pandemic during the hurricane season. The support follows three areas:

1. Support implementation and activation of Contingent Emergency Response Components (CERCs)<sup>1</sup>. For example, activities could support countries implement activities under activated CERCs, or help countries develop the necessary documentation to activate CERCs as well as build capacity in countries to accelerate the preparation, activation and implementation of CERCs.
2. Provide hands-on-support for the implementation of emergency projects and preparation for the hurricane season in the context of COVID-19. For example, the CRF could help social protection programs update registries to channel cash assistance to poor households affected by disasters or help countries update shelter management protocols to include COVID-19 related recommendations
3. Accelerate support to countries to develop interim finance instructions and guidance to ministries, departments and agencies on how to execute emergency budget, procurement, accounting, reporting and audit processes in response to COVID-19. For example, the CRF could directly contribute to governments responding to the COVID-19 outbreak by i) advising Ministries of Health on how to develop emergency budgets and action plans to fast track access to contingent financing; and ii) enhancing the capacity of disaster response agencies to efficiently procure emergency supplies, by helping governments draft emergency procurement guidelines that outline specific procurement methods prescribed for disaster response.

The CRF will remain available to support countries address disaster response capacity gaps left by the COVID-19 response and help governments maintain business continuity through the pandemic and the hurricane season. The COVID-19 pandemic has resulted in a temporary delay of activities planned for fiscal year 2020, which are now part of this work plan.

## 2.2. Lessons Learned

Lessons learned during the Facility's first year of implementation include:

- *Flexible programming of activities is needed:* The flexible programming approach of the CRF allows to address most pressing needs of countries, particularly during emergency situations. This flexible approach will continue over next work plan periods, while ensuring activities are in accordance with the objectives of the program.

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<sup>1</sup> A Contingent Emergency Response Component (CERC) is a financing mechanism available to Governments to allow rapid reallocation of uncommitted funds from Bank-financed projects toward urgent needs in the event of a crisis or emergency to finance physical, economic and social recovery. Typically, a CERC is embedded in an Investment Project Financing (IPF) with zero funds allocated to it. If the CERC is activated, the funds can be mobilized quickly, with minimal procedural steps.



- *Need to increase visibility with Governments:* As the Facility is relatively new and not well known by eligible countries, identifying activities has been a lengthy process that required a significant amount of time. As the Facility expands its support, and becomes better known in the region, it is expected that identifying activities will be faster and smoother. The facility will also work more closely with the Bank task teams and Country Management Units (CMU) to reach out to governments to identify activities.
- *Shortage of qualified local labor force:* Low absorption capacity and shortage of highly qualified experts in the region are not only a challenge for governments. To create the Implementation Support Team (IST), the CRF has looked for local expertise but has faced similar challenges as the governments in recruiting experts. Efforts will continue to be made to recruit and hire local expertise. However, the CRF will also continue working with international consultants to respond to country demands.

### 2.3. Consultative Process

#### Component 1

The consultative process under Component 1 builds on the ongoing dialogue established with governments since the establishment of the CRF and on the knowledge and relationship of World Bank task teams with country clients. Drawing on government requests and in coordination with task teams, activities are identified on rolling basis. Virtual meetings have been organized with government officials from Saint Lucia and Grenada to identify specific activities to address capacity gaps beyond World Bank lending operations. To expand CRF's support, the team is exploring partnerships with other teams and Global Practices at the World Bank, as well as with regional organization such as the Caribbean Disaster Emergency Management Agency (CDEMA) and the Organization of Eastern Caribbean States (OECS) Commission.

Results of the consultative process are reflected in the activities of this Work Plan, including a pipeline of projects.

#### Component 2

The Post-disaster Public Financial Management (PDPFM) framework is an instrument that was used by the World Bank as part of an externally financed output sponsored by Canada under the Supporting Economic Management in the Caribbean (SEMCAR) project. This toolkit complements DRM risk assessment tools by identifying current PFM practices and processes across Caribbean countries that often pose challenges for finance ministries when responding to and recovering from natural disasters. The toolkit was used to rapidly review and propose a roadmap to strengthen those PFM aspects that support government's response and recovery in the event of a disaster. The PDPFM Assessment and Action Planning Framework were used to identify each country's priorities, and a customized set of reform activities for implementation based on country demand.

### 2.4. Gender considerations

The two-tiered impacts of the COVID-19 pandemic and the 2020 hurricane season heighten the importance of effectively integrating gender-responsive programming into disaster preparedness and recovery planning. These extreme events pose specific risks related to entrenched and unequal roles of women and

girls, and men and boys, due to unequal access to resources, capabilities and opportunities. The gendered impacts also exacerbate social exclusions and discrimination of marginalized groups, such as the elderly, persons with disabilities, of different ethnicities, and those living in extreme poverty.

Studies show that women's traditional roles as caregivers both within the family and as health-care workers increase their risk of contracting COVID-19, while at the same time increasing their burden of unpaid care work. In contrast, with little education and low employment, men at the margins of society in the Caribbean – poor men, men with disabilities and gay men - face a particularly heightened risk in the event of a natural disaster, because of socially constructed norms about masculinity. A differential gender analysis is therefore important for an effective disaster planning and recovery, taking into consideration, for example, the essential role women play as unpaid care workers and in the informal economy.

Recognizing the need for an evidence-based approach for key activities, in FY21, the CRF is planning activities using three inter-related modalities: analytics, operations, and training. A gender gap analysis will be finalized in priority sectors to support activities that are gender-responsive and gender-inclusive. In order to inform the gender gap analysis, a desk review will help to understand the gender dimensions of preparedness and resilient recovery in the nine eligible countries. The gender gap analysis will also inform the development of a toolkit for gender integration in DRM and capacity building activities. Synergies and coordination with World Bank gender activities will be promoted, as well as with partner agencies such as UN Women and UNDP's EnGenDER program.

Preliminary findings from the desk review reveal the biggest challenges national governments face in adopting a gender-responsive approach to disaster preparedness and resilient recovery are:

- competing priorities (COVID-19 response vs hurricane planning);
- institutional and policy barriers (lack of women in key DRM staff positions);
- lack of or inadequate gender and/or DRM policies and frameworks;
- limited access to guidance and gender expertise;
- lack of information, data and analysis (gender integration in PDNAs, DRM gender analysis by sector, sex- and age-disaggregated data, and research on DRM and gender).

## 2.5. Disability Inclusion

Once more, the global crisis of COVID-19 is deepening pre-existing inequalities, exposing the extent of exclusion and highlighting that work on disability inclusion is imperative. People with disabilities—more than one million people living with some form of disability in the Caribbean — are one of the most excluded groups in society and are among the hardest hit during health and disaster crisis in terms of fatalities. Persons with disabilities, during disasters, are less likely to access health care, education, employment and to participate in the community. They are more likely to live in poverty, experience higher rates of violence, neglect and abuse, and are among the most marginalized in any crisis-affected community. The CRF will support mainstreaming of disability in disasters' response and recovery together with targeted actions.

To build an evidence-based approach, the CRF is planning a disability-inclusiveness gap assessment to understand the gaps in the nine eligible countries and propose recommendations to make preparedness and recovery more inclusive. This assessment will examine literature focusing on the following:

- whether and to what extent different types of disability (e.g. cognitive, physical) are taken into consideration in early warning systems;
- the extent to which persons with disabilities are included in the DRM process through meaningful consultation;
- the existence and accessibility of social safety net programs for persons with disabilities in the event of a disaster (qualification, registration, or dissemination-related barriers);
- the extent to which recovery and reconstruction projects prioritize accessibility for persons with disabilities;
- the existence of capacity and resources to collect disability disaggregated data, first as a baseline, in risk assessment, and later in post-disaster needs assessments.

The CRF will support knowledge and information sharing to increase capacity in disability inclusive DRM, particularly by partnering with organizations focusing on the same in the region and providing information resources to organizations representing persons with disabilities and DRM experts, while ensuring that discussions, knowledge sharing, and networking are accessible to persons with disabilities.

### 3. Workplan Overview - July 2020 – March 2021

#### 3.1. Support Modalities under each Component of the CRF and Flexible Approach

##### 3.1.1. Support Modalities

The three components of the CRF have different modalities to support countries. The main difference concerns the type of activities carried out by the Implementation Support Team (IST), either as in-country or regional activities, or both. Regional activities under Component 1 and 3 are implemented by the core IST. Activities under Component 3 include knowledge sharing and peer to peer learning and are also supported by GFDRR. The in-country activities in Component 1 and 2 are implemented by the larger pool of experts of the IST. In Component 1, other activities can be implemented via grant awards to technical experts outside the CRF implementing teams. All activities are supported by Bank task teams.

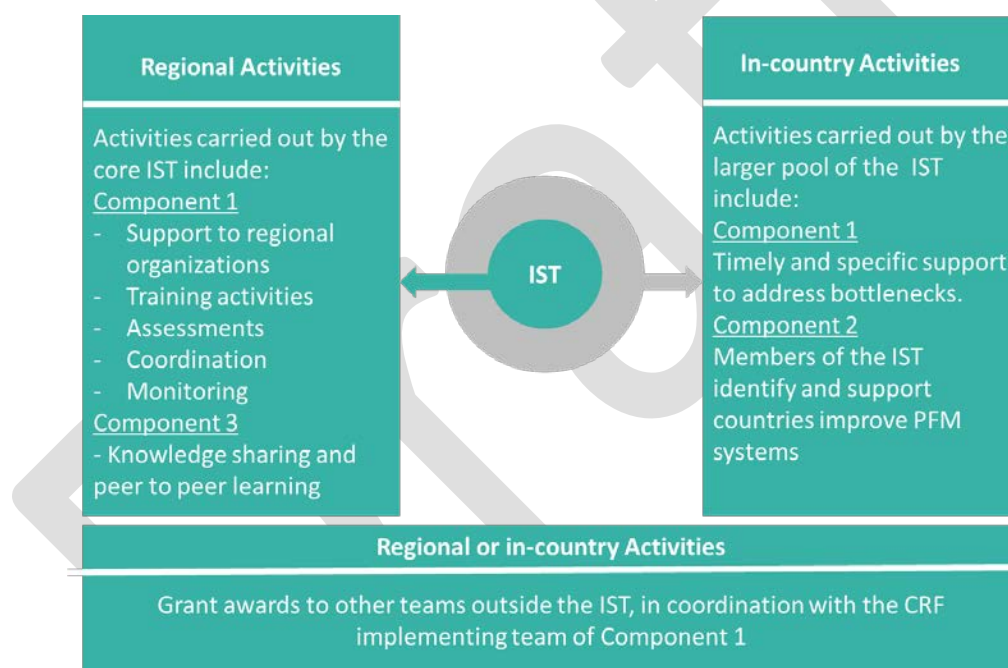


Figure 2: Regional and in-country type of activities.

- 1) **Regional activities implemented by the core IST (Component 1 and 3):** These activities are carried out by the core IST and cover all countries, focusing mainly on assessments to identify common challenges and needs, capacity building activities, development of tools, and other operational activities under component 1. Under Component 3, the core IST, supported by GFDRR, facilitates knowledge sharing and peer-to-peer learning events.
- 2) **In-country activities implemented by the larger pool of IST experts:**  
**Component 1:** These activities are carried out by the larger pool of IST experts by providing timely and specific support to address identified bottlenecks and help governments accelerate the implementation of recovery and resilience building projects.

**Component 2:** These activities are carried out to provide technical assistance to improve public financial management processes by making them more agile and gender responsive.

- 3) **Grant awards to other TTLs outside the IST (Component 1):** These grants are allocated in line with the objectives of the CRF and will provide technical assistance to countries or regional organizations. They are implemented by technical experts in the DRM team of GPURL in coordination with the CRF implementing team.

CRF funding to World Bank operational teams to implement activities under the CRF are provided through these three modalities. This translates into two grants for Component 1, one for regional activities and the other for in-country activities. Component 2 has one grant for in-country activities. Component 3 will have one grant for regional activities on knowledge management. The third modality has not yet been used.

### 3.1.2. Flexible Approach for Uncertain Times

Given the special circumstances of this year under the COVID-19 pandemic and the active hurricane season, the CRF is reaching out to governments offering support following the three areas presented previously in section 2.1. In emergency situations caused by extreme events, the CRF remains ready to help countries respond to the crisis. Dialogue with countries is still ongoing and detailed activities are not yet identified. In the potential aftermath of a disaster, countries might have particular requests impossible to account for at this stage. Therefore, the Work Plan remains open to include preparedness and emergency response activities that may arise. The CRF team will ensure that any upcoming activities are aligned with the objectives of the Facility. This approach will allow the CRF to remain flexible and responsive to country needs in the event of a major disaster.

### 3.2. Summary of Awarded Grants and Programmed Activities

The following tables provide an overview of grants allocated to implementing teams for each component of the program and associated programmed amounts. All figures in this report were extracted from the World Bank SAP system as of June 11, 2020 and are presented in the trust fund holding currency of U.S. dollars (USD), with Canadian dollar (CAD) equivalents provided<sup>2</sup>. Grants are organized according to the three modalities of implementation<sup>3</sup> allowing the CRF to remain flexible and respond to country needs as the dialogue with governments progresses. To ensure the CRF can support countries during extreme events, USD 200,000 (CAD 278,452) is set aside for just-in-time activities. This funding has not yet been allocated and is treated as a contingent resource in case all funds would be allocated, programmed, and/or committed by teams.

As of June 11, 2020, the CRF has USD 2,935,064 (CAD 4,086,373) in available funding for new grants or top-ups<sup>4</sup> for existing grants. **Table 1** presents a summary of contributions by the Government of Canada and available funds.

*Table 1: Summary of the Canadian contributions, total grant allocations, expenditures and available funds for new awards to implementing teams.*

Description		Amount USD	Amount CAD*
<b>Pledged Contribution</b>		<b>\$14,365,133</b>	<b>\$20,000,000</b>
<b>Paid in Contribution</b>			
First installment	Received May 2, 2019	\$2,970,512	\$4,135,725
Second installment	Received November 26, 2019	\$3,009,782	\$4,190,399
<b>Total</b>		<b>\$5,980,294</b>	<b>\$8,326,124</b>
<b>Program Management and Administration (PMA)<sup>5</sup></b>			
FY20 PMA (allocated)		\$279,000	\$388,441
FY21 PMA (not yet allocated)		\$319,000	\$444,131
<b>Total</b>		<b>\$598,000</b>	<b>\$832,571</b>

<sup>2</sup> Canadian dollar equivalents were calculated based on the May 20, 2020 exchange rate of 1 USD = CAD 1.39226. <https://www1.oanda.com/currency/converter/>

<sup>3</sup> To date, the CRF has not allocated grants following the third modality (grants awarded to TTL of the DRM team of GPULR)

<sup>4</sup> GFDRR can provide additional funding to awarded grants as activities expand within the objectives of the grant. These grants are called 'top-ups'.

<sup>5</sup> The PMA of the CRF corresponds to 10 percent of receipt funds, in FY20 only seven percent of receipt funds were allocated to PMA, the remaining three percent will be allocated in FY21.

<b>Total Allocated Grants</b>	This total corresponds to the total of grants allocated to all components, including PMA	<b>\$2,766,230</b>	<b>\$3,851,311</b>
<b>Total Disbursements</b>		<b>\$683,302</b>	<b>\$951,334</b>
<b>Funds Available</b>	These funds are available for new grants or top-up (Total Paid in Contribution - Total Allocated Grants)	<b>\$2,935,064</b>	<b>\$4,086,373</b>

For FY21, the CRF has programmed activities under Components 1,2, and 3 for a total of USD 3,001,425 (CAD 4,178,764). **Table 2** presents a summary of grants, total available funds and total programmed funds by component.

*Table 2: Summary of grant status and programmed funds under all components for planned activities during FY21. Note, programmed amounts do not include pipeline activities, and some grant allocations are planned.*

Modality of Support	Description	Allocated Grant Amount USD	Amount Available for Programing USD	Amount Programmed USD	Amount Programmed CAD
<b>Just-in-Time Emergency Fund</b>					
In-country support or regional (grant not yet allocated)	Set aside just-in-time funding for emergency response. It is a contingent amount to ensure the CRF can respond to country demands.	\$200,000	\$200,000	\$0	\$0
<b>Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building Programs</b>					
Regional support	This grant will support regional activities and training. Activities under this modality will be carried out by the core IST.	\$1,200,000	\$745,286	\$1,400,000	\$1,949,164
In-country support	This grant will support in-country activities. Activities under this modality will be carried out by the larger pool of experts in the IST.	\$600,000	\$409,713	\$561,425	\$781,650
<b>Total Component 1</b>		<b>\$1,800,000</b>	<b>\$1,154,999</b>	<b>\$1,961,425</b>	<b>\$2,730,814</b>
<b>Component 2: Mainstreaming Climate Resilience and Gender into Public Financial Management Cycle</b>					

In-country support	This grant will support the implementation by country of activities under component 2.	\$966,230	\$824,772	\$900,000	\$1,253,034
<b>Total Component 2</b>		<b>\$966,230</b>	<b>\$824,772</b>	<b>\$900,000</b>	<b>\$1,253,034</b>
<b>Component 3: IST Establishment, Program Management and Administration – Knowledge management</b>					
Regional support grant (grant not yet allocated but planned)	This grant will facilitate peer-to-peer exchange on lessons learned across countries. Activities under this modality will be carried out by the core IST with support from GFDRR	\$140,000	\$140,000	\$140,000	\$194,916
<b>Total Component 3</b>		<b>\$140,000</b>	<b>\$140,000.00</b>	<b>\$140,000</b>	<b>\$194,916</b>
<b>Sub-total from allocated grants</b>		<b>\$2,766,230</b>	<b>\$1,979,771</b>	<b>\$2,861,425</b>	<b>\$3,983,848</b>
<b>Sub-totals from not allocated grants</b>		<b>\$340,000</b>	<b>\$340,000</b>	<b>\$140,000</b>	<b>\$194,916</b>
<b>Total</b>		<b>\$3,106,230</b>	<b>\$2,319,771</b>	<b>\$3,001,425</b>	<b>\$4,178,764</b>

As grants have disbursed funding for activities during FY20, three grants require additional funding to implement activities during FY21. Therefore, USD1,800,000 (CAD 2,506,068) will be allocated as top-up to ongoing grants, and USD 459,000 (CAD \$639,047) will be allocated to Component 3 and PMA to ensure availability of funds to operate during FY 21. All planned allocation for FY21 amount to USD 2,259,000 (CAD 3,145,115). The available balance of the CRF after allocating funds for FY21 is estimated to be USD 676,064 (CAD 941,257). If the Caribbean region would be affected by a major hurricane in 2020, available funds to respond might be limited. However, not yet committed funds at the time of the potential extreme event, could be redirected to other urgent activities that may arise.

**Table 3** provides an overview of allocations planned for FY21

*Table 3: Summary of planned allocations in FY21.*

Modality of Support	Description	Planned allocations during FY21 USD	Planned allocations during FY21 CAD
<b>Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building Programs</b>			



Regional support	This grant will support regional activities and training. Activities under this modality will be carried out by the core IST.	\$700,000	\$974,582
In-country support	This grant will support in-country activities. Activities under this modality will be carried out by the larger pool of experts in the IST.	\$500,000	\$696,130
<b><i>Total Component 1</i></b>		<b><i>\$1,200,000</i></b>	<b><i>\$1,670,712</i></b>
<b>Component 2: Mainstreaming Climate Resilience and Gender into Public Financial Management Cycle</b>			
In-country support	This grant will support the implementation by country of activities under component 2.	\$600,000	\$835,356
<b><i>Total Component 2</i></b>		<b><i>\$600,000</i></b>	<b><i>\$835,356</i></b>
<b>Component 3: IST Establishment, Program Management and Administration</b>			
Regional support (not yet allocated)	Facilitate peer-to-peer exchange on lessons learned across countries.	\$140,000	\$194,916
<b><i>Total Component 3</i></b>		<b><i>\$140,000</i></b>	<b><i>\$194,916</i></b>
<b><i>PMA (not yet allocated)</i></b>		<b><i>\$319,000</i></b>	<b><i>\$444,131</i></b>
<b>Total Top-up to be awarded in FY21</b>		<b>\$2,259,000</b>	<b>\$3,145,115</b>
<b>Available Balance, after allocations of top-up and planned grants</b>		<b>\$676,064</b>	<b>\$941,257</b>

### 3.3. Programming at Regional and in Country Level

#### 3.3.1. Regional Activities Programmed

The **Table 4** provides a summary of programmed regional activities to be executed under Components 1, 2, and 3.

*Table 4: Regional support under Components 1, 2 and 3*

Country	Comp.	Activity	Description	Est. Amount USD	Est. Amount CAD	Duration
Programmed						
All countries	C1	Assessment	<b>Preparedness and Recovery Capacity Assessment at Sector Level.</b> The methodology will be peer reviewed internally before being applied to all countries. This assessment will focus on the most affected sectors during disasters. This is work in collaboration with CDEMA	\$200,000	\$278,452	July 2020 – March 2021
	C1	Assessment	<b>Gender and Disability Gaps Analysis</b> to assess the level of integration of gender and disability considerations in preparedness and resilient recovery at sector level and inform CRF activities.	\$150,000	\$208,839	July 2020 – March 2021
	C1	Capacity Building	<b>Training</b> on public procurement practices.	\$70,000	\$97,458	July– December 2020
	C1	Capacity Building	<b>Training</b> on how to incorporate gender considerations in recovery and reconstruction projects and identification of knowledge gaps.	\$70,000	\$97,458	July – December 2020
	C1	Capacity Building	<b>Training</b> on project management for recovery projects.	\$70,000	\$97,458	July– December 2020

	C1	Assessment and Systems	<b>Support the expansion of the OECS/Pharmaceutical Procurement Service (OECS/PPS)</b> , through a rapid assessment, outlining an implementation plan to expand the OECS/PPS to other goods critical during emergency situation, as well as exploring avenues to expand the system to the whole Caribbean region based on lessons learned from the COVID-19 response.	\$150,000	\$208,839	July 2020 – December 2021
Grenada, Saint Lucia & SVG	C1	Capacity Building	<b>Build procurement capacities in Grenada, Saint Lucia &amp; SVG</b> of government officials for the application of new or, in the case of Grenada, current public procurement legislation. Representatives of the private sector will also be trained in how to bid in public procurement procedures operated under that legislation.	\$100,000	\$139,226	July 2020 – March 2021
A&B, Belize, Guyana, Suriname, Jamaica,	C1	Assessment	<b>Disaster Preparedness and Response Capacity Assessment of CDEMA and National Disaster Management Organizations.</b> This assessment will complement the ongoing assessment in Dominica, Grenada, St Vincent and the Grenadines and St Lucia financed by the ACP-EU NDRR. The other five countries will be covered under the CRF.	\$250,000	\$348,065	July 2020 – June 2021
All countries	C1	Technical support	<b>Support to CDEMA.</b> Provide hands-on support to CDEMA for the Regional Training Centre program to deliver training on preparedness and response, and support to the Preparedness and Response Department (PRD) for emergency response operations for COVID-19 and the hurricane season. Support the design of a Sustainable Financing Mechanism for CDEMA	\$100,000	\$139,226	July 2020- March 2021
<b>Total of Programmed Regional Activities for C1</b>				<b>\$1,160,000</b>	<b>\$1,615,022</b>	

All countries	C2	Regional Community of Practice (RCOP)	Regional showcase exchange on practices on PFM conducted by beneficiary countries.	\$100,000	\$139,226	October– December 2020
Total of Programmed Regional Activities for C2				\$100,000	\$139,226	
All countries	C3	Knowledge Management	Regional peer-to-peer exchange on lessons learned from preparedness and recovery processes.	\$140,000	\$194,916	July 2020 – June 2021
Total of Programmed Regional Activities for C3				\$140,000	\$194,916	
Total of Programmed Regional Activities in C1, C2 and C3				\$1,400,000	\$1,949,164	
Pipeline						
All countries	C1	Tools	Integration of Disaster Risk Management Monitoring Systems for CDEMA. Co-finance the development of an online system for CDEMA to host the upgraded CDM Audit Tool integrated with CDEMA's monitoring platform and connected to the UNDRR Sendai monitoring system.	\$100,000	\$139,226	TBD
Dominica, Grenada, St Lucia, SVG and Guyana	C1	Access to Finances	Multiphase Programmatic Approach: Regional Disaster Preparedness and Emergency Response Project. Support and build capacity to facilitate access of five Caribbean countries (Dominica, Grenada, St Lucia, SVG and Guyana) to a potential regional Multiphase Programmatic Approach (MPA) World Bank investment. The MPA would help countries to better prepare to respond to disasters in the context of COVID-19.	\$100,000	\$139,226	TBD
Total of Programmed Regional Activities in the Pipeline				\$200,000	\$278,452	
Total of Programmed Activities and in the Pipeline				\$1,600,000	\$2,227,616	

### 3.3.2. In-country Activities Programmed

The table below summarizes the programmed in-country activities for components 1 and 2.

Table 5: In-country support under components 1 and 2.

Country	Comp.	Project / Activity	Assistance Needed	Est. Amount USD	Est. Amount CAD
Antigua and Barbuda	C1	Dialogue with the government is still ongoing. Specific activities have not yet been identified.			
	C2	Technical Assistance to Streamline Disaster Response Budgeting Proposals	Assistance to develop and issue post-disaster budget execution guidelines to instruct ministries, departments, and agencies on accessing emergency financing sources.	\$100,000	\$139,226
Belize	C1	Emergency response – CERC activation for the Climate Resilience Infrastructure Project (CRIP)	Continuation of the activities initiated in FY20 for the activation of the CERC including national capacity building activities for the implementation of the CERC's environmental and social safeguard policies, and the provision of the technical support and as well as guidance necessary for the client to implement emergency response activities in the agriculture sector under the CERC.	\$4,560	\$6,349
	C2	Post-Disaster Public Financial Management	Technical assistance to strengthen the legal and regulatory framework for managing disaster risk financing, to enhance public procurement, and to improve financial management control.	\$100,000	\$139,226
Dominica	C1	Rapid Housing Assessment	This activity is continued from FY20. Housing assessment to inform policymakers and overcome barriers that Dominica faces regarding the implementation of housing recovery projects.	\$17,720	\$24,671
	C1	IST technical support for the East Coast Road project	Technical support to the management, oversight and monitoring of rehabilitation works on the East Coast Road, a large project undertaken with the aim of building-back-better after the destruction caused by Hurricane Maria.	\$25,830	\$35,962
	C2	Post-Disaster Public Financial Management	Technical assistance to strengthen the legal and regulatory framework for managing disaster risk financing, to improve traceability of disaster spending, and to enhance the gender sensitivity of disaster response resource allocation.	\$100,000	\$139,226

Grenada	C1	IST technical support for the Government	In response to the Government request, four experts on monitoring and evaluation, gender, structural engineering will provide technical support and build capacities on the job. One firm will provide targeted training activities to build capacity on project management.	\$40,000	\$55,690
	C1	IST technical support for the DVRP	Operational and technical support on structural engineering and disaster risk management for the timely completion of Regional Disaster Vulnerability Reduction Project (RDVRP) activities in Grenada	\$45,123	\$62,823
	C2	Post-Disaster Public Financial Management	Technical assistance to strengthen the legal and regulatory framework for managing disaster risk financing, to improve public financial management controls and auditing, and to strengthen public procurement.	\$100,000	\$139,226
Guyana	C1	IST technical support for the Guyana Flood Risk Management Additional Financing	Continuation of technical support and capacity building activities initiated in FY20 to improve the construction methodology and accelerate the reconstruction and strengthening of the 4 km stretch of the East Demerara Water Conservancy (EDWC) dam.	\$9,225	\$12,844
	C2	Post-Disaster Public Financial Management	Technical assistance to strengthen the legal and regulatory framework for managing disaster risk financing, and to enhance financial management controls and processes.	\$100,000	\$139,226
Jamaica	C1	IST support to the Disaster Vulnerability Reduction Program	Hands-on support provided for the implementation of the Big Pond and Myton Gully Flood Mitigation Project. This is a continuation of technical support undertaken in FY20. Support will be provided to identify appropriate technical interventions for the implementation of the Big Pond and Myton Gully Flood Mitigation Project, which is technically complex needing additional expertise not available in the country.	\$16,960	\$23,613
	C2	Post-Disaster Public Financial Management	Support to enhance institutional arrangements and operating procedures of the National Disaster Fund and technical assistance to the Accountant General Department to review and amend the Chart of Accounts to track disaster-related expenditures and strengthen expenditure controls.	\$100,000	\$139,226

Saint Lucia	C1	IST technical support for the Government	In response to the Government request, a total of six consultants will build capacity and provide expertise on procurement, project management, urban resilience and other topics. A firm will provide various training activities on project management, monitoring and evaluation.	\$184,000	\$256,176
	C1	IST technical support for the DVRP	Continuation and expansion of FY20 support to address technical implementation bottlenecks of the Disaster Vulnerability Reduction Project (DVRP) in multiple areas, including coastal management and engineering, project coordination and environmental and social safeguards and management systems among others.	\$139,093	\$193,654
	C2	Post-Disaster Public Financial Management	Support to streamline disaster response budgeting protocols, and operationalize emergency procurement procedures, and develop sex-disaggregated data to inform gender policies.	\$100,000	\$139,226
SVG	C1	IST technical support for the DVRP	Operational and technical support on structural engineering, coastal engineering and disaster risk management for the timely completion of RDVRP activities in SVG. This is a continuation of the support provided in FY20.	\$57,843	\$80,532
	C2	Post-Disaster Public Financial Management	Technical assistance to develop and disseminate instructions on the PFM instruments, to develop a comprehensive Disaster Risk Financing Policy/Strategy, to support development of a climate change and disaster risk responsive Asset Management Policy, to develop amendments to the Financial Administration Act (FAA) and Regulations, including criteria for preparing disaster recovery projects, to establish and document formal mechanisms for the appraisal, selection and approval of public investments to include fast-tracking of emergency public investments, and TA and capacity building to support procurement reforms.	\$100,000	\$139,226
Suriname	C1	IST support to the Saramacca Canal Rehabilitation Project	The Hands-on procurement support to help the Project Implementation Unit is continued from last fiscal year to ensure the project implementation is on track on procurement processes. Activities will also include capacity building through specialized procurement training.	\$17,520	\$24,392

	C1	Emergency Response – CERC's Operation Manual implementation.	Support the Government of Suriname in the implementation of the CERC Operations Manual and increase its capacity to utilize the project funded-CERC instrument to address future emergencies.	\$3,550	\$4,943
	C2	Dialogue with the government is still ongoing. Specific activities have not yet been identified.			
<b>Total Component 1</b>				<b>\$561,425</b>	<b>\$781,649</b>
<b>Total Component 2</b>				<b>\$800,000</b>	<b>\$1,113,808</b>
<b>Total</b>				<b>\$1,361,425</b>	<b>\$1,895,457</b>



## 4. Annexes

### 4.1. Annex 1: Regional Programming under Components 1, 2, and 3

#### 4.1.1. Planned activities

##### *Visibility and Communication*

The objective of these activities is to increase awareness about the CRF's support to achieve more effective and coordinated gender-informed climate-resilient preparedness, recovery, and public financial management practices in the nine eligible Caribbean countries. Activities will follow visibility guidelines as specified in the Operations Manual of the Facility.

Activities will focus on:

- Increase the awareness of the importance of business continuity and efficient implementation of recovery projects and overall resilience-building efforts across the Caribbean;
- Position the results of CRF' technical assistance as good practice in the Caribbean region and within the World Bank Group;
- Further increase the visibility of the CRF as an initiative of its donor.

The audience for visibility and communication activities are Ministries of Finance and other line ministers, disaster protection agencies, and other stakeholders involved in disaster risk management in the Caribbean, as well as other development partners and the donor.

For the period of the workplan, GFDRR and the World Bank implementing teams will continue ensuring the visibility of the donor and the Facility, which is central to the ongoing success of the Bank's multilateral approach. After a year of operations, the Facility will focus on showcasing results and the impact of Canada's support by telling compelling stories. The communications approach under the Facility will include traditional mechanisms such as publications, press releases, and workshops, as well as the expanding reach of the internet and social media, which provides an ever-growing number of communication "channels."

Communication activities during the period of the workplan will focus on:

Audience & Outcome		
<b>Donors</b> Donors continue to support the initiative with funding and feel their funds are well invested.	<b>Caribbean Government</b> Various ministries, as well as DRM agencies and practitioners, have access to knowledge products and best practices on preparedness and recovery produced under the Facility.	<b>GPURL/Governance/GFDRR</b> The Global Practices are aware of the CRF impacts.
<ul style="list-style-type: none"><li>• Biannual Newsletter</li><li>• Annual Progress Report</li><li>• Work Plan</li></ul>	<ul style="list-style-type: none"><li>• Stories of Impact – Best practices</li><li>• Country' Activities/Results Factsheet</li><li>• CRF Webpage updated with communication products.</li><li>• Use of Social media</li></ul>	<ul style="list-style-type: none"><li>• Brown bag lunches showcasing best practices</li></ul>

### *Component 1: Preparedness and Recovery Capacity Assessment at Sector Level (continuation from FY20)*

In the aftermath of disasters, disruptions to sectors such as housing, tourism, agriculture, and fisheries affect the productivity and wellbeing of populations. Small Island States often struggle to recover and rebuild vital infrastructure and restore the provision of services in a timely and resilient manner enabling countries withstand future extreme weather events, which are increasingly exacerbated by climate change.

With the objective of better understanding the implementation bottlenecks and capacity needs at sector level, a systemic and comprehensive Preparedness and Recovery Capacity assessment will be carried out. This assessment will focus on governments' priority sectors and allow the identification of future fit-for-purpose activities under Component 1. Gender aspects will also be considered and results from the gender study will inform this assessment. It will also complement other planned preparedness and recovery capacity assessments in the region, focusing on National Disaster Management Organizations (NDMO) and CDEMA which are financed by the Africa Caribbean Pacific (ACP) – European Union (EU) Natural Disaster Risk Reduction (NDRR) Program. Connections at the interphase between NDMOs and sectors will also be analyzed.

To assess countries' capacities in DRM, CDEMA uses the Comprehensive Disaster Management (CDM) Audit tool, which has a section on Recovery needing to be upgraded. It was agreed upon with CDEMA that the CRF will support such upgrade. Therefore, the methodology under development to assess Preparedness and Recovery Capacity Assessment at Sector Level will inform the Recovery section of the CDM Audit tool.

Work under this activity will be developed in two phases:

- 1) Phase 1 - Assessment methodology: A draft assessment methodology, building on the CDEMA's CDM Audit tool, has been developed and will be peer reviewed by experts at the Bank and by CDEMA.
- 2) Phase 2 – Application of the methodology: In collaboration with CDEMA the tool will be applied to the nine countries. Data collected by CDEMA during the application of the current version of the CDM Audit tool will inform the assessment. Missing information, especially on Recovery aspects, will be collected via virtual meetings with key stakeholder.

In general, the team will ensure that activities under the CRF are complementary to the ones carried out by CDEMA, in particular regarding the Caribbean Resilient Recovery Facility.

Activity	Est. Time Frame	Execution
Phase 1: Peer review of methodology - Preparedness and Recovery Capacity Assessment at Sector Level.	July 1 – August 31, 2020	Core IST
Phase 2: Application of the methodology (virtual meetings)	September 1, 2020 - March 31, 2021	Core IST

### *Component 1: Gender and Disability Gaps Analysis – Considerations in Preparedness and Recovery Processes Assessments*

#### **Gender**

To ensure that the planned activities under the CRF are gender-responsive and inclusive, the CRF is conducting a gender analysis in priority sectors in each country to identify the gendered bottlenecks and the areas in which inclusion of gender aspects could be improved upon. The analysis will follow on the key aspects of the 2016-2023 World Bank Gender Strategy: endowments, economic opportunities, voice, and agency. The study will build on the desk review document that is being finalized. The focus will be strengthening the institutional capacity of key ministries' policy frameworks and their capacity to address gender issues in the context of climate and disaster resilience. Results of this study will inform the Preparedness and Recovery Capacity Assessment at sector level. The study will also identify gaps and provide recommendations for capacity building and technical assistance under the CRF through three modalities: analytics, operations and training.

### **Disability Inclusion**

The CRF will also conduct a disability-inclusiveness analysis to understand the gaps in disaster preparedness and recovery for persons with disabilities in the nine eligible countries and to propose recommendations for a more inclusive DRM. People with disabilities are sometimes forgotten during the risk assessment, consultation and decision-making phases. In addition, recovery and reconstruction should improve accessibility to persons with disabilities.

The analysis will build on an initial desk review of country disaster preparedness and recovery policies, programs and practices to assess the degree of disability inclusion. This information will be complemented by virtual interviews with key stakeholders in countries. Based on the findings of the analysis future activities under the CRF will be informed.

<b>Activity</b>	<b>Anticipated Time Frame</b>	<b>Execution</b>
Desk Review Gender Gaps Analysis in nine Caribbean countries.	July – August 2020	Core IST
Gender Gaps Analysis - Considerations in preparedness, resilient recovery processes at sector level.	July 2020 – December 2020	Core IST
Disability Inclusion Gaps Analysis - Considerations in preparedness, resilient recovery processes at sector level.	July 2020 – March 2021	Core IST

### ***Component 1: Capacity Building***

The following capacity building activities were planned for FY20, however, given travel restrictions caused by the pandemic, these activities will be carried in FY21 using virtual technology.

To improve capacities in the region, well-structured training activities will be organized at a regional level based on government demands. Most governments highlighted the need to increase capacity in procurement, project management, contract management, financial management, and specific engineering skills.

Three training activities will be organized on gender, procurement, and project management. Webinar and virtual platform will be used to reach to participants. Training activities will be carried out either by World

Bank experts or certified regional institutes with the necessary capacity to provide high quality and fit-for-purpose courses. Efforts will be made to have a gender balance ratio among attendees to the courses. All training activities will be coordinated by a member of the core IST dedicated to the organization of training activities.

Activity	Anticipated Time Frame	Execution
Capacity building program on gender integration in DRM	September 2020	World Bank
Public Procurement Practices	November 2020	Regional Institute
Project management of recovery projects	January 2021	Regional Institute

### *Component 1: Support the Expansion of the OECS/Pharmaceutical Procurement Service (OECS/PPS).*

COVID-19 has exposed the need to further strengthen regional systems for emergency and disaster response. The COVID-19 emergency, as with other disasters, the impact on sectors, including education, social protection, food security and economic sectors, mirroring the experience faced during extreme weather events and hurricanes.

Faced with limited capacity and fiscal space, as well as high levels of exposure to economic and climate shocks, the OECS countries, of which five are eligible to the CRF, have had varying success in adequately preparing for emergencies. Better preparedness ranging from health and non-health capabilities and operational capacities is key to affront climate and other shocks.

Currently, the “Procurement Protocol for the Consolidated Purchase of Prioritized Medical Devices and Supplies in the Context of COVID-19”, is procuring pharmaceutical goods to respond to COVID-19 via coordination of various existing systems such as the i) CARICOM Multi-sectoral Response Coordination Mechanism (MSCM), which operates using the established Regional Response Mechanism (RRM) coordinated by CDEMA; ii) the Pan American Health Organization (PAHO)’s Strategic Fund, and iii) the OECS/PPS.

The OECS Commission has requested the CRF to expand the OECS/PPS into a more holistic procurement mechanism which can address pooled procurement for other commodities which are also necessary in the aftermath of disasters and contribute to sustainable development benefiting from economies of scale. The expansion of the system would enhance the preparedness of OECS Member States whereby investments in preparedness are harmonized at the country level and complemented at the regional level.

In response to this request, the CRF will support a rapid assessment to propose the structure, which will include people, policies, processes and systems to expand the current OECS/PPS into the OECS/Caribbean Pooled Procurement Service. The assessment will also explore other options such as expanding the pooled system beyond OECS countries, building on lessons learned from the coordinated procurement response to COVID-19. The proposed structure will ensure emergency supply chain mechanisms are in place with appropriate cooperation and redundancies with CDEMA, and other regional mechanisms. The support will also accompany the establishment of the system in its initial phase of operation.

Activity	Anticipated Time Frame	Execution
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Rapid assessment on pooled procurement system for OECS Member Countries coordinated with CDEMA and other regional institutions.	July 2020 – December 2021	IST member
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### *Component 1: Build Procurement Capacities in Grenada, Saint Lucia & SVG*

The Governments of for Grenada, Saint Lucia & Saint Vincent and the Grenadines (SVG) have all enacted new or reformed public procurement legislation in recent years.

**Grenada** enacted its Public Procurement and Disposal of Public Property Act No. 39 of 2014 and enacted an Amendment to the Act. The amended Act is under implementation but there is still a need to train the various users of the Act in its application.

**Saint Lucia** enacted its Public Procurement and Asset Disposal Act (“the Act”) in 2015 but, for various reasons, has not yet promulgated it. Following a change in government in June 2016, the new Government has indicated its commitment to promulgating the Act and has set a target date of 1 January 2020 for doing so. A draft Amendment to the Act is currently under consideration by the Government, which it also drafting Implementing Regulations in support of the Act (Act No. 1 of 2018) to address certain implementation challenges that had been encountered in the early years of implementation.

**Saint Vincent and the Grenadines** Public Procurement Act No. 34 of 2018, was passed by the House of Assembly in December 2018. The Government intends to promulgate the Act in mid-2020 and is currently at an advanced stage of drafting Implementing Regulations in support of the Act.

All three pieces of legislation replace outdated and often scant public procurement legislation, typically contained in Finance Administration legislation which legislated for minimal provisions on public procurement, usually a limited number of procurement methods and little specific instruction on how the methods were to be applied. By contrast, the new procurement laws of all three countries constitute a much more modern and rigorous set of rules, with a broader range of procurement methods, more exacting requirements on the transparency of the procurement process, modern governance institutions and stronger protections for bidders’ rights, including appeals mechanisms.

The objective this activity is to prepare training materials and deliver virtual courses to train government officials of Grenada, Saint Lucia & SVG in the application of their new or, in the case of Grenada, current public procurement legislation and, in each country, to train representatives of the private sector in the how to participate as a bidder in public procurement procedures operated under that legislation.

Activity	Est. Time Frame	Execution
Build procurement capacities in Grenada, Saint Lucia & SVG	July 2020 – March 2021	Firm

### *Component 1: Disaster Preparedness and Response Capacity Assessment of CDEMA and NDMOs*

This activity was in the pipeline of the FY20 work plan and based on promising preliminary results this activity will be implement in FY21.

An assessment financed by the ACP – EU NDRR is completing an assessment of the preparedness and response capacity of CDEMA and the National Disaster Management Organizations (NDMOs) of Dominica, St Kitts and Nevis, Grenada, St Vincent and the Grenadines and St Lucia. The assessment will diagnose critical gaps or obstacles in implementing a fit-for-purpose emergency preparedness and response system. Findings will inform a strategic investment plan to support the national and regional architecture for emergency preparedness and response.

As this assessment covers four countries out of the nine eligible countries under the CRF, the proposed activity aims at completing this assessment to cover all countries supported by the CRF. Both assessments – at sector level (mentioned above) and NDMOs – will bring about a more comprehensive approach to address recovery bottlenecks in the region. Results will inform CRF activities and other potential investment to support countries be better prepared to respond to catastrophic events. This includes a potential regional Multiphase Programmatic Approach that would include national and regional preparedness in the context of Covid-19 (see pipeline of activities). In addition, this approach is looking to optimize synergies and maximize impacts of resources flowing to the Caribbean from various sources.

Activity	Est. Time Frame	Execution
Disaster Preparedness and Response Capacity Assessment for National Disaster Management Organization in Antigua and Barbuda, Belize, Guyana, Suriname, and Jamaica	July 2020 – March 2021	Firm

### *Component 1: Support to CDEMA*

#### **Regional Training Centre (RTC)**

CDEMA is a key organization to support a Comprehensive Disaster Management (CDM) in the Caribbean region. One important role of CDMEA is to build capacity for CDM in the Caribbean region. In 2013, the CDEMA Council of Ministers endorsed the establishment of a Regional Training Centre (RTC) to set standards and build capacity for CDM through a multi-stakeholder, collaboration and engagement. The RTC maintains required capabilities for CDM in the CDEMA system, identifying capacity building needs among constituents and delivering training programs that will address these needs.

#### **The Preparedness & Response Department (PRD)**

The Preparedness & Response Department (PRD), of CDEMA is the body that provides emergency response support to countries. With the COVID-19 crisis unfolding, the 2020 hurricane season has compounded risks, and the department is already overstretched responding to the pandemic.

#### **Sustainable Financing Mechanism**

To enhance its capabilities and continue assisting the CARICOM Member States in emergency situations, CDEMA needs reliable and sustained financial resources on the long term and is planning to develop a reliable and sustainable financing mechanism.

The CRF will support CDEMA by providing hands-on support to the work of the RTC, PRD and to help design a sustainable financing mechanism. Details will be defined with CDEMA to ensure activities are well coordinated.

### *Component 2: Regional Procurement Community of Practice (RPCOP) under Component 2*

The establishment of a Regional Procurement Community of Practice (RPCOP) will allow countries to share good procurement practices and learn from reform activities undertaken in the region under the CRF. Under component 2, PFM Reform action plans have been prepared and work is underway to agreed reform activities. To date, work has been completed to prepare model documents for procurement emergency legislation and post-disaster budget execution guidelines.

By the end of calendar year 2020, an event will be organized to invite representatives from the nine countries to present key achievements and reform successes completed to date. Presentations and active work sessions led by country representatives to share experience on the development and implementation of select reform activities will be organized.

These results can contribute to the overall knowledge building in the region. Success stories will be developed and disseminated via government and the CRF websites. Best practice will also be showcased at SEMCAR regional meetings and similar regional events.

Depending on COVID-19, a virtual meeting may be held instead of a face-to-face event.

Activity	Est. Time Frame	Execution
2-day meeting of the Regional Procurement Community of Practice	October – December 2020	IST (C2)

### *Component 3: Peer-to-Peer Exchange*

A peer-to-peer exchange event planned for FY20 will be carried out in FY21. Due to travel restrictions, a face-to-face event will be replaced by a Webinar series allowing countries with similar challenges to share good practices and effectively learn from each other. During the exchange, case studies will be compiled and systematized and later on shared as best practices and lessons learned with other Caribbean countries via the CRF webpage. The virtual event will give the opportunity to practitioners from the nine eligible countries to share their knowledge and experience with peers in the region. The exchange will be organized by GFDRR with assistance from the core IST.

Activity	Est. Time Frame	Execution
Regional peer-to-peer exchange on lessons learned from preparedness and recovery processes.	December 2020	GFDRR / Core IST



#### 4.1.2. Pipeline

##### *Component 1: Integration of Disaster Risk Management Monitoring Systems for CDEMA.*

Currently, Caribbean countries, for Disaster Risk Management monitoring purposes at national, regional and international level, need to provide the same or similar data into various platforms making the processes tedious and inefficient. Three different platform are used:

- A Microsoft application, Excel, to provide the data needed in the CDEMA CDM Audit Tool;
- The CDEMA, CDM monitoring online system;
- The UNDRR/Sendai monitoring system.

The objective of this activity would be to upgrade the monitoring system of CDEMA to create a unified online reporting system that compiles data from the CDM Audit Tool and the CDM monitoring system, which will facilitate data transfer to the UNDRR/Sendai monitoring system. This will allow countries and CDEMA to be more efficient and share data easier. This work will be carried out in close collaboration with CDEMA as they will be co-financing the activity.

This work will build on the collaborative efforts to improve the CDM Audit tool by strengthening the Recovery section of the tool, under the ongoing activity Preparedness and Recovery Capacity Assessment at Sector Level.

##### *Component 1: Multiphase Programmatic Approach: Regional Disaster Preparedness and Emergency Response Project*

Covid-19 has heightened the natural disaster risks for the Caribbean with increased vulnerability as most of the coping capacities to respond to emergencies have already been fully tapped to respond to Covid-19. Many businesses have stopped operating and many people are out of jobs, thus seriously reducing the ability of the private sector and households to endure potential losses from future natural disasters. The governments' reserves and contingency funds have been depleted to respond to Covid-19 and its economic impacts, thus leaving no room to address the upcoming shocks from natural disasters. Human resources needed to respond to emergencies have also become much more vulnerable as first-responders, medical workers and social workers have already been devoted to all-out efforts to respond to the pandemic. Overall social vulnerability has significantly increased as the poor and the most vulnerable groups have been most seriously impacted by the Covid-19 crisis. In the meantime, 2020 hurricane season already started earlier than usual, and is forecasted to be more intensive than normal, with a predicted 19 named storms and 10 hurricanes. Therefore, while focusing on the COVID-19 crisis, it is important also to continue to provide strong support to countries to be better prepared to respond to extreme events.

Smaller natural hazard events in the near future can result in bigger disasters due to elevated vulnerability and exposure as a result of the stress the Covid-19 crisis has placed on most countries' emergency response systems. The impact may be further increased and prolonged by limited external support, limited availability of food and reconstruction material, and increased transmission of COVID-19 leading to a subsequent wave of cases.

Disasters are often regional events that transcend country boundaries. This is especially the case for hurricanes seriously affecting countries in the Caribbean. As many countries affected by hurricanes are



small and/or with weak capacity, a regional approach to prepare for and respond to these events will be most effective. In fact, regional mechanisms have already been established via CDEMA.

The World Bank is exploring avenues to support countries access to pooled investment resources from IDA<sup>6</sup> with the possibility to include IBRD<sup>7</sup> countries. A regional Multiphase Programmatic Approach<sup>8</sup> (MPA) to support countries prepare for and respond to disasters would be of interest for Governments.

In this context, the CRF could support CRF eligible countries prepare the necessary documentation to access these funds, as an MPA allows countries to join the program over time. At this stage specific CRF activities are not yet identified as the dialogue between the World Bank and Governments is at an early stage.

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<sup>6</sup> IDA: International Development Association

<sup>7</sup> IBRD: International Bank for Reconstruction and Development

<sup>8</sup> MPA is a World Bank Financing Instruments that allows countries the flexibility to implement an approach to achieve development objectives in stages when: i) the development challenge is complex; ii) it would take a longer time to achieve the objectives; iii) it would take a longer time to prepare one large project; iv) the solution needs a broader and comprehensive approach; v) or when a stop-and-go approach is not feasible.

## 4.2. Annex 2: In-country Programming for Components 1 and 2

### 4.2.1. Antigua and Barbuda

#### General Country Context



<b>Capital</b>	St John's
Population (2018)	96,286
Urban population (2018)	23,685 (24.6%)
Area	442 sq. km (170 sq. miles)
GDP (2018)	US\$1.623 billion
GDP per Capita (2018)	US\$16,868
Currency	East Caribbean dollar
Gender Ratio (2018)	48 Men to 52 Women
Gender Inequality Index Rank (2018) <sup>9</sup>	70

#### Work Plan for Antigua and Barbuda

##### Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building

As GPURL has no investments in this country, entry points for CRF assistance are still in discussion with the government.

##### Component 2: Mainstreaming Climate Resilience and Gender into Public Financial Management Cycle

<b>Activity 1</b>	Technical Assistance to Streamline Disaster Response Budgeting Proposals
<b>Time Frame</b>	July 2020 – March 2021
<b>Description</b>	In accordance with the findings of the PDPFM, areas that were tentatively identified for engagement include:

<sup>9</sup> <http://hdr.undp.org/en/data>

	<p>1. Technical assistance to streamline disaster response budgeting protocols to expedite funding for disaster relief and recovery. Technical assistance will be provided to help the government develop and issue post-disaster budget execution guidelines to inform ministries, departments, and agencies of emergency financing sources and to provide instructions for accessing them so these can be incorporated into FY 2020 budget preparation guidelines. Specific activities in this process include:</p> <ul style="list-style-type: none"> <li>• Review and mapping of interim budgetary steps for accelerating finance for disaster response.</li> <li>• Identify and document prevailing legal provisions that support interim steps.</li> <li>• Map and record details of all available funding options for disaster response.</li> <li>• Review and discuss options to optimize mapped processes.</li> <li>• Begin documenting the reengineered processes.</li> </ul> <p>2. Technical assistance to build Antigua and Barbuda's capacity to identify and provide budget to address special needs of population segments that are most vulnerable to the impacts of disasters. Initial support will focus on resilience-related aspects of the new National Gender Equality Policy and Action Plan for Antigua and Barbuda that explicitly considers the differentiated impacts of extreme events on women, men, girls, boys, disabled individuals, and other vulnerable groups. The policy will serve as an overarching instrument to be applied by disaster risk management sectors. Envisioned activities include:</p> <ul style="list-style-type: none"> <li>• Assisting the Gender Policy Unit to further refine and clarify action steps for developing the disaster responsive gender policy and action plan.</li> <li>• Review and discuss gender gaps in key areas and resilience building activities, as well as advising on actions to address these.</li> <li>• Review other strategic documents, rules, regulations and existing policies to identify changes that will be required to implement the new gender policy.</li> </ul>
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#### 4.2.2. Belize

### General Country Context



Capital	Belmopan
Population (2018)	383,071
Urban population (2018)	175,155 (46%)
Area	22,965 sq. km (8,867 sq. miles)
GDP (2018)	US\$1.925 billion
GDP per Capita (2018)	US\$5,025
Currency	Belizean dollar
Gender Ratio (2018)	50 Men to 50 Women
Gender Inequality Index Rank (2017) <sup>10</sup>	106

### Work Plan for Belize

Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building	
Activity	Contingent Emergency Response Component (CERC) activation and related activities for the Climate Resilience Infrastructure Project (CRIP)
Time Frame	July 1, 2020 – March 31, 2021
Description	Amid the unforeseen unfolding of the COVID-19 pandemic the Government of Belize requested support to activate the Contingent Emergency Response Component (CERC) of the CRIP. In response to this request, in FY20 CRF assisted the client in preparing and completing necessary documentation for CERC activation, including the Environmental and Social Management Framework (ESMF), which ensures the emergency response activities to be funded through the CERC comply with environmental and social safeguards. CRF also initiated the training of Government stakeholders who will be in charge of the CERC implementation, on environmental and social due diligence for emergency response activities, which include activities geared to support farmers affected by the COVID-19 crisis. However, additional capacity building and other assistance is still required to expedite the CERC activation and the

<sup>10</sup> <http://hdr.undp.org/en/data>

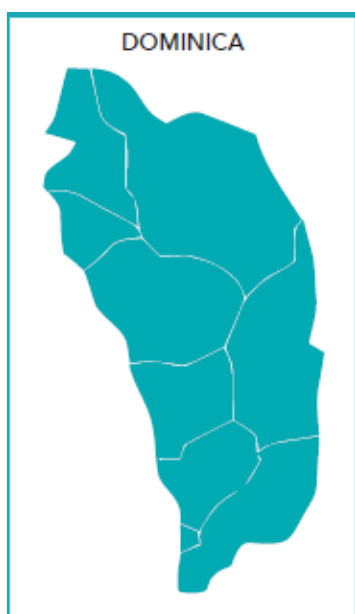
	<p>implementation of socially and environmentally compliant response activities in the agriculture sector.</p> <p><b>Objective</b></p> <p>To support the Government of Belize in the second phase of the CERC activation process that covers the project's support to the agriculture sector.</p> <p><b>Activity:</b></p> <ul style="list-style-type: none"> <li>• To continue the capacity building activities initiated in FY20 for the client's implementation of environmental and social safeguard policies triggered under the CERC's ESMF.</li> <li>• To provide necessary technical support and guidance on the implementation of emergency response activities for the agriculture sector under the CERC.</li> </ul>
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Component 2: Mainstreaming Climate Resilience and Gender into Public Financial Management Cycle	
<b>Activity</b>	Post-Disaster Public Financial Management
<b>Time Frame</b>	July 2020- March 2021
<b>Description</b>	<p>The Post-Disaster Public Financial Management review was carried out in Belize. In accordance with the findings of the PDPFM, areas that have been identified for engagement include:</p> <ol style="list-style-type: none"> <li>1. Technical assistance (TA) to strengthen the legal and regulatory framework for managing disaster risk financing by developing a disaster risk management strategy and emergency PFM procedures: <ul style="list-style-type: none"> <li>• Develop a comprehensive Disaster Risk Financing Policy and strategy to provide a national framework for programming, sequencing and implementing disaster financing to capture the sources, actors, and sequencing of disaster funding, including governance arrangements.</li> <li>• Assist in the development of the Contingencies Fund which will require enactment of legislation outlining clear prioritization of demands on contingency funding and the availability of resources to meet high-priority needs during disaster situations.</li> <li>• Develop SOPs and train MOF staff and liaison officers at MDAs on how to execute emergency financing procedures.</li> <li>• Gender Responsive Budgeting: Develop training for building capacity of public officers to incorporate gender (and DRM) considerations in the budgeting process.</li> </ul> </li> <li>2. TA to strengthen the legal framework for public procurement, procurement planning, diversify procurement methods, and adapt</li> </ol>

	<p>standard procurement documents to expedite purchases related to disaster response:</p> <ul style="list-style-type: none"> <li>• Review draft procurement legislation to incorporate disaster response consideration.</li> <li>• Adapt procurement manual, develop procurement SOPs and procedures specific to emergencies.</li> <li>• Develop Framework Agreements to expedite procurement of goods, services, and works during disasters.</li> <li>• Provide training on procurement during emergency situations and data analytics to inform procurement planning.</li> </ul> <p>3. TA to enhance the COA to facilitate tracking of disaster-related expenditures and strengthen GOB's audit function in the aftermath of disasters:</p> <ul style="list-style-type: none"> <li>• Review draft procurement legislation to incorporate disaster response consideration.</li> <li>• Adapt procurement manual, develop procurement SOPs and procedures specific to emergencies.</li> <li>• Develop Framework Agreements to expedite procurement of goods, services, and works during disasters.</li> <li>• - Provide training on procurement during emergency situations and data analytics to inform procurement planning.</li> </ul>
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### 4.2.3. Dominica

#### General Country Context



Capital	Roseau
Population (2018)	71,625
Urban Population (2018)	50,483 (70%)
Area	751 sq. km (290 sq. miles)
GDP (2017)	US\$503 million
GDP per Capita (2018)	US\$7,031
Currency	East Caribbean dollar
Gender Ratio (2018)	<i>no data</i>
Gender Inequality Index Rank (2017) <sup>11</sup>	103

#### Work Plan for Dominica

Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building.	
Activity 1	Rapid Housing Sector Assessment in Dominica (Continuation of activities as in FY20)
Time Frame	July 1, 2020 – December, 2020
Description	<p><b>Context</b></p> <p>Following Hurricane Maria, the Government of Dominica (GoCD) is implementing various housing recovery projects, including a project financed by the World Bank. During the World Bank Annual Meetings 2019, the GoCD requested a broad housing analysis and policy advice to address implementation challenges currently faced by the housing sector in Dominica.</p> <p>Resilient housing recovery in Dominica, as in other small market economies, faces various challenges including rapid urbanization and slum development in hazard exposed areas, poverty and income inequality, lack of affordable supply and access to financing, as well as shortcomings in their legal and regulatory frameworks.</p> <p>Understanding the housing market and the underlying factors that determine supply and demand is critical for guiding policymaking and ultimately helping</p>

<sup>11</sup> <http://hdr.undp.org/en/data>

	<p>overcome barriers that Dominica and other Caribbean nations face in the implementation of housing recovery projects. The Rapid Housing Sector Assessment will help to better understand the nexus between supply constraints, housing affordability and housing resilience in Dominica to better inform policymakers. While an initial desk review was undertaken in FY20, travel limitations imposed by the COVID-19 pandemic did not allow the necessary field research and on-site consultations required for the finalization of the Rapid Housing Sector Assessment.</p> <p><b>Objective</b></p> <p>Assess the housing market in Dominica to better understand the nexus between housing affordability and resilience to provide policy recommendations including entry points for policy reforms and investments.</p> <p><b>Activity</b></p> <p>The Rapid Housing Sector Assessment, which has already been conducted in other Caribbean and European countries, will be completed in Dominica. The methodology includes field and desk research, as well as consultations with a range of stakeholders in the housing sector, including line ministries as well as private sector players (developers, builders, rental housing organizations, engineers, banks, civil society, housing microfinance institutions, etc.). The assessment includes analysis of the strengths and weaknesses of: (i) the main characteristics and players in the housing sector; (ii) the main constraints in the supply and demand for the housing sector; and (iii) the main national institutions in the sector and their policies and programs. The draft assessment and policy recommendations will be consulted with government stakeholders to facilitate knowledge transfer and consensus on next steps.</p>
<b>Activity 2</b>	IST support to the Disaster Vulnerability Reduction Project
<b>Time Frame</b>	July 1, 2020 – March 31, 2021
<b>Description</b>	<p><b>Context</b></p> <p>After Hurricane Maria, Dominica is undergoing a massive recovery process in various sectors. One of the activities foreseen under the Dominica Disaster Vulnerability Reduction Project (DVRP) is the rehabilitation of the East Coast Road, a large resilient infrastructure project undertaken with the aim of building back better in an area where heavy rainfall results in extreme flooding, severe landslides, rock falls, slope and road edge failures. The Government of Dominica has requested technical support on the oversight, monitoring and management of construction works to efficiently implement this project.</p> <p><b>Objective</b></p> <p>To enhance the management, monitoring and oversight capacities of the Government of Dominica for the implementation of the East Coast Road construction works.</p>



	<p><b>Activity</b></p> <p>Two experts from the IST will assist the Government of Dominica in better managing the supervision of the East Coast Road by conducting the necessary activities to ensure technical oversight and monitoring, including the monitoring of all safeguard issues during the construction works. In the Context of Covid-19, the Government will also be trained in Drone technology to be used to monitor and do remote supervision of the works.</p>
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Component 2: Mainstreaming Climate Resilience and Gender into Public Financial Management Cycle	
<b>Activity</b>	Post-Disaster Public Financial Management
<b>Time Frame</b>	July 2020- March 2021
<b>Description</b>	<p>The Post-Disaster Public Financial Management review was carried out in Dominica.</p> <p>Based on the findings of the PDPFM, areas identified for engagement include:</p> <ol style="list-style-type: none"> <li>1. Technical assistance to strengthen the legal and regulatory framework for managing disaster risk financing by developing emergency PFM procedures: <ul style="list-style-type: none"> <li>• Identify important PFM processes that could be better streamlined with SOPs in the context of disaster response.</li> <li>• Determine SOP format, templates, formal review process, dissemination protocols.</li> <li>• Identify process users, check for existing laws and documentations, and seek out missing information.</li> <li>• Define requirements (e.g. for reallocating funds for emergencies, producing interim reports or conducting interim/in-year audits for disaster-related expenditures, etc.).</li> <li>• Write, review and publish SOPs.</li> <li>• Introduce mechanism for keeping SOPs up to date, including by defining review periods and methodology.</li> <li>• Use SOPs to train MOF staff and liaison officers on how to execute emergency financing procedures</li> </ul> </li> <li>2. Technical assistance to improve traceability of disaster spending by enhancing the COA and increasing fiscal transparency: <ul style="list-style-type: none"> <li>• Issue treasury instruction/guidelines to improve oversight of the Disaster Emergency Fund.</li> <li>• Review COA and identify how disaster response agencies have been classifying disaster related expenditures historically.</li> <li>• Decide on appropriate codes to capture disaster spending outflows as well as aide inflows. Ensure codes capture disaster spending by type and nature.</li> <li>• Consult with stakeholders and incorporate feedback.</li> <li>• Update SmartStream with the new codes.</li> </ul> </li> </ol>

	<ul style="list-style-type: none"> <li>• Provide training and issue guidelines to sensitize staff and ensure uniformed use of the COA.</li> <li>• Issue directive requiring the publication of contracting information for disaster related activities and results, as well as interim financial and audit reports after SOPs are developed.</li> </ul> <p>3. Technical assistance to enhance the gender sensitivity of disaster response resource allocation by strengthening the collection and use of sex-disaggregated social data:</p> <ul style="list-style-type: none"> <li>• Identify data gaps and technical deficits preventing the detection/targeting of population segments that are most vulnerable to the impacts of disasters</li> <li>• Develop a capacity building plan to address identified gaps. This may include (i) developing methodologies to collect and assess sex-disaggregated data, (ii) providing training for staff, and (iii) developing and issuing directives, instructions and guidance notes.</li> <li>• Modify the budget circular to require relevant disaster-response budgetary units to provide information on the gender impacts of (i) new spending proposals, (ii) proposed reductions in expenditures, and (iii) planned outputs/outcomes for disaster related service delivery.</li> <li>• Define and include steps in the budgeting process to include details of budget measures aimed at strengthening inclusiveness of disaster risk management in published budget documentation.</li> <li>• Develop measures to track and report on expenditures made against budget allocations that are specifically classified as being associated with targeted gender outcomes.</li> <li>• Define and include steps in the legislative scrutiny budget to review the gender impacts of service delivery programs, including disaster risk management.</li> </ul> <p>4. Technical assistance to improve the disaster responsiveness of auditing practices by eliminating existing audit backlogs and developing an interim audit methodology and procedures manual:</p> <ul style="list-style-type: none"> <li>• Develop and execute a time-bound plan to eliminate the prevailing backlog of annual external audits</li> <li>• Design a procedures manual for conducting post-disaster interim audits. Include in the manual details such as the timing of audits and the methodology to be applied.</li> <li>• Introduce a special post-disaster audit report to institutionalize the regular audit of funds that are used for disaster response, recovery, and/or reconstruction</li> <li>• Develop and establish transparent arrangements to track the implementation of audit recommendations</li> <li>• Introduce mechanisms to publish actions taken based on the audit findings, including those taken by the PAC</li> <li>• Provide training to audit staff on new audit procedure manual</li> </ul>
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#### 4.2.4. Grenada

##### General Country Context



Capital	Saint George's
Population (2018)	111,450
Urban Population (2018)	40,427 (36%)
Area	344 sq. km (133 sq. miles)
GDP (2018)	US\$1.207 billion
GDP per Capita	US\$10,833
Currency	East Caribbean dollar
Gender Ratio (2018)	50 Men to 50 Women
Gender Inequality Index Rank (2018) <sup>12</sup>	75

##### Work Plan for Grenada

Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building.	
Activity 1	IST technical support to the Government of Grenada
Time Frame	July 1, 2020 – March 31, 2021
Description	<p><b>Context</b></p> <p>The Government of Grenada (GoG) sent a formal request to the CRF for comprehensive support to strengthen the implementation of investments in various sectors. The GoG is looking for support to fulfill the following key strategic objectives: i) accelerate the implementation of ongoing public sector projects and bolster institutional systems arrangements that undergird project implementation; ii) strengthen project management capabilities in the public sector; and iii) mainstream climate resilience and gender in development planning and programming.</p> <p>In response to the Government request, it was mutually agreed upon that four experts will provide support on monitoring and evaluation, gender, and structural engineering, while building technical capacities on the job. One firm will provide</p>

<sup>12</sup> <http://hdr.undp.org/en/data>

	<p>targeted training activities to build capacity on project management. The ToRs are under revision by the GOG. This support will not be tied to a specific project.</p> <p><b>Objective</b></p> <p>To provide comprehensive support to the Government of Grenada in the implementation of projects in various sectors.</p> <p><b>Activity</b></p> <ul style="list-style-type: none"> <li>• The four specialist consultants will provide hands-on support to GoG project activities as required.</li> <li>• Targeted training activities on project management to GoG stakeholders will be delivered by a firm contracted with CRF funding support.</li> </ul>
<b>Activity 2</b>	IST support to the Regional Disaster Vulnerability Reduction Project
<b>Time Frame</b>	July 1, 2020 – December, 2020
<b>Description</b>	<p><b>Context</b></p> <p>The Regional Disaster Vulnerability Reduction Program (RDVRP), which aims at measurably reducing vulnerability to natural hazards and climate change impacts, is in its last six months of implementation and the GOG is working hard to accelerate the completion of the project activities. In this context, the GOG recognizes that existing national technical and managerial capacity are weak and insufficient to finalize in due time the implementation of all activities, including large scale infrastructure works. For example, implementation agency has very low internal capacity to validate each step of the required technical studies and lack experience in coordinating different fields of expertise and management between project's stakeholders.</p> <p>In consequence, the GOG has requested to continue the operational and technical support, for ensuring that the activities planned are kept on track and that their implementation is technically sound. In addition, the Government is interested in also receiving assistance for the preparation of a new Disaster Risk Management (DRM) project. In FY20 CRF funded the specialized assistance of two expert consultants to start providing hands-on support to the Government of Grenada for the completion of RDVRP activities on time. Despite the possible extension of the RDVRP to compensate for the time lost during the COVID-19 crisis, the continuation of this support is required.</p> <p><b>Objective:</b></p> <p>To continue providing operational and technical support and advice to the implementation of the Regional Disaster Vulnerability Reduction Project in Grenada.</p> <p><b>Activities:</b></p> <p>The expert consultants hired with CRF funding support will continue providing support to the RDVRP as follows:</p>

	<ul style="list-style-type: none"> <li>• Consultant 1, Senior engineer: Technical and operational assistance to expedite the conclusion of ongoing studies, facilitate the conditions of procurement procedures, and support implementation agencies during the works execution, ensuring compliance and quality through closer follow-up and hands on assistance when required.</li> <li>• Consultant 2: Disaster Risk Management (DRM) Analyst: Technical support to the Government in the preparation of a new disaster risk management project. The consultant will also offer support in the preparation of requests for the extension of the RDVRP project, to compensate for the time lost during the COVID-19 pandemic.</li> </ul>
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Component 2: Mainstreaming Climate Resilience and Gender into Public Financial Management Cycle	
Activity	Post-Disaster Public Financial Management
Time Frame	July 2020- March 2021
Description	<p>The Post-Disaster Public Financial Management review was carried out in Grenada.</p> <p>Based on the findings of the PDPFM, identified areas for engagement include:</p> <ol style="list-style-type: none"> <li>1. Technical assistance to strengthen the legal and regulatory framework for managing disaster risk financing by developing a disaster risk management strategy, and emergency PFM procedures: <ul style="list-style-type: none"> <li>• Assist in development and dissemination of a comprehensive set of operating rules/procedures for accelerating the reallocation, execution, accounting/reporting, and audit of disaster-related expenditures.</li> <li>• Develop a comprehensive Disaster Risk Financing policy and strategy to provide a national framework for programming, sequencing and implementing disaster financing to capture the sources, actors, and sequencing of disaster funding, including governance arrangements.</li> </ul> </li> <li>2. Technical assistance to define and document step-by-step operating procedures and finance/audit instructions to guide (and provide clarity on) the receipt, disbursement, accounting, and auditing of public funds used for response to disaster events: <ul style="list-style-type: none"> <li>• Provide technical assistance to implement action item 7.6 (4)</li> <li>• Gender Responsive Budgeting: to prepare standardized written documents to emphasize the need to strengthen gender sensitivity and inclusiveness in resource planning, as well as emergency response.</li> </ul> </li> <li>3. Technical assistance to enhance the COA to include disaster-related expenditures at the activity level of each line ministry so that once the</li> </ol>

	<p>expenditures are posted from the contingency fund to the line ministries, they are tracked separately from the regular budget expenditures. Promote transparency by making information on post disaster expenditures public:</p> <ul style="list-style-type: none"> <li>• Provide technical assistance to amend the COA to facilitate tracking of disaster related expenditures.</li> <li>• Provide capacity building support to external audit staff to apply risk-based approach to auditing and to conduct IT audits</li> <li>• Provide technical assistance to develop IT manual to document critical IT processes and data recovery plans</li> <li>• Assist with COVID-19 Audit + emergency audit methodology</li> </ul> <p>4. Technical assistance to strengthen procurement planning, diversify procurement methods, and adapt standard procurement documents to expedite purchases related to disaster response:</p> <ul style="list-style-type: none"> <li>• Provide Technical Assistance to develop disaster responsive procurement planning, procurement manual and procedures, procurement templates/model documents, simplified/streamlined procurement documents, and framework agreements/templates</li> </ul> <p>Enhancing responses to follow proper procedures, templates, agreements to procure in advance by utilizing market research, cost analyses, and other analytical tools to optimize emergency procurement.</p>
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#### 4.2.5. Guyana

##### General Country Context



Capital	Georgetown
Population (2018)	779,000
Urban population (2018)	40,427 (27%)
Area	214,969 sq. km (83,000 sq. miles)
GDP (2018)	US\$3.610 billion
GDP per Capita	US\$4,634
Currency	Guyanese dollar
Gender Ratio (2018)	50 Men to 50 Women
Gender Inequality Index Rank (2018) <sup>13</sup>	125

##### Work Plan for Guyana

Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building.	
Activity 1	Strengthening Guyana's ability to efficiently implement the Guyana Flood Risk Management Additional Financing
Time Frame	July 1, 2020 – March 31, 2021
Description	<p><b>Context</b></p> <p>Guyana is severely at risk of sea level rise and increased flooding due to climate change and the lack of development and maintenance of its drainage systems. The East Demerara Water Conservancy (EDWC) dam is a critical component in the protection against flooding in Guyana. However, a large stretch of the dam has been identified at risk of breaching. The Guyana Flood Risk Management Project (FRM) worked towards upgrading a 4 km stretch of the EDWC. The Government of Guyana has requested support to efficiently implement the US \$26 additional financing (AF) aimed to complete the rehabilitation of this stretch of dam, plus about another 12 km. However, there are technical bottlenecks that need to be overcome to achieve this. In particular, 1) the ability to source construction material from the EDWC efficiently given that the nearby, shallow and therefore</p>

<sup>13</sup> <http://hdr.undp.org/en/data>

	<p>easily accessible material has already been extracted, 2) the ability to dry the stock-piled material sufficiently well for use in a timely manner given that there are wet-seasons in the country, and 3) the ability of the client to manage the up-scaled activities.</p> <p>In response to the request of Guyana’s government, CRF hired in FY20 an expert dredging engineer to support the Project Implementation Unit (PIU) in improving the construction methodology of the EDWC dam. Although the COVID-19 pandemic has led to travel restrictions, online support by the expert has been effective. However, the initial assessments conducted have concluded that the complexity of the project and the current lack of technical capacity of the PIU to ensure quality implementation and technically sound designs require to prolong the ongoing support of the CRF.</p> <p><b>Objective</b></p> <p>To provide technical support to and build capacities at the Project Implementation Unit (PIU) for improving the construction methodology of the EDWC dam and thereby speeding up its construction process and reducing the risk of flooding on downstream communities.</p> <p><b>Activity</b></p> <ul style="list-style-type: none"> <li>• To continue the PIU’s capacity building activities initiated in FY20 on dredging and stockpiling methodologies and associated logistics.</li> <li>• To provide necessary technical support and guidance on the implementation of the complex reconstructing and strengthening of the EDWC.</li> </ul>
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Component 2: Mainstreaming Climate Resilience and Gender into Public Financial Management Cycle	
Activity	Post-Disaster Public Financial Management
Time Frame	July 2020- March 2021
Description	<p>The Post-Disaster Public Financial Management review was carried out in Guyana.</p> <p>Based on the findings of the PDPFM, has identified areas for engagement include:</p> <ol style="list-style-type: none"> <li>1. Technical assistance to strengthen the legal and regulatory framework for managing disaster risk financing by developing emergency PFM procedures: <ul style="list-style-type: none"> <li>• Assist in development of a costed Disaster Risk Management Strategy including a procurement plan across the CDC and relevant agencies and regions. The plan would include</li> </ul> </li> </ol>



	<p>institutional arrangements and the management of international pledges.</p> <ul style="list-style-type: none"> <li>• Develop a comprehensive Disaster Risk Financing policy and strategy to provide a national framework for programming, sequencing and implementing disaster financing to capture the sources, actors, and sequencing of disaster funding, including governance arrangements.</li> <li>• Define and write interim finance/budget protocols and procedures for disaster and emergency – related events and prepare written SOPs and budget manual.</li> <li>• Use SOPs to train MOF staff and liaison officers on how to execute emergency financing procedures.</li> <li>• Provide further enhancements to amendments to the new Procurement act including written SOPs and disaster specific provisions for framework agreements, pre – qualification of bidders, and other tools to accelerate the timely and transparent procurement of goods and services.</li> <li>• Use SOPs to train procurement staff throughout GOG.</li> </ul> <p>2. Technical assistance to enhance financial management controls and processes:</p> <ul style="list-style-type: none"> <li>• Define and document step-by-step operating procedures and finance/audit instructions to guide (and provide clarity on) the receipt, disbursement, accounting, and auditing of public funds used for response to disaster events.</li> <li>• Prepare standardized written SOPs and manuals for ADG Department.</li> <li>• Provide training and issue guidelines to sensitize staff and ensure uniformed use of operating procedures the COA.</li> <li>• Issue directive requiring the publication of contracting information for disaster related activities and results, as well as interim financial and audit reports after SOPs are developed.</li> </ul>
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#### 4.2.6.Jamaica

##### General Country Context



<b>Capital:</b>	Kingston
Population (2018)	2,934,855
Urban Population (2018)	1,633,951 (56%)
Area	10,991 sq. km (4,243 sq. miles)
GDP (2018)	US\$15.7 billion
GDP per Capita	US\$5,355
Currency	Jamaican dollar
Gender Ratio (2018)	50 Men to 50 Women
Gender Inequality Index Rank	97

##### Work Plan for Jamaica

Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building.	
<b>Activity</b>	IST support to the Disaster Vulnerability Reduction Program (DVRP)
<b>Time Frame</b>	July 1, 2020 – March 31, 2021
<b>Description</b>	<p><b>Context:</b></p> <p>With climate change, it is anticipated that Jamaica will see more intense rainfall events, which could overburden the country's urban drainage systems and lead to increased flooding, economic disruption and health risks to urban residents. The Comprehensive Drainage and Flood Control Report, by the National Works Agency (2013), analyzed the historical extent, potential causes and context of localized flooding events throughout Jamaica's drainage system; identified areas that are highly susceptible to flooding and provided specific recommendations for flood mitigation interventions. Based on the report's recommendations, the Jamaica Disaster Vulnerability Reduction Project (JDVRP), a World Bank project, is implementing the Big Pond and Myton Gully Flood Mitigation Project, in Old Harbour. However, this project requires strong capacity for informed advice and dialogue at the technical and policy levels, not available within the Project Implementation Unit (PIU). In addition, the</p>

	<p>proposed design of this complex project needs to be re-considered due to potential social safeguard issues.</p> <p>In FY20, with support from the CRF, a Senior Civil Engineer conducted a feasibility study of the main design proposed for the Big Pond and Myton Gully Flood Mitigation Project by the National Works Agency and an initial assessment of the alternative solutions provided by a third-party agency hired by the Government. The technical support provided has unlocked the discussion on the designs with technical agencies and sector ministries. However, more in-depth assessments of the technical options available, including cost-benefit analyses are needed for final decision-making on the interventions to be undertaken.</p> <p><b>Objective:</b></p> <p>To accelerate the implementation of the Big Pond and Myton Gully Flood Mitigation Project by continuing the support provided to the Government of Jamaica in the identification of the most appropriate technical interventions for the implementation of the project.</p> <p><b>Activity:</b></p> <p>Two experts will offer technical support to the identification of the best options available for the implementation of the Big Pond and Myton Gully Flood Mitigation Project, in Old Harbour. The support includes technical advice to the PIU's assessment of the options available, technical support to evaluate their effectiveness for a 25, 50 and 100 year rainfall return period, matched with cost-benefit analyses for each proposed solution, as well as building the capacity of the Government of Jamaica to better manage the remote supervision of the works through the use of drone technology.</p>
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Component 2: Mainstreaming Climate Resilience and Gender into Public Financial Management Cycle	
Activity	Post-Disaster Public Financial Management
Time Frame	July 2020- March 2021
Description	<p>In accordance with the findings of the PDPFM, in 2020, technical assistance on several workstreams are anticipated to be provided to:</p> <p>(i) Provide additional technical assistance to support expedited processes for executing public expenditures in emergency situations.</p> <p>(ii) Enhancing institutional arrangements and operating procedures of the National Disaster Fund (NDF). The legislation for establishing the NDF was put in place three years ago, but the regulations for its operations, protocols and management are very informal and need to be institutionalized to ensure consistency and transparency. Discussions and possible activities have initiated with the Budget Department and include:</p>

	<ul style="list-style-type: none"> <li>• Activating the Committee responsible for management of the NDF by establishing and enacting the rules and operating processes and protocols for accessing, prioritizing funds, processing requests, and reporting mechanisms.</li> <li>• Reviewing and mapping of interim steps for accelerating finance for disaster response.</li> <li>• Identifying and documenting prevailing legal provisions that support interim steps</li> <li>• Developing written policies and procedures for accessing the NDF</li> </ul> <p>(iii) A key issue is that the Government's Chart of Accounts (COA) is not comprehensive in tagging disaster related expenditures incurred by all ministries, departments and agencies of Government, thus limiting the extent to which the Government can monitor and track aggregate spending on disaster relief and response. We have had initial discussions to support the Accountant General Department to review and amend the COA to track aggregate spending on disaster relief and response across government by improving COA expenditure classification to include post-disaster related expenditures at the Activity and Project levels.</p>
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#### 4.2.7.Saint Lucia

##### General Country Context



<b>Capital</b>	Castries
Population (2018)	181,890
Urban Population (2018)	33,970 (19%)
Area	616 sq. km (238 sq. miles)
GDP (2018)	US\$1.876 billion
GDP per Capita (2018)	US\$10,315
Currency	East Caribbean dollar
Gender Ratio (2018)	49 Men to 51 Women
Gender Inequality Index Rank <sup>14</sup>	90

##### Work Plan for Saint Lucia

Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building	
<b>Activity 1</b>	IST technical support to the Government
<b>Time Frame</b>	July 1, 2020 – March 31, 2021
	<p><b>Context</b></p> <p>The Government of Saint Lucia (GoSL) sent a formal request to the CRF for consultants to provide comprehensive support for, among other areas (a) accelerating the implementation of ongoing public sector projects; (b) enhancing institutional systems and arrangements for improved project implementation; (c) strengthening the capacity of the public sector; and (d) mainstreaming resilience and gender into development planning and programming. In discussion with the Government a selection of six specialists on procurement, urban resilience, engineering, monitoring and evaluation, climate resilience and project management have been agreed upon. A firm will provide various training on project management, procurement, monitoring and evaluation. This support will not be tied to a specific project.</p>

<sup>14</sup> <http://hdr.undp.org/en/data>

	<p><b>Objective</b></p> <p>To provide comprehensive support to the Government of Saint Lucia in the implementation of projects in various sectors.</p> <p><b>Activities</b></p> <p>The six expert consultants will be hired to actively support GoSL enhance their implementation capacity.</p> <p><b>Consultant 1, Procurement advisor:</b> Will provide training and hands-on procurement support to GoSL project management teams, including the DVPR Project Coordination Unit.</p> <p><b>Consultant 2, Urban Resilience expert advisor:</b> Will support the GoSL in its Initiative to re-purpose the urban space of coastal cities, particularly in the capital, Castries, considering resilience measures.</p> <p><b>Consultant 3, Climate Resilience expert advisor:</b> Will contribute to strengthening the Government's technical capacity to understand climate change vulnerabilities and to implement climate resilient projects.</p> <p><b>Consultant 4, Proposal Writer advisor:</b> Will build capacity to prepare proposals and help the GoSL develop implementable projects to support the Government in its goal to better access global resources.</p> <p><b>Consultant 5, Project management software expert advisor:</b> Will help the GoSL identify the most efficient tools for project management to reduce the burden of GoSL staff who are overwhelmed by the number of ongoing projects. The consultant will also develop an assessment of the current tools and proposals for software that would be useful in the national context.</p> <p><b>Consultant 6, Monitoring and evaluation expert:</b> Will build capacity of GoSL staff to undertake monitoring and evaluation activities. This support is needed due to the increasing number of ongoing activities that need monitoring, steering and evaluation.</p> <p><b>A firm</b> will be contracted to deliver trainings and to build national capacities on project management, procurement, monitoring and evaluation</p>
<b>Activity 2</b>	IST support to the Disaster Vulnerability Reduction Program (DVRP)
<b>Time Frame</b>	July1, 2020 – December 31, 2020
	<p><b>Context</b></p> <p>Through the DVRP, the Government of Saint Lucia has committed to measurably reducing its climate and disaster risks. The DVRP has about 200 activities for procurement and contract management with about six different agencies involved. The coordination efforts to get these activities moving is well beyond the capacity of the Project Coordination Unit (PCU), where there is limited experienced staff. This ambitious project engages numerous Government ministries, the national development bank, household and small business and</p>

incorporates infrastructure works, capacity building and financing. However, the implementation of the project has been slow due to limited capacity of the Government to implement a large multi-sectoral project and limited capacity of the technical line ministries to manage the needed activities.

In view of this situation, the Government of Saint Lucia has requested technical assistance to build capacity and to ensure the project remains on track. In response to this request, in FY20 CRF funded a team of consultants to support the implementation of the DVRP, primarily in terms of coastal engineering. Support in this and other technical areas is still required.

### **Objective**

To provide technical advice and support to the implementation of the Disaster Vulnerability Reduction Project in Saint Lucia.

### **Activity**

Five expert consultants, including two consultants who provided support during FY20 will be hired to fill different capacity gaps identified in the Project. Their roles and activities are summarized as follows:

**Consultant 1, Portfolio Environmental, Social, Health and Safety (ESHS) Risk Manager:** Will provide technical advice and support to the implementation of the Climate Change Adaptation Financing Facility (CAFF). The consultant's support includes: a) hands-on real-time support and capacity building on environmental, social, health and safety risk management systems, b) support the portfolio review of Development Bank of Saint Lucia (SLDB) projects; c) support the evaluation of the existing ESHS risk management system and suggest improvements or updates; d) help review the risk and engineering aspects associated with various small civil works for drainage, roads, retaining walls, and larger projects, and e) developing and providing a week-long training for SLDB staff on ESHS risk management systems .

**Consultant 2, Environmental Safeguards Specialist:** Will provide training to PCU in environmental safeguards supervision and monitoring for the implementation of all construction and civil works activities. The consultant will also offer advice on overall environmental management oversight, will support and advise the client in options to address environmental issues at all the stages of execution of the build out contract and will take a leading role in environment related training/awareness raising and coordination activities.

**Consultant 3, Technical coordinator:** Will support the PCU by advising and supporting the coordination of activities and strengthening procedures to ensure that timely follow up takes place and all relevant stakeholders are informed of those project aspects that are of relevance for them.

**Consultant 4, Senior engineer:** Will offer technical and operational assistance to expedite the conclusion of ongoing studies, facilitate the conditions of procurement procedures, and support implementation agencies during the works execution, ensuring compliance and quality through closer follow-up and hands on assistance when required.

	<b>Consultant 5, Coastal engineer:</b> Will provide technical guidance to the RDVRP project on coastal engineering and coastal modelling.
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Component 2: Mainstreaming Climate Resilience and Gender into Public Financial Management Cycle	
<b>Activity</b>	Post-Disaster Public Financial Management
<b>Time Frame</b>	July 2020- March 2021
<b>Description</b>	<p>The Government of St. Lucia provided its initial concurrence with the general findings of the PDPFM review and the PEFA GRB assessment and WBG team and the GOSL developed a detailed action plan that has identified four priority areas in 2020. These include:</p> <ul style="list-style-type: none"> <li>• Technical assistance activities for helping the government establish the baseline year for capturing gender-disaggregated data to inform government budgeting and other high-level policy actions.</li> <li>• Developing post-disaster budget protocols</li> <li>• Procurement planning</li> <li>• Support will also be provided to prepare sections of the Budget Circular for 2020 to incorporate gender-informed budget program requests. To respond to the current COVID-19 pandemic, workplan activities were reprioritized to facilitate the following activities:</li> </ul> <ol style="list-style-type: none"> <li>1. Ongoing TA to help Department of Finance (DOF) draft interim finance instructions to give guidance on how MDAs should execute emergency budget, procurement, accounting, reporting and audit processes in response to a disaster event (used for COVID).</li> <li>2. Design of TOR for firm that will assist the Office of the Director of Audit to develop a comprehensive audit toolkit and planning manual for conducting rapid post-disaster in-year audits of the State's accounts. This methodology can be used to quickly audit COVID-19 related expenses and activities.</li> <li>3. Ongoing TA to help GOSL draft instructions on how to fast track procurement of food and other emergency supplies for COVID-19 and future disaster response operations.</li> <li>4. Just-in-time technical advice that helped Ministry of Health to develop emergency budgets and action plans to fast track access to contingent financing for COVID-19.</li> </ol>



#### 4.2.8.Saint Vincent and the Grenadines

##### General Country Context



<b>Capital</b>	<b>Kingstown</b>
Population (2018)	110,210
Urban Population (2018)	57,530 (52%)
Area	389 sq. km (150 sq. miles)
GDP (2018)	US\$813 million
GDP per Capita (2018)	US\$7,377
Currency	East Caribbean dollar
Gender Ratio (2018)	51 Men to 49 Women
Gender Inequality Index Rank <sup>15</sup>	99

##### Work Plan for Saint Vincent and the Grenadines

Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building	
<b>Activity</b>	IST support to the Disaster Vulnerability Reduction Program (DVRP)
<b>Time Frame</b>	July 2020 – December 2020
<b>Description</b>	<p><b>Context:</b></p> <p>The Regional Disaster Vulnerability Reduction Project (RDVRP) is set to disburse over USD 23 million during its last year of implementation, which ends in December 2020. Activities in Saint Vincent and the Grenadine include civil works for coastal defense, slope stabilization, road rehabilitation, school rehabilitation and river embankment strengthening works.</p> <p>One major activity includes the implementation of large-scale coastal defense infrastructure works to reduce climate change-related risks on the country's coastal areas, where population and critical infrastructure concentrate. Coastal engineering, integrated coastal zone management, coastal ecosystems management and climate change adaptation (in particular for coastal areas) are areas where national expertise is insufficient to finalize the project works. In addition, because the coastal interventions are multi-sectoral in nature,</p>

<sup>15</sup> <http://hdr.undp.org/en/data>

assistance in project management and the coordination between the different sectors and stakeholders involved is also needed

At the beginning of 2020 the country signed RDVRP's coastal work contracts for almost USD 20 million. Taking into account all these concerns, and the fact that the RDVRP is in its last year of implementation, the Government of Saint Vincent and the Grenadines has requested to the CRF technical assistance to build capacity and to ensure the project remains on track and the planned interventions are completed by December 2020.

In response to this request, in FY20 CRF funded the specialized assistance of three expert consultants to start providing hands-on support to the Government of SVG for the completion of RDVRP activities on time. Despite the possible extension of the RDVRP to compensate for the time lost during the COVID-19 crisis, the continuation of this support is required.

**Objective:**

To continue providing operational and technical support and advice to the implementation of the Regional Disaster Vulnerability Reduction Project in Saint Vincent and the Grenadines.

**Activities:**

The three expert consultants hired with CRF funding will continue providing support to the RDVRP as follows:

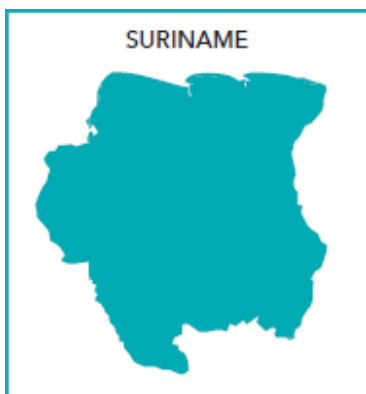
- Consultant 1, Senior engineer: Technical and operational assistance to expedite the conclusion of ongoing studies, facilitate the conditions of procurement procedures, and support implementation agencies during the works execution, ensuring compliance and quality through closer follow-up and hands on assistance when required.
- Consultant 2, Coastal engineer: Technical guidance to the RDVRP project on coastal engineering and coastal modeling.
- Consultant 3: Disaster Risk Management (DRM) Analyst: Technical DRM support to the various project interventions. The consultant will also offer support in the preparation of requests for the extension of the RDVRP project, to compensate for the time lost during the COVID-19 pandemic.

In addition, the consultants will continue providing hands-on support in contract management to the RDVRP Project Coordination Unit and building national capacities on contract management through training for the technical line agencies involved in the project and project contractors or potential project contractors.

Component 2: Mainstreaming Climate Resilience and Gender into Public Financial Management Cycle	
Activity	Post-Disaster Public Financial Management
Time Frame	July 2020- March 2021
Description	<p>The Post-Disaster Public Financial Management (PD-PFM) review was carried out in Saint Vincent and the Grenadines.</p> <p>Based on the findings of the PDPFM, identified areas for engagement include:</p> <ol style="list-style-type: none"> <li>1. Technical assistance (TA) to develop and disseminate instructions on the PFM instruments that can be used to accelerate the reallocation, execution, accounting/reporting, and audit of disaster-related expenditure.</li> <li>2. TA to develop a comprehensive Disaster Risk Financing Policy/Strategy to include a whole of government policy regarding the procurement of insurance against disaster risk.</li> <li>3. TA to support development of a climate change and disaster risk responsive Asset Management Policy.</li> <li>4. TA to develop amendments to the Financial Administration Act (FAA) and Regulations, including criteria for preparing disaster recovery projects.</li> <li>5. TA to establish and document formal mechanisms for the appraisal, selection and approval of public investments to include fast-tracking of emergency public investments.</li> <li>6. TA and capacity building to support procurement reforms: 1) Complete training and SBDs to facilitate effectiveness of new Public Procurement Act and Legislation; 2) Improve procurement planning; 3) Develop procurement SOPs, manual and procedures specific to emergencies; 4) Draft streamlined versions of SBDs for use in emergencies; 5) Draft standard forms of Framework Agreements (FAs) .</li> </ol>

#### 4.2.9.Suriname

### General Country Context



Capital	Paramaribo
Population (2018)	575,990
Urban Population (2018)	38,050 (66%)
Area	163,265 sq. km (63,037 sq. miles)
GDP (2018)	US\$3.427 billion
GDP per Capita (2018)	US\$5950
Currency	Suriname dollar
Gender Ratio (2018)	50 Men to 50 Women
Gender Inequality Index Rank <sup>16</sup>	100

### Work Plan for Suriname

Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building.	
Activity	IST support to the Saramacca Canal Rehabilitation Project
Time Frame	July 1, 2020 – March 31, 2021
Description	<p><b>Context</b></p> <p>The Suriname Saramacca Canal Rehabilitation Project (SCRCP) is the first World Bank lending operation in the country in 30 years. Implementing national agencies such as the Ministry of Public Works, and Transport and Communication are not familiar with World Bank procedures. The Project Implementation Unit (PIU) is being established with local specialists not exposed to World Bank good practices and implementation procedures for Investment Project Financing.</p> <p>One implementation bottleneck identified is the limited procurement experience of local procurement specialists with international competitive procurement of works and services. Hands-on procurement support to Suriname is much needed to kickstart the implementation of the project and build capacity to enable effective and successful implementation. In response to this need CRF funded in FY20 the technical assistance of a procurement specialist who provided hands-</p>

<sup>16</sup> <http://hdr.undp.org/en/data>

	<p>on support to the SCRP Project Implementation Unit (PIU) to kickstart the implementation of the project and build in-house capacity for its effective and successful implementation. This support has improved the procurement capacity of the Government of Suriname, but needs to be continued for completing the SCRP and other World Bank projects in the future.</p> <p><b>Objective</b></p> <p>The objective is to continue building capacity and provide procurement support to the PIU and relevant line ministries.</p> <p><b>Activity</b></p> <p>The procurement expert will continue providing hands-on support to and building the capacity of the client for the implementation of the Suriname Saramacca Canal Rehabilitation Project.</p>
<b>Activity 2</b>	Overall support to implement and update the CERC component under the SCRP
<b>Time Frame</b>	July 1, 2020 – March 31, 2021
<b>Description</b>	<p><b>Context</b></p> <p>Upon the WHO's declaration of the global COVID19 pandemic on March 11, 2020, the Government of Suriname (GoS) requested support to the World Bank to activate the Contingent Emergency Response Component (CERC) under the Saramacca Canal Rehabilitation Project (SCRCP). With funding from CRF, technical assistance was provided in FY20 for the Government of Suriname to prepare the CERC Operations Manual, rapidly activate the CERC and establish a remote training program to build the capacity of the SCRP Project Implementation Unit members and other key stakeholders to develop, update, and activate the CERC for future emergency response. Support will continue in order to ensure the GoS has the capacity to fully implement the CERC Operations Manual and to address future emergencies through the project funded CERC instrument.</p> <p><b>Objectives:</b></p> <p>Support the Government of Suriname in the implementation of the CERC Operations Manual and increase its capacity to utilize the project funded-CERC instrument to address future emergencies.</p> <p><b>Activities:</b></p> <p>Conduct trainings on implementation of CERC Operations Manual that was prepared in FY20.</p>

## Component 2: Mainstreaming Climate Resilience and Gender into Public Financial Management Cycle

<b>Activity</b>	Application of the Post-Disaster Public Financial Management toolkit
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<b>Time Frame</b>	July 2020- March 2021
<b>Description</b>	The team presented the PF-PFM review and Engagement Framework on February 4 (remotely). Further engagement with the government, including the application of the assessment, on Component 2 activities will be discussed with government. Once completed, an action plan of technical support and capacity building activities, reflecting Suriname's priorities will be programmed for implementation based on demand.

Draft