

# CRF | Canada Caribbean Resilience Facility

## Single Donor Trust Fund Annual Report FY21 Work Plan FY22



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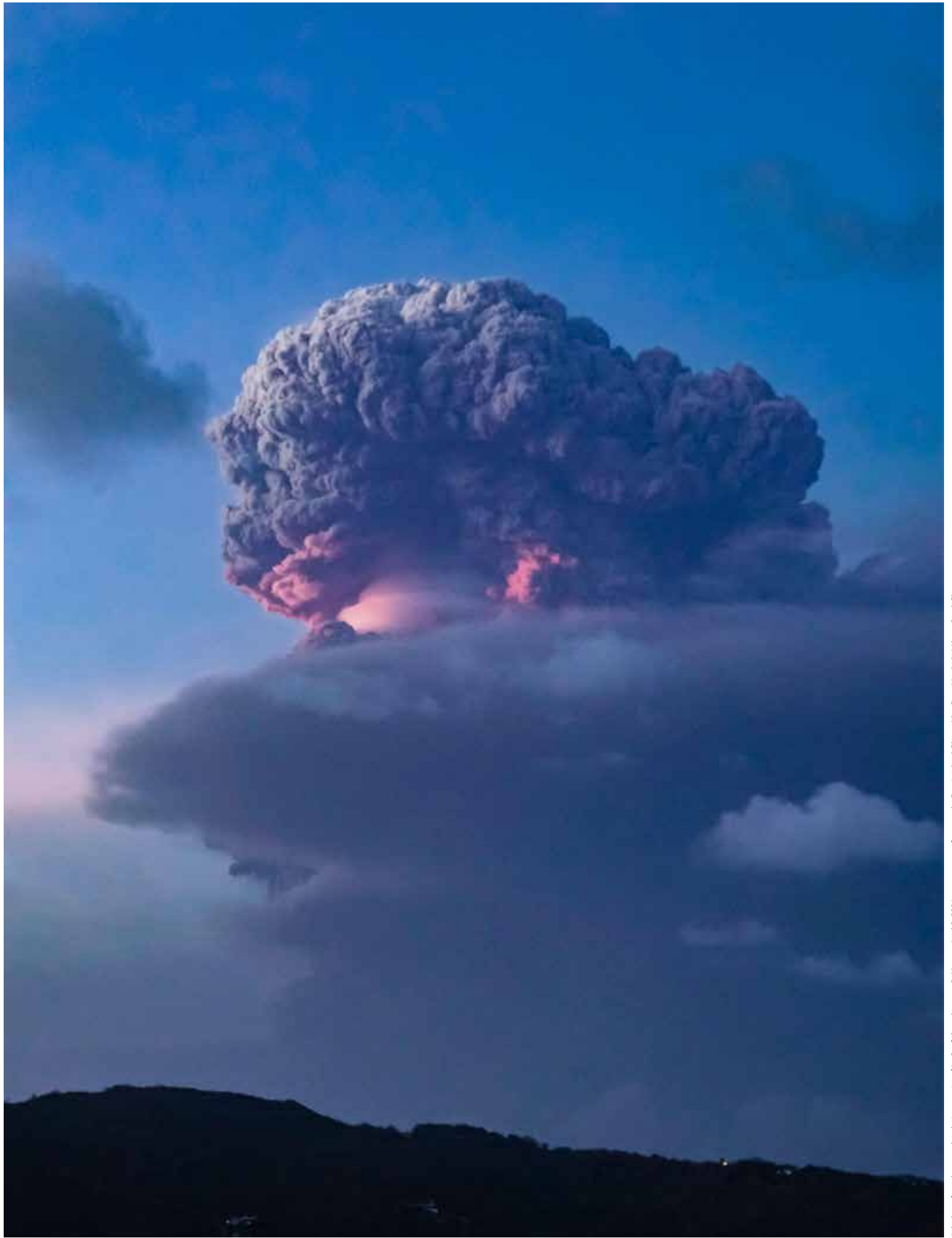
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Single Donor Trust Fund  
**Annual Report FY21**  
**Work Plan FY22**



Ash plume from the second explosive eruption of La Soufrière volcano on St Vincent, April 9, 2021, seen at sunset from nearby Bequia island. Photo: Alisa Burn-Murdoch / Alamy Stock Photo.

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## Abbreviations and Acronyms

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<b>ARAP</b>	Abbreviated Resettlement Action Plan
<b>CAD</b>	Canadian Dollar
<b>CARTAC</b>	Caribbean Regional Technical Assistance Centre
<b>CBOs</b>	Community-based Organizations
<b>CDC</b>	Civil Defense Commission
<b>CDB</b>	Caribbean Development Bank
<b>CDEMA</b>	Caribbean Disaster Emergency Management Agency
<b>CDM</b>	Comprehensive Disaster Management
<b>CERC</b>	Contingent Emergency Response Component
<b>Cat DDO</b>	Catastrophe Deferred Drawdown Option
<b>CMO</b>	Caribbean Meteorological Organization
<b>CMU</b>	Country management unit
<b>COA</b>	Chart of Accounts
<b>CPTCC</b>	Caribbean Procurement Training and Consultancy Centre
<b>CRIP</b>	Caribbean Regional Indicative Program
<b>CRF</b>	Canada-Caribbean Resilience Facility
<b>DFID</b>	Department for International Development
<b>DPC</b>	Development Policy Credit
<b>DoF</b>	Department of Finance
<b>DRM</b>	Disaster Risk Management
<b>DVRP</b>	Disaster Vulnerability Reduction Project
<b>EAP</b>	Emergency Action Plan
<b>ECLAC</b>	Economic Commission for Latin America and the Caribbean
<b>EDWC</b>	East Demerara Water Conservancy
<b>ESF</b>	Environmental and Social Framework
<b>ESMF</b>	Environmental and Social Management Framework
<b>ESMP</b>	Environmental and Social Management Plan
<b>EU</b>	European Union
<b>FAs</b>	Framework Agreements
<b>FAA</b>	Financial Administration Act
<b>FY21</b>	Fiscal year 2021
<b>GBV</b>	Gender-Based Victims
<b>GDP</b>	Gross Domestic Product
<b>GFDRR</b>	Global Facility for Disaster Reduction and Recovery
<b>GIS</b>	Geographic Information System
<b>GoCD</b>	Government of the Commonwealth of Dominica
<b>GoS</b>	Government of Suriname

<b>GoSL</b>	Government of Saint Lucia
<b>GoG</b>	Government of Grenada
<b>GPURL</b>	Urban, Disaster Risk Management, Resilience and Land Global Practice
<b>GRB</b>	Gender Responsive Budgeting
<b>GRIP</b>	Grenada Resilience Improvement Project
<b>HRP</b>	Housing Recovery Project
<b>IST</b>	Implementation Support Team
<b>ITQ</b>	Invitation to Qualify
<b>JDVRP</b>	Jamaica Disaster Vulnerability Reduction Project
<b>LiDAR</b>	Light Detection and Ranging
<b>OECS</b>	Organization of Eastern Caribbean States
<b>MoHL</b>	Ministry of Housing and Lands
<b>MDTF</b>	Multidonor trust fund
<b>MDAs</b>	Ministries, Departments and Agencies
<b>NADMA</b>	National Disaster Management Agency
<b>NDRR</b>	Natural disaster risk reduction
<b>NEMO</b>	National Emergency Management Organization
<b>NODS</b>	National Office of Disaster Services
<b>ODM</b>	Office of Disaster Management
<b>PCU</b>	Project Coordination Unit
<b>PD-PFM</b>	Post-Disaster Public Financial Management
<b>PEFA</b>	Public Expenditure and Financial Accountability
<b>PFM</b>	Public Financial Management
<b>PMA</b>	Project Management and Administration
<b>PIU</b>	Project Implementation Unit
<b>PWDs</b>	People with Disabilities
<b>RFP</b>	Request for Proposals
<b>SC</b>	Steering Committee
<b>SCRCP</b>	Saramacca Canal Rehabilitation Project
<b>SCU</b>	Saramacca Canal Unit
<b>SIF</b>	Social Investment Fund
<b>SIDS</b>	Small Island Developing States
<b>TOR</b>	Terms of Reference
<b>UNDP</b>	United Nations Development Programme
<b>UR</b>	Understanding Risk
<b>USD</b>	United States Dollar
<b>WBG</b>	World Bank Group
<b>WHO</b>	World Health Organization



# Executive Summary



Photo: Building a retaining wall to protect against falling rocks on the Edward Seaga Highway in Jamaica. Debbie Ann Powell / Shutterstock.com

## CRF's Strategic Achievements and Results

The Canada Caribbean Resilience Facility (CRF) is starting to make significant strides toward its goal of bringing about more effective and coordinated gender-informed, climate-resilient preparedness, recovery, and public financial management practices in nine Caribbean countries. During the course of implementation, the CRF has been able to optimize the use of its most unique design feature of having a dual focus on strengthening recovery planning and recovery-related public financial management systems. This is helping

equip Caribbean countries to undertake more sustainable, resilient, efficient, and transparent disaster recovery. Together with the CRF's program focus on gender and disability inclusion, mainstreaming of climate resilience, and flexibility for adjusting to and managing compounded risks including the unprecedented COVID-19 pandemic, the program actions a unique opportunity to provide value-added support to the people of the Caribbean region.

The progress report of the financial year 2021 (FY21) presents the first quantitative analysis of the program's targeted strategic outcomes in its updated results framework. This initial analysis points toward a set of encourag-

ing results and outcomes that the program is beginning to contribute in the strengthening of recovery capacities and systems in many of CRF's targeted countries.

› **Component 1—Technical Assistance for Recovery and Resilience Building Programs:** The CRF significantly contributed to six out of the eight output indicators mapped under the three intermediate outcome indicators for Component 1. All nine countries reported significant contributions from the CRF on the outputs related to the development of instruments and improved government capacity to plan, design, and implement projects that are resilient and gender-disability inclusive. Eight out of nine countries reported significant support for the provision of timely technical assistance and training to regional entities and countries by international and local experts.

› **Component 2—Mainstreaming Climate Resilience and Gender into Public Financial Management Cycle:** The CRF significantly contributed to improve capacity of governments and public finance officers to mainstream gender-sensitive disaster response to the institutional and legal frameworks of public financial management (PFM) practices, and in some aspects, in mainstreaming gender-sensitive considerations in budgeting practices and procedures. Five countries for example, have benefited from the CRF's significant contributions to outputs related to developing guidelines for gender-sensitive and disaster-responsive financial resource planning and execution. Similarly, four countries reported noteworthy contributions from the CRF on outputs about technical advice on mainstreaming of resilience or PFM or gender considerations in policy documents and action plans, and improved capacity of public finance officers to manage the PFM processes.

## Progress on Thematic Areas

The CRF is making noteworthy progress on crosscutting thematic areas that underpin the program.

› **Gender mainstreaming:** Completion of the gender desk review sets the stage for the CRF to support more effective and coordinated gender-responsive operations. In the coming financial year, a full assessment is being

undertaken to fill crucial knowledge gap for the CRF on specific vulnerabilities across sectors, and differentiated impacts on women, men, girls, and boys, and a way forward for capacity building and technical assistance activities.

› **Disability inclusion:** The CRF supported a regional study of the Disability Inclusiveness Gap Assessment, which will be finalized in FY22, based on which activities will be developed from the perspective of raising of awareness of issues around people living with disabilities (PWDs) and adequately mainstreaming and empowering them in recovery processes.

› **Compound risks:** Finally, the CRF continues to focus on managing compound risks such as by effectively and efficiently responding to an above-average hurricane season while at the same time managing an unprecedented COVID-19 pandemic, recurring outbreaks of dengue fever, and most recently, a volcanic eruption in Saint Vincent and the Grenadines, which has affected several Caribbean countries directly and indirectly.

## Highlights of Physical Progress

› In FY21, the CRF provided sustained support to build in-country capacity reinforcing activities started in FY20. The CRF provided support and added expertise to enhance capacity of governments in the better design of resilient construction and civil works, and toward strengthened project management for expediting the quality and pace of recovery implementation in improved contract selection and execution, and technical support through hands-on assistance and working sessions with technical teams.

› Under Component 2, the CRF helped strengthen post-disaster public financial management (PD-PFM) systems that support the legal and regulatory framework for managing disaster risk financing and that enhanced the capability to track and report on disaster-related spending. It also provided hands-on technical assistance on the implementation of new budget preparation guidelines to the Ministry of Finance in targeted countries, and developed gender-sensitive disaster-responsive guidelines.

## Financial Progress

- › Out of the CRF's total budget of US\$15.8 million for five years, the Government of Canada has given three installments totaling US\$9.9 million to the World Bank's Global Facility for Disaster Reduction and Recovery (GFDRR), which manages this program. Nearly US\$4.5 million of the Canadian contribution had been allocated to grants to implement activities across the two operational components, as of March 31, 2021. This corresponds with 45 percent of the total contribution received from Canada thus far. This leaves a balance of US\$5.2 million—including program management and administrative costs—for the award of new grants or the top of the existing grants in FY22.
- › At the end of the reporting period, the CRF had a cumulative disbursement of US\$1,963,094. This amount represents roughly 20 percent of the total contributions received and 41 percent of the amount allocated to grants to date. As implementation continued in earnest in FY21, disbursement rates improved for each of the operating components, with 66 percent and 79 percent for components 1 and 2 respectively. The CRF saw an overall higher disbursement rate in FY21 with 79 percent of the allocated amounts for FY21 being disbursed, compared to 26 percent in FY20.

## Work Plan FY 2022

- › This report also incorporates the CRF Work Plan for FY 2022—articulating the planned regional and in-country activities for components 1 and 2—and runs for the period April 1, 2021 to March 31, 2022 to align with the Government of Canada's fiscal year. It builds on the previous work plan as well as ongoing dialogue with the governments from the CRF-eligible countries. In line with the objectives of the CRF, activities in this work plan respond to governments' requests for support, reflecting flexibility and anticipated bottlenecks hindering the implementation of lending operations and strengthening

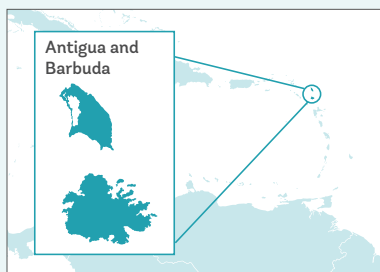
post-disaster public financial management systems and processes. The CRF remains agile in its approach to support countries by addressing capacity gaps created or exacerbated by the COVID-19 response, and helps governments maintain business continuity through the pandemic and the hurricane season.

- › The CRF recognizes the need for changing priorities in countries' demand owing to unforeseen circumstances or emergencies. Therefore, this workplan is a customized set of activities for implementation that embraces its flexibility and adaptability. For example, in Antigua and Barbuda, while the initial focus was on enhancements to the budget cycle, the government's request for technical support on emergency procurement to respond to the COVID-19 pandemic has resulted in a re-draft of the workplan to align better with the country's demand.

## The Way Forward

- › In addition to enhance implementation capacity, for countries to recover faster, stronger and more inclusively, the CRF proposes the following tracks going forward:
  - Build capacity through hands-on training activities and on-the-job support.
  - Support the resilience recovery of sectors from the COVID-19 crisis.
  - Help countries increase recovery capacity by a better awareness and knowledge of the vulnerability of most critical infrastructures and by preparing investments plans to reduce vulnerability.
  - Provide preparedness support to countries and help Caribbean Disaster Emergency Management Agency (CDEMA) enhance their service provisions to member states.
  - Support gender and disability data collection and analysis to help countries better design gender responsive and disability inclusive interventions.

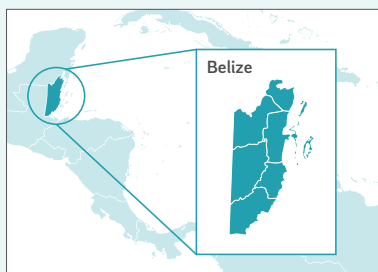
# CRF at-a-glance



## Antigua and Barbuda

**US\$81,596** was disbursed to support the launch of technical Assistance on public procurement and to augment Procurement Act and guidelines.

**US\$100,000** has been allocated in the Workplan for FY22 for continuation of the activity.



## Belize

**US\$5,751** was provided to support environmental and social due diligence under CRIP and inputs needed to advance the US\$20.5 million CERC activation in response to COVID-19 crisis.

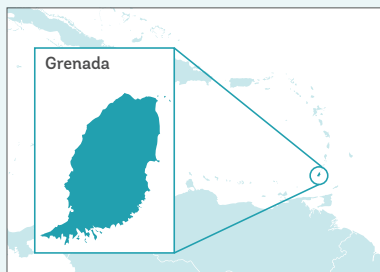
**US\$100,000** is allocated for FY22 to support technical assistance on application of the PD-PFM toolkit and technical assistance to strengthen resiliency.



## Dominica

**US\$69,286** to support integrating resilience in budget planning and implementation. The grant also supports rapid housing assessment to inform policy makers; and cost benefit assessment of alternative technologies to map 25 percent of Dominica's mountainous territory for better targeting response and recovery efforts.

**US\$100,000** is allocated in FY22 for PD-PFM.



## Grenada

**US\$142,668** was given for operational assistance and support in the fields of structural engineering to accelerate the Disaster Vulnerability Reduction (DVRP) project implementation; and it provided guidance on the preparation of the Grenada Resilience Improvement project (GRIP). The grant also supports technical assistance on the development of a disaster risk-informed Public Investment and Asset Management (PIAM) framework.

**US\$400,000** is allocated for FY22.



## Guyana

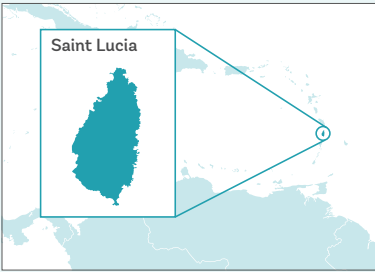
**US\$26,287** provides engineering support to build local technical capacity in analyzing construction methodology to accelerate ongoing projects, and the efficient and effective implementation of the additional financing.

**US\$130,000** is allocated for PD-PFM and technical assistance for FY22.



## Jamaica

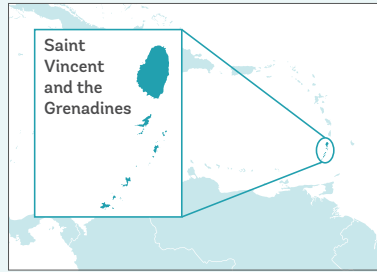
**US\$230,000** is allocated for FY22 to support COVID-19 vaccination rollout and recovery of the tourism sector in the context of COVID-19 pandemic. The grant will also support PD-PFM in Jamaica.



### Saint Lucia

**US\$211,412** to provide operational support to expedite ongoing studies and trainings on project management, environmental safeguards, monitoring and evaluation on coastal engineering and modelling to implementing agencies; and operational assistance with COVID-19 emergency procurement under CERC. The grant also provided technical assistance on integrating disaster/climate change and gender considerations in the design and implementation of budget policies and business continuity planning.

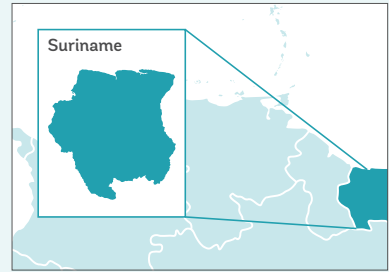
**US\$520,000** is allocated for FY22.



### Saint Vincent and the Grenadines

**US\$128,670** was disbursed to support technical and operational assistance to expedite the conclusion of DVRP related projects; and supported NEMO in handling La Soufriere volcano by improving emergency communication and shelter management. The grant also supported strengthening public procurement practices to respond better to disasters, and integrating gender considerations in the design and implementation of budget policies.

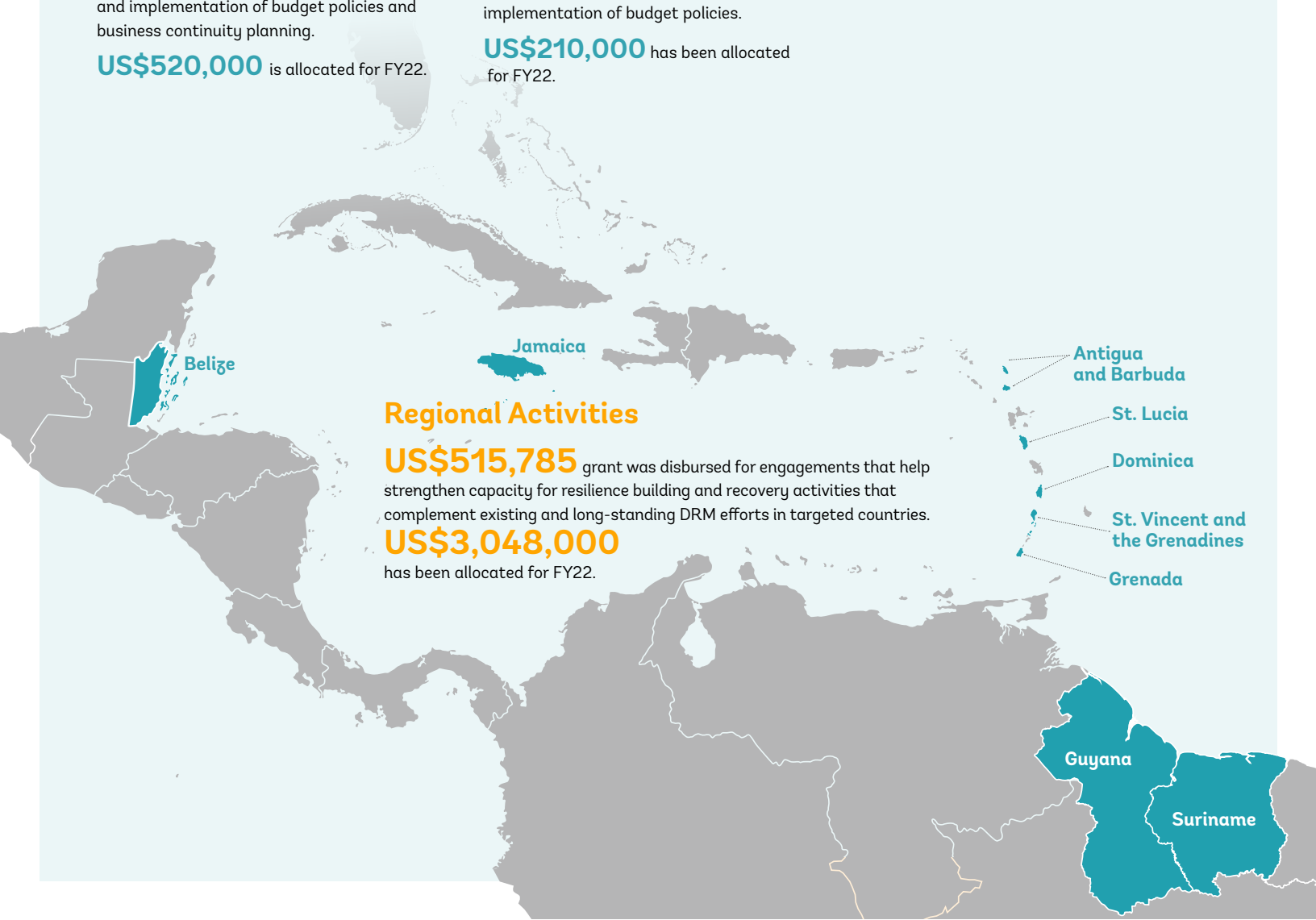
**US\$210,000** has been allocated for FY22.



### Suriname

**US\$12,959** to strengthen Suriname's procurement capacity to implement the SCRP, and to conduct trainings on the implementation of CERC Operations Manual.

**US\$160,000** has been allocated for PD-PFM and continuous technical assistance in FY22.



### Regional Activities

**US\$515,785** grant was disbursed for engagements that help strengthen capacity for resilience building and recovery activities that complement existing and long-standing DRM efforts in targeted countries.

**US\$3,048,000** has been allocated for FY22.

- Antigua and Barbuda
- St. Lucia
- Dominica
- St. Vincent and the Grenadines
- Grenada



Photo: Mother and daughters in Paramaribo, Suriname. BenCo.

# CHAPTER 1. Introduction

## 1.1. Background

The Caribbean is one of the world's most vulnerable and disaster-prone regions. It is confronted with an increasing number of devastating storms and extreme weather events. One of the most devastating events is the Atlantic hurricane season which spans June 1 to November 30 annually, and is increasing in length and severity in the context of climate change. Despite the relatively small landmass and total population, the Caribbean region has experienced 163 storm events affecting a total of 25.8 million people that has in more than 5,000 deaths in the past two decades. Additionally, storm events in the Caribbean region have caused USD 121 billion in direct economic losses.<sup>1</sup>

Approximately three-quarters of the population lives in at-risk areas, and one-third lives in areas highly exposed to hazards including sea level rise. Climate change is perceived in this context as an existential threat in the Caribbean region. Relief and reconstruction efforts following disasters cause a deep negative impact on countries' gross domestic product (GDP) and are a major factor in raising up the region's high level of debt.

For instance, losses of individual member states have exceeded 100 percent of GDP in the cases of Hurricane Ivan of 2004 in Grenada.<sup>2</sup> The impact of Hurricane Maria in Dominica in 2017 was estimated 226 percent of GDP.<sup>3</sup> In Barbuda, Hurricane Irma in 2017 damaged 95 percent of the building stock.<sup>4</sup>

The Caribbean Community CARICOM and UNDP held a high-level pledging conference on the theme of building a more climate-resilient community to overcome those challenges and threats in November 2017. This event helped mobilize financial resources for reconstruction and recovery<sup>5</sup> and more importantly, set the foundation for a long-term international partnership for building Caribbean communities' resilience. In the spirit of this new international commitment for resilience in the Caribbean, the Canada–Caribbean Resilience Facility (CRF) was established in 2019 to support the

efforts of nine countries in building resilience to disasters and climate change, with a strong focus on preparedness, recovery, gender inclusion, and financial management. In the highly disaster-prone Caribbean context, characterized by the high frequency of natural hazard events, the CRF plays a key role by helping governments address capacity constraints to accelerate the implementation of recovery and resilience building projects.

## 1.2. About CRF

The Canada–Caribbean Resilience Facility (CRF) is a single-donor World Bank executed trust fund, managed by the Global Facility for Disaster Reduction and Recovery (GFDRR). The trust fund is financed by the Government of Canada and is valued at Canadian dollar (CAD) 20 million, estimated USD 15.5 million, over a five-year period of implementation from fiscal years 2019 to 2023. The CRF is active in Antigua and Barbuda, Belize, Dominica, Grenada, Guyana, Jamaica, Saint Lucia, Saint Vincent and the Grenadines, and Suriname.

The goal of the CRF is to achieve more effective and coordinated gender-informed climate-resilient preparedness, recovery, and public financial management practices in the nine Caribbean countries. The CRF supports targeted governments by deploying technical experts in the region to provide close partnership, collaboration, and just-in-time support to build capacity that accelerates implementation of recovery projects and overall resilience building efforts across the Caribbean region.

The activities under the CRF are distributed across 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-in-

clusive efficient recovery and resilient investments; and (ii) facilitate access to emergency finance in the aftermath of disasters. This component promotes technical assistance and capacity building activities for resilient recovery and reconstruction, as well as for building overall resilience and accessing emergency funds. Implementation capacity is increased by transferring knowledge to government officials and addressing 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. Under this component, technical assistance and implementation support activities are provided to help the targeted governments put stronger public financial management, procurement and investment management systems, protocols, and guidelines in place to respond to natural disasters or emergencies. Activities also strengthen the capacity of governments within the region to integrate required gender-responsive processes into their public financial management practices and broader 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 the Program Management and Administration of the Trust Fund.** The objective of this component is to support the administration of the CRF and the management of the program. Activities also support the establishment of an IST, as well as promotion of peer-to-peer knowledge exchange, compiling lessons learned, and other knowledge and learning products as needed.

## 1.3. CRF Management Structure

The Global Facility for Disaster Reduction and Recovery (GFDRR) serves as the secretariat to the CRF and leads the annual progress reporting and work planning as well as provides program and knowledge management support (component 3) to the CRF. GFDRR works closely with implementation teams and coordinates communication with the donor to ensure activities are well harmonized.

The Urban, Disaster Risk Management, Resilience and Land Global Practice (GPURL) and Governance Global Practice (Governance GP) of the World Bank are responsible for the implementation of programs and activities under components 1 and 2 and ensure a flexible and timely response to clients. These teams work with a pool of multidisciplinary local and international experts—IST—to execute the various activities.

A Steering Committee, composed of representatives of the World Bank—GFDRR, the Government of Canada, and invited observers,<sup>6</sup> serves as the governing body and provides strategic guidance in the implementation of CRF program priorities.

## 1.4. CRF Execution Modalities

Activities under each component are implemented by the CRF's IST. Table 1-1 provides an overview of how CRF supports the targeted governments. Funding for implementation is provided by CRF to the World Bank's operational teams in GPULR and Governance GP. Specifically, two grants are provided for Component 1, one for regional activities and the other for in-country activities; one grant is allocated to Component 2 for in-country activities; and one grant is for Component 3 for regional activities on knowledge management.

## 1.5. Coordination with Other Programs

The CRF is strategically situated within GFDRR's overall strategy and work plan for the Caribbean region and is part of an extensive portfolio of complementary programs managed by GFDRR. Consequent upon this, the CRF is both able to leverage the work and financing of other programs in the GFDRR portfolio as well as support the implementation of their activities through the provision of cofinancing, technical assistance, and capacity enhancement. The following are some GFDRR-managed programs with which the CRF and/or coordinates:

- a. The [Caribbean Regional Resilience Building Facility](#) (CRRBF), is a partnership between the European Union, GFDRR and the World Bank, whose objective is to enhance the long-term disaster resilience and adaptation capacity for the most vulnerable in the Caribbean region. This program works within many of the CRF target countries, creating natural avenues for collaboration. For example, the CRF and the CRRBF cofi-



**Table 1-1.** CRF Operationalization Modalities

	In-country	Regional		IST TECHNICAL EXPERT
<b>Component 1</b> Technical Assistance and Implementation Support for Recovery and Resilience Building Programs	Timely and specific support to accelerate projects design and implementation and to facilitate access to emergency finance	Support to regional organization Training activities Assessments Coordination Monitoring	GPURL	
<b>Component 2</b> Mainstreaming Climate Resilience and Gender into Public Financial Management Cycle	Timely and specific support to improve PFM systems	Regional showcase exchange on practices on PFM conducted by beneficiary countries	Governance GP	
<b>Component 3</b> Establishment of the Implementation Support Team (IST), and the Program Management and Administration of the Trust Fund	Knowledge sharing and peer to peer learning		GFDRR	

nance activities to help St. Vincent and the Grenadines respond to the 2021 volcanic eruption. Moreover, since the two facilities target many of the same countries, the tools developed under CRRBF may be applicable to the CRF's work and vice versa. For example, data collected through the CRRBF's Disaster Resilience and Vulnerability rapid response household phone survey project in Belize, Dominica, and St. Lucia can inform the resilience activities under component 1 of the CRF

- b. The [Africa Caribbean Pacific \(ACP\) – European Union \(EU\) Natural Disaster Risk Reduction \(NDRR\) Program](#) supports disaster risk management and climate change adaptation activities in the African, Caribbean and Pacific (ACP) group of countries through technical assistance, capacity building, and advisory or analytical work. The CRF's work on the Disaster Preparedness and Response Capacity Assessment of CDEMA and National Disaster Management Organizations, complements and expands the ACP–EU natural disaster risk reduction (NDRR) work in Dominica, Grenada, St. Vincent and the Grenadines, and St. Lucia by financing assessments in the remaining five target countries.
- c. The [Global Risk Financing Facility](#) (GRiF) is a multi-donor trust fund (MDTF) with more than US\$200 million in pledges from Germany and the United Kingdom,

and whose purpose is to help countries design and implement financial solutions to manage disasters and climate shocks. GRiF provides finance and technical expertise to develop new pre-arranged financing instruments and help existing ones grow. GRiF is currently supporting Jamaica to issue a catastrophe bond, as part of the country's comprehensive disaster risk financing framework.

- d. The [Climate Risk Early Warning Systems](#) (CREWS) project works to strengthen and streamline regional and national systems and capacity on weather forecasting, hydrological services, multi-hazard, impact-based warnings and service delivery for enhanced decision making.
- e. Beyond GFDRR and the World Bank, however, the CRF fits into the broader program of resilience work being implemented in the Caribbean region. The CRF's activities are coordinated with, and complement other ongoing programs developed by partners—the EU (through EU delegations), United Nations (UN) agencies, the Caribbean Development Bank (CDB), the Caribbean Disaster Emergency Management Agency (CDEMA), University of the West Indies (UWI) and the IMF's Caribbean Regional Technical Assistance Centre (CARTAC)—to ensure efficiency and avoid duplication.

For example, the CRF has collaborated with the UN EnGenGer program,<sup>7</sup> creating several joint activities for the target countries. Moreover, the CRF has utilized outputs produced by EnGenDer as critical inputs for the CRF activities, for instance, in gender assessments, thereby deepening and scaling up the impact of the work done by both entities. The CRF is also working with UWI, the Inter-American Development Bank (IDB), and CDB to inform CRF activities, and complement and ensure alignment with the partners' ongoing programs.

## Notes

1. Source: "The human cost of disasters: an overview of the last 20 years (2000-2019)" CRED-UNDRR, October 2020
2. Source: World Bank. 2005. Grenada: A Nation Rebuilding. An Assessment of Reconstruction and Economic Recovery One Year After Hurricane Ivan.
3. Source: Post Disaster Needs Assessment Hurricane Maria September 18, 2017.
4. Source: Antigua and Barbuda Hurricane Irma PDNA and Recovery Framework, 2017.
5. The total pledges were estimated \$1.6 billion in grant and \$1 billion in loan commitments and debt relief. The estimated cost of recovery is +US\$5 billion.
6. Including: CDEMA, UN EnGenDer, FCDO (ex DFID), EU (Barbados).
7. See <https://www.bb.undp.org/content/barbados/en/home/projects/EnGenDER.html>



# CHAPTER 2. Strategic Perspectives

## 2.1. Overview

This chapter examines the strategic relevance, key strategic achievements, advancements in the thematic priority areas, and the way forward for the CRF two years into its implementation. The CRF's most unique design feature lies in its dual focus on strengthening recovery planning and recovery-related public financial management systems, which equip Caribbean countries to undertake more sustainable, resilient, efficient, and transparent disaster recovery. This, together with the program's focus on gender and disability inclusion, mainstreaming of climate resilience, and flexibility for adjusting to and managing compounded risks including the unprecedented COVID-19 pandemic, lend the program a unique opportunity to provide value-added support to the people of the Caribbean region.

### Strategic Positioning and Global Relevance of the CRF

By the very nature of its design and implementation, the CRF is extremely well aligned with global agreements for action on disaster risk reduction (DRR) and resilience building—including the Sendai Framework for Disaster Risk Reduction, the Paris Climate Agreement and the 2030 Sustainable Development Goals—as well as for contributing to progress made in crosscutting thematic areas of gender, disability inclusion, and managing compound risks.

➤ The CRF directly assists the national and regional implementation of the Sendai framework priorities for action by supporting the Caribbean countries implement disaster recovery and resilience programs and invest and leverage investments for preparedness and emergency response to shocks like hurricanes and the COVID-19 pandemic. At the regional level, the CRF is doing so by focusing mainly on assessments to identify common challenges and needs, capacity development activities, development of tools, and other knowledge sharing and peer-to-peer learning activities. At the country level, the

CRF provides timely and specific support to strengthen recovery planning, design and implementation of systems and processes, and it identifies and addresses bottlenecks. By doing so, the CRF helps governments accelerate and improve the quality of implementation of recovery and resilience building projects. These activities are complemented under the CRF by technical assistance to improve public financial management processes for recovery by making them more transparent, accountable, agile, and gender responsive.

- In a similar manner, the CRF contributes to the Paris Climate Agreement agenda by promoting adaptation-related activities, prioritizing climate actions in all grant making, and mobilizing technical assistance and experts to develop local capacities. Further, by providing financial resources, technical expertise, capacity building, and international best practices standards, the CRF contributes strategically to the climate adaptation in the region and the Paris Agreement agenda implementation. (figure 2-1).
- Finally, the CRF reinforces broader sustainable development and specifically, the DRR-related target set out under the 2030 United Nations' Sustainable Development Goals (SDGs). These include targets about building and strengthening the resilience and adaptive capacity of the poor and vulnerable to climate-related extreme events and natural hazards. The CRF's focus on gender mainstreaming and disability inclusion further aligns it with the broader SDG agendas on sustainability and gender and vulnerability targeting (figure 2-2).

## 2.2. Strategic Achievements for the CRF

Although premature to assess strategic achievements of the CRF in entirety, a preliminary quantitative analysis of the progress toward achieving its targeted strategic outcomes in the program's updated results framework have been included in this FY21 progress report.<sup>1</sup> This initial anal-

**Figure 2-1.** The Paris Climate Agreement and CRF Connecting Points



**Figure 2-2.** The 2030 Sustainable Development Goals and CRF Connecting Points



ysis, which is based on a desk-based monitoring and analysis of the intermediate outcomes in the results framework, point toward a set of crucial encouraging results and outcomes that the program is beginning to contribute in the strengthening of recovery capacities and systems in many of the targeted countries (table 2-1).

### 2.3. The Way Forward

Since its inception, the CRF has favored a context-flexible and demand-driven approach and has focused on helping governments address capacity constraints and accelerate the implementation of recovery and resilience building projects. This approach has proven effective to support countries accelerate implementation of projects and address crises such as the COVID-19 pandemic and the La Soufriere volcanic eruption in St. Vincent and the Grenadines. The CRF will continue this approach in FY22. The regional work, first geared to understand capacity gaps and critical needs

better to build resilience, has already provided some indications on the areas where most support will be needed. In particular, the collaboration with the Organization of Eastern Caribbean States (OECS) Commission and Disaster Emergency Management Agency (CDEMA)—including the application of the Recovery Capacity Assessment at sector level—are already providing indications on the way forward. Initial results from the recovery capacity assessment indicate that a sectoral approach helps governments focus on key sectors most at risk and allows for a systematic approach to address identified gaps. The dialogue with the OECS Commission to define the assistance needed to expand the Pharmaceutical Procurement System highlighted the importance of having a holistic approach to build resilience in small island developing states (SIDS) in a context of compounded risks—COVID-19, hurricanes, volcanic eruptions. Given the high disruptions resulting from the COVID-19 pandemic, countries will need all the possible assistance to recover in a resilient manner.

**Table 2-1.** Key Intermediate Outcomes under the CRF

<b>&gt; Component 1</b>
Significant CRF contributions to <b>6 of the 8</b> output indicators, and in <b>all 9</b> countries appear to be making steady progress against the 3 intermediate level outcomes.
<b>Eight of the nine</b> countries reported significant support for the provision of timely technical assistance and training to regional entities and countries by international and local experts.
Significant contributions from the CRF in <b>all 9 countries</b> on the development of instruments and improved government capacity to plan and design resilient and gender-disability inclusive recovery projects.
<b>Nearly half of the countries</b> seemed to have benefited from contributions from the CRF on preparedness and recovery capacity assessments and instruments for gender responsive and resilience preparedness and recovery.
<b>&gt; Component 2</b>
Significant CRF contributions to <b>4 of the 10</b> output outcomes indicators, and in <b>5 of the 8</b> countries on gender-sensitive and disaster-responsive financial resource planning and execution.
Further scope for improvement on increasing capacity to mainstream gender-sensitive considerations into budgeting practices and procedures in <b>all countries</b> .
Noteworthy contributions from the CRF in <b>four countries</b> on mainstreaming of resilience and gender in PFM policy, legal and regulatory frameworks and improved PFM capacity.
CRF contributions noted in <b>two countries</b> on the incorporation of climate change adaptation in public investment and asset management and financial management controls for disaster response.

The CRF proposes the following tracks going forward for countries to recover faster, stronger, and more inclusively in addition to enhancing implementation capacity.

- › Build capacity through hands-on training activities and on-the-job support.
- › Support the resilient recovery of sectors from the COVID-19 crisis.
- › Help countries increase recovery capacity by better understanding the vulnerability of most critical infrastructures and in preparing investment plans to reduce vulnerability.

- › Provide preparedness support to countries and help CDEMA enhance its service provisions to member states.
- › Support gender–disability data collection and analysis to help countries better design gender responsive and disability inclusive interventions.

### Notes

1. <https://www.sdg.services/>
2. Detailed Results Analyses included in Chapter 5: Monitoring, Evaluation and Learning

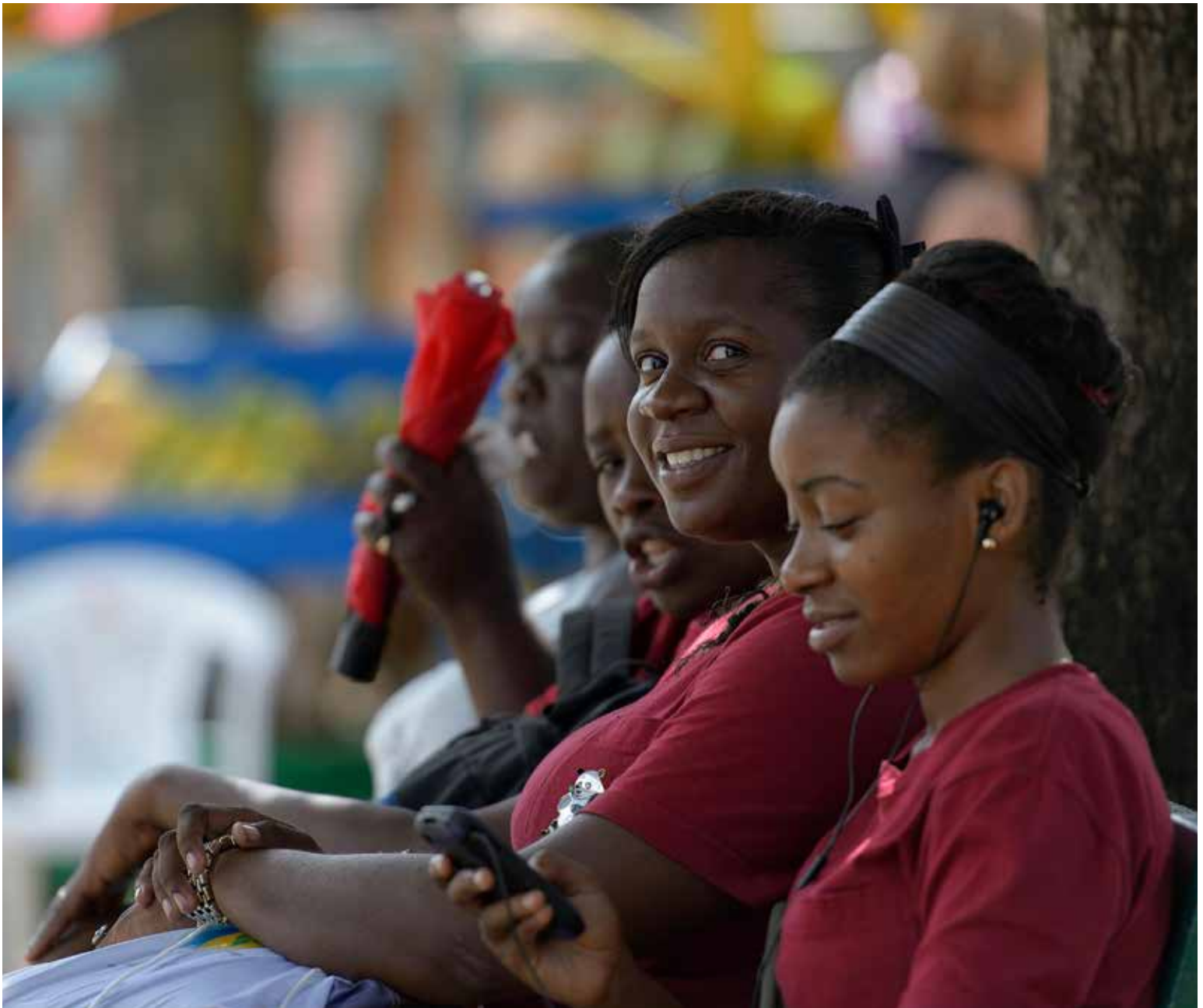


Photo: Group of girls in Saint Vincent and the Grenadines. Robert Seitz

# CHAPTER 3. Achievements on Key Thematic Areas

## 3.1. Key Thematic Areas

Within the context of the global frameworks described in chapter 2 and against the backdrop of a recognition of the lopsided impacts of disasters on the most vulnerable groups, inclusiveness is enshrined within the CRF design and reflected in its development objectives. Using a three-pronged methodology—analytics, operations, and training—the program aims to apply an evidence-based and nuanced approach to selection, design, and implementation to ensure that activities financed under the CRF are both gender and disability inclusive.

### Gender Considerations

The completion of the gender desk review sets the stage for the CRF to support more effective and coordinated gender-responsive operations. In the coming fiscal year, a full assessment—which will include gender, age inequalities cost of inaction, and stakeholder mapping analysis—in priority sectors most affected by climate change and disasters in the targeted countries will be undertaken. The assessment will fill crucial knowledge gaps for the CRF on specific vulnerabilities across sectors, and differentiated impacts on women, men, girls, and boys, and point the way forward for capacity building and technical assistance activities. The assessment will also inform the development of a toolkit for gender integration in disaster risk management (DRM) and capacity building activities. Synergies and coordination with the World Bank gender activities will be promoted as well as with partner agencies such as UN Women and UNDP's EnGenDER program (Box 3-1).

### Disability Inclusion

Recognizing that there is limited meaningful inclusion of people with disabilities in the development of DRM policy and practice and in the planning and implementation of response and recovery activities in the Caribbean, the CRF supported a regional study of the Disability Inclusiveness Gap Assessment, which will be finalized in FY22. Preliminary findings from extensive desk review and appropriate collaboration and consultation with national disability organizations, CDEMA, Caribbean Metrological Organization (CMO), and advocacy groups indicate that a significant and growing proportion of the population lives with some form of disability. These are chiefly mobility and visual limitations, predominantly acquired and worsening with age. The desk review also found a lack of adequate engagement with people with disabilities (PWDs) and paucity of disaggregated data. Upon finalization of this study, activities will be developed from the perspective of empowering PWDs through drawing on their strengths and capacities. The activities will also support the raising of awareness of issues around PWDs and provide a useful tool for the development and delivery of DRM disability inclusion activities (Box 3-2).

### Managing Compound Risks and Supporting a Resilient Recovery from the COVID-19 Pandemic

The last two fiscal years have been challenging years for the Caribbean—responding to an above average hurricane season while at the same time managing an unprecedented COVID-19 pandemic, recurring outbreaks of dengue fever, and most recently a volcanic eruption in Saint Vincent and

### Box 3-1. Mainstreaming Gender Considerations in DRM

**G**ender considerations and the differences they generate are a basic element of social structure and should inform the ways we manage risk in disasters, mitigate and respond to emergencies, and recover from them.<sup>1</sup> Consideration of gender-specific needs, skills, vulnerabilities, and capabilities is, therefore, essential for promoting and practicing inclusive and gender-responsive DRM. Efficient disaster management must entail an understanding of these gender differences and proffer evidence-based approaches to disaster risk management (DRM). In this respect many Caribbean countries have started making initial strides in integrating gender into disaster preparedness and recovery efforts, but this only signifies a starting momentum; much more needs to be done.

#### A more inclusive CRF

Recognizing the importance of an inclusive approach to DRM, a desk review to inform the CRF activities and operations in its efforts to support more effective and coordinated gender-informed and disability-inclusive climate-resilient preparedness and recovery efforts in nine targeted countries was undertaken.

The key findings of the study include:

- Education attainment—measured as the number of years of education are the same for men and women but a significant gender gap persists at the level of technical and vocational programs
- Maternal mortality rates present an area of particular concern, with five countries—Guyana, Suriname, St. Lucia, Dominica, and Jamaica—demonstrating higher maternal mortality rates than a regional level.
- Women’s domestic burdens and their primary responsibility for the well-being of their families limit their economic opportunities and increase burdens imposed on them in disaster situations.
- Although no accurate data, general trends (in parliaments, ministerial appointments, and managerial positions) point



Photo: FatCamera.

to significant decision-making gender gaps with Belize and SVG demonstrating the worst results.

- Country reports provide evidence of persistent violence due to inadequate protection measures for gender-based victims (GBV). Importantly, the trend exacerbates during disasters and in post-disaster settings.

#### A look ahead

The CRF will also continue to collaborate with UNDP’s EnGender project and the University of West Indies-Open Campus (UWI-Open Campus) to develop and deliver gender-responsive capacity building and training that will improve the gender-responsiveness UWI’s professional development programs and enhance the technical competencies of senior and technical level DRM/CC practitioners working within the governmental private sector and Non-Governmental Organizations.

#### Note

1. Maureen Fordham et al. (2013). Disaster management continues to be resistant to or dismissive of, gender concerns and fails to both recognize and facilitate participation by all social groups.



## Box 3-2. Disability Inclusion Gaps in DRM



Photo: gillevec

### Spotlight 2: Disability Inclusion Caps in DRM

In the Caribbean, there are approximately 1.3 million persons with a disability of some kind and around 250,000 persons with a significant disability. The objective of the Disability Inclusiveness Gap Assessment is to offer a systematic extant empirical evidence in relations to prevailing stereotypes against PWDs and understand disability inclusion gaps in DRM and DR in the nine CRF countries.

The CRF places emphasis on the barriers and challenges confronting PWDs in emergency situations and the need to reduce underlying factors that contribute to disproportionate risks; and provides an analysis of the demographics and dynamics of disability across the targeted countries—giving visibility to the policies, attitudes and societal mechanisms that support current practices. Importantly, disability-inclusive preparedness and recovery processes contribute to building more inclusive and resilient societies for all. A desk study of disability gap assessment was conducted to: (a) understand disability inclusion gaps in DRM and DR in the targeted countries; and (b) propose series of recommendations to make CRF preparedness and recovery strategies more inclusive of PWDs.

### Preliminary findings from the study indicate:

- Growing proportion of the population lives with some form of disability, predominantly mobility and visual impairments—mostly acquired and worsening with age.
- High level social stereotypes lead to stigmatization of PWDs.
- Disability data are not well managed, and paucity of disaggregated data which is crucial for DRM planning purposes.
- There is political will and clearly defined public policies for disability inclusion and access to public infrastructure, transport, and communications to enable their full participation in the society, but implementation has been poorly adhered to.

Disabled people's organizations are key allies for ensuring disability-inclusiveness and should be engaged throughout the preparedness and recovery process.

Recognizing that disability inclusion is part of a broader social inclusion agenda and lived experiences of PWDs (Persons with Disabilities) are diverse, the Disability Inclusiveness Gap Assessment report will be finalized in FY22 to provide analysis of the demographics and dynamics of disability across the select countries—giving visibility to the policies, attitudes, and social mechanisms that support current inclusion practices. CRF will deepen engagements by supporting advocacy and awareness campaigns on issues around PWDs and provide a useful tool for the development and delivery of DRM disability activities—a collection of country-specific training packages will be designed for remote delivery via suitable internet platforms or/and face-to-face in appropriate circumstance.

Alongside technical consultations with a range of specialists with local knowledge and access to national governments and nongovernment agencies, data will be collected to address issues around the serious lack of disaggregated disability data that is available and/or accessible to DRM and the issues of early warnings for the development and delivery of planning and implementation of preparedness and recovery activities.

Source: CRF Disability Inclusion Review

the Grenadines in 2021 affecting several Caribbean countries directly and indirectly. Each of these on its own is devastating but their interaction creates a collective effect that is greater than the sum of its parts, stressing already fragile systems, budgets, and populations, and severely hamstringing countries' ability to respond effectively.

At a strategic level, proactively planning an equitable response is essential. Investments in shock responsive safety nets, financial shock absorbers such as contingency budgets, modifying shelter management policies, placing focus on shoring up emergency procurement systems become even more important. At the operational level, flexibility and agility to respond to emerging demands of governments make the difference. Within this context, over the last two fiscal years, the CRF has reflected on its portfolio and has restructured its activities to rapidly support the national responses strengthened by a regional support structure.

Specifically, on the COVID-19 front, the CRF has continued its flexible approach to support governments' efforts to address the pandemic and provides support to country partners in three ways:

1. Support access to and activation of emergency funding such as Contingent Emergency Response Component (CERC).<sup>2</sup>

2. Provide hands-on assistance for the implementation of emergency projects and preparation for the hurricane season in the context of COVID-19.
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.

## Notes

1. Maureen Fordham et al. (2013). Disaster management continues to be resistant to or dismissive of, gender concerns and fails to both recognize and facilitate participation by all social groups.
2. CERC: Contingent Emergency Response Component (CERC) is an ex ante mechanism available to borrowers to gain rapid access to Bank financing to respond to an eligible crisis or emergency. "Rapid Response to Crises and Emergencies" defines an eligible crisis or emergency as "an event that has caused, or is likely to imminently cause, a major adverse economic and/or social impact associated with natural or man-made crises or disasters". These events include disease outbreaks.

## CHAPTER 4. Progress and Outputs for Fiscal Year 2021

### 4.1. Implementation Update: Regional Activities

The CRF continues to channel funds to regional engagements that help strengthen capacity for resilience building and recovery and complement existing and long-standing DRM efforts in targeted countries. Recognition of the large-

scale impact of disasters on development has contributed to an increased momentum in promoting new mechanisms for disaster management at the regional level. Table 4-1 presents a snapshot of the implementation progress and disbursements for regional activities of Component 1 during the period June 2020 – March 2021.

**Table 4-1.** Regional Updates and Disbursements

Country	Activity Type	Implementation Progress	Disbursed USD
Nine countries	Assessment	<b>Recovery Capacity Assessment at sector level</b> An assessment methodology was prepared and integrated in the Comprehensive DRM Audit Tool of CDEMA. Its implementation is ongoing in the nine countries in collaboration with CDEMA. Four countries are more advanced than the rest.	\$132,217
Nine countries	Assessment	<b>Gender Desk Review</b> A desk review on the gender status in the nine countries has been finalized, and the report findings published. This desk review will inform the assessment on gender responsiveness in preparedness and recovery processes.	\$89,382
Nine countries	Assessment	<b>Disability Inclusion Review</b> A disability assessment to gain an understanding of gaps in disability inclusion in DRM processes and strategies has been finalized and is under review.	\$48,666
Nine countries	Technical Assistance	<b>Support the Expansion of the OECS–Pharmaceutical Procurement Service (OECS–PPS)</b> Consultations with the OECS Commission and a rapid assessment were conducted to inform the activity aiming at expanding the OECS–PPS into a more holistic procurement and supply chain management. An internal committee, in partnership with the Heath Global Practice, has been created to support this activity and a firm has been hired to carry out this activity.	\$22,458
Nine countries	Technical Assistance	<b>CDEMA’s Sustainable Financing Strategy</b> A Business Model, Strategy and Plan of Action for the Stable and Sustained Financing of CDEMA will be developed. Consultations with CDEMA were carried out to define the terms of reference and a consultancy firm has been hired.	\$22,458
Nine countries	Capacity Building	<b>Training: Procurement Capacity Review and Identification of Building Capacity Priorities</b> An assessment of the capacity and training needs for effective execution of procurement activities, including in emergency situations, is being finalized for planning and delivery of regional trainings accordingly.	\$22,225

**Table 4-1.** Regional Updates and Disbursements (cont.).

Country	Activity Type	Implementation Progress	Disbursed USD
Nine countries	Capacity Building	<b>Training: Gender-responsive Budgeting for Disaster Resilience and Climate Change</b> The CRF contributed to the training with a session on Gender-Responsive Budgeting for Disaster Resilience and Climate Change. The training was organized by UN Woman. More than 80 participants from all countries participated to the online training held on June 10, 2020.	\$29,207
Nine countries	Capacity Building	<b>Training: Project Management for Disaster Recovery Projects</b> A training is being developed to improve the countries' project management capacity to respond more effectively to disasters and accelerate the implementation of reconstruction projects.	\$52,825
Nine countries	Capacity Building	<b>Gender Training</b> Development of a strategic partnership with the University of the West Indies Open Campus for gender-responsive capacity building and training activities. The CRF will support the revision of DRM training material to ensure they are gender responsive.	\$33,710
Grenada, Saint Lucia, and Saint Vincent and the Grenadines	Capacity Building	<b>Build Procurement Capacities in Grenada, Saint Lucia, and SVG for Application of New Public Procurement Legislation</b> A course is being developed to train government officials of these three countries in the application of their new or, in the case of Grenada, current public procurement legislation.	\$62,637
<b>Sub Total</b>			<b>\$515,785</b>

Note: The color coding indicates the status of the activity: finalized/on track delayed .

## Key Highlights

The implementation of the CRF Regional portfolio highlights key activities.

- › Engagement with regional organizations such as the OECS Commission and CDEMA will benefit several countries in the region. The support provided to the OECS Commission to expand the Pharmaceutical Procurement System to cover a larger set of items and assess the opportunities to extend the system to non-OECS countries in the region will strengthen countries resilience in the aftermath of disasters and during pandemics. The sustainable financial strategy that will be developed for CDEMA will help the institution ensure reliable financial resources to provide a high-quality service to member countries in preparedness, response, and recovery activities.
- › In response to CDEMA's request, the CRF supported CDEMA upgrade the recovery capacity section of its comprehensive disaster management (CDM) audit tool to make it more operational and sector specific and include gender and disability considerations. A recovery capacity assessment methodology was developed and integrated in the CDM audit tool in collaboration UN-

DP's EnGenDer project. The recovery section is being piloted in Antigua and Barbuda, Dominica, Guyana, and Saint Lucia and initial dialogues to apply the upgraded recovery section of the CDM audit tool started with Grenada and Saint Vincent and the Grenadines.

- › The desk review on gender-responsive disaster preparedness and recovery has been completed. A roundtable discussion took place on February 16, 2021, on the desk study attended by 45 World Bank staff working on gender and DRM. The published report: [Gender Responsive Disaster Preparedness and Recovery in the Caribbean – A Desk Study](#) was officially launched on March 18, 2021, through a high-level panel of CRF country government officials, the Government of Canada, UNDP, CDEMA, World Bank management, and stakeholders working on disaster preparedness and recovery in the Caribbean region. The desk review will inform future CRF activities.
- › A desk review was also carried out to assess the challenges and barriers confronting PWDs in emergency situations in the nine targeted countries. A draft report was finalized and is being peer reviewed internally by World Bank experts. Findings from the desk study will inform the CRF activities and provide recommendations



Photo: Belgie City, Belgie, Rob Cromdall / Shutterstock.com

to make preparedness and recovery more inclusive of PWDs.

- The CRF supported the development of a course geared toward building procurement capacities in Grenada, Saint Lucia, and Saint Vincent and the Grenadines of government officials for the application of new or, in the case of Grenada, existing public procurement legislation. A short virtual fact-finding mission was conducted to undertake the training needs of their respective Acts and Regulations, and gain an understanding of their prevailing and future organizational structures supporting public procurement. Inception reports of Grenada, Saint Lucia, and Saint Vincent and the Grenadines were delivered, and the training materials have been developed.

#### 4.2. Implementation Update: In-Country Activities – Components 1 and 2

The COVID-19 pandemic has exacerbated the already extreme vulnerability to climate change and natural hazards and represents a new frontier in disaster response and preparedness for the targeted countries. Lacking any defined playbook on how they should respond, it became imperative to be flexible not only in the financing that CRF provides but also, in the adaptability of the systems to respond to the

needs of the government. As the pandemic spread, the CRF responded swiftly to governments' requests for capacity development for CERC activation and technical assistance in ensuring project implementation remains on track. Just like in FY20, the CRF continued to pursue its strategic objective of helping countries adapt: (i) aided the deployment of technical experts to support government staff, (ii) allowed for rapid reallocation of funds; and (iii) gave governments speedy access to financing for immediate recovery needs at the peak of the COVID-19 crisis.

In FY21, the CRF provided sustained support to build capacity in countries, reinforcing activities started in FY20. The CRF provided support and added expertise to enhance capacity of governments in the better design of resilient construction and civil works, and toward strengthened project management for expediting the quality and pace of recovery implementation. This included improved contract selection and execution, and technical support through hands-on assistance and working sessions with technical teams.

Table 4-2 presents a snapshot of the implementation progress and disbursements for in-country activities (Components 1 and 2) during the reporting period June 2020 – March 2021.

Table 4-2. In-Country Updates and Disbursements

Country/ Regional Entity	Component	Implementation Progress	Disbursed USD
Antigua and Barbuda	C1	Ongoing dialogue with the government. Specific activities will be identified through the Recovery Capacity Assessment.	\$0
	C2	<b>Assistance to Streamline Disaster Emergency Procurement Procedures</b> The CRF supported the launch of technical assistance on public procurement and prepared recommendations to augment Procurement Act and guidelines. Discussion on potential technical assistance on climate change tagging has been initiated.	\$81,596
Belize	C1	<b>CERC Activation and Related Activities for the Climate Resilience Infrastructure Project (CRIP)</b> This activity is a continuation from FY20. Provided overall support to environmental and social due diligence under CRIP, and inputs needed to advance with CERC activation and related activities that are critical to shape CERC's and Project's Environmental and Social Management Plan (ESMP). CERC allocated USD 20.5 million in response to the COVID-19 crisis.	\$5,751
	C2	<b>Application of the Post-Disaster Public Financial Management Toolkit and Technical Assistance to Strengthen Resiliency</b> Meeting with the government to be organized to agree on TA priorities. The World Bank's Country Management Unit (CMU) has initiated the engagement with the newly elected government.	\$0
Dominica	C1	Provided technical advice to identify alternatives to LiDAR technology to map 25 percent of Dominica's mountainous territory for better targeting response and recovery efforts. A technical and cost-benefit assessment of alternative technologies to develop the digital elevation models in mountainous areas was proposed to the government and accepted.	\$518
		<b>Rapid Housing Sector Assessment</b> Ongoing housing assessment to inform policy makers and overcome barriers that Dominica faces regarding the implementation of housing recovery projects has been paused until travel restrictions are lifted.	\$4,072
	C2	<b>Application of the Post-Disaster Public Financial Management Toolkit</b> Technical assistance on integrating disaster resilience in budget planning and implementation.	\$ 61,197
Grenada	C1	<b>IST Technical Support to the Government of Grenada</b> Technical and operational assistance and guidance to various GoG projects in the fields of structural engineering (bridges and roads) to accelerate implementation and ensure technically sound designs and execution. Specialized assistance and guidance to set up monitoring and evaluation (M&E) systems for selected projects. Assessment of national community-level capacity to integrate gender considerations into DRM planning, project design, and implementation.	\$3,969
		<b>Operational support to the Regional Disaster Vulnerability Reduction Project</b> Technical and operational support provided to accelerate the implementation of the Disaster Vulnerability Reduction Project (DVRP). Support includes, among others, guidance on procurement and structural engineering.	\$52,501
		<b>Technical Support for the Preparation of the Grenada Resilience Improvement Project (GRIP)</b> Technical and operational support provided to accelerate the preparation of GRIP. Support includes, among others, project engineer and project coordinator who are helping screening of investments to be included in GRIP.	\$1,103
	C2	<b>Application of the Post-Disaster Public Financial Management Toolkit</b> Provided technical assistance to support the development of a disaster risk-informed Public Investment and Asset Management (PIAM) framework.	\$81,596

Table 4-2. In-country Updates and Disbursements (cont.)

Country/ Regional Entity	Component	Implementation Progress	Disbursed USD
Guyana	C1	<b>Strengthening Guyana's ability to efficiently implement the Guyana Flood Risk Management Additional Financing</b> Provided engineering support to build local technical capacity in analyzing construction methodology to accelerate ongoing projects, and the efficient and effective implementation of the additional financing (AF).	\$26,287
	C1	<b>Application of the Post-Disaster Public Financial Management Toolkit and Technical Assistance to Strengthen Resiliency</b> Findings of the PD-PFM review presented to the new government. Further discussions required to agree on action plan.	\$0
Jamaica	C1	Hands-on support provided for the implementation of the Big Pond and Myton Gully Flood Mitigation Project. This is a project with complex technical design needing additional technical expertise not available in the island.	\$5,402
	C1	<b>IST support to the Disaster Vulnerability Reduction Program (DVRP)</b> Owing to Covid-19, this activity was delayed. Discussion ongoing between the client and the safeguard specialist, who will provide technical support to prepare a detailed Abbreviated Resettlement Action Plan (A-RAP).	\$0
	C2	<b>Post-Disaster Public Financial Management</b> Presentation of PD-PFM findings and discussion on next steps (the program has already supported the preparation of emergency budget guidelines). The government expressed interest to prioritize the preparation of a comprehensive DRM strategy before moving to PFM activities.	\$0
Saint Lucia	C1	<b>IST support to the Disaster Vulnerability Reduction Program (DVRP)</b> Provided technical and operational support to expedite the conclusion of ongoing studies, and provided trainings on project management, environmental safeguards, M&E on coastal engineering and modeling to implementing agencies during project execution. Hands-on support on WB procurement guidelines, policies and practices on lending operations; and operational assistance with COVID-19 emergency procurement under CERC.	\$85,521
	C2	<b>Post-Disaster Public Financial Management</b> a. Agreement with the government on action points for implementation support on the importance of integrating disaster or climate change, and gender considerations in the design and implementation of budget policies. b. Conducted workshop on business continuity planning (BCP) for business units of Ministry of Finance (MoF) to design their plans and supported the government on streamlining disaster response budgeting protocols. This is to be followed by a support for the design of new BCPs for finance ministry units. c. Supported MoF to draft interim finance instructions to give guidance on how MDAs should execute emergency budget in response to a disaster event—it was used for COVID-19. d. Revisions to the PFM Act to define parameters on executing PFM in times of emergency. e. Provided support to the Accountant General Department in compiling the Government of St. Lucia financial statements for the outstanding years. f. The review and design of terms of reference (ToRs) for the firm that would 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.	\$122,392

Table 4-2. In-country Updates and Disbursements (cont.)

Country/ Regional Entity	Component	Implementation Progress	Disbursed USD
Saint Vincent and the Grenadines	C1	<b>IST support to the DVRP Disaster Vulnerability Reduction Program (DVRP)</b> Technical and operational assistance to expedite the conclusion of ongoing Disaster Vulnerability Resilience Project (DVRP) related projects. Facilitated procurement procedures, and supported implementing agencies during project execution, ensuring compliance and quality through closer follow-up and hands-on assistance.	\$61,769
		<b>Response to La Soufriere Volcano Eruption</b> The following activities have been initiated: a. Communication strategy for all hazards. b. Communication strategy specific to La Soufriere volcano eruption. c. Facilitation of the production and dissemination of communication products such as press releases, videos, and social media content for this emergency. d. Elaboration of communication training modules to build national capacity on crises communications, ensuring these are inclusive, relevant and applicable to vulnerable communities.	\$2,205
	C2	<b>Application of the Post-Disaster Public Financial Management Toolkit</b> Presentation of PD-PFM findings and follow-up activities with relevant units to agree on action points on responding to the government's request to strengthen public procurement practices to respond better to disasters; and integrating gender considerations in the design and implementation of budget policies.	\$61,197
Suriname	C1	<b>IST support to the Saramacca Canal Rehabilitation Project (SCRP)</b> Strengthened Suriname's procurement capacity to implement the SCRCP. Trainings and workshops on World Bank's procurement methods, evaluation techniques and contract management for the Project Implementation Unit (PIU) procurement specialist, the Borrower's Evaluation Committee, and local consulting and construction firms to strengthen capacity to implement the SCRCP.	\$10,754
		<b>Overall support to activation of the CERC component under the SCRCP</b> Conducted trainings on the implementation of CERC Operations Manual that was prepared in FY20.	\$2,205
	C2	<b>Application of the Post-Disaster Public Financial Management Toolkit</b> Presentation of the PD-PFM review to the newly elected government is planned for a later date in 2021. Specific activities have not yet been identified.	\$0
Dominica, Grenada, Saint Lucia, Saint Vincent and the Grenadines, OECS Commission	C1	<b>Technical Support for Procurement Capacity Building</b> Technical support has been provided to address technical implementation bottlenecks of the OECS Regional Health Project to provide procurement capacity building.	\$13,999
<b>Sub-total Component C1</b>			<b>\$276,056</b>
<b>Sub-total Component C2</b>			<b>\$407,978</b>
<b>Total</b>			<b>\$684,034</b>

Note: The color coding indicates the status of the activity: finalized/on track delayed .



## Key Highlights

Activities were initiated to follow through ongoing in-country lending operations and COVID-19 response:

- › In Belize, the CRF supported capacity building efforts toward either the preparation or implementation or both of contingent lines of credit—shock-responsive safety nets—and strengthening overall disaster risk governance. The technical assistance provided by CRF to the Social Investment Fund (SIF) and the Ministry of Food and Agriculture, and Immigration (MoFAI) accelerated the finalization of the Environmental and Social Management Framework (ESMF) and activation of the US\$20.5 million CERC; and an institutional framework was produced to establish roles and responsibilities of the SIF and MoFAI in the implementation of COVID-19 pandemic and drought response activities. This enabled funding actions to support more than 17,000 farmers in the country whose commodities contribute to food security and socioeconomic development.
- › Mainstreaming resilience into urban planning and strategic infrastructure investments to measurably reduce vulnerability to natural hazards and climate change is critical. The approach used by the CRF focused not only on sectoral priorities but also, on integrated and spatially informed priorities, which capture the interplay between assessment and resilient investments. In Saint Lucia and Saint Vincent and the Grenadines, technical assistance was provided to strengthen institutional setup aimed at enhancing and complementing the two countries' capacity to accelerate the implementation of coastal assessments and coastal resilient investments to reduce vulnerability to natural hazards and climate change impacts measurably. Additionally, in Saint Lucia the program supported the design of a new PFM Act that includes disaster considerations. The Act was approved by the Parliament in December 2020; and the team is now working with the authorities to develop related PFM regulations. The program has also supported the development of the new business continuity plans for all the units of the Ministry of Finance.
- › In addition, operational capacity is being strengthened to prepare for and respond to emergencies by consolidating trainings for the technical line agencies. The regional DVRP in Saint Vincent and the Grenadines overcame major delays in project implementation and

completed the Kingstown Government School, which will be used as a key emergency shelter should communities need to evacuate because of a volcanic eruption. With the onset of COVID-19, such emergency management frameworks are being applied to the pandemic. For instance, a remarkable achievement in St. Lucia in FY21 was the accelerated rehabilitation of the Victoria Hospital, which was completed in November 2020 for its immediate use as a respiratory hospital for COVID-19 patients.

- › Support was provided to the Government of Saint Vincent and the Grenadines, and the National Emergency Management Organization (NEMO) in handling La Soufriere volcano emergency and future crises by improving emergency communications and shelter management, and elaboration of communication training modules to build national capacity on crises communications, ensuring these are inclusive, relevant, and applicable to vulnerable communities.
- › In Suriname, Just-In-Time support has significantly strengthened the PIU's overall capacity for competitive international procurement practices. Hands-on training on best practices in procurement methods, evaluation techniques, and contract management was conducted for the PIU. This was demonstrated by the efficient procurement the implementing agency performed for two consulting studies for the implementation of the Saramacca Canal Rehabilitation Project (SCRP). This accelerated the effective and successful implementation of the SCRPs which will benefit about 57,000 people.
- › In Grenada, the CRF is providing broad support to the Ministry of Infrastructure to streamline all infrastructure projects and resolve implementation bottlenecks through structural and roads engineers, monitoring and evaluation (M&E) expert, and gender specialist, who are providing technical and operational support to expedite the conclusion of ongoing regional DVRP investment activities. The last phase of regional DVRP in Grenada benefitted from capacity building efforts funded by the CRF to improve management performance in project supervision and coordination. Activities have also been initiated to ensure rapid and technically sound preparation of the Grenada Resilience Improvement Project (GRIP)—expected to be approved in FY22—which aims at strengthening the country's resilience action plans.

Furthermore, to consolidate enabling conditions for ongoing projects, the CRF is also extending the capacity training program on procurement-related procedures successfully piloted in St. Lucia to the Government of Grenada. This activity will be carried out in FY22. The CRF program supported the development of the integrated public investment and public asset management framework to streamline the process and ensure climate change considerations are adequately addressed throughout the public investment management cycle.

- › In Guyana, the PIU received engineering support in several key areas in integrated urban flood risk management. The steady support provided by CRF facilitated the efficient implementation of the US \$26 million additional financing aimed at completing the rehabilitation of the East Demerara Water Conservancy (EDWC) dam, and additional construction projects. The PIU capacity for informed flood risk management and engineering options to strengthen urban flood resilience has been enhanced.

- › Under Component 2, the CRF provided agile, disaster-responsive PD-PFM<sup>1</sup> systems that strengthen the legal and regulatory framework for managing disaster risk financing, and enhanced the capability to track and report on disaster-related spending. It assisted with hands-on technical assistance on the implementation of new budget preparation guidelines to ministry of finance in targeted countries, and developed gender-sensitive, disaster-responsive guidelines.

### Notes

1. The PD-PFM Review is an analytical instrument that seeks to help countries build resilient, responsive public financial management (PFM) systems by pinpointing critical PFM policies, practices, and procedures that can be strengthened to improve a government's capability to respond more efficiently and effectively to natural disasters and other catastrophic events, without loss of the integrity and accountability.



# CHAPTER 5. Financial Overview and Projections for FY22 Workplan

## 5.1. Financial Report Summary

This chapter provides a brief overview of the financial contributions to CRF since inception and the disbursements as of March 31, 2021.<sup>1</sup>

The total budget of the CRF is CAD 20 million (USD 15.8 million)<sup>2</sup> for five years (Figure 5-1). Upon receipt of funds, contributions are converted into the trust fund holding currency of U.S. dollars (USD), at the prevailing exchange rate on the transfer dates. The funds are managed by GFDRR and executed by the implementation teams in GPURL and the Governance GP (Figure 5-2).

Figure 5-1. CRF Contributions

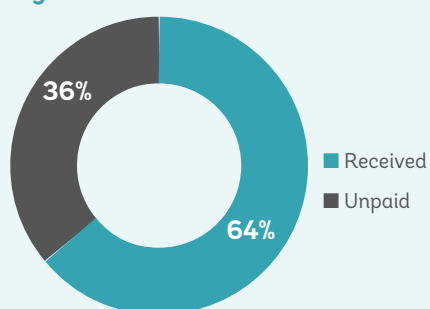
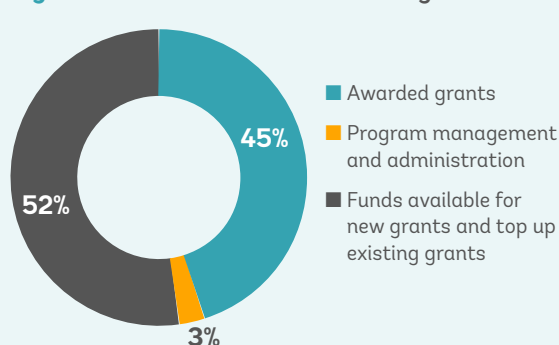


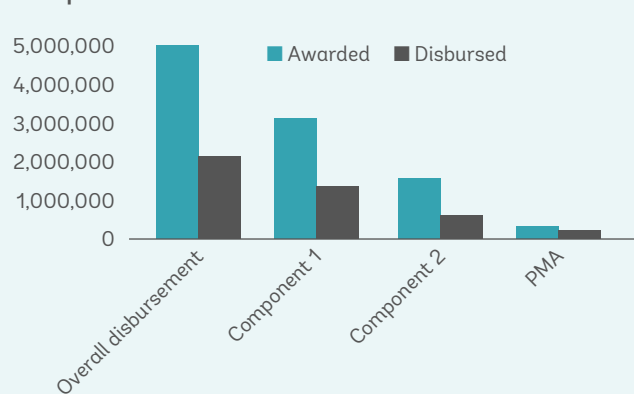
Figure 5-2. CRF Financial Summary



In keeping with the schedule agreed in the administrative agreement (AA), the funds are to be provided through five annual installments. To date, three installments totaling USD 9,954,857 (36% of the total budget) have been received.

As of March 31, 2021, USD 4,483,115 had been allocated to grants to implement activities across the two operational components (Figure 5-3). This corresponds with 45 percent of the total contribution received from the Government of Canada thus far. Additionally, to cover program management and administrative costs (PMA), a total of USD 279,000 has been allocated since the inception of the program in 2019, which is about 3 percent of the total funds received to date. This brings the total allocated amount to USD 4,762,115, leaving a balance of USD 5,192,742 for the award of new grants or the top of the existing grants in FY22 (Table 5-2).

Figure 5-3. Cumulative Disbursements by Component



At the end of the reporting period, the CRF had a cumulative disbursement of USD 1,963,094. This amount represents roughly 20 percent<sup>3</sup> of the total contributions received and 41 percent of the amount allocated to grants to date. Of the total cumulative disbursed amount, USD 1,347,779—just about 69 percent—was disbursed in the reporting year

FY21. As implementation continued in earnest in FY21, disbursement rates improved for each of the operating components, with 66 percent and 79 percent for components 1 and 2, respectively. The CRF saw an overall higher disburse-

ment rate in FY21 with 79 percent of the allocated amounts for FY21 being disbursed, compared to 26 percent in FY20. Additional details on the disbursements by components and countries are provided in table 5-1 below and Appendix A.

**Table 5-1.** FY21 Disbursed Funds by Country and Component (in USD)

Disbursed per country	In-country C1	Regional C1	Total C1	Total C2	PMA	Total disbursed by country	Percentages
Antigua and Barbuda	-	68,723	68,723	81,596	16,440	166,759	12.4
Belize	5,751	35,669	41,420	-	16,440	57,860	4.3
Dominica	8,090	68,723	76,813	61,197	16,440	154,450	11.5
Grenada	61,073	56,548	117,621	81,596	16,440	215,657	16.0
Guyana	26,287	68,723	95,010	-	16,440	111,450	8.3
Jamaica	5,402	35,669	41,071	-	16,440	57,511	4.3
Saint Lucia	89,020	89,513	178,533	122,392	16,440	317,365	23.5
Saint Vincent and the Grenadines	67,474	56,548	124,022	61,197	16,440	201,659	15.0
Suriname	12,959	35,669	48,628	-	16,440	65,068	4.8
<b>Total</b>	<b>276,056</b>	<b>515,785</b>	<b>791,841</b>	<b>407,978</b>	<b>147,960</b>	<b>1,347,779</b>	<b>100.0</b>

## 5.2. Allocations and Transfers-in for FY22

**Table 5-2.** Allocations and Transfers (in USD)

Grant Name	Grant amount	Cumulative disbursements	Commitments	Closing balance	FY 22 Work Plan allocations	Top ups for FY22
Just-in-time (set aside for emergency response. Not yet allocated)	200,000	0	0	200,000	200,000	0
Technical Assistance and Implementation Support for Recovery and Resilience Building Programs (regional)	1,900,000	890,956	229,647	779,397	3,048,000	2,300,000
Implementation Support for Recovery and Resilience Building Programs (country specific activities)	1,100,000	347,779	265,930	486,291	1,090,000	620,000
Climate-Resilient Gender Responsive PFM	1,483,115	547,666	113,860	821,589	1,040,000	250,000
CRF - Program Management and Administration	279,000	176,693	1,495	90,812	400,000	320,000
<b>Total</b>	<b>4,762,115</b>	<b>1,963,094</b>	<b>620,932</b>	<b>2,178,089</b>	<b>5,778,000</b>	<b>3,490,000</b>

### Notes

1. All values in this report were obtained from the SAP Bank system.
2. Canadian dollar equivalents were calculated based on the March 31, 2021 exchange rate of 1 USD = CAD 1.2611. <https://www1.oanda.com/currency/converter/>
3. 33 percent when the contribution received on March 31, 2021 is excluded.

# CHAPTER 6. Monitoring, Evaluation, and Learning

## 6.1. Monitoring and Evaluation

### M&E Overview and Approach

**Approach for Monitoring:** This section summarizes the results of a preliminary systematic analysis of the intermediate outcomes under the CRF, based on the CRF results framework (Table 6-1), going beyond the outputs reported in the earlier sections on the implementation progress. This essentially monitors the early progress under the program

using a desk review of the progress reports for all ongoing or completed activities. This approach will be replicated in every subsequent program year of the CRF and augmented to include reporting against targets.

**Approach for Evaluation:** The results of these yearly monitoring analyses will be complemented by a mid-term and end-of-project evaluation of the program-level outcomes included in the results framework. These evaluations will also entail field-based validation of the results of the cumu-

**Table 6-1. Results Framework for Components 1 and 2**

<b>Ultimate Outcome</b>	1000 Increased climate and disaster resilience of vulnerable communities, national institutions, and economies in targeted Caribbean countries					
<b>Intermediate Outcomes</b>	1100 More effective and coordinated gender-responsive climate resilience in targeted Caribbean countries following natural disasters			1200 More effective gender-responsive and climate-resilient public financial management practices of national governments		
<b>Immediate Outcomes</b>	1110 Increased capacity of eligible countries to utilize national and regional technical and implementation support for resilience building activities	1120 Increased capacity of eligible governments to plan, design and implement projects that are resilient and more inclusive (gender and disability).	1130 Increased access to post disaster recovery financing mechanisms for disaster affected countries	1210 Increased capacity of targeted governments to mainstream disaster-response and gender-sensitive considerations into their legal, regulatory and institutional frameworks for PFM	1220 Increased capacity of targeted governments to mainstream disaster-response and gender-sensitive considerations into budgeting practices and procedures	1230 Improved capacity of public finance officers in targeted countries to manage PFM processes in post-disaster situations
<b>Outputs</b>	1111 Preparedness and recovery capacity assessments completed for eligible countries 1112 National and regional available instruments for gender-responsive and resilient preparedness and recovery known and mastered by relevant national and regional staff, 1113 Timely technical assistance and training provided to the regional agency and eligible countries by the IST team of local and international experts to governments during the duration of the program. 1114 Improved coordination of response, preparedness or recovery mechanisms at national and/or regional level.	1121 Development of instruments for eligible countries to plan, design, and implement projects that are resilient and inclusive (gender and disability). 1122 Government staff trained to improve capacity to plan, design and implement projects that are resilient and inclusive (gender and disability).	1131 Existing and potential financing mechanisms mapped. 1132 Procedures and conditions to access emergency financing in place in eligible countries.	1211 Recommendations provided to amend PFM legal and regulatory frameworks to make them more disaster responsive and/or inclusive 1212 Technical advice delivered to mainstream Resilience/ PFM/Gender considerations into relevant policy documents or action plans 1213 Protocols developed for government recovery and continuity planning	1221 Guidelines developed for disaster-responsive and/or gender-sensitive financial resource planning or execution 1222 Guidelines developed to improve financial management controls for disaster response 1223 Disaster responsive procurement protocols, templates, and/or operating procedures developed 1224 Recommendations provided to incorporate climate change adaptation considerations into public investment and asset management	1231 Training delivered to improve capacity of public finance officers to manage PFM processes in post-disaster situations 1232 Learning modules on disaster responsive PFM developed and delivered 1233 Regional communities of practice (RCOP) established to promote integration of disaster response considerations into PFM

lative intermediate-level outcomes as determined through yearly monitoring analyses and reports. The field-based results validation will be based on structured surveys of the World Bank task team leaders, government officials, development partners, and other stakeholders. This way, the present approach to monitoring intermediate outcomes will transition and be consolidated by the project midterm into a more robust M&E reporting system for the program which will also provide reporting on the established indicator targets at all levels of the results framework.

## Review and Analysis Methodology

**Use of Contribution Based Approach for Results Monitoring:** A quantitative approach has been developed to capture the progress toward the intermediate outcomes under the program using a contribution-based approach rather than relying on attribution at this stage. Through this methodology, the analysis attempts to ascertain whether the CRF has in a meaningful way contributed to the two intermediate outcomes as established in the Results Framework, through its completed or ongoing activities (as checked against the output indicators). More specifically, it measures the percentage of the countries that have benefited, and the proportion of areas (indicator-wise) where there is progress. Going forward, the CRF team intends to expand the reporting methodology to also include measurement of progress toward the established targets in the results framework. The results of these yearly (contribution-based) monitoring analyses will be complemented and validated by mid-term and end-of-term evaluations of the program-level outcomes as described above.

**Desk-based Results Analysis:** A rigorous desk-based review of the progress reports for all ongoing or completed activities has been carried out to determine the level of contribution being made by each activity in respect of the corresponding intermediate outcomes indicators included in the results framework. The results were then consolidated and reported in percentage terms both indicatorwise and countrywise as follows:

- › Percentage of countries where significant (meaningful) contributions from CRF recorded to intermediate outcome indicators.
- › Percentage of outcome indicators where significant (meaningful) CRF contributions were recorded.

## Target Setting and Performance Thresholds

**Target Setting Methodology:** The two countrywise and indicatorwise summary measures were then assessed against performance threshold and targets established under the program. The program was demarcated into three stages or milestones of cumulative results achievement to determine performance targets at the intermediate outcome level. Under this approach, it is expected that in program years two, three, and five, contribution levels of 30 percent, 60 percent and 100 percent respectively by the CRF activities will be considered significant. This distribution of targets across the five program years assumes that: (i) programs are expected to start off slowly in the beginning while likely to pick up pace and stabilize gradually, and (ii) they are only expected to start delivering longer term development impact over the last couple of years in the five-year program.

**Performance Thresholds for the CRF:** Accordingly, at the present two-year stage of the program, a threshold of 30 percent has been used to determine whether significant contributions were made under the CRF toward each intermediate outcome level indicator. The same threshold level choice of 30 percent has been used to determine whether meaningful contributions have been made by the program at the immediate level outcome. The results were then presented by way of a comparative analysis of present level of achievement versus the targeted level of achievement, both countrywise and indicatorwise.

**Plausibility Checks:** The target setting methodology was also subjected to plausibility checks based on information available through consultations and the preparedness and recovery capacity assessments carried out during the current fiscal year for four countries—Antigua and Barbuda, Guyana, Dominica, and St. Lucia. The results of the PD-PFM assessment toolkit and internal consultations were also considered for Component 2. The governments were requested to select priority areas for technical assistance in line with ten agreed key technical areas. On account of the COVID-19 pandemic, many countries reprioritized their activities and the program adjusted accordingly to ensure that technical assistance was conducted to help countries manage the consequences of the pandemic.

## Findings of the CRF Results Analysis

Applying the approach, a detailed analysis of results being achieved under both components of the CRF was conducted, and its key conclusions follow.

### COMPONENT C1

#### Indicatorwise Results

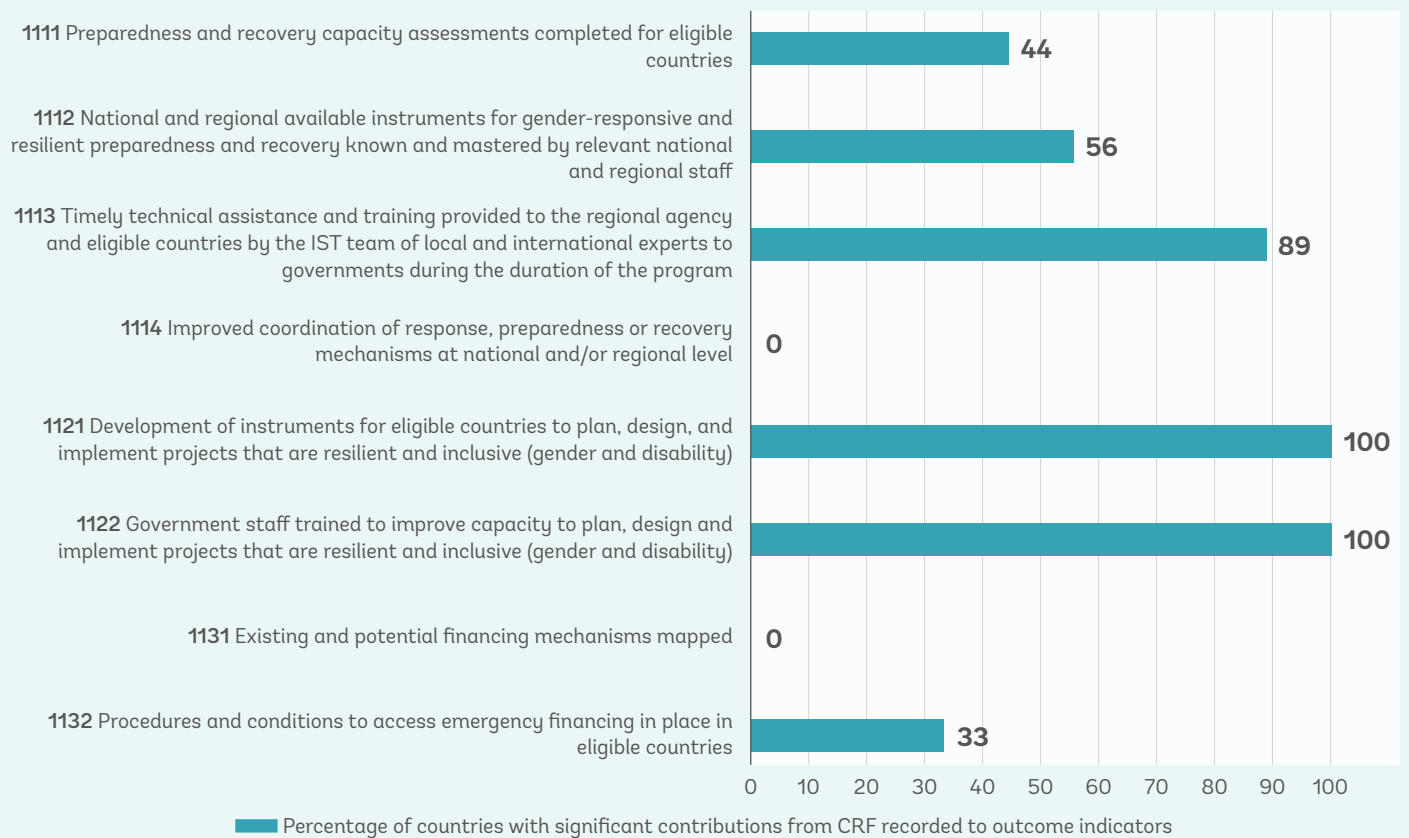
The program level component 1 outcome indicator, “*more effective and coordinated gender-responsive climate resilience in targeted countries following natural disasters*”, was assessed against its eight constituent output indicators as shown in Table 6-1. The unit of measurement here is per-

centage of countries where significant contributions from the CRF recorded to output indicators.

› The CRF made significant contributions to six out of the eight output indicators mapped under the three intermediate outcome indicators for Component 1. Although it is too early to determine the outcome level at this stage of the program and monitoring analysis, it appears that the program is making steady progress against all the three program level outcomes. All nine countries reported significant contributions from the CRF on the intermediate outcomes about the development of instruments and improved government capacity to plan, design, and implement projects that are resilient and gender–disability inclusive (Figure 6-1).

**Figure 6-1. Indicatorwise Results for Component C1**

#### Effective and coordinated gender-responsive climate resilience in targeted countries following natural disasters



Note: For output indicators 1121 and 1122, the 100 percent figured is based on regional activities that are reported to have benefited all nine countries.

Source: Staff estimates based on desk-based review

- › About half of the countries seemed to have benefited from significant contributions from the CRF on intermediate outcomes related to: (i) the conduct of preparedness and recovery capacity assessments; and (ii) the working level familiarity of national and regional staff with instruments for gender-responsive and resilience preparedness and recovery.
- › Eight out of nine countries reported significant support for the provision of timely technical assistance and training to regional entity and countries by international and local experts.
- › Only three countries have received significant contributions from the CRF so far on “procedures and conditions to access emergency financing”, while none of the countries has so far benefited from significant levels of program contributions toward “mapping of existing or potential financing mechanisms” and “improved coordination of response, preparedness and recovery”. Clearly, these areas need more focus and efforts under the CRF in the coming financial year.

**Table 6-2.** Component 1 Output Indicators.

Output indicators	Summary results
1100 More effective and coordinated gender-responsive climate resilience in targeted countries following natural disasters.	Significant Contribution Recorded
<b>1110 Increased capacity of eligible countries to utilize national and regional technical and implementation support for resilience building activities.</b>	<b>Significant Contribution Recorded</b>
1111 Preparedness and recovery capacity assessments completed for eligible countries.	Significant Contribution Recorded
1112 National and regional available instruments for gender-responsive and resilience preparedness and recovery, known and mastered by relevant national and regional staff.	Significant Contribution Recorded
<b>1113 Timely technical assistance and training provided to the regional agency and eligible countries by the IST team of local and international experts to governments during the the program.</b>	<b>Significant Contribution Recorded</b>
1114 Improved coordination of response, preparedness or recovery mechanisms at national and/or regional level.	Significant Contribution Not Recorded
<b>1120 Increased capacity of eligible governments to plan, design and implement projects that are resilient and more inclusive (gender and disability).</b>	<b>Significant Contribution Recorded</b>
1121 Development of instruments for eligible countries to plan, design, and implement projects that are resilient and inclusive, gender and disability.	Significant Contribution Recorded
1122 Government staff trained to improve capacity to plan, design and implement projects that are resilient and inclusive, gender and disability.	Significant Contribution Recorded
<b>1130 Increased access to post-disaster recovery financing mechanisms for disaster affected countries</b>	<b>Significant Contribution Recorded</b>
1131 Existing and potential financing mechanisms mapped	Significant Contribution Not Recorded
1132 Procedures and conditions to access emergency financing in place in eligible countries	Significant Contribution Recorded



### Countrywise Results

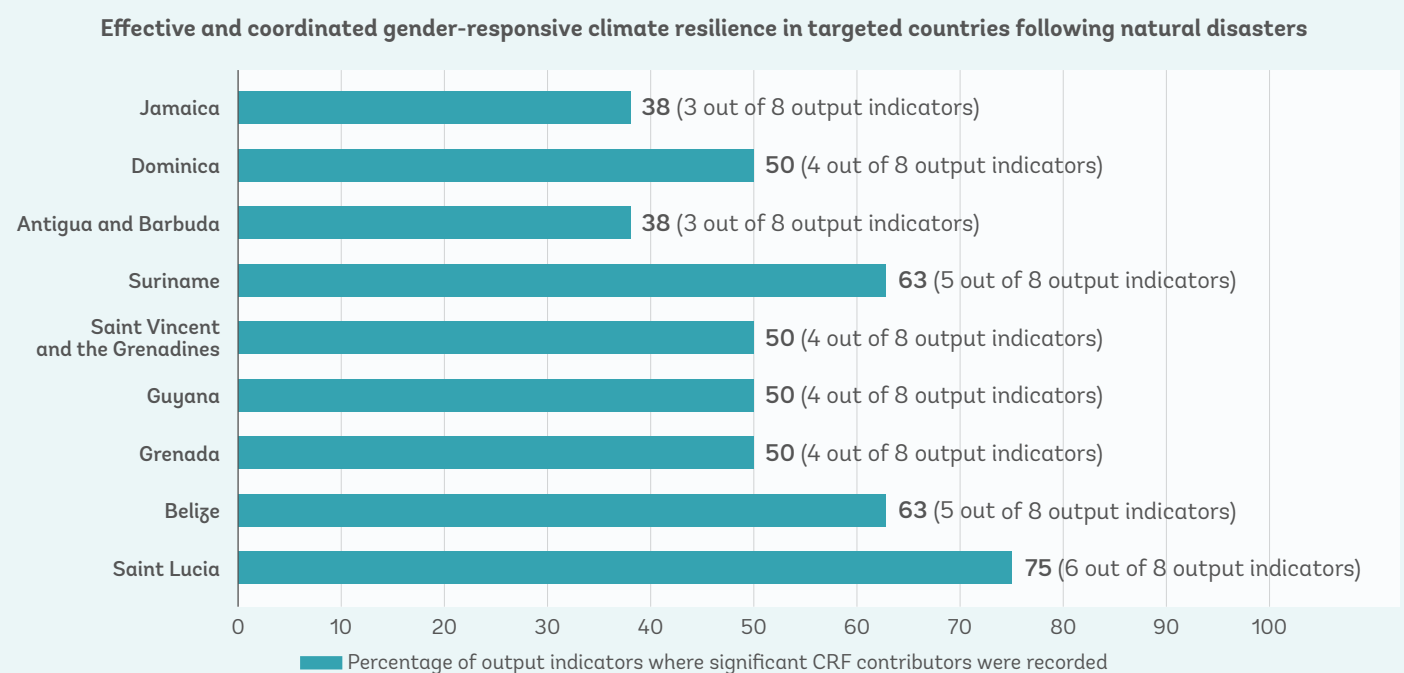
Similarly, viewing and assessing Component 1 results from a countrywise lens (figure 6-2 and table 6-3) shows that:

› All nine countries made significant contributions toward Component 1 intermediate outcomes. The level of contribution seems to be highest in St Lucia where the CRF is making significant contributions in six out

of eight intermediate outcome areas, followed by Belize and Suriname at five out of eight, and four out of eight for Dominica, Grenada, Guyana, and Saint Vincent and the Grenadines.

› The CRF is contributing to three of eight intermediate outcomes in Jamaica as well as in Antigua and Barbuda.

**Figure 6-2.** Countrywise Results for Component C1



Source: Staff estimates based on desk-based review

**Table 6-3.** Country Summary Results for Component 1.

Country	Percentage of outcome indicators where significant CRF contributions were recorded	Summary results
Antigua and Barbuda	37.5	Significant Contribution Recorded
Jamaica	37.5	Significant Contribution Recorded
Grenada	50	Significant Contribution Recorded
Guyana	50	Significant Contribution Recorded
Saint Vincent and the Grenadines	50	Significant Contribution Recorded
Dominica	50	Significant Contribution Recorded
Belize	62.5	Significant Contribution Recorded
Suriname	62.5	Significant Contribution Recorded
Saint Lucia	75	Significant Contribution Recorded

## COMPONENT C2

### Indicatorwise Results

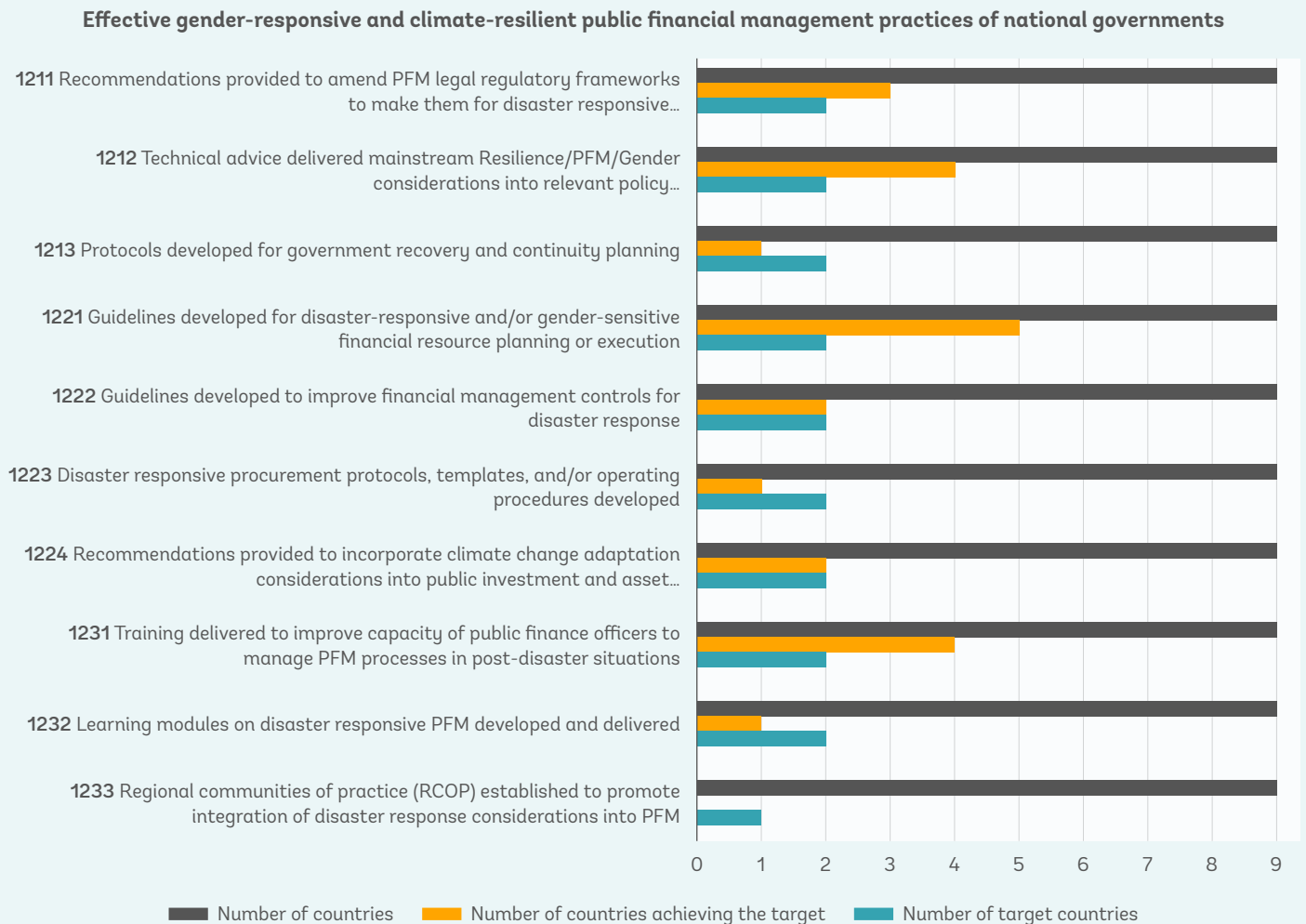
Component 2 has a program level outcome indicator of “effective gender-responsive and climate-resilient public financial management practices of national governments”. This indicator was ascertained against its 10 constituent output indicators. The lens of measurement here is the number of countries against the predetermined target where significant contributions from CRF recorded to intermediate outcome indicators (figure 6-3). It is notable that:

- › The CRF made significant contributions in improving capacity of governments and public finance officers to mainstream gender-sensitive disaster response into the

institutional and legal frameworks pertaining to public financial management practices, and in some aspects of mainstreaming gender-sensitive considerations into budgeting practices and procedures.

- › Five countries have benefited from significant contributions from the CRF on the intermediate outcomes related to the development of guidelines for gender-sensitive and disaster-responsive financial resource planning and execution.
- › Four countries are reported to have received noteworthy contributions from the CRF on intermediate outcomes related to technical advice related to mainstreaming of resilience or PFM or gender considerations into policy documents and action plans and improved capacity of public finance officers to manage PFM processes.

Figure 6-3. Indicatorwise Results for Component C2



Source: Staff estimates based on desk-based review

- › Three countries received substantial funding that led to recommendations to amend PFM legal and regulatory frameworks to make them more disaster responsive and inclusive.
- › Two countries seemed to have benefited from significant contributions from the CRF on intermediate outcomes related to providing recommendations to incorporate climate change adaptation considerations into public investment and asset management, and developing guidelines to improve financial management controls for disaster response.
- › Each country was significantly funded under the following outcome indicators: (i) developing learning modules on disaster-responsive PFM; (ii) delivering disaster-responsive procurement protocols, templates, and operating procedures, and (iii) preparing protocols for government recovery and continuity planning.
- › Program allocations in the remaining years need to pay attention to regional communities of practice established to promote integration of disaster response

considerations into PFM as they have not yet been established.

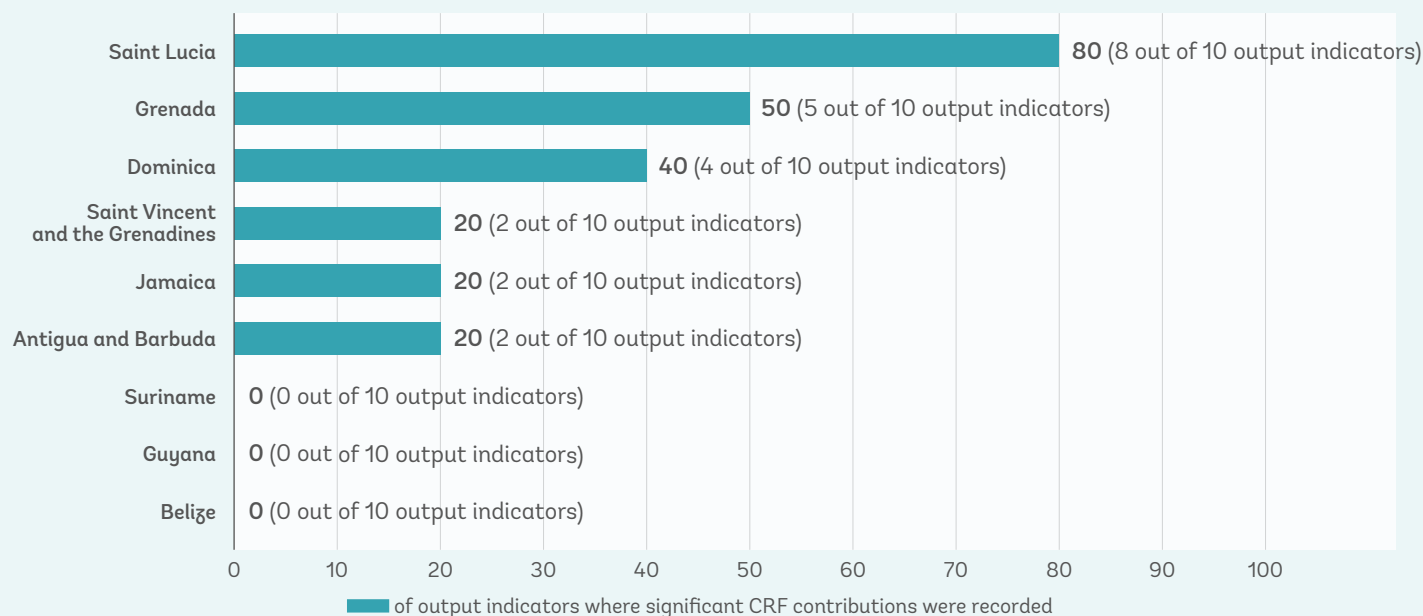
### Countrywise Results

An overall assessment for Component 2 from a country level perspective is as follows:

- › Significant contributions toward Component 2 intermediate outcomes are made in three out of nine countries.
- › Just as in the case of Component 1, the level of contribution seems to be highest in St Lucia where the CRF is making significant contributions in 8 out of 10 intermediate outcome areas, followed by Grenada at five out of ten, Dominica at four out of ten and Saint Vincent and the Grenadines, Jamaica, and Antigua and Barbuda at two out of 10.
- › Activities are expected to be initiated in the coming years in Belize, Guyana, and Suriname where none of the outcome indicators received substantial funding from the CRF thus far.

Figure 6-4. Countrywise Results for Component C2

#### Effective, gender-responsive and climate-resilient public financial management practices of national governments



Source: Staff estimates based on desk-based review

## 6.2. Improving the CRF Program through Lessons Learned (LL)

Over the past two years of program implementation, the CRF team identified several lessons which have been extremely valuable for improving the operational efficiency and performance of the CRF program.

These can be grouped under two broad categories that reflect the specific impact these lessons have on the program: lessons that influence the work plan design and lessons that influence the way the work plan is delivered.

### Implication on work plan design

The COVID-19 pandemic and the challenges it has posed to national systems globally and in the Caribbean region in particular, combined with other recent events that impacted the region—the volcano eruption in Saint Vincent and the Grenadines—have required governments to take extraordinary measures to address these emergencies and reduce the impact of the crisis on the most vulnerable. Moreover, such response efforts have generated an unprecedented demand for immediate resources at a time of economic downturn. The CRF has adapted its support to continue to assist its clients in this evolving context, developing a flexible programming approach and promoting specific activities to help support the governments' demand for immediate incremental financing.

#### ***LL1: Flexible programming of activities***

To respond to changing circumstance and accommodate changes in client needs, the CRF adopted a flexible and targeted modality of support so that the most pressing needs of countries are addressed during emergencies, while ensuring that the activities are in accordance with the objectives of the program.

For example, in Antigua and Barbuda, while the initial focus was on enhancements to the budget cycle, the government's request for technical support on emergency procurement to respond to the COVID-19 pandemic has resulted in a redraft of the workplan to align better with the country's urgent demand. Similarly, in St. Lucia the pandemic has uncovered a greater need for gender-based budgeting and gender-disaggregated data. Again, the PFM team adjusted the focus to attend to this demand.

#### ***LL2: Promote adaptation of PFM systems and procedures to optimize disaster response***

Past crises, natural hazards, and pandemics show that conventional PFM systems are often not the most appropriate to facilitate a rapid response while maintaining accountability and transparency requirements. This notwithstanding, PFM is not generally seen as an essential component of DRM, especially as it relates to carrying out procurement and audit operations for disaster response operations. The lack of adequate procurement planning and limited use of strategies for optimizing emergency procurement usually result in inefficient use of public funds and constrained response capacity. To address this issue, the CRF has placed particular efforts in promoting and delivering technical assistance and capacity building activities to enhance the disaster responsiveness of PFM procedures to respond better to and minimize the impact of future disaster events.

#### ***LL3: Identifying and engaging in prior consultations and client coordination is instrumental for a prompt and effective activation of CERC***

The contingent component is usually embedded in many World Bank-financed projects and allows undisbursed funds to be redirected from other parts of the project to cover emergency response needs. There are few prerequisites and guidelines to follow to activate the component, such as the development of an Emergency Action Plan, the Environmental and Social Management Framework (ESMF) or the CERC Manual.

COVID-19 pandemic has increased governments' request for this form of emergency financing and generated the need for capacity building support to expedite the activation of CERC. For example, in Belize the technical assistance from the CRF allowed for a timely activation of CERC enabling funding actions to support 17,650 farmers affected by the impacts of COVID-19 and drought. Similarly, in Suriname, the activation of the CERC supported the national health system's response to COVID-19, allowing the timely purchase of essential personal protective equipment for medical workers and key medical supplies. The CRF is focusing its efforts to enhance targeted countries' ability to access and benefit from this form of emergency financing. To this end, identifying and engaging in prior consultations and client coordination have been instrumental for the CRF in ensuring a quick development of ESMF for CERC activation to support governments with a timely deployment of activities and

project resources. Strengthening countries' ESMF through institutional and technical capacity building remains critical for prioritizing and scaling up DRM investments in the long term and during emergencies.

#### ***LL4: Emerging crosscutting regional topics***

The CRF has an opportunity to address emerging topics in the region arising from governments' request of support, such as assisting them in addressing the health, social, and economic emergency caused by COVID-19, enhancing social protection systems, business continuity, urban risk management, resilient infrastructure, and coastal management including risk management of sea level rise. Through the implementation of targeted actions, the CRF will ensure that these areas are considered and that capacity for implementation is strengthened at the national level.

#### ***LL5: Need to utilize existing channels to improve engagement with governments***

The CRF will modify its government engagement strategy to expand its support and to accelerate the identification of new activities by working more closely with the country management unit (CMU) to reach out to governments and increase the level of awareness about the CRF program, expedite the identification and development of activities and better position the CRF as a Government of Canada-funded initiative within countries. In this regard, the GPURL hired a senior DRM specialist to be based at the CMU in Kingston, Jamaica, to provide a faster and better targeted response to governments' requests and engage with governments and other key stakeholders to increase the support and understanding of project-related World Bank's policies.

#### **Implication on work plan implementation**

#### ***LL6: Nontraditional modes of supervision such as virtual or remote supervision, have proven to be effective***

The operational challenges posed by lockdowns and travel restrictions during the pandemic have required the World Bank task teams to adopt new models of working. The World Bank adapted to virtual or remote supervision of activities without the possibility of performing field supervision missions. This alternative modality of support has proven to be effective in providing technical assistance, enhancing capacity, and improving the efficiency of project implementation.

For instance, in St. Lucia and Saint Vincent and the Grenadines, the World Bank's Program Management Unit (PMU) provided regular videos of specific stages of the construction process of all coastal work sites prior to the virtual supervision missions, allowing the task team to keep a close monitoring of the progress of activities. During the virtual supervision missions, video calls were held with contractor managers and supervision consultants who walked the CRF team members through the different works sections, providing visual evidence of progress of each section, and advising on specific challenges encountered during construction.

Some of the benefits of collecting and managing monitoring data remotely may include, among others, larger geographic reach, reduced cost and time to collect data, fewer time delays between sampling and results.<sup>1</sup> If these benefits are confirmed over time, rather than being a temporary measure, more elements of virtual or remote supervision may be considered for adoption as a permanent measure that integrates and complements field supervision.

#### ***LL7: Early detection and identification of capacity constraints are key***

Early detection and identification of capacity issues to be addressed and the analysis of methodologies to strengthen capacity can improve project effectiveness and standardized end-to-end outcomes. These include thinking intentionally about quality control and capacity building from the inception phase of a project; assessing and evaluating throughout; and documenting evidence will ensure that capacity-building activities are clearly linked to defined objectives and outcomes.

#### ***LL8: Integrating disaster risk management at sector level***

The CRF recognizes and aims to support the advances made by the region to establish frameworks for DRM that incorporate and provide a more visible role of sectors such as housing, agriculture, transport, and public works, among others. This is particularly important during the recovery phase as those sectors are the most affected in the aftermath of hurricane events, and are involved in recovery activities.

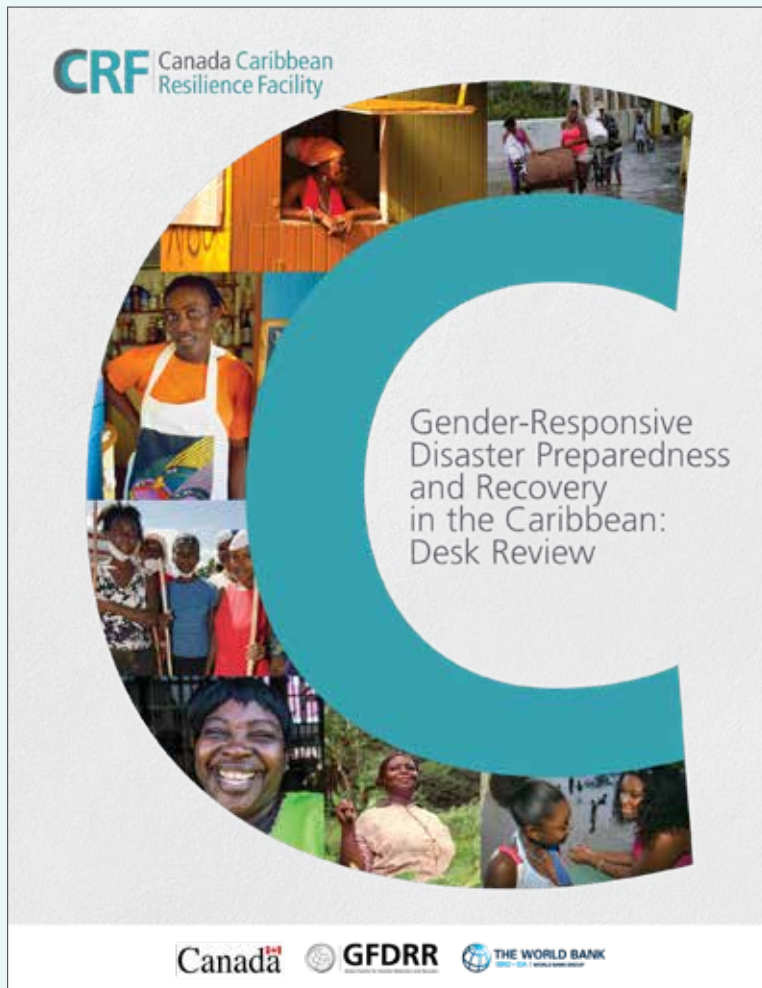
#### **Notes**

1. Guidance on Establishing Remote Monitoring and Management of GBV Programming in the Context of the COVID-19 Pandemic. Women's Refugee Commission. War Child Canada.

## CHAPTER 7. Outreach and Communication

During FY21, the CRF Secretariat continued to work closely with GPURL and Governance GP implementation teams to ensure an increased level of awareness about the CRF's support to the targeted countries, showcase the results and better position the CRF as a Canada funded initiative within countries, donor forums and within the World Bank. The activities implemented during the reporting period were outlined in the communications


workplan—consistent with the visibility guidelines specified in the CRF Operations Manual—and were further elaborated in the communications action plan. The communications approach under the CRF included 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. The following are key communication products launched during this fiscal year:



Published in March 2021, the Gender-Responsive Disaster Preparedness and Recovery in the Caribbean: Desk Review was commissioned to inform the activities of the CRF. Specifically, it: (i) assessed gender gaps and other inequalities, particularly in the context of disaster impacts; (ii) evaluated the extent of the integration of gender considerations into disaster and climate change policies at the national and sector levels; and (iii) developed recommendations for capacity building and technical assistance in gender responsive disaster preparedness and recovery for each of the nine CRF beneficiary countries. The report was [launched](#) on March 18, 2021.

Total downloads 582




Canada Caribbean Resilience Facility

## SUPPORTING RECOVERY AND BUILDING RESILIENCE IN BELIZE

Enabling rapid response to the COVID-19 pandemic

**AT A GLANCE**

**Country:** Belize

**Hazards:** Hurricanes, flooding, coastal erosion, sea-level rise, coral bleaching and droughts


**GFDRR Areas of Engagement:** Deepening engagements in resilience to climate change

**SUMMARY**

Belize is exceptionally vulnerable to natural hazards, climate change and economic shocks. For this reason, planning and engaging with development partners on gender-informed, climate-resilient preparedness, recovery, and public financial management practices have been central to Belizean policy making. In this respect, as part of the country's emergency response to the COVID-19 pandemic, the Canada Caribbean Resilience Facility (CRF) has helped the Government of Belize to advance the design and implementation of several important initiatives including the World Bank's Contingent Emergency Response Component (CERC) financing instrument, as well as an emergency cash transfer program that is expected to benefit more than 13,000 households.

**CONTEXT**

Belize is greatly exposed to hurricanes, flooding, sea-level rise, coastal erosion, coral bleaching, and droughts with impacts likely to intensify given expected increases in weather volatility and sea temperature shocks. Despite meeting the population criteria for small nation states—having a population less than 1.5 million—Belize has a relatively large landmass compared to other Caribbean countries, and ranks fourth after Cuba, Dominican Republic and Haiti. Its extensive forest, mangrove swamps, and agricultural area provide intriguing prospects for climate change mitigation. However, its low-lying topography makes it extremely vulnerable to rises in sea level; the capital city, Belize City, was moved inland to Belmopan after its inundation during hurricane Hattie in 1961. For these reasons, planning and engaging with development partners on gender-informed, climate-resilient preparedness, recovery, and public financial management practices have been central to Belizean policy making for many years, long before Belize submitted its nationally determined contribution (NDC) to the Paris Accord in 2015.






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**TACKLING DISASTER RESPONSE CAPACITY GAPS**

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 with support from Global Affairs Canada (GAC). The Trust Fund is valued at CAD 20 million—estimated USD 14.4 million—and implemented over a five-year period (FY19–FY23). The CRF was established to achieve more effective and coordinated gender-informed, climate-resilient preparedness, recovery, and public financial management practices in nine Caribbean countries. In Belize, the CRF provides support for activities that address Belize's capacity gaps regarding technical knowledge, familiarity with the World Bank environmental and social management framework (ESMF) as well as experience with the contingent emergency response component (CERC) implementation instrument. CERC implementing agencies have been trained on environmental and social due diligence for emergency response activities. Such measures ensure that activities implemented under CERCs are compliant with the World Bank environmental and social standards.

RESULTS IN RESILIENCE SERIES

This feature story on Belize, [Supporting Recovery and Building Resilience in Belize](#), was published in February 2021. It highlights how the CRF supported the Government of Belize in its response to the COVID-19 pandemic, specifically to advance the design and implementation of several important initiatives including the World Bank's CERC financing instrument, as well as an emergency cash transfer program that is expected to benefit more than 13,000 households.



WHO WE ARE | HOW WE WORK | WHERE WE WORK | KNOWLEDGE HUB | WHAT'S NEW

FEATURE | FEBRUARY 2021

## INTEGRATING GENDER IN BUDGET POLICIES FOR DISASTER MANAGEMENT IN THE CARIBBEAN: LESSONS LEARNED AND NEXT STEPS



People in Kingston, Jamaica walking down the street and shopping during trade days (Photo Credit: Shutterstock)



EnGender  
Gender Inclusion and Resilience



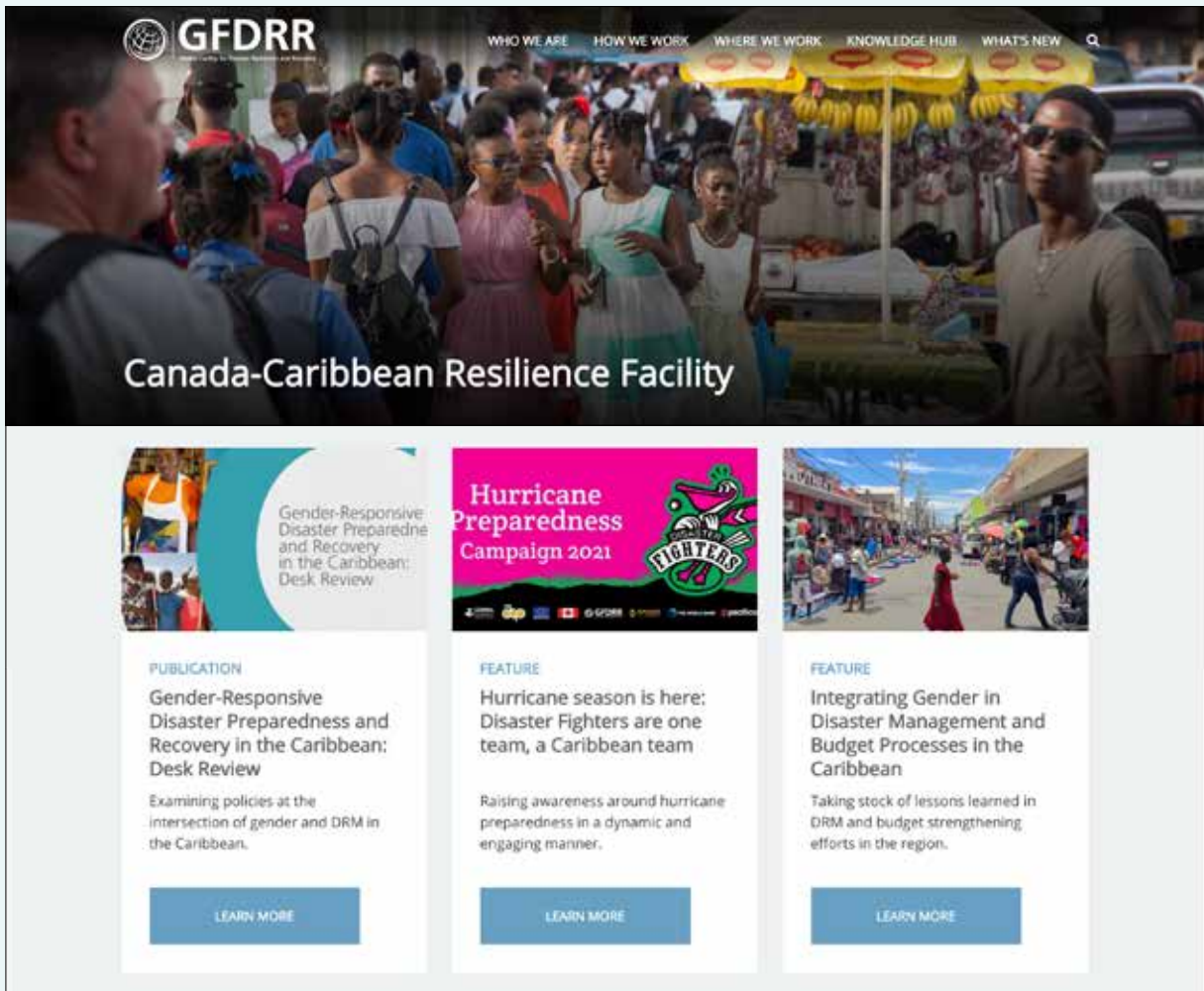


Saint Lucia - Department of Finance  
L to R: Nadia Wells-Hyacinth, Director, Department of Finance and Javeria Huggins, World Bank Consultant

The CRF's support to integrate [gender in budget policies for DRM](#) in the Caribbean was published in February 2021. It highlights the importance of understanding the differential needs of men and women, youth and elderly, people with disabilities and designing budget policies that respond to their needs. It presents the findings of assessments on the extent to which gender is integrated in budgeting for DRM in the region, the lessons learned from technical assistance, and next steps of the CRF support.

To amplify the CRF in the donor space, the March 2021 issue of the GFDRR newsletter focused on the CRF and its efforts to strengthen disaster and climate resilience and public financial management in nine Caribbean countries. The [newsletter](#) was shared with the GFDRR Consultative Group—the full group of GFDRR donors.

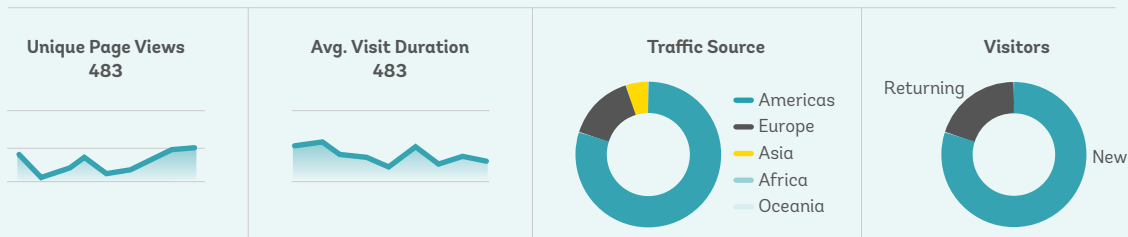
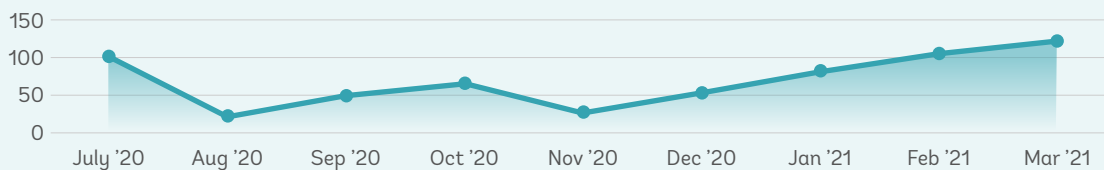




The Secretariat continued to update the CRF’s [website](#) to share information and engage a range of stakeholders. Since November 2020, the website has seen constant increase in the number of visitors, primarily from the Americas and Europe with Canada, the US and the UK being top countries to visit.

In addition to communicating through these products, the CRF teams also participated in a virtual knowledge and experience sharing event on gender featuring knowledge products created by gender teams across the World Bank.

**Website visitor activity, November 2020 to March 2021**





# CHAPTER 8. Looking Ahead – The Fiscal Year 2022 Work plan

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## 8.1. Overview

This work plan articulates the planned regional and in-country activities for Components 1 and 2, and runs for the period April 1, 2021, to March 31, 2022, to align with the Government of Canada's fiscal year. It builds on the previous work plan as well as ongoing dialogue with the governments of the CRF eligible countries. In line with the objectives of the CRF, activities in this work plan respond to governments' requests for support, reflecting flexibility and anticipated bottlenecks hindering the implementation of lending operations, and strengthening post-disaster PFM systems and processes. The CRF remains agile in its approach to support countries by addressing capacity gaps created or exacerbated by the COVID-19 response, and helps governments maintain business continuity through the pandemic and the hurricane season. The workplan also includes some FY21 activities which have been temporarily delayed owing to the pandemic and, in some countries, engagement challenges because of the political cycle.

### Consultative Process

Ongoing dialogue between the World Bank task teams and the government is a critical aspect of the workplan development process. The FY22 work plan builds on enduring relationship and partnership of the World Bank task teams with the CRF targeted governments. Activities to be implemented are identified on a rolling basis, drawing on

requests from governments and regional partners in accordance with the program's objective, thereby also ensuring alignment with the strategic intent of the donor. It is through this engagement that task teams can help identify and operationalize activities that meet the most pressing needs of governments. For instance, following the initial results of the Recovery Capacity Assessment, the CRF is engaged in an ongoing consultation with the Government of Antigua and Barbuda to identify specific activities to be implemented; and in Belize, the CRF continues its dialogue with the newly elected government to identify immediate areas of needs for capacity development or technical assistance.

The CRF recognizes the need for changing priorities in countries' demand owing to unforeseen circumstances or emergencies, therefore, this work plan is a customized set of activities for implementation reflecting its flexibility and adaptability. For example, in Antigua and Barbuda, while the initial focus was on enhancements to the budget cycle, the government's request for technical support on emergency procurement to respond to the COVID-19 pandemic has resulted in a redraft of the workplan to align better with the country's demand.

## 8.2. Regional Activities – Components 1 and 2

Table 8-1 describes the planned regional activities under Component 1 and 2.

**Table 8-1.** Work Plan for Regional Activities

Country/ Regional Entity	Results No.	Results Areas	Description	Estimated Amount USD	Compare to WP FY21	Time Frame
<b>Strengthen social inclusion in recovery and resilience building projects or programs in the Caribbean</b>						
All Countries (Capacity Building)	1	1121	<b>Gender-Responsive Development in Disaster Risk Reduction and Climate Change.</b> CRF in partnership with UNDP supported EnGenDER project, is supporting the University of the West Indies-Open Campus (UWI-Open Campus) to incorporate gender in the course curriculum of the Post Graduate Certificate in Disaster Risk Management and Resilience; and sponsor about 20 staff from CRF eligible countries to follow the courses.	\$100,000	Continuation	April 1, 2021– March 31, 2022
All Countries (Capacity Building)	2	1121	<b>Technical Assistance for Gender-responsive Disaster Preparedness and Recovery in Each CRF Country in Priority Sectors.</b> This activity will identify crucial knowledge gaps in eligible countries on the specific vulnerabilities and disaster impacts on women, men, girls and boys across sectors and hazards, as well as prioritize key interventions to address selected knowledge gaps in various countries. This activity is complementary to the Recovery Capacity Assessment and will be carried out in collaboration with the UNDP supported EnGenDER project.	\$50,000	New	April 1 – September 30, 2021
All Countries (Assessment)	3	1111	<b>Disability Inclusion Desk Review and Gap Assessment.</b> Finalization of the disability inclusion desk review and gap assessment including an internal peer review process.	\$30,000	Continuation	April 1 – May 30, 2021
All Countries (Capacity Building)	4	1122	<b>Disability Inclusion in DRM Awareness Raising and Training Packages.</b> Based on information and findings contained in the Disability Inclusion Gap Assessment Report (Activity: Disability Inclusiveness Gap Assessment), a collection of country-specific training packages will be developed to raise awareness and favor the inclusion of disability considerations in DRM policies and practices. The training will be done as a Webinar for selected participants from the nine CRF eligible countries.	\$50,000	New	April 1, 2021 – March 31, 2022
Belize, Dominica, Guyana and Jamaica (Assessment)	5	1111	<b>Disaggregated Disability Data Management for Early Warnings and DRM.</b> This activity will address the serious lack of disaggregated disability data that is available and/or accessible to DRM and the issues of early warnings for the development and delivery of services and the planning and implementation of response and recovery activities. Activities include an assessment of needed datasets, collection of selected data and development of draft protocols for data sharing in four countries.	\$250,000	New	April 1, 2021– September 30, 2022
<b>Strengthening Preparedness and Recovery Capacity in the CRF Supported Countries</b>						

**Table 8-1.** Work Plan for Regional Activities (cont.)

Country/ Regional Entity	No.	Results Areas	Description	Estimated Amount USD	Compare to WP FY21	Time Frame
All Countries (Assessment)	6	1111	<b>Recovery Capacity Assessment at Sector Level.</b> In FY 21, CRF partnered with CDEMA and UNDP to strengthen CDEMA's CDM audit tool's "Recovery Section" to understand the recovery capacity better in the Caribbean region so that concrete recommendations could be made to strengthen recovery capacities at regional and country levels. A comprehensive tool was developed by CRF to strengthen the recovery section of the CDM audit tool and it had been applied in four countries already—Antigua and Barbuda, Dominica, Guyana and St. Lucia. The reports are under preparation and will be finalized in FY22. In FY 22, the tool will be rolled out to other five countries—Belize, Grenada, Jamaica, Suriname, and Saint Vincent and the Grenadines—and prepare comprehensive reports with concrete recommendations to strengthen the recovery capacity at sector level.	\$130,000	Continuation	April 1, 2021– March 31, 2022
Nine countries (Capacity Building)	7	1114	<b>Support Recovery Preparedness in Housing and Other Prioritized Sectors.</b> The CRF will support housing an additional sector selected by respective governments to strengthen the recovery capacity so that in the aftermath of future disasters, the recovery will be faster, inclusive, and resilient. Recommendations from the Recovery Capacity Assessment will inform the selection of the additional sector and specific activities. This work will start in four countries and the other five will follow next fiscal year. It is expected that some activities will continue next fiscal year.	\$600,000	New	July 1, 2021 – March 31, 2022
Nine countries (Assessment)	8	1111	<b>Disaster Preparedness and Response Capacity Assessment of National Disaster Management Organizations.</b> This assessment will complement the assessment in Dominica, Grenada, St. Vincent and the Grenadines and St Lucia financed by the ACP-EU Natural Disaster Risk Reduction Program. <sup>1</sup> The other five countries will be covered under the CRF (Antigua and Barbuda, Belize, Guyana, Suriname, and Jamaica).	\$250,000	Continuation	June 1, 2021 – March 30, 2022
Nine countries (Capacity Building)	9	1114	<b>Preparation for the hurricane season and the volcano eruption (Emergency in a Box – EmBox):</b> In case of a disaster in an eligible country, the CRF will support the contingency planning for effective emergency response and immediate recovery.	\$75,000	New	May 1, -- December 31, 2021
Nine countries (Technical Assistance)	10	1113	<b>Continuity of Public Services During Emergencies.</b> The CRF will support eligible countries to identify main points of failure in public services during and in the immediate aftermath of disasters and help governments ensure the continuity of critical services.	\$300,000	New	June 1, 2021 – November 30, 2022
<b>Support to OECS Commission in Pooled Procurement and Supply Chain Management to Respond Better to Emergencies</b>						

**Table 8-1.** Work Plan for Regional Activities (cont.)

Country/ Regional Entity	No.	Results Areas	Description	Estimated Amount USD	Compare to WP FY21	Time Frame
OECS Commission and CARICOM Member States (Capacity Building)	11	1113	<b>Support to OECS in Pooled Procurement and Supply Chain Management.</b> Efficient procurement is critical for Caribbean countries to be able to respond better and recover from disaster emergencies. The OECS Commission requested the support of the CRF to expand their Pharmaceutical Procurement Service (PPS) to other critical goods that are needed for disaster response and recovery, based on the lessons learned over past 35 years implementing the PPS. The PPS has over the years ensured efficient supply of quality pharmaceuticals to the countries at a competitive price due to the economy of scale. CRF will provide technical support for the OECS to: (i) carry out an assessment of the current structure of the PPS, lessons for past 35 years and opportunities for expansion; (ii) develop a strategy for expansion of PPS to identified new goods; and (iii) develop a road map and an action plan for the implementation of the expansion with main emphasis on sustainability.	\$180,000	Continuation	May 15 – Continuation Dec 31, 2021
<b>Support to CDEMA to strengthen its capacity to deliver services efficiently to member States</b>						
CDEMA (Technical support)	12	1113	<b>Develop a Sustainable Financing Strategy for CDEMA.</b> CDEMA has traditionally been financed through a mix of agreed core contributions by participating states (PS) and programming support from development partners. Contributions from the PSs are the primary source of financing for core operations of the CDEMA Coordinating Unit, yet these funds are insufficient. The CDEMA Coordinating Unit continues to operate under a very constrained financial environment. Over the years, CDEMA has received support from a number of development partners with respect to the advancement of CDM interventions in the PS. Notwithstanding this support, the donor environment is also subject to the vagaries of the global economic environment, such that this support can also be unpredictable. In this context, CDEMA has requested technical support from CRF to develop a “Business Model, Strategy and Plan of Action for a Stable and Sustained Financing”. A ToR has been already agreed upon and the Bank has initiated the procurement process to select a suitable firm to assist CDEMA in this.	\$200,000	Continuation	Feb. 1 – Dec. 31, 2021
CDEMA (Technical Assistance)	13	1114	<b>Strengthen Preparedness and Response Coordination Capacity Including for the Hurricane Season.</b> The objective of this activity is to provide technical support to CDEMA’s preparedness and response program during the hurricane season of 2021. One or two individual consultants will be deployed to work under the direction of CDEMA’s Program Manager, Preparedness and Response (PMPR) to coordinate hurricane preparedness and response efforts by CDEMA.	\$60,000	Continuation (postponed)	May 1 – March 31, 2021

**Table 8-1.** Work Plan for Regional Activities (cont.)

Country/ Regional Entity	No.	Results Areas	Description	Estimated Amount USD	Compare to WP FY21	Time Frame
CDEMA (Capacity Building)	14	1114	<b>Strengthening CDEMA Regional Training Center (RTC) to Build Regional Recovery Capacity.</b> This activity aims to strengthening of the recovery function in CDEMA Participating States by building capacity within the CDEMA system to address gaps in the recovery planning. Activities include conduction of a critical review of post-crisis or disaster recovery processes among selected CDEMA participating states, assess the capacity of the RTC, and generate an appropriate learning program.	\$60,000	Continuation (postponed)	May 1 – March 31, 2021
CDEMA (Technical Assistance)	15	1113	<b>Support CDEMA's Coordination Activities.</b> CDEMA has several partners supporting its activities. The collaboration with the World Bank and other donors is expanding and as well as the number of supported initiatives. The implementation of all these activities requires CDEMA's coordination efforts and can be time consuming, diverting CDEMA's attention from core tasks, especially during emergencies. The World Bank intends to hire a consultant to support CDEMA with the coordination of World Bank supported activities as well as other donor supported activities. The consultant will be based at the CDEMA Secretariat.	\$70,000	New	May 15, 2021 – March 31 2022
CDEMA (Technical Assistance)	16	1113	<b>Support the Communication Campaign for the Hurricane Season 2021.</b> The CRF will support CDEMA to prepare for the regional hurricane communication campaign for the hurricane season 2021 complementing support from the ACP-EU.	50,000	New	May 1 – December 31, 2021
CDEMA (Capacity Building)	17	1121	<b>Foster Sustainability of the Contribution from IST.</b> This activity aims to develop training manuals and technical videos from the experts hired under CRF so that they can be used by a wider, regional group of government staff as future reference. Team will explore the possibility to host such a knowledge portal at CDEMA Regional Training Center.	30,000	New	May 1 – December 31, 2021

**Table 8-2.** Work Plan for In-country Activities (cont.)

Country/ Regional Entity	Results No.	Areas	Description	Estimated Amount USD	Compare to WP FY21	Time Frame
<b>Build Project Management Capacity in the CRF Eligible Countries</b>						
All Countries (Capacity Building)	18	1114	<b>Training for Project Management for Disaster Recovery Projects.</b> Project management knowledge and skills of implementing agencies is critical for successful design, implementation, M&E, and closing of projects. CRF aims to up-skill and up-scale technical capability in project management in the Recovery Projects and Resilience-Building Programs for personnel in key line ministries and build the ministries' long-term capacity in project management, leading to more effective, coordinated, and inclusive disaster preparedness and recovery. For this, an online training program is under development in partnership with World Bank's Open Learning Campus (OLC) blending most recent project management principles with practical experience in implementing recovery projects in several regions.	55,000	Continuation	April 1 – December 31, 2021
All Countries (Assessment)	19	1111	<b>Procurement Capacity Assessment.</b> A procurement capacity assessment was carried out to identify specific procurement related capacity gaps so that necessary training and capacity building programs can be supported to improve such capacities. The key activities included: (i) Preliminary workshop with procurement officers from countries for participatory design of training contents; (ii) Interviews with public procurement practitioners and representatives from partners to validate the training designs; (iii) final design of training sessions, conduction of the workshop and draft the training materials together with the procurement officers; (iv) final edition of the training materials and additional training sessions if requires; (v) system to verify the usage of the training in future acquisitions. This is a continuation of an activity started in FY21.	65,000	Continuation	April 1 – December 31, 2021
Grenada, Saint Lucia & Saint Vincent and the Grenadines (Capacity Building)	20	1113	<b>Procurement Training for Grenada, Saint Lucia and Saint Vincent and the Grenadines, for Application of Their New Public Procurement Legislation.</b> The Governments of Grenada, Saint Lucia, and Saint Vincent and the Grenadines have all enacted new or reformed public procurement legislation in recent years. However, the lack of familiarity and awareness by public procurement officials on the content and applications of the newly enacted regulations has been identified as a bottleneck for efficient procurement in these countries especially during and after disasters. CRF has hired a firm to review the new procurement regulations, develop training manuals, and conduct trainings for the public procurement officers of each of the countries. This is a continuation of an activity started in FY21.	143,000	Continuation	April 1 – June 30, 2021



**Table 8-2.** Work Plan for In-country Activities (cont.)

Country/ Regional Entity	Results		Description	Estimated Amount USD	Compare to WP FY21	Time Frame
	No.	Areas				
<b>Resilient Infrastructure Diagnostic</b>						
All Countries (Assessment)	21	1111	Resilience of Infrastructure is a key factor deciding the extent of damages and losses during disaster events. It also decides the efficiency and effectiveness of response, relief, and recovery. Therefore, CRF is planning to conduct an assessment to identify the vulnerability of key infrastructures in the nine CRF eligible countries and develop investment plans to assist the countries to strengthen and improve vulnerable infrastructure. This activity will continue next fiscal year.	300,000	New	July 1, 2021 – March 31, 2022
<b>Total</b>					<b>\$3,048,000</b>	

Note: 1. <https://www.gfdr.org/en/cdema-disaster-preparedness-and-response-capacity-assessment-and-technical-assistance>

### 8.3. In-Country Activities – Components 1 and 2

Table 8-2 describes activities in-country under Component 1 and 2 that are planned in the period April 1, 2021 – March 31, 2022.

**Table 8-2.** Work Plan for In-country Activities

	Component/ Results Areas	Description	Estimated Amount USD	Compare to WP FY21	Time Frame
Antigua and Barbuda	C1	Ongoing dialogue with the government. Specific activities will be identified through the Recovery Capacity Assessment.	n.a.	n.a.	TBD
	C2 (1212)	<b>Assistance to Streamline Disaster Emergency Procurement Procedures.</b> Further discussions and awareness raising activities on the need to strengthen public procurement planning to prepare better for disasters.	\$100,000	Continuation	TBD
	C2 (1212)	<b>Technical Assistance to Streamline Disaster Response Budgeting Proposals.</b> Agreement with the government on action points for implementation support.	TBD	Continuation	TBD
Belize	C1	No activities for FY22.	n.a.	n.a.	n.a.
	C2	<b>Application of the Post-Disaster Public Financial Management toolkit and Technical Assistance to Strengthen Resiliency.</b> Meeting with the Government to be organized to agree on technical assistance priorities. The World Bank's CMU has initiated the engagement with the newly elected government.	\$100,000	n.a.	TBD
Dominica	C1	Dialogue with the government is ongoing to identify activities.	n.a.	n.a.	n.a.
	C2 (1231)	<b>Application of the Post-Disaster Public Financial Management toolkit.</b> Technical assistance on integrating disaster resilience in budget planning and implementation.	\$100,000	n.a.	TBD
Grenada	C1 (1113)	<b>IST technical support to the Government of Grenada.</b> <b>&gt; Bridges:</b> <ul style="list-style-type: none"> <li>Review inputs for the construction and rehabilitation of civil engineering works or bridges including designs, structural analysis, and contract documents</li> <li>Provide inputs to and administer contracts for construction.</li> <li>Provide technical guidance and review inputs on:(i) the supervision of building works on site; (ii) the preparation of necessary instructions and record keeping for all aspects of design and construction of civil engineering works or bridges.</li> </ul>	\$30,000	Continuation	April 1, 2021 – March 31, 2022

Table 8-2. Work Plan for In-country Activities (cont.)

Component/ Results Areas	Description	Estimated Amount USD	Compare to WP FY21	Time Frame
Grenada (cont)	<p><b>C1</b></p> <p><b>IST technical support to the Government of Grenada.</b></p> <p><b>&gt; Roads:</b></p> <ul style="list-style-type: none"> <li>• Review and provide technical inputs to the engineering design of roads</li> <li>• Develop a work plan on the roll-out of capacity building activities on road design and engineering for local government units.</li> <li>• Review and assist with the design and administration of the works contracts, including project performance monitoring, and the preparation of relevant reports to ensure that contractual clauses are respected.</li> </ul>	\$30,000	Continuation	April 1, 2021 – March 31, 2022
	<p><b>IST Technical Support to the Government of Grenada (GoG).</b></p> <p><b>&gt; Monitoring and Evaluation (M&amp;E):</b></p> <p>Review the M&amp;E needs of selected public projects and establish the practical procedures and measures required to operationalize M&amp;E systems (data collection, processing, analyzing and reporting). The expert will develop an M&amp;E system for the selected public sector projects, including expected result indicators and associated guidelines, and will deliver two trainings for GoG staff on project cycle and M&amp;E.</p>	\$30,000		
	<p><b>IST Technical Support to the Government of Grenada.</b></p> <p><b>&gt; Gender:</b></p> <ul style="list-style-type: none"> <li>• Conduct a gap analysis for assessing at national and local levels: (i) how gender considerations are incorporated into policy frameworks and their level of implementation; (ii) the level of technical capacity for implementation, including organizational arrangements; (iii) the level of participation and the leadership roles of women in the different phases of the DRM cycle; and, (iv) the availability of gender-informed data and the methodology used for its collection and analysis</li> <li>• Undertake a desk review and develop a stakeholder map to select survey and workshop participants</li> <li>• Conduct virtual consultations and result validation sessions with the relevant stakeholders</li> <li>• Elaborate a full report.</li> </ul>	\$30,000		

Table 8-2. Work Plan for In-country Activities (cont.)

Component/ Results Areas	Description	Estimated Amount USD	Compare to WP FY21	Time Frame
Grenada (cont)	C1	<b>IST Technical Support to the Government of Grenada.</b> > <b>Procurement specialist:</b> Roll out a training program on procurement-related procedures needed on a continuous basis. This program includes training activities on preparing standard bidding documents, bid evaluation reports, draft contracts, contract amendments, ToRs, Request for proposals, and evaluation of Expressions of Interest and Invitations to Qualify (ITQs), among other	\$30,000	Continuation
		<b>Operational Support to the Regional Disaster Vulnerability Reduction Project.</b> > <b>Activity 1:</b> Technical and operational assistance to finalize the execution of works before the end of the project. 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.	\$30,000	
		<b>Operational Support to the Regional Disaster Vulnerability Reduction Project.</b> > <b>Activity 2:</b> Roll out a training program on procurement-related procedures needed on a continuous basis, including: the preparation of standard bidding documents, bid evaluation reports, draft contracts, contract amendments, ToRs, Request for proposals, and evaluation of Expressions of Interest, and ITQs. In FY21, the GoG requested to deliver training after the ongoing process of contracting new procurement officers is finalized, to ensure they can benefit from the activity.	\$30,000	
		<b>Technical Support to the Preparation of the Grenada Resilience Improvement Project (GRIP).</b> > <b>Activity 1:</b> <ul style="list-style-type: none"> <li>• Development of site visit forms to gather information on preselected sites for project implementation.</li> <li>• Support to the collection of information from stakeholder organizations and review of relevant documentation for the pre-selected sites.</li> <li>• Support to the analyses of the collected information and preparation of project-related documents and inputs to prioritize the investments to be financed under GRIP.</li> <li>• Support to the planning and coordination of (virtual) missions, presentations, and workshops, including consultations with various government agencies and local stakeholders.</li> </ul>	\$30,000	

Table 8-2. Work Plan for In-country Activities (cont.)

	Component/ Results Areas	Description	Estimated Amount USD	Compare to WP FY21	Time Frame
Grenada (cont)	C1	<b>Technical Support to the Preparation of the Grenada Resilience Improvement Project (GRIP).</b> <b>&gt; Activity 2:</b> Based on a need assessment, a flood mitigation capacity building program will be developed and delivered to support the implementation of the project	\$30,000	Continuation	April 1, 2021 – March 31, 2022
		<b>Technical Support to the Preparation of the Grenada Resilience Improvement Project (GRIP).</b> <b>&gt; Activity 3:</b> Based on a need assessment, a geotechnical engineering capacity building program will be developed and delivered to support the implementation of the project	\$30,000		
	C2 (1223)	<b>Application of the Post-Disaster Public Financial Management Toolkit.</b> Provided technical assistance to support the development of a disaster risk-informed Public Investment and Asset Management (PIAM) framework and develop procurement manuals and emergency operating procedures.	\$100,000		
Guyana	C1 (1122)	Strengthening Guyana's Ability to Efficiently Implement the Guyana Flood Risk Management Additional Financing. <b>Activity 1:</b> The CRF will support the PIU by trainings its staff on novel dredging and stockpiling methodologies. This activity has been postponed to April or May 2021 as the PIU was not yet fully staffed FY21.	\$10,000	Continuation	April 1, 2021 – March 31, 2022
		Strengthening Guyana's Ability to Efficiently Implement the Guyana Flood Risk Management Additional Financing. <b>Activity 2:</b> The CRF will continue the support as the EDWC project has received an additional financing. A consultant will support the implementation of the project activities and also help to improve the construction methodology for the designed works and tendering of additional rehabilitation works.	\$30,000		
	C2	Application of the Post-Disaster Public Financial Management Toolkit and Technical Assistance to Strengthen Resiliency. Findings of the PD-PFM review presented to the new government. Further discussions required to agree on Action plan.	\$100,000		

**Table 8-2.** Work Plan for In-country Activities (cont.)

	Component/ Results Areas	Description	Estimated Amount USD	Compare to WP FY21	Time Frame
Jamaica	C1	<b>Support to Covid-19 Vaccination Roll-out.</b> In response to the Covid-19 pandemic, the Ministry of Health and Wellness of Jamaica has formulated a comprehensive vaccine implementation plan that aims to vaccinate at least 65% of the defined priority groups by March 31, 2022. The Interim Vaccination Plan presented to Parliament in January 2021 outlined waste management as one of the operational components. This component of the plan will be critical to the effective operation of the COVID-19 Vaccine Implementation Programme (COVID-19 VIP). Approximately four million doses of the vaccine will be received from the COVAX facility, the African Medical Supply Platform, India, and Moderna will be distributed. The CRF will provide technical assistance for the management of the waste generated by the COVID-19 roll out.	\$100,000	New	April 1, 2021 – March 31, 2022
	C1 (1114)	<b>Support to the Recovery of the Tourism Sector in Jamaica in the Context of Covid-19 Pandemic.</b> Ministry of Tourism’s newly formed Task Force for Recovery in response to the impacts of the COVID-19 pandemic on the tourism sectors aims at emerging stronger, better and more inclusive than before the COVID-19 outbreak. Options are under discussion with the Task Force to identify specific support. The concepts of Build Back Better will also be strengthened (TBC).	\$30,000	New	April 1, 2021 – March 31, 2022
	C2 (1222)	<b>Post-Disaster Public Financial Management.</b> Presentation of PD-PFM findings and discussion on next steps—the program has already supported the preparation of emergency budget guidelines. The government expressed interest to prioritize the preparation of a comprehensive DRM strategy before moving to PFM activities.	\$100,000		
Saint Lucia	C1 (1113)	<b>IST Technical Support to the Government of Saint Lucia (GoSL).</b> ➤ <b>Activity 1:</b> Training and hands-on procurement support to GoSL project management teams, including the DVPR Project Coordination Unit.	\$30,000	Postponed from FY 21	April 1, 2021 – March 31, 2022
		<b>IST Technical Support to the Government.</b> ➤ <b>Activity 2:</b> Support the GoSL in its initiative to repurpose the urban space of coastal cities, particularly in the capital, Castries, considering resilience measures.	\$30,000		
		<b>IST Technical Support to the Government.</b> ➤ <b>Activity 3:</b> Contribute to strengthening the government’s technical capacity to understand climate change vulnerabilities and to implement climate resilient projects.	\$30,000		

Table 8-2. Work Plan for In-country Activities (cont.)

Component/ Results Areas	Description	Estimated Amount USD	Compare to WP FY21	Time Frame
Saint Lucia (cont)	<p><b>C1</b> (1113)</p>	<p><b>IST Technical Support to the Government.</b>  <b>&gt; Activity 4:</b>            Build capacity to prepare proposals targeting to increase resilience and help the GoSL develop implementable projects to support the government in its goal to better access global resources to build resilience.</p>	\$30,000	Postponed from FY 21
		<p><b>IST Technical Support to the Government.</b>  <b>&gt; Activity 5:</b>            Support the GoSL to 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 existing tools and proposals for software that would be useful in the national context. This capacity will support the implementation of all projects in the country including DRM projects.</p>	\$30,000	
		<p><b>IST Technical Support to the Government.</b>  <b>&gt; Activity 6:</b>            Continue offering technical and operational assistance to expedite the completion of ongoing activities, including studies, procurement processes and the execution of construction and rehabilitation works in multiple sites. The consultant will ensure compliance and quality through closer follow-up and hands-on assistance when required.</p>	\$30,000	
		<p><b>IST Technical Support to the Government.</b>  <b>&gt; Activity 7:</b>            Continue to review technical reports and provide specialized guidance on coastal engineering and coastal management for the timely completion of the studies contemplated in the project, while building, through on-the-job support, the capacity of the Department of Fisheries and the PCU on these issues.</p>	\$30,000	
		<p><b>IST Technical Support to the Government.</b>  <b>&gt; Activity 8:</b>            Build capacity of GoSL staff to undertake M&amp;E of activities aiming at building resilience. This support is needed due to the increasing number of ongoing activities that need monitoring, steering, and evaluation.</p>	\$30,000	

Table 8-2. Work Plan for In-country Activities (cont.)

	Component/ Results Areas	Description	Estimated Amount USD	Compare to WP FY21	Time Frame
Saint Lucia (cont)	C1	<p><b>IST Support to the Disaster Vulnerability Reduction Program (DVRP).</b></p> <p>➤ <b>Activity 1:</b> Provide technical advice and support to the implementation of the Climate Change Adaptation Financing Facility (CAFF). The consultant's support includes:(i) hands-on, real-time support and capacity building on environmental, social, health, and safety risk management systems;(ii) support the portfolio review of Development Bank of Saint Lucia (SLDB) projects; (iii) support the evaluation of the existing ESHS risk management system and suggest improvements or updates; (iv) help review the risk and engineering aspects associated with various small civil works for drainage, roads, retaining walls, and larger projects, and (v) developing and providing a week-long training for SLDB staff on ESHS risk management systems . The government requested to postpone the activity until July 2021.</p>	\$30,000	Continuation	April 1, 2021 – March 31, 2022
		<p><b>IST Support to the Disaster Vulnerability Reduction Program (DVRP).</b></p> <p>➤ <b>Activity 2:</b> 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 or awareness raising and coordination activities.</p>	\$30,000		
		<p><b>IST Support to the Disaster Vulnerability Reduction Program (DVRP).</b></p> <p>➤ <b>Activity 3 - Technical coordinator:</b> Facilitate the completion of major interventions before DVRP ends. These include: the rehabilitation of the hydrometeorological observation network, LiDAR mapping, emergency siren installation and the establishment of the hydrometeorological data portal. The consultant will also continue supporting the PCU by advising and supporting the coordination of other activities and strengthening procedures to ensure that timely follow-up takes place and all relevant stakeholders are informed of project aspects that are of relevance for them. The consultant will also continue providing on-the-job training to the PCU.</p>	\$30,000		



Table 8-2. Work Plan for In-country Activities (cont.)

Component/ Results Areas	Description	Estimated Amount USD	Compare to WP FY21	Time Frame
Saint Lucia (cont)	<p><b>C1</b></p> <p><b>IST Support to the Disaster Vulnerability Reduction Program (DVRP).</b></p> <p>➤ <b>Activity 4:</b></p> <p>Continue offering technical and operational assistance to expedite the completion of ongoing activities, including studies, procurement processes and the execution of construction and rehabilitation works in multiple sites. The consultant will ensure compliance and quality through closer follow-up and hands-on assistance when required.</p>	\$30,000	Continuation	April 1, 2021 – March 31, 2022
	<p><b>IST Support to the Disaster Vulnerability Reduction Program (DVRP).</b></p> <p>➤ <b>Activity 5:</b></p> <p>Continue to review technical reports and provide specialized guidance on coastal engineering and coastal management for the timely completion of the studies contemplated in the project, while building, through on-the-job support, the capacity of the Department of Fisheries and the PCU on these issues.</p>	\$30,000		
	<p><b>IST Support to the Disaster Vulnerability Reduction Program (DVRP).</b></p> <p>➤ <b>Activity 6:</b></p> <p>Continue building the capacity of PCU staff on the World Bank procurement guidelines and processes, focusing on contract management. The specialist will also deliver follow-up training sessions for the participants to the trainings delivered in FY21 on the topics of bid evaluation for goods and works, civil works contracts, shopping methods, limited international bidding, and contract termination procedures.</p>	\$30,000		
(1212, 1213, 1211)	<p><b>C2</b></p> <p><b>Post-Disaster Public Financial Management.</b></p> <p>a. Agreement with the government on action points for implementation support on the importance of integrating disaster or climate change and gender considerations in the design and implementation of budget policies.</p> <p>b. Conduct workshop on business continuity planning (BCP) for business units of MoF to design their plans and supported the government on streamlining disaster response budgeting protocols.</p> <p>c. Support MoF to draft interim finance instructions to give guidance on how MDAs should execute emergency budget in response to a disaster event (it was used for COVID-19).</p> <p>d. Revisions to the PFM Act to define parameters on executing PFM in times of emergency.</p> <p>e. Provide support to the Accountant General Department in compiling the Government of St. Lucia's financial statements for the outstanding years.</p> <p>f. The review and design of ToRs for the firm that would 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.</p>	\$100,000		

Table 8-2. Work Plan for In-country Activities (cont.)

	Component/ Results Areas	Description	Estimated Amount USD	Compare to WP FY21	Time Frame
St. Vincent and the Grenadines	C1 (1113)	<b>IST Support to the Disaster Vulnerability Reduction Program (DVRP)</b> ➤ <b>Activity 1:</b> Technical and operational assistance to expedite the conclusion of ongoing studies, facilitate the conditions of procurement procedures, and support implementation agencies during the execution of the remaining works under the project, ensuring compliance and quality through closer follow-up and hands-on assistance when required.	\$30,000	Continuation	April 1, 2021 – March 31, 2022
		<b>IST Support to the Disaster Vulnerability Reduction Program (DVRP)</b> ➤ <b>Activity 2:</b> Technical guidance to and on-the-job capacity building of the RDVRP project team on coastal engineering and coastal modeling for the timely conclusion of coastal works. Specifically, the consultant will review technical reports and offer guidance on specific aspects of the designs and construction methodologies or approaches used.	\$30,000		
	C1 (1121)	<b>Response to La Soufriere Volcano Eruption.</b> To support the response to the eruption of the La Soufriere volcano in St. Vincent and the Grenadines, the consultant will develop shelter management guidelines and plans; update shelter management policy to include COVID-19 protocols; and train shelter managers accordingly.	\$20,000	New	April 1, 2021 – March 31, 2022
		To support the response to the eruption of the La Soufriere volcano in SVG, the consultant will support design and implementation of communications activities by designing communications plans for strengthening the La Soufriere communication strategy and crafting press releases, articles and multi-media activities to increase awareness of the volcano and other hazards.	\$30,000		
C1 (1113)	<b>Support to the Development Policy Credit (DPC) or Catastrophe drawdown option (Cat DDO).<sup>1</sup></b> The CRF will support the implementation of the DPC or Cat DDO.	\$30,000	New	April 1, 2021 – March 31, 2022	
C2 (1212)	<b>Application of the Post-Disaster Public Financial Management Toolkit.</b> Presentation of PD-PFM findings and follow-up activities with relevant units to agree on action points on responding to the government's request to strengthen public procurement practices to better respond to disasters; and integrate gender considerations in the design and implementation of budget policies.	\$100,000	TBD	TBD	

Table 8-2. Work Plan for In-country Activities (cont.)

	Component/ Results Areas	Description	Estimated Amount USD	Compare to WP FY21	Time Frame
Suriname	C1 (1113)	<b>IST Support to the Saramacca Canal Rehabilitation Project.</b> Continue providing hands-on support to and building the capacity of the client on procurement methods, evaluation techniques, and contract management for the implementation of the Suriname Saramacca Canal Rehabilitation Project and other future projects.	\$30,000	Continuation	April 1, 2021 – March 31, 2022
	C1	<b>Overall Support to Activation of the CERC component under the SCRP.</b> Conducted trainings on the implementation of CERC Operations Manual that was prepared in FY20.	\$30,000	Continuation	April 1, 2021 – March 31, 2022
	C2	<b>Application of the Post-Disaster Public Financial Management Toolkit.</b> Presentation of the PD-PFM review to the newly elected government is planned for a later date in 2021. Specific activities have not yet been identified.	TBD	TBD	TBD
<b>Sub-total Component C1</b>			\$1,090,000		
<b>Sub-total Component C2</b>			\$800,000		
<b>Total</b>			<b>\$ 1,890,000</b>		

Note: 1. Catastrophe Deferred Drawdown Option (Cat DDO) is a contingent financing line that provides immediate liquidity to countries to address shocks related to natural disasters and/or health-related events. It serves as early financing while funds from other sources such as bilateral aid or reconstruction loans are being mobilized.

# Appendixes

## Appendix A. Financial Details

**Table A-1. Financial Summary**

	USD	CAD <sup>1</sup>
Pledged Contribution	\$15,859,170	\$20,000,000
Paid in Contribution	\$9,954,857	\$13,000,000
Awarded Grants (operational components 1 and 2)	\$4,483,115	\$5,653,656
Program Management and Administration	\$279,000	\$351,847
Total allocated	\$4,762,115	\$6,005,503
Funds Available for New Grants and Top up of Existing Grants	\$5,192,742	\$6,994,497

Note: Canadian dollar equivalents were calculated based on the March 31, 2021 exchange rate of 1 USD = CAD 1.2611. <https://www1.oanda.com/currency/converter/>

**Table A-2. Summary of Grants and Disbursed Amounts by Components**

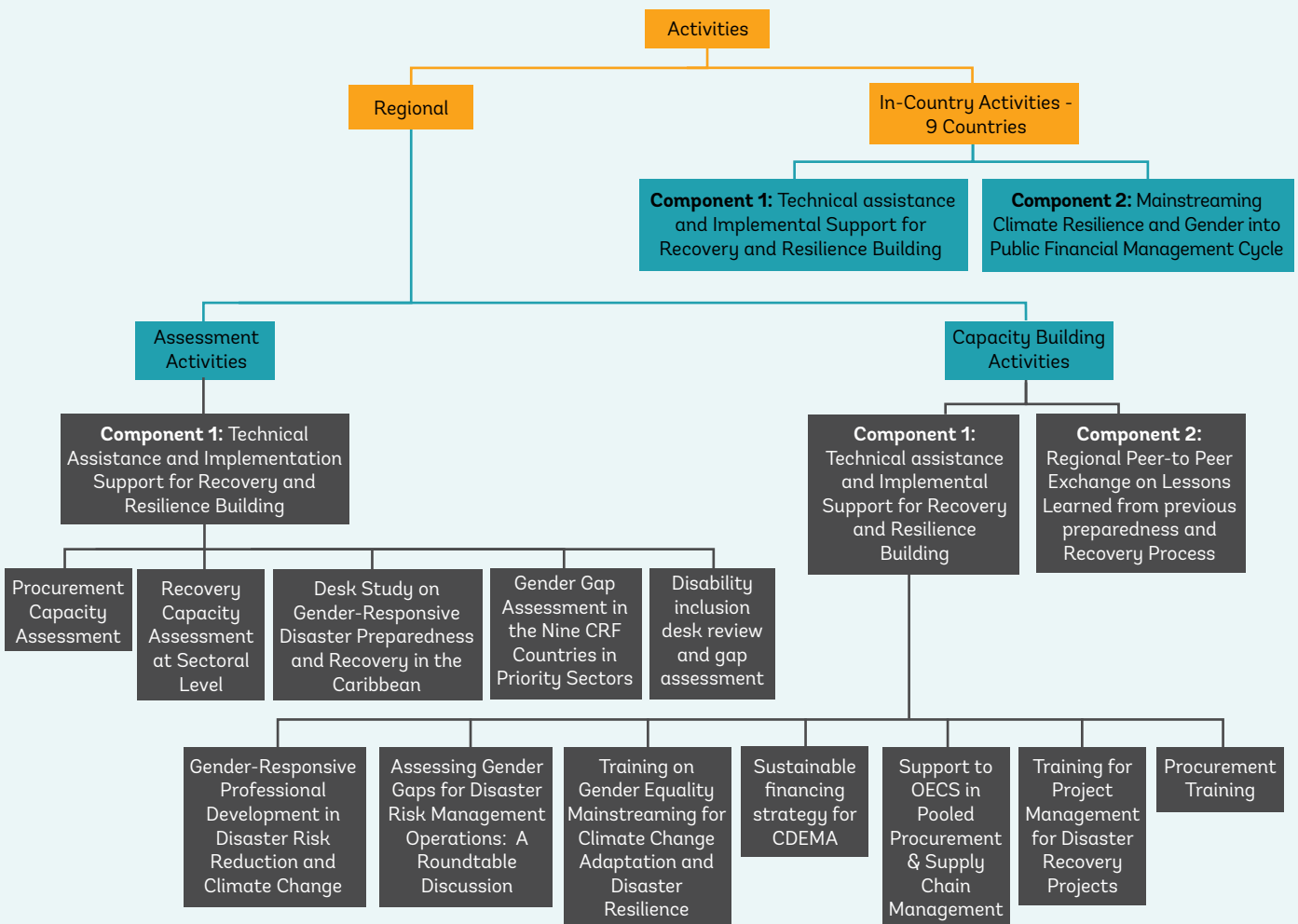
	Grant Amounts		Disbursement		Disbursement Rate (% of allocated)	
	Cumulative	FY21	Cumulative	FY21	Cumulative	FY21
Component 1 – Regional Activities	\$1,900,000	\$700,000	\$890,956	\$515,785	47%	74%
Component 1 - In country Activities	\$1,100,000	\$500,000	\$347,779	\$ 276, 056	32%	55%
<b>Sub-total component 1</b>	<b>\$3,000,000</b>	<b>\$1,200,000</b>	<b>\$1,238,735</b>	<b>\$791,841</b>	<b>41%</b>	<b>66%</b>
Component 2	\$1,483,115	\$516,885	\$547,666	\$407,978	37%	79%
PMA	\$279,000	0	\$176,693	\$147,957	63%	No PMA top ups in FY21
<b>Total</b>	<b>\$4,762,115</b>	<b>1,716,885</b>	<b>\$1,963,094</b>	<b>\$1,347,775</b>	<b>41%</b>	<b>79%</b>

**Table A-3.** Summary of Contributions to CRF, as of March 31, 2021

Pledged Contributions		
	USD	CAD
Donor pledged contribution	\$15,859,170	\$20,000,000
Contributions paid-in (receipt)		
First installment May 2019	\$2,970,512	\$4,000,000
Second installment November 2019	\$3,009,782	\$4,000,000
Third installment March 2021	\$3,974,562	\$5,000,000
<b>Total paid-in contribution</b>	<b>\$9,954,856</b>	<b>\$13,000,000</b>
Unpaid Contributions		
Fourth installment by March 31, 2022	\$2,873,027	\$4,000,000
Fifth installment by March 31, 2023	\$2,154,770	\$3,000,000
<b>Total unpaid contributions</b>	<b>\$5,027,797</b>	<b>\$7,000,000</b>

**Appendix B. Progress Description of Activities per Country and Component**

**Figure B-1.** Schematic of regional and in-country activities



## B.1 Regional Activities

### Assessment Activities

Regional Activity	
<i>Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building</i>	
<b>Activity:</b>	<b>Recovery Capacity Assessment at Sectoral Level</b>
<b>Country/Regional Entity</b>	All Countries
<b>Time Frame</b>	April 1, 2021 – March 31, 2022
<b>Description</b>	<p>In the aftermath of disasters, disruptions to sectors such as housing, tourism, agriculture, and fisheries affect the productivity and wellbeing of populations. Small island developing states (SIDS) often struggle to recover, rebuild vital infrastructure, and restore the provision of services in a timely and resilient manner. This limits the capacity of countries to withstand future extreme weather events, which are increasingly exacerbated by climate change.</p> <p>With the objective of better understanding the implementation bottlenecks and capacity needs at sector level, a systemic and comprehensive Recovery Capacity Assessment has been developed and its implementation initiated. This assessment focuses on governments' priority sectors. Findings will inform the identification of future fit-for-purpose activities under Component 1 and provide recommendations for governments to enhance recovery capacity of selected sectors. Gender and disability aspects have been considered and the results of the gender desk review will inform and complement this assessment. The Recovery Capacity Assessment will also complement the Preparedness and Response Capacity Assessments, which focus on understanding National Disaster Management Organizations (NDMOs) and CDEMA capacity. With these two assessments the countries' capacity to prepare, respond and recover in the aftermath of a disaster will be better understood, enabling its improvement. The Preparedness and Response Capacity Assessments capacity assessment was financed by the Africa Caribbean Pacific (ACP)-European Union (EU) Natural Disaster Risk Reduction (NDRR) Program and developed in partnership with CDEMA and the Enabling Gender-Responsive Disaster Recovery, Climate and Environmental Resilience (EnGenDER) project supported by UNDP.</p> <p>CDEMA uses the Comprehensive Disaster Management (CDM) Audit tool, which has a section on recovery that needed upgrading, to assess countries' capacities in DRM. The CRF in collaboration with the Engender Program, supported by UNDP, joined forces with CDEMA to upgrade the recovery section. As a result, a stand-alone CDM Recovery Audit Tool was developed, which includes a national level recovery assessment and the sectoral Recovery Capacity Assessment developed by CRF in collaboration with CDEMA. The main element of the assessment is composed by a comprehensive questionnaire. The CRF is actively working with CDEMA and Engender in the implementation and pilot testing of the CDM Recovery Audit Tool.</p>

## Regional Activity

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

## Activity: Recovery Capacity Assessment at Sectoral Level (cont.)

**Progress Update – FY21** The work conducted under this multiyear activity that started in 2020 has been developed in two phases:

- Phase 1 (completed) – Development of the assessment methodology: A recovery capacity assessment methodology for key national sectors was developed by the CRF building on the CDEMA’s CDM Audit tool. The methodology was peer reviewed by World Bank experts and CDEMA. The methodology has been integrated in CDEMA’s CDM Recovery Audit Tool, complementing the upgraded national level recovery capacity assessment.
- Phase 2 (in progress) – Application of the methodology: Under the leadership of CDEMA, and in collaboration with EnGenDer, NDMOs, and the ministries of key national sectors, the tool application started in four countries: Saint Lucia, Dominica, Guyana, and Antigua and Barbuda., initial conversations have taken place in the other five countries and implementation is at various levels of planning. Extensive consultations with countries and collection of information from NDMOs, sectoral ministries, and other stakeholders have taken place via virtual meetings, which in some countries, are still ongoing. Once the recommendations emerging from the assessment are prioritized, the team will ensure that activities under the CRF are validated by governments and complement the ones carried out by CDEMA, in particular regarding the Caribbean Resilient Recovery Facility.

COVID-19 and the resulting restrictions on travel and gathering of people have impacted the activity’s implementation delaying the application of the CCM Recovery Audit tool. However, despite some initial delays, the activities have been adapted to current COVID-19 health crisis and successfully carried out. In-person meetings have been replaced with virtual consultations to collect data and discuss with the NDMOs, government stakeholders, and sector actors.

**Table B-1. Country Status of the CDM Recovery Audit Tool Application**

Country	Selected Sector	Partners	Number of Consultations and Meetings	Data Collection Status	Analysis and Draft Reporting
St. Lucia	Tourism	NEMO	9	✓	✓
Guyana	Agriculture	CDC and Ministry of Agriculture	7	✓	✓
Dominica	Tourism	ODM and Ministry of Tourism	4	✓	✓
Antigua and Barbuda	Agriculture	NODS and the Ministry of Agriculture, Fisheries and Barbuda Affairs	3	✓	✓
Grenada	Social Development (sub-sector TBD)	NADMA and the Ministry of Social Development	1	✗	✗
Jamaica	TBD	Invitation letters sent by CDEMA. A reply from the government is being awaited	None	✗	✗
SVG	TBD	NEMO and the Ministry of Finance	1	✗	✗
Suriname and Belize		These two countries have not yet applied the CDM Audit tool. Implementation arrangement are being discussed with CDEMA	None	✗	✗

Note: ✓ indicates ‘completed’ status, while ✗ signifies ‘under consideration’.

Regional Activity	
Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building	
Activity:	Recovery Capacity Assessment at Sectoral Level (cont.)
<b>Next Steps – FY22</b>	<p>a. Develop the draft reports in Saint Lucia, Dominica, Guyana and Antigua and Barbuda. The expected completion dates for this activity are:</p> <ol style="list-style-type: none"> <li>i. Saint Lucia and Guyana – May 31, 2021</li> <li>ii. Dominica – June 30, 2021</li> <li>iii. Antigua and Barbuda – July 15, 2021</li> </ol> <p>b. Conduct the assessment and develop the draft report for Grenada, Saint Vincent and the Grenadines, Jamaica, Suriname, and Belize. The expected completion dates for this activity are:</p> <ol style="list-style-type: none"> <li>i. Grenada</li> <li>ii. Saint Vincent and the Grenadines – estimated completion date to be determined on account of the volcano eruption that is causing severe disruption to governmental services.</li> <li>iii. Jamaica – August 31, 2021</li> <li>iv. Suriname and Belize – September 30, 2021</li> </ol>
Activity:	Procurement Capacity Assessment
<b>Country/Regional Entity</b>	All Countries
<b>Time Frame</b>	April 1 – December 31, 2021
<b>Description</b>	Recognizing that sound institutional procurement capacity is central to secure successful project implementation, a procurement capacity assessment is being conducted in the nine countries. The objective of this activity is to assess skill gaps to determine the procurement training needs to build capacity for project implementation
<b>Progress Update – FY21</b>	<p>A desk review was conducted to: (i) understand the legal framework and the institutional arrangement of the public procurement systems in the nine countries; (ii) verify the data publicly available on the legal framework and the actual transactions of the procurement process; (iii) identify the public procurement training programs available in the region. Data for the assessment were collected through interviews with independent public procurement practitioners as well as procurement specialists from the Inter-American Development Bank (IADB), the Caribbean Development Bank (CBD) and the World Bank. This information, combined with inputs provided by procurement officers in the nine countries, will allow the identification of bottlenecks and areas of opportunity for improvements in the procurement system and drive the design of specific training modules.</p> <p>Initial consultations have been conducted with other development banks, such as the CBD and IDB, several consultants working in the region, and a firm conducting specific procurement training in the nine countries to prepare the ground for the validation workshop of the training modules.</p>
<b>Next Steps – FY22</b>	<ol style="list-style-type: none"> <li>i. Preliminary design of a learning-by-doing workshop to study actual procurement files to identify pros, cons, and best practices and build together the content of the training sessions that they perceive they need with procurement officers.</li> <li>ii. Interviews with public procurement practitioners and representatives from partners to validate the training designs.</li> <li>iii. Final design of training sessions, conduction of the workshop, and drafting the training materials together with the procurement officers.</li> <li>iv. Final edition of the training materials and additional training sessions, if required.</li> <li>v. System to verify the use of the training in future acquisitions.</li> </ol> <p>The expected timeline for the workshop validations, workshop training, and drafting training materials: March 2021 – December 2021.</p>



Regional Activity	
Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building	
<b>Activity:</b>	<b>Desk Study on Gender-Responsive Disaster Preparedness and Recovery in the Caribbean</b>
<b>Country/Regional Entity</b>	All Countries
<b>Time Frame</b>	April 1, 2021 – March 31, 2022
<b>Description</b>	<p>This desk study intends to help filling the knowledge gap in analytics and research on gender-responsive disaster preparedness and recovery in the Caribbean region, and provide an evidence base to inform CRF capacity building and technical assistance.</p> <p>The desk study includes:(i) an assessment of gender gaps and inequalities, particularly in the context of disaster impacts, (ii) an evaluation of the extent of the integration of gender considerations into disaster and climate change policies at the national and sectoral levels, and (iii) the development of recommendations for capacity building and technical assistance in gender-responsive disaster preparedness and recovery for each of the nine CRF countries.</p>
<b>Progress Update – FY21</b>	The official launch of the desk study was done in mid-March 2021 through a high-level panel of CRF country government officials, UN Women or EnGenDER project, NGO representatives—women, youth and persons with disabilities—working on disaster preparedness and recovery in the Caribbean region.
<b>Next Steps – FY22</b>	The activity is completed.
<b>Activity:</b>	<b>Gender Gap Assessment in the Nine CRF Countries in Priority Sectors</b>
<b>Country/Regional Entity</b>	All Countries
<b>Time Frame</b>	March 2021 – July 2021
<b>Description</b>	<p>The assessment, conducted in partnership with EnGenDER and the World Bank task teams, intends to accelerate and promote more effective and coordinated gender-responsive preparedness and recovery activities through the identification of bottlenecks, gaps, and challenges to effective recovery activities in key sectors most impacted by climate change and disasters. This activity fills a crucial knowledge gap for CRF on the specific vulnerabilities across sectors and hazards, the differentiated impact of disasters on women, men, girls and boys in select sectors, and a way forward for capacity building and technical assistance activities.</p> <p>To avoid duplication, the CRF is collaborating with and building on the results of UNDP's EnGenDER studies for each of the nine CRF countries in priority sectors, which include a gender and age inequalities analysis, the cost of inaction, and a stakeholder mapping analysis.</p> <p>The key sectors in each country are: St. Vincent and Grenadines – Agriculture and Water; Antigua and Barbuda – Protected Areas, Finance and Infrastructure; Guyana – Health and Agriculture; Belize – Agriculture, Water and Coastal Zone; Suriname - Agriculture, Water, Energy and Forestry. For Jamaica, Dominica, Grenada, and St. Lucia the sectors have yet to be identified.</p>
<b>Progress Update – FY21</b>	The CRF has received the country reports of Antigua and Barbuda, Belize, Guyana and Suriname in mid-February, the remaining four reports were expected to be available in April 2021. Based on the findings of these reports, capacity building and technical assistance activities will be identified and implemented in FY22 in collaboration with the EnGenDER project and other partners.
<b>Next Steps – FY22</b>	<ol style="list-style-type: none"> <li>i. Finalization of the country report for Dominica, Grenada, Jamaica and St. Lucia – April 2022</li> <li>ii. Consultations and identification of technical assistance activities for Antigua and Barbuda, Belize, Guyana and Suriname – April 2022</li> <li>iii. Consultations and identification of technical assistance activities for Dominica, Grenada, Jamaica and St. Lucia – June to July 2021</li> <li>iv. The activities identified will feed into the new work program.</li> </ol>

Regional Activity	
<i>Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building</i>	
Activity:	<b>Disability inclusion desk review and gap assessment</b>
<b>Country/Regional Entity</b>	All Countries
<b>Time Frame</b>	April 1 – May 30, 2021
<b>Description</b>	<p>Recognizing that climate change is affecting everyone but not equally, and that that people living with disabilities (PWD) are often among those most adversely affected, the assessment provides an analysis of the demographics and dynamics of disability across the in the nine eligible CRF countries and gives visibility to the policies, attitudes, and societal mechanisms that support prevailing disability inclusion practices. Based on the results of the assessment, the study proposes a series of recommendations to make CRF preparedness and recovery strategies more inclusive of PWD.</p> <p>The initial findings of this study indicate that a significant and growing proportion of the population live with some form of disability, mostly mobility and visual limitations, mostly acquired and worsening with age. Disability demographics are generally not well understood, there is level of stigma attached to all disability— particularly mental, psychological, and intellectual. Disability data are not well managed, and disaggregated data that is so important for DRR planning purposes, is limited. At official levels there is commitment to the principles of disability inclusion and much public policy, codes, and standards of practice are in place to remove barriers to access to public infrastructure, transport, and communications for PWD and to enable their full participation in society, and thus meaningfully contribute to community climate resilience. However, these are universally poorly adhered to and accessibility remains very limited.</p> <p>DRR, emergency management (EM), and early warning providers are very aware of a need for greater inclusion of PWD but consider that are actively engaging with PWD and their agents and include the needs of PWD along with those of other vulnerable sectors of the population in operational plans. PWD, on the other hand, do not consider that they are consulted or able to meaningfully participate. It seems that while there is a willingness for collaboration and partnerships, attitudinal and organizational culture differences prevent meaningful communication. National disability organizations and advocacy groups frequently report that DRR processes are developed for rather than with PWD and that their input and recommendations are not well integrated into policy and practice. National disability organizations are well organized and broadly representative of their communities and can be powerful advocates. “We are the ones wearing the boots; we know where they pinch.” Building strong working relationships with these organizations and facilitating their greater and more effective collaboration with national and regional DRR, EM, and early warning providers would be useful to the CRF projects working toward disability inclusive climate resilience.</p> <p>While COVID-19 pandemic across all nine CRF countries has seriously limited the availability of regional and national informants across DRR and disability support, it has had an unexpected benefit for PWD in that it has shone a light on the plight of PWD and has raised awareness of the barriers many face— particularly communication barriers for emergency warnings and information.</p>
<b>Progress Update – FY21</b>	A desktop review has been completed. An extensive range of international and regional conventions and agreements, and national legislation and policy relating to disability inclusion, DRR, and sustainable development in the nine CRF countries were examined and reviewed. Also, a wide range of published reports and literature, particularly relating to the challenges and barriers that confront PWD in emergency situations, were accessed and analyzed. A limited number of virtual interviews with regional and in-country informants representing DRR, early warnings systems, and PWD have been conducted. Additional interviews need to be conducted to complete national profiles. Then, a series of recommendations will be developed, and the report finalized.

Regional Activity	
<i>Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building</i>	
<b>Activity:</b>	<b>Disability inclusion desk review and gap assessment (cont.)</b>
<b>Next Steps – FY22</b>	<p>CRF Disability Inclusion – Activity 1 (CRF Disability Gap Assessment Report)</p> <p>i. Completion of zoom or video initial interviews of in-country DRM and PWD informants and inclusion of relevant information and input in the report; confirmation of included information with relevant in-country, CDEMA and CMO informants; and finalizations of final draft report for internal review – Mid-April 2021.</p> <p>Correction and response to review comments; official launch of the CRF Disability Gap Assessment Report – end of May 2021.</p>
<b>Activity:</b>	<b>Assessing Gender Gaps for Disaster Risk Management Operations: A Roundtable Discussion</b>
<b>Country/Regional Entity</b>	All Countries
<b>Time Frame</b>	April 1 - May 30, 2021
<b>Description</b>	<p>The Global Facility for Disaster Risk Reduction (GFDRR) and the WB's Global Practice on Urban, Disaster Risk Management Resilience and Land (GPURL) organized a roundtable with the purpose of exchanging experiences on gender gaps assessments in DRM programs, compare different approaches, highlight key findings in different countries and regions, and propose operational responses. The event, held on Tuesday, February 16, 2021, was attended by 45 Bank World Bank staff working on gender and DRM. The CRF was invited to present on its recently published report: <i>Gender Responsive Disaster Preparedness and Recovery in the Caribbean– A Desk Study</i>. In line with the World Bank Gender Strategy 2016–2023, the CRF and Global Facility for Disaster Risk Reduction (GFDRR) are committed to incorporate gender sensitive and gender-inclusive approaches into their disaster risk management programs. However, the World Bank teams continue to struggle to assess gender gaps in DRM programs and determine operational responses, in partnership with our clients. In response, regional assessments of gender gaps have been undertaken in the Eastern European and Central Asia and Caribbean. In addition, the GFDRR commissioned a global review of gender and DRM, which has led to a new analytical framework, which can help WB teams and clients identify gender gaps and solutions. The roundtable highlighted the different approaches and assessments of each of the studies, their key findings, and ways forward to continue to support WB teams and clients to operationalize this work.</p>
<b>Progress Update –FY21</b>	The event was held on Tuesday, February 16, 2021.
<b>Next Steps – FY22</b>	This activity is completed.

## Capacity Building Activities

Regional Activity	
<i>Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building</i>	
<b>Activity:</b>	<b>Gender-Responsive Professional Development in Disaster Risk Reduction and Climate Change</b>
<b>Country/Regional Entity</b>	All Countries
<b>Time Frame</b>	April 1 - May 30, 2021
<b>Description</b>	<p>The EnGenDER project and the CRF have formed a strategic partnership with the University of the West Indies-Open Campus for gender-responsive capacity building and training activities. The objectives follow.</p> <ul style="list-style-type: none"> <li>➤ To provide technical support to the UWI Open Campus in gender mainstreaming its course modules, which form part of the Post-Graduate Certificate in Disaster Risk Management and Resilience. These modules include (i) Building SIDS Resilience in a Changing Environment, (ii) Community-based Disaster Resilience, (iii) Emergency Operations Management, and (iv) Community Planning and Media Relations.</li> <li>➤ To provide technical support to the UWI Open Campus in the gender-responsiveness of course modules which form part of the Post Graduate Diploma in Disaster Risk Management and Resilience</li> <li>➤ To provide sponsorship or funding support to select mid-level technical experts and practitioners in government, private sector, and NGOs or community based organizations (CBOs) across the nine CRF countries to undertake select course modules within the Post-Graduate Certificate Program in Disaster Risk Management.</li> </ul> <p>This activity intends to address a gap in gender-responsive DRM training in the Caribbean region and provides a sustainable and cost-effective way to enhance the technical competencies of mid-level technical experts and practitioners in government, private sector and NGOs or CBOs working on CRF and UNDP projects or technical assistance across the nine CRF countries.</p> <p>The main tasks under these activities include: Technical Review of Post Graduate Certificate in Disaster Risk Management and Resilience Course Module(s) and revised course content.</p> <p>The expected results are: (i) To improve the gender responsiveness of the professional development programs on offer by the UWI Open Campus in Disaster Risk Management and Resilience (DRMR); (ii) To enhance the technical competencies of senior and technical level disaster and climate change practitioners working within the respective Ministries, departments, and national institutions across the nine participating countries in gender responsive disaster risk management and climate change, and (iii) To enhance the technical competencies of community-based organizations, NGOs, young persons interested in the field, and graduate students in gender responsive disaster risk management and climate change.</p>
<b>Progress Update FY21</b>	Several meetings have been held between the UWI, CRF and EnGenDER project to define roles and responsibilities and next steps.
<b>Next Steps – FY22</b>	<ol style="list-style-type: none"> <li>i. Signing of the partnership agreement MOU to formalize roles, responsibilities, and funding commitments between EnGenDER, CRF, and the UWI – April 2021.</li> <li>ii. One or more consultants will be hired to integrate gender into the four courses – May–December 2021.</li> </ol>
<b>Activity:</b>	<b>Training on Gender Equality Mainstreaming for Climate Change Adaptation and Disaster Resilience</b>
<b>Country/Regional Entity</b>	All Countries
<b>Time Frame</b>	April 1 - May 30, 2021
<b>Description</b>	<p>To strengthen the awareness and capacity on gender-responsive budgeting for the National Adaptation Plan (NAPs) programs, CRF in partnership with UN Women and the International Institute for Sustainable Development (IISD) organized a session on gender-responsive budgeting for NAPs on June 25, 2020.</p> <p>Eighty-five Technical and senior level personnel of government and other key agencies from the nine countries working on the development and implementation of NAPs programs in priority sectors attended the training session.</p>
<b>Progress Update – FY21</b>	The training session was held on June 25, 2020.

Regional Activity	
<i>Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building</i>	
<b>Next Steps – FY22</b>	This activity is completed.
<b>Activity:</b>	<b>Training for Project Management for Disaster Recovery Projects</b>
<b>Country/Regional Entity</b>	All Countries
<b>Time Frame</b>	April 1 – December 31, 2021
<b>Description</b>	<p>This training activity has been designed to up-skill and up-scale technical capability in project management in recovery projects and resilience-building programs for personnel in key line ministries of the nine countries with the purpose of building long-term capacity in project management to achieve a more effective, coordinated and inclusive disaster preparedness and recovery.</p> <p>Initially conceived as in-person training, this activity has been converted to a virtual learning, asynchronous mode, owing to COVID-19 pandemic restrictions. The course consists of four online modules complemented by optional webinars.</p>
<b>Progress Update – FY21</b>	A consultant has been hired to lead the preparation of contents for the course modules. The consultant has produced an inception report, a competency plan and draft content for two course modules. The Open Learning Campus –the World Bank’s learning website that offers online courses to staff and clients will provide pedagogical support to refine the course content and will lead the production or conversion of the content for online delivery.
<b>Next Steps – FY22</b>	<ul style="list-style-type: none"> <li>i. Finalization of the four online learning modules and training delivered to practitioners.</li> <li>ii. Summary report upon closure of course and completion of evaluations by participants will be produced, including lessons learned.</li> </ul> <p>The estimated time to develop each learning module is about six to eight weeks. The activity will be completed in FY22.</p>
<b>Activity:</b>	<b>Procurement Training for Grenada, Saint Lucia and Saint Vincent and the Grenadines, for application of their new public procurement legislation.</b>
<b>Country/Regional Entity</b>	Grenada, Saint Lucia and Saint Vincent and the Grenadines
<b>Time Frame</b>	April 1 – June 30, 2021
<b>Description</b>	<p>The Governments of Grenada, Saint Lucia, and Saint Vincent and the Grenadines have enacted new or reformed public procurement legislations. 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.</p> <p>For all three countries, the move to such modern and comprehensive public procurement legislation represents part of a complex public sector change management process. The success of this process of modernization relies in part on preparing all stakeholders in the public procurement process—practitioners, administrators and bidders—to understand and apply the new legislation in a manner that, at a minimum, complies with the provisions of the legal instruments and, more ambitiously, delivers better value for public funds spent on the acquisition of goods, works, and services by public entities governed by the legislation.</p> <p>The objective of this activity is to prepare training materials and deliver courses to train government officials of Grenada, Saint Lucia and St. Vincent and the Grenadines in the application of their new or, in the case of Grenada—existing public procurement legislation—and in each country, to train representatives of the private sector how to participate as a bidder in public procurement procedures operated under that legislation.</p>

Regional Activity	
<i>Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building</i>	
<b>Activity:</b>	<b>Procurement Training for Grenada, Saint Lucia and Saint Vincent and the Grenadines, for application of their new public procurement legislation (cont.)</b>
<b>Progress Update –FY21</b>	<p>To prepare and deliver the training, a well-known consultancy firm has been mobilized. So far, the following activities have been completed:</p> <ul style="list-style-type: none"> <li>➤ A short fact-finding mission of two to three days' duration for each country to undertake a training needs analysis (TNA) of governments to establish their training needs in respect of their respective Acts and regulations, meet with a crosssection of public procurement officers, and gain an understanding of the prevalent and future organizational structures supporting public procurement. The virtual short mission was successfully organized for the three countries.</li> <li>➤ Inception reports for Saint Lucia and Grenada were delivered and approved by the task team.</li> <li>➤ St. Vincent and the Grenadines is lagging behind because of the current situation in dealing with the COVID-19 the pandemic and the eruption of the volcano. The World Bank team continues to be in communication with the counterpart to overcome this difficult situation, and have the inception report ready along with the other countries.</li> </ul> <p>On account of the COVID-19 pandemic, all meetings, interviews, and fact-finding activities had to be delivered virtually impacting the implementation of this activity. In addition, St. Vincent and the Grenadines is facing a volcano eruption, causing severe disruption to governmental services. The consultant and the World Bank team are working closely with the counterparts to facilitate the smooth delivery of the project.</p>
<b>Next Steps – FY22</b>	<p>The consultant is currently drafting training materials for the delivery of three training courses in:</p> <ol style="list-style-type: none"> <li>i. A three-day training course for civil servants, covering the interpretation and application of the Act, explaining the organizational structure and the roles and functions of different bodies, providing an overview of available procurement methods, explaining the requirements for procurement documentation and record keeping, and reviewing applicable financial thresholds. The consultants will propose the specific contents of the course, which will be subject to approval by the World Bank, in consultation with the government.</li> <li>ii. A half-day, high-level intervention for senior public officials responsible for ensuring compliance with the Act by the public bodies that they lead to brief them on their role, powers, and responsibilities under the legislation; these are typically Permanent Secretaries of Ministries or heads of departments and CEOs of state-owned enterprises; and</li> <li>iii. A one-day training course for the bidding community, principally representatives of private sector firms, to provide them with an introduction to and overview of the legislation, explaining the role and functions of the bidder at different stages of the procurement process.</li> </ol> <p>Once completed, the consultant will submit the draft training materials for all three countries for review and quality assurance by the World Bank team, who will review them jointly with the government. The feedback received will be incorporated and the training modules finalized. The estimated completion date for the three training modules is June 2021.</p>
<b>Activity:</b>	<b>Support to OECS in Pooled Procurement and Supply Chain Management</b>
<b>Country/Regional Entity</b>	OECS Commission and CARICOM Member States
<b>Time Frame</b>	May 15 – Dec 31, 2021

Regional Activity	
<i>Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building</i>	
Activity:	Support to OECS in Pooled Procurement and Supply Chain Management (cont.)
<b>Description</b>	<p>This initiative supports OECS to develop a Pooled Procurement and Supply Chain Management Strategy and an Implementation Plan to ensure an effective and sustained procurement of commodities that guarantee continuity of health, education, social protection, and disaster response services for the member countries.</p> <p>The OECS Pharmaceutical Procurement Service (OECS-PPS) was established in 1986 through a grant, as a pooled procurement agency to purchase tendered pharmaceuticals and other medical products for the OECS Member States. In 1990, OECS-PPS became fully self-financing by charging Member States a surcharge fee on invoices. OECS-PPS has provided Member States with a reliable supply of quality pharmaceuticals, which are safe and effective, and has a comprehensive quality assurance program that encompasses a restricted international tendering system. The OECS-PPS has a comparative advantage over an individual country's procurement capacity because the aggregate regional tender has successfully attracted and maintained competitive prices for the past thirty-three years.</p> <p>COVID-19 has exposed the need to further strengthen regional systems for emergency and disaster response. The impact of this crisis goes well beyond the need to respond to the health system. As with other disasters the impact include education, social protection, food security and economic sectors, mirroring our experience with extreme weather events and hurricanes. Faced with limited capacity and fiscal space, as well as high levels of exposure to economic and weather shocks, the OECS countries have had varying success in adequately preparing for emergencies. OECS Pooled Procurement and Supply Chain Management can address pooled procurement for other commodities that contribute to sustainable development benefitting from economies of scale.</p> <p>Under this initiative, the region is beginning to focus on the commodities that will be needed to ensure continuity of health, education, social protection, and disaster response services for member countries. The main activities under this initiative include:</p> <ol style="list-style-type: none"> <li>i. Rapid assessment of current status and opportunities for the expansion of pooled procurement services,</li> <li>ii. develop a Pooled Procurement and Supply Chain Management Strategy and an Implementation Plan,</li> </ol> <p>Support the development of an implementation plan and the set up and transition to the new operations based on the agreed strategy.</p>
<b>Progress Update –FY21</b>	The CRF held several meetings with the OECS commission and Terms of Reference have been drafted and validated by the OECS commission. The procurement process of a consultancy firm has started.
<b>Next Steps – FY22</b>	<ol style="list-style-type: none"> <li>i. Rapid assessment report with proposed strategy and structure developed to expand the PPS model to new goods or services or both, and to CARICOM Members States</li> <li>ii. Action plan to structure and implement a new PPS model</li> <li>iii. Draft structure or general lines of support documents for the new PPS model</li> <li>iv. Transition Plan Developed for agreed strategy and structure.</li> </ol> <p>The timeline to develop these deliverables is about 12 months (April 2022).</p>

Regional Activity	
<i>Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building</i>	
Activity:	<b>Develop a sustainable financing strategy for CDEMA</b>
<b>Country/Regional Entity</b>	CDEMA
<b>Time Frame</b>	Feb. 1 – Dec. 31, 2021
<b>Description</b>	<p>This activity assists CDEMA in developing a sustainable financing strategy, a business model, and a plan of action to address the inconsistent availability of funds.</p> <p>The CDEMA Secretariat operates under a constrained financial environment that remains plagued by cash flow problems as some participating states experience challenges in keeping current in payment of contributions, due and payable, at the beginning of each financial year. Although there is evidence that participating states are making efforts to address their arrears, the financial situation remains critical as funds are not consistently available to finance the Coordinating Unit’s monthly operations. CDEMA has requested technical support from CRF to develop a sustainable financing strategy for CDEMA. A consultancy firm will be hired to carry out this task. The task includes three phases:</p> <ul style="list-style-type: none"> <li>➤ Phase I - Conduct an assessment of the structural, administrative, and operational dynamics of the agency,</li> <li>➤ Phase II - Develop a medium-term business model, Strategy and Plan of Action for the Stable and Sustained Financing of CDEMA, and</li> <li>➤ Phase III - Based on the outcomes of the preceding two phases, recommend a preferred sustainable financing option for the CDEMA Coordinating Unit, including a mechanism and structure for its establishment.</li> </ul>
<b>Progress Update – FY21</b>	The Terms of Reference for the consultancy firm has been finalized with CDEMA, and the procurement process to hire a consultancy firm is in progress. The estimated time to finalize the strategy is about nine months.
<b>Next Steps – FY22</b>	<ul style="list-style-type: none"> <li>i. Procurement of a consultancy firm</li> <li>ii. Develop the deliverables</li> <li>iii. These activities will be completed in about 11 months (two months for the Procurement of a consultancy firm, and nine months to develop the deliverables).</li> </ul>



## B.2 In-Country Activities

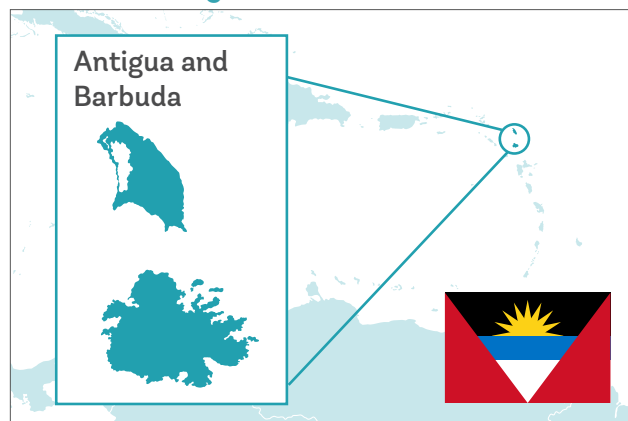


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Antigua and Barbuda	
<i>Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building</i>	
<b>Activity:</b>	NA
<b>Time Frame</b>	
<b>Description</b>	Recovery capacity assessment was initiated with the government to generate technical assistance or other types of support. No specific activity has been identified yet.
<b>Progress Update – FY21</b>	NA
<b>Next Steps – FY22</b>	TBD
<i>Component 2: Mainstreaming Climate Resilience and Gender into Public Financial Management Cycle</i>	
<b>Activity 1:</b>	<b>Technical Assistance to Streamline Disaster Emergency Procurement Procedures</b>
<b>Time Frame</b>	July 2020 – March 2021
<b>Description</b>	<p>Informal, undocumented, and ad hoc emergency procurement procedures with no supporting guides, templates, or systems to monitor and evaluate the outcomes for emergency situations. Awareness raised as part of technical assistance to have emergency guidelines prepared.</p> <p><b>From Result Reporting for Component 2 - Reporting Activity</b>                      Procurement planning for emergencies                      Development of model procurement forms and templates for emergency procurement</p>
<b>Progress Update – FY21</b>	<ul style="list-style-type: none"> <li>- Agreement with the government on action points for implementation support</li> <li>- Public procurement technical assistance launched</li> <li>- Prepared recommendations to augment Procurement Act and Guidelines</li> <li>- Initiated discussions on potential technical assistance on climate change tagging.</li> </ul>
<b>Next Steps – FY22</b>	Further discussions and awareness raising activities on the need to strengthen public procurement planning to prepare better for disasters.

<b>Antigua and Barbuda</b>	
<i>Component 2: Mainstreaming Climate Resilience and Gender into Public Financial Management Cycle</i>	
<b>Activity 2: Technical Assistance to Streamline Disaster Response Budgeting Proposals</b>	
<b>Time Frame</b>	July 2020 – March 2021
<b>Description</b>	<p>In accordance with the findings of the PD-PFM review, areas that were tentatively identified for engagement include:</p> <ol style="list-style-type: none"> <li>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. Specific activities in this process include: <ul style="list-style-type: none"> <li>• Review and map 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> </li> <li>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: <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> </ul> </li> </ol> <p>Review other strategic documents, rules, regulations and existing policies to identify changes that will be required to implement the new gender policy.</p>
<b>Progress Update – FY21</b>	NA
<b>Next Steps – FY22</b>	Technical Assistance to Streamline Disaster Response Budgeting Proposals.

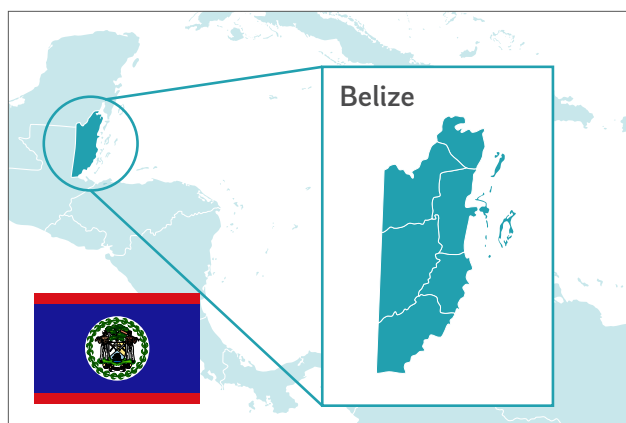


Photo: San Ignacio market. © Gvictoria | Dreamstime.com

## Belize

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

<b>Activity:</b>	<b>Contingent Emergency Response Component (CERC) activation and related activities for the Climate Resilience Infrastructure Project (CRIP)</b>
<b>Time Frame</b>	July 2020 – March 2021
<b>Description</b>	<p>The Government of Belize has requested support to activate the Contingent Emergency Response Component (CERC) of the CRIP amid the unforeseen unfolding of the COVID-19 pandemic and a severe drought. In FY20, the CRF provided training and direct assistance to the client in the preparation and completion of requisite documents for CERC activation. CERC-implementing agencies were trained on environmental and social due diligence to ensure the emergency response activities to be funded through the CERC complied with environmental and social safeguards. However, the Environmental and Social Management Framework (ESMF) for planned, CERC-funded activities in the agriculture sector needed to be finalized to enable the CERC activation.</p> <p><b>Objective:</b> 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>Activities:</b> 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.</p> <p>To provide necessary technical support and guidance on the implementation of emergency response activities for the agriculture sector under the CERC.</p>
<b>Progress Update – FY21</b>	<p>With technical assistance provided by a consultant financed by CRF, the selection of CERC-funded activities in the agriculture sector was finalized, the ESMF was customized to CERC activities and the CERC was timely activated. This enabled funding actions to support 17,650 farmers affected by the impacts of both, COVID-19 and drought.</p> <p>Specifically, the CERC was designed to fund: (i) acquisition of agricultural inputs for 5,391 vegetable and sugarcane farmers; (ii) acquisition of or access to post-harvest management equipment or facilities for 1,837 farmers; (iii) cash transfers to 5,372 farmers; (iv) compensation for agricultural losses caused by the drought to 5,050 farmers; and (v) provision of implementation assistance and management, including technical assistance.</p>
<b>Next Steps – FY22</b>	Activity Completed.

Belize	
<i>Component 2: Mainstreaming Climate Resilience and Gender into Public Financial Management Cycle</i>	
<b>Activity:</b>	<b>Application of the Post-Disaster Public Financial Management toolkit and Technical Assistance to Strengthen Resiliency</b>
<b>Time Frame</b>	July 2020 – March 2021
<b>Description</b>	<p>Strengthening legal and regulatory framework for managing disaster risk financing, enhancing public procurement, and improving financial management control. No protocols exist to ensure adequate and timely access to information on each phase of the public procurement of disaster-related works, supplies, and services.</p> <p>No mechanisms exist to facilitate the timely determination of vendors' eligibility and their registration status.</p> <p><b>From Result Reporting for Component 2-Reporting Activity</b></p> <ul style="list-style-type: none"> <li>➤ Develop registry of suppliers to facilitate timely determination of vendor eligibility and registration.</li> <li>➤ Strengthen the capacity of the Auditor General to conduct post-disaster audits.</li> </ul>
<b>Progress Update – FY21</b>	Conducted presentation on PD-PFM review results for government officials to agree on Action Plan.
<b>Next Steps – FY22</b>	Meeting with the authorities to be organized to agree on TA priorities. The World Bank's CMU has initiated the engagement with the newly elected government.

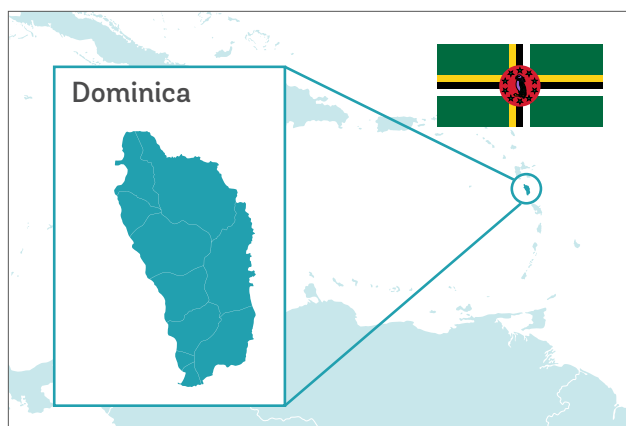


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## Dominica

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

<b>Activity:</b>	<b>Rapid Housing Sector Assessment</b>
<b>Time Frame</b>	April 1, 2021 - March 31, 2022
<b>Description</b>	<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 faced by the housing sector in Dominica. 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. Understanding the housing market and the underlying factors that determine supply and demand is critical for guiding policy making and ultimately helping overcome barriers that Dominica and other nations in the Caribbean region face in the implementation of housing recovery projects. The Rapid Housing Sector Assessment will help to understand better the nexus between supply constraints, housing affordability, and housing resilience in Dominica to inform policy makers better. 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> 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> 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, and housing microfinance institutions. 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>Progress Update – FY21</b>	Ongoing housing assessment to inform policy makers and overcome barriers that Dominica faces regarding the implementation of housing recovery projects has been paused until travel restrictions are lifted.
<b>Next Steps – FY22</b>	TBD

Dominica	
<i>Component 2: Mainstreaming Climate Resilience and Gender into Public Financial Management Cycle</i>	
Activity:	Application of the Post-Disaster Public Financial Management toolkit
<b>Time Frame</b>	April 1, 2021 - March 31, 2022
<b>Description</b>	<p>The Post-Disaster Public Financial Management review was carried out in Dominica. Based on the findings of the PD-PFM review, 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. Technical assistance will be provided to help the government develop and issue guidelines to inform ministries, departments, and agencies of emergency financing sources and to provide instructions for accessing them.</li> <li>2. Technical assistance to improve traceability of disaster spending by enhancing the COA and increasing fiscal transparency. Technical assistance will be provided to help Dominica to develop guidelines for strengthening financial management controls for disaster response. 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> <li>3. Technical assistance to enhance the gender sensitivity of disaster response resource allocation by strengthening the collection and use of gender-disaggregated social data will be provided to Dominica with recommendations to mainstream gender-inclusiveness perspectives into planning and budget frameworks for disaster response.</li> <li>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. Technical assistance will help Dominica develop guidelines for strengthening financial management controls for disaster response.</li> </ol>
<b>Progress Update – FY21</b>	<ul style="list-style-type: none"> <li>➤ Identified principles for the operation and management of disaster contingencies fund and important PFM processes that could be streamlined with SOPs in context of disaster response.</li> <li>➤ Issued treasury instructions and guidelines to improve oversight of the Disaster Emergency Fund.</li> <li>➤ Reviewed Chart of Accounts and identified how disaster response agencies have been classifying disaster-related expenditures historically of annual external audits.</li> <li>➤ Implemented audit plan and institute mechanisms to track the implementation of audit recommendation.</li> </ul>
<b>Next Steps – FY22</b>	<p>Continuation of technical assistance on integrating disaster resilience in budget planning and implementation.</p> <ul style="list-style-type: none"> <li>➤ Strengthening legal and regulatory framework for managing disaster risk financing,</li> <li>➤ Improving traceability of disaster spending, and</li> <li>➤ Amendment of the regulatory framework to integrate disaster considerations.</li> </ul>

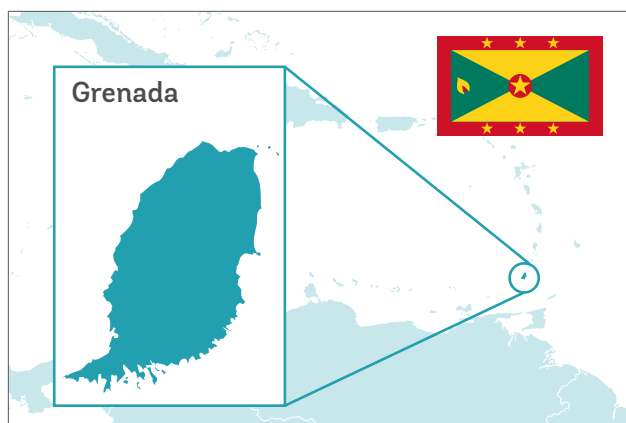


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Grenada	
<i>Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building.</i>	
Activity 1:	IST technical support to the Government of Grenada
<b>Time Frame</b>	April 1, 2021 - March 31, 2022
<b>Description</b>	<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.</p> <p><b>Objectives:</b> (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. In response to the government request, the CRF has offered the technical assistance of four expert consultants to support GoG activities, as required and not tied to a specific project, in the fields of M&amp;E, gender, and structural engineering. The activity intends to provide comprehensive support to the Government of Grenada in the implementation of projects in various sectors.</p> <p><b>Activity</b> The CRF support to the GoG involves:</p> <ul style="list-style-type: none"> <li>• Technical and operational assistance and guidance to various GoG projects in the fields of structural engineering (bridges and roads) to accelerate implementation and ensure technically sound designs and execution.</li> <li>• Specialized assistance and guidance to set up M&amp;E systems for selected projects.</li> </ul> <p>Assessment of national and community-level capacity to integrate gender considerations into DRM planning, project design, and implementation.</p>
<b>Progress Update – FY21</b>	<p>After an intense consultation process with the GoG on the specific qualifications and activities of the required technical experts, an agreement on the consultants' ToRs was reached. This was a lengthy process, with multiple delays caused by the COVID-19 pandemic. Once the ToRs were agreed, CRF initiated the recruitment process and issued contracts for four specialists.</p> <p>On account of the above-mentioned delays, the consultants only initiated their activities at the end of FY21. Therefore, they are expected to contribute in FY22 to fill the most pressing technical expertise gaps while building technical capacity.</p>

Grenada	
<i>Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building.</i>	
Activity 1:	IST technical support to the Government of Grenada
<b>Next Steps – FY22</b>	<p>The specialists contracted with CRF funding are:</p> <p>A civil engineer specialized in bridges to support the GoG accelerate civil engineering works, particularly the construction and rehabilitation of bridges. The consultant will assist and build the capacity of GoG engineers in the supervision of ongoing and planned infrastructure works, the review and preparation of analysis, assessment, designs as well as in the review and elaboration of bidding documents, ToRs, contracts, and other documents to expedite procurement and subsequent project implementation. The consultant will also provide technical advice on management of budgets and implementation schedule; support the coordination and communication with contractors, other consultants, project teams and stakeholders, as well as carry out a capacity gap assessment within the relevant GoG agencies. The assessment will focus on their capacity to: (i) integrate resilience aspects in designing infrastructure;(ii) undertake/ review technical designs including structural designs; (iii) prepare design drawings and procurement documents; (iv) contract management, and other operational issues.</p> <p>A civil engineer specialized in roads to assist the GoG with the technical review of road designs and the management of contracts. The latter includes project performance monitoring, preparation of relevant reports and ensuring that contractual clauses, whether related to quality or quantities of work, are respected. The consultant will work with and build the capacity of the GoG project team in issues related to quality control of the works and will coordinate all road engineering decisions, including improvement of designs, if necessary or required, for the efficient implementation of contracts. Further, the consultant will conduct a capacity gap assessment within the relevant Government agencies to establish their capacity to: (i) integrate resilience aspects in designing infrastructure; (ii) undertake/ review technical designs including structural designs;(iii) prepare design drawings and procurement documents; (iv) contract management, and other operational issues.</p> <p>A Monitoring and Evaluation (M&amp;E) expert will support the GoG review the M&amp;E needs of selected public projects and establish the practical procedures and measures required to operationalize M&amp;E systems (data collection, processing, analyzing and reporting). The expert will support the development of an M&amp;E system for selected projects, including expected result indicators and associated guidelines, and will deliver two trainings for GoG staff on project cycle and M&amp;E.</p> <p>A gender specialist will assist the GoG in their efforts to mainstream gender in development planning and programming. The consultant will conduct a gap analysis for assessing: (i) how gender considerations are incorporated into policy frameworks and their level of implementation; (ii) the level of technical capacity for implementation, including organizational arrangements; (iii) the level of participation and the leadership roles of women in the different phases of the DRM cycle; and, (iv) the availability and methodology used for gender-informed data collection and analysis. These topics will be addressed at both the national and community levels by working with the National Emergency System, where diverse ministries are represented, and by looking into community-level experiences driven by women as well investigating the level of women participation in the implementation of local DRM programs and autonomous initiatives supported by civil society or other partners. The consultant will undertake a desk review, develop a stakeholder map that will be used to select survey and workshop participants, conduct virtual consultations and result validation sessions with the relevant stakeholders, and elaborate a full report, including operationally viable recommendations to be sent for peer and partners' review. The Gender Desk Review produced by the CRF will be made available to the consultant.</p>



Grenada	
<i>Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building.</i>	
Activity 2:	Operational support to the Regional Disaster Vulnerability Reduction Project
<b>Time Frame</b>	April 1, 2021 - March 31, 2022
<b>Description</b>	<p>Recognizing that national technical and managerial capacity would not suffice for the completion of the activities contemplated under the Regional Disaster Vulnerability Reduction Program (RDVRP) during its final phase, the GOG requested operational and technical support to keep the activities on track and ensure their technically sound implementation. These activities include infrastructure works, which require the coordination of different fields of expertise and management between project stakeholders, the validation of technical studies, and procurement processes, for which expert knowledge and experience is limited within the Project Coordination Unit. In addition, the GOG also expressed its interest in receiving support for the preparation of a new Disaster Risk Management (DRM) project. In response to these requests, CRF has provided specialized assistance and hands-on support to the Government for the completion of RDVRP activities since FY20.</p> <p>The RDVRP project has been extended until the end of June 2021 to compensate for the time lost because of the COVID-19 crisis. Continued support from CRF is still required to ensure the successful completion of the planned activities under the project in Grenada. Assistance is provided through the work of expert consultants who offer support to and build the capacity of the Project Coordinating Unit staff in the areas where specialized knowledge and experience is limited and needed.</p> <p><b>Objective</b> 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> The CRF support to the Government of Grenada entails:</p> <ul style="list-style-type: none"> <li>• Technical and operational assistance to expedite the conclusion of ongoing DVRP-related projects, facilitate the enabling conditions for procurement procedures, and support implementing agencies during the works execution, ensuring compliance and quality through closer follow-up and hands-on assistance when required.</li> <li>• Technical support for the preparation of a new disaster risk management project.</li> </ul>
<b>Progress Update – FY21</b>	<p>A senior engineer contracted by CRF has continued to offer the necessary technical and operational assistance to the Project Coordination Unit (PCU) to expedite the conclusion of ongoing projects. Specifically, the completion of rehabilitation works in multiple schools nationwide. The consultant has worked with the small local firms in charge of school rehabilitation to ensure that proper supervision is applied to the works and that records are adequately kept and provided to justify the complete and satisfactory finalization of the program. Because only small engineering works are pending to complete the DVRP planned activities in the country, no studies or expanded technical requirements were needed.</p> <p>This last phase of RDVRP execution in Grenada has benefited from the capacity building efforts conducted by CRF during the last two years. Improvements in supervision, coordination, and construction management have led to satisfactory planning and management performance.</p> <p>The CRF has contracted a procurement specialist to roll out a training program on procurement-related procedures needed on a continuous basis to further consolidate enabling conditions for ongoing activities of the project coordination unit (PCU) and GoG, and for the future execution of similar projects. This program includes training activities on preparing standard bidding documents, bid evaluation reports, draft contracts, contract amendments, ToRs, Request for proposals, and evaluation of Expressions of Interest, and ITQs, among others. Funded by CRF, this training program was successfully piloted in Saint Lucia.</p>
<b>Next Steps – FY22</b>	The GoG has requested to deliver training after the ongoing process of contracting new procurement officers is finalized, to ensure they can benefit from the activity. This activity will be carried out in FY22.

Grenada	
<i>Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building</i>	
Activity 3:	Technical support to the preparation of the Grenada Resilience Improvement Project (GRIP)
<b>Time Frame</b>	March 2021 – June 2021
<b>Description</b>	<p>As the Regional Disaster Vulnerability Reduction Program (RDVRP) is due to end in June 2021, the Government of Grenada requested the CRF's technical support to prepare a new disaster risk management project. This new project is the Grenada Resilience Improvement Project (GRIP), which aims at strengthening the country's resilience through (i) interventions on critical road infrastructure to reduce landslide risk; (ii) rehabilitation of public buildings to provide safe spaces to be used for local vendors; (iii) strengthen local technical capacity to reduce landslide risk by utilizing hazard analytics and tailored mitigation approaches, restore buildings of historical significance in a resilient manner, and prepare and respond to emergencies.</p> <p><b>Objective:</b> To provide technical assistance to the Government of Grenada in the preparation of the Grenada Resilience Improvement Project.</p> <p><b>Activities:</b> Recruitment and contracting of an In-Country Project Coordinator to support the government's appointed focal points at the Ministry of Infrastructure Development, Transport and Implementation in the preparation of a technically and operationally sound GRIP project.</p> <p>Recruitment and contracting of a geotechnical engineer and a flood risk engineer to support the design and implementation of infrastructure works and build GoG capacity.</p>
<b>Progress Update – FY21</b>	<p>The In-country Project Coordinator was contracted by CRF in March, 2021 and has initiated the necessary activities to ensure the rapid and technically sound preparation of GRIP, which is expected to be effective in FY22. During this period, the In-Country Project Coordinator is required to support the GoG in the following tasks, among others.</p> <ol style="list-style-type: none"> <li>a. Support the development of site visit forms to gather information on preselected sites for project implementation.</li> <li>b. Support the collection of information from stakeholder organizations and review of relevant documentation for the preselected sites.</li> <li>c. Support the analysis of the collected information and preparation of project-related documents and inputs to prioritize the investments to be financed under GRIP.</li> <li>d. Support planning and coordination of (virtual) missions, presentations, and workshops, including consultations with various government agencies and local stakeholders; and</li> <li>e. Support the GoG with further tasks as required.</li> </ol> <p>The geotechnical engineer and the flood risk engineer were recruited, contracted, and have started undertaking preliminary activities for the execution of GRIP. These included reviewing ToRs for the implementation of works at Mt. Kumar, conducting capacity assessments within key ministries for the identification of capacity building programs on geotechnical and flood risk engineering; reviewing ToRs for the appointment of design consultants for infrastructure works, and assessing flood risks at proposed sites.</p>
<b>Next Steps – FY22</b>	<p><b>Activity 1:</b></p> <ul style="list-style-type: none"> <li>• Development of site visit forms to gather information on preselected sites for project implementation.</li> <li>• Support to the collection of information from stakeholder organizations and review of relevant documentation for the preselected sites.</li> <li>• Support to the analysis of the collected information and preparation of project-related documents and inputs in order to prioritize the investments to be financed under GRIP.</li> <li>• Support to the planning and coordination of (virtual) missions, presentations, and workshops, including consultations with various government agencies and local stakeholders.</li> </ul> <p><b>Activity 2:</b> Based on a need assessment, a flood mitigation capacity building program will be developed and delivered to support the implementation of the project</p> <p><b>Activity 3:</b> Based on a need assessment, a geotechnical engineering capacity building program will be developed and delivered to support the implementation of the project</p>

Grenada	
<i>Component 2: Mainstreaming Climate Resilience and Gender into Public Financial Management Cycle</i>	
Activity:	Application of the Post-Disaster Public Financial Management toolkit
<b>Time Frame</b>	July 2020- March 2021
<b>Description</b>	<p>The Post-Disaster Public Financial Management review was carried out in Grenada.</p> <p>Main findings:</p> <ul style="list-style-type: none"> <li>➤ External auditing of disaster-related expenditures is not frequent or routine.</li> <li>➤ Lack of emergency procurement manuals or operating procedures or both to clarify how procurement should be conducted in times of urgency.</li> <li>➤ No mechanisms for fast-tracking the appraisal, selection and approval of urgent disaster recovery public investments.</li> </ul> <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. Technical assistance will be provided to help the government develop guidelines for managing disaster risk financing.</li> <li>2. Technical assistance to define and document step-by-step operating procedures and finance or audit instructions to guide, and provide clarity on, the receipt, disbursement, accounting, and auditing of public funds used for response to disaster events. Technical assistance will be provided to help the government to develop guidelines for strengthening financial management controls for disaster response. Gender Responsive Budgeting: to prepare standardized written documents to emphasize the need to strengthen gender sensitivity and inclusiveness in resource planning as well as in emergency response.</li> <li>3. Technical assistance to enhance the Chart of Accounts (COA) to include disaster-related expenditures at the activity level of each line ministry so that once the 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. Assist with COVID-19 Audit + emergency audit methodology.</li> <li>4. Technical assistance to strengthen procurement planning, diversify procurement methods, and adapt standard procurement documents to expedite purchases related to disaster response. The technical assistance will be provided to help the government develop guidelines for diversified public procurement, especially emergency-related procurement.</li> </ol>
<b>Progress Update – FY21</b>	<ul style="list-style-type: none"> <li>➤ Supported the development of a disaster risk-informed PIAM framework</li> <li>➤ Improved planning for emergency procurements</li> <li>➤ Developed procurement manuals and emergency operating procedures.</li> </ul>
<b>Next Steps – FY22</b>	<ul style="list-style-type: none"> <li>➤ Continuation of technical assistance to strengthen Internal Audit function which will improve internal control over funds spent for all types of emergency expenditures (natural and COVID 19).</li> <li>➤ Risk analysis completed by end of May and will conduct an audit and produce by end of calendar year 2021.</li> </ul>



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**Guyana**

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

<b>Activity:</b>	<b>Strengthening Guyana’s ability to efficiently implement the Guyana Flood Risk Management Additional Financing</b>
<b>Time Frame</b>	July 1, 2020 – March 31, 2021
<b>Description</b>	<p>Guyana is severely at risk of sea level rise and increased flooding because of 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 toward upgrading a 4-kilometer stretch of the EDWC. The Government of Guyana requested support to implement the US\$26 additional financing efficiently, aimed to complete the rehabilitation of this stretch of dam, plus about another 12 kilometers. However, technical bottlenecks need to be overcome to achieve this. In particular, (i) the ability to source construction material from the EDWC efficiently given that the nearby, shallow and therefore easily accessible material has already been extracted; (ii) 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 (iii) the ability of the client to manage the up-scaled activities.</p> <p>In FY20, the CRF contracted an expert dredging engineer to support the Project Implementation Unit (PIU), under the Agriculture Sector Development Unit (ASDU), in improving the construction methodology of the EDWC dam. Owing to COVID-19 travel restrictions, the expert provided effective online support to the PIU. The complexity of the project and the limited technical capacity of the PIU, called for the continuation of the support started last year to ensure quality implementation and technical sound designs for the project.</p> <p><b>Objective</b> To provide technical support to and build capacities at the Project Implementation Unit 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> The consultant continued supporting the PIU by:</p> <ul style="list-style-type: none"> <li>• Providing specialized assistance and capacity building on dredging and construction of earthen dams.</li> <li>• Systematically analyzing the construction methodology to define recommendations for its improvement and the acceleration of the works.</li> </ul>

<b>Guyana</b>	
<i>Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building.</i>	
<b>Activity:</b>	<b>Strengthening Guyana's ability to efficiently implement the Guyana Flood Risk Management Additional Financing</b>
<b>Progress Update – FY21</b>	<p>On account of the persisting COVID-19 pandemic travel restrictions, in FY21 the consultant established an effective daily virtual consultation mechanism, which allowed the continuation of the required support and communication with all key stakeholders. The consultant has relied on a large archive of photo and video materials and the documentation provided by the client for the analysis and monitoring of the project.</p> <p>As a result of the support, the PIU personnel has a good understanding of the bottlenecks encountered during the construction works conducted in the dam. The steady support provided by CRF has allowed the project to solve technical aspects and progress on the implementation of activities. It has also built in the PIU technical capacity in dredging soft soils and in analyzing the construction methodology adopted by the contractor. This capacity, essential for the efficient and effective implementation of the AF, and also for other construction projects in the sector, was previously missing</p>
<b>Next Steps – FY22</b>	<p>➤ <b>Activity 1:</b> The CRF will support the PIU by trainings its staff on novel dredging and stockpiling methodologies. This activity has been postponed to April or May 2021 as the PIU was not yet fully staffed FY21.</p> <p>➤ <b>Activity 2:</b> The CRF will continue the support as the EDWC project has received an additional financing. A consultant will support the implementation of the project activities and also help improve the construction methodology for the designed works and tendering of additional rehabilitation works.</p>
<i>Component 2: Mainstreaming Climate Resilience and Gender into Public Financial Management Cycle</i>	
<b>Activity:</b>	<b>Application of the Post-Disaster Public Financial Management toolkit and Technical Assistance to Strengthen Resiliency</b>
<b>Time Frame</b>	TBD
<b>Description</b>	<p>The Post-Disaster Public Financial Management review was carried out in Guyana. Based on the findings of the PD-PFM, 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. Technical assistance will be provided to help the government develop and issue guidelines to inform ministries, departments, and agencies of emergency financing sources and to provide instructions for accessing them.</li> <li>2. Technical assistance to enhance financial management controls and processes. Technical assistance will be provided to help Guyana develop guidelines for strengthening financial management controls for disaster response.</li> </ol> <p>Following government approval of work plan, focus on the integration of disaster resilience and climate change considerations in government's public asset and investment management frameworks.</p>
<b>Progress Update – FY21</b>	Conducted presentation on PD-PFM review results for government officials to agree on Action Plan
<b>Next Steps – FY22</b>	Findings of PD-PFM review presented to the new government, but further discussions required to agree on the next steps. New government currently focused on other priorities. Additional presentations are planned to gauge interest and raise awareness.

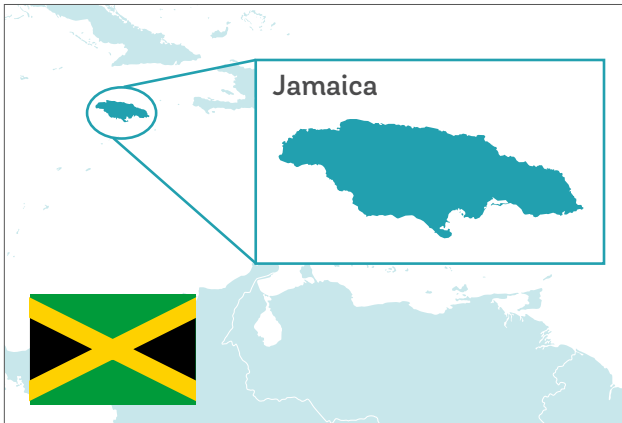


Photo: NASA

Jamaica	
<i>Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building.</i>	
<b>Activity:</b>	<b>IST support to the Disaster Vulnerability Reduction Program (DVRP)</b>
<b>Time Frame</b>	July 2020 – March 2021
<b>Description</b>	<p><b>Context:</b>                      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 proposed design of this complex project needs to be reconsidered 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>                      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>                      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>

<b>Jamaica</b>	
<i>Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building.</i>	
<b>Activity: IST support to the Disaster Vulnerability Reduction Program (DVRP) (cont.)</b>	
<b>Progress Update – FY21</b>	On account of COVID-19 this activity was delayed. The client needed to hire a safeguards consulting firm to prepare a detailed A-RAP report and continue with the activity, which needed physical surveys in a dense habitation area. As a result, this activity was postponed until the COVID-19 restrictions are lifted.
<b>Next Steps – FY22</b>	TBD
<i>Component 2: Mainstreaming Climate Resilience and Gender into Public Financial Management Cycle</i>	
<b>Activity: Post-Disaster Public Financial Management</b>	
<b>Time Frame</b>	July 2021 – March 2021
<b>Description</b>	<p>In accordance with the findings of the PD-PFM review in 2019, technical assistance is anticipated:</p> <ol style="list-style-type: none"> <li>i. Provide additional technical assistance to support expedited processes for executing public expenditures in emergency situations.</li> <li>ii. Enhance 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 to: <ul style="list-style-type: none"> <li>• Activate the Committee responsible for management of the NDF by establishing and enact the rules and operating processes and protocols for accessing, prioritize funds, process requests, and report mechanisms.</li> <li>• Review and map interim steps for accelerating finance for disaster response.</li> <li>• Identify and document prevailing legal provisions that support interim steps</li> <li>• Develop written policies and procedures for accessing the NDF</li> </ul> </li> <li>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.</li> </ol>
<b>Progress Update – FY21</b>	Presentation of PD-PFM findings and discussion on next steps—the program has already supported the preparation of emergency budget guidelines. The government expressed an interest to initially focus on the preparation of a comprehensive DRM strategy before moving to PFM activities.
<b>Next Steps – FY22</b>	Agreement on next steps of technical assistance provisions, and what PFM support is needed. The government wants to first focus on designing a comprehensive disaster risk management strategy before proceeding with PFM specific activities.

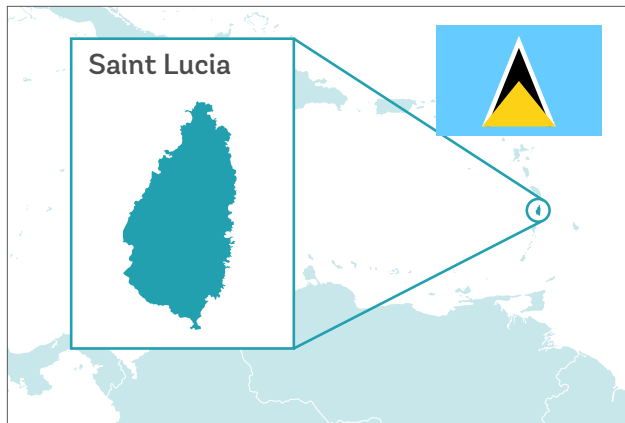


Photo: Jaminwell

Saint Lucia	
Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building	
Activity 1:	<b>IST technical support to the Government</b>
Time Frame	Postponed from FY 21
Description	<p>The Government of Saint Lucia (GoSL) sent a formal request to the CRF for consultants to provide comprehensive support for, among other areas (i) accelerating the implementation of ongoing public sector projects; (ii) enhancing institutional systems and arrangements for improved project implementation; (iii) strengthening the capacity of the public sector; and (iv) mainstreaming resilience and gender into development planning and programming. In discussion with the government, a selection of six specialists on procurement, urban resilience, engineering, M&amp;E, climate resilience, and project management have been agreed on. A firm will provide various training on project management, procurement, and M&amp;E. This support will not be tied to a specific project.</p> <p><b>Objective</b> To provide comprehensive support to the Government of Saint Lucia in the implementation of projects in various sectors.</p> <p><b>Activities</b> The six expert consultants will be hired to actively support GoSL enhance their implementation capacity.</p> <ul style="list-style-type: none"> <li>➤ <b>Consultant 1</b>, Procurement advisor: Will provide training and hands-on procurement support to GoSL project management teams, including the DVPR Project Coordination Unit.</li> <li>➤ <b>Consultant 2</b>, Urban resilience expert advisor: Will support the GoSL in its Initiative to repurpose the urban space of coastal cities, particularly in the capital, Castries, considering resilience measures.</li> <li>➤ <b>Consultant 3</b>, Climate resilience expert advisor: Will contribute to strengthening the government’s technical capacity to understand climate change vulnerabilities and to implement climate resilient projects.</li> <li>➤ <b>Consultant 4</b>, Proposal writer advisor: 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.</li> <li>➤ <b>Consultant 5</b>, Project management software expert advisor: 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.</li> <li>➤ <b>Consultant 6</b>, M&amp;E expert: Will build capacity of GoSL staff to undertake M&amp;E activities. This support is needed due to the increasing number of ongoing activities that need monitoring, steering and evaluation.</li> </ul> <p>A firm will be contracted to deliver trainings and to build national capacities on project management, procurement, and M&amp;E.</p>



Saint Lucia	
<i>Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building</i>	
<b>Progress Update – FY21</b>	Postponed from FY 21
<b>Activity 1:</b>	<b>IST technical support to the Government</b>
<b>Next Steps – FY22</b>	<ul style="list-style-type: none"> <li>➤ <b>Activity 1:</b> Training and hands-on procurement support to GoSL project management teams, including the DVPR Project Coordination Unit.</li> <li>➤ <b>Activity 2:</b> Support the GoSL in its initiative to repurpose the urban space of coastal cities, particularly in the capital, Castries, considering resilience measures.</li> <li>➤ <b>Activity 3:</b> Contribute to strengthening the government’s technical capacity to understand climate change vulnerabilities and to implement climate resilient projects.</li> <li>➤ <b>Activity 4:</b> Build capacity to prepare proposals targeting to increase resilience and help the GoSL develop implementable projects to support the government in its goal to better access global resources to build resilience.</li> <li>➤ <b>Activity 5:</b> Support the GoSL to 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. This capacity will support the implementation of all projects in the country including DRM projects.</li> <li>➤ <b>Activity 6:</b> Continue offering technical and operational assistance to expedite the completion of ongoing activities, including studies, procurement processes and the execution of construction and rehabilitation works in multiple sites. The consultant will ensure compliance and quality through closer follow-up and hands on assistance when required.</li> <li>➤ <b>Activity 7:</b> Continue to review technical reports and provide specialized guidance on coastal engineering and coastal management for the timely completion of the studies contemplated in the project, while building, through on-the-job support, the capacity of the Department of Fisheries and the PCU on these issues.</li> <li>➤ <b>Activity 8:</b> Build capacity of GoSL staff to undertake M&amp;E of activities aiming at building resilience. This support is needed due to the increasing number of ongoing activities that need monitoring, steering and evaluation.</li> </ul>

Saint Lucia	
<i>Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building</i>	
<b>Activity 2: IST support to the Disaster Vulnerability Reduction Program (DVRP)</b>	
<b>Time Frame</b>	July 1, 2020 – December 31, 2020
<b>Description</b>	<p>Through the Disaster Vulnerability Reduction Program, the Government of Saint Lucia has committed to reduce its climate and disaster risks measurably. By reducing the risk of failure of key infrastructure, improving the overall national understanding of risk for informed decision making, and increasing national capacity to rehabilitate damaged public infrastructure quickly following an adverse natural event, it is estimated that the DVRP has benefitted the entire population of Saint Lucia, estimated at 182,790 in 2019.</p> <p>This ambitious program has about 200 activities for procurement and contract management with about six different agencies involved. It engages numerous government ministries, the national development bank, households and small businesses and incorporates infrastructure works. However, the implementation of the DVRP, which ends in December 2021, 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.</p> <p>In this context, the Government of Saint Lucia requested technical assistance to ensure the project remains on track and builds the required capacity. In response to this request, in FY20 CRF recruited a team of consultants to assist in the implementation of the DVRP, primarily in aspects related to coastal engineering. Continuation of technical support in this and other areas was requested by the government and supported by CRF in FY21.</p> <p><b>Objective</b> Provide technical advice and support to the implementation of the Disaster Vulnerability Reduction Project in Saint Lucia.</p> <p><b>Activity</b> Provide technical support by expert consultants to cover different capacity gaps identified in the management and implementation of the DVRP. The recruited experts include: (i) a senior structural engineer, with expertise on coastal engineering, to offer technical and operational assistance to expedite the conclusion of ongoing studies, support the implementing agencies during work execution, provide technical guidance on coastal engineering and modeling; (ii) an environmental safeguards specialist to advise and build capacity on overall environmental management oversight in the implementation of all construction and civil work activities; (iii) a procurement advisor to offer training and hands-on procurement support to the project; (iv) a portfolio environmental, social, health and safety (ESHS) risk manager to provide technical advice and support to the implementation of the Climate Change Adaptation Facility (CAFF); and (v) a technical coordinator to consolidate interagency collaboration, build capacity and enhance the implementation of Component 2 of the DVRP.</p> <p>This component seeks to improve the assessment and application of disaster and climate risk information in decision making as well as CERC activities.</p>

Saint Lucia	
Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building	
Activity 2: IST support to the Disaster Vulnerability Reduction Program (DVRP) (cont.)	
<b>Progress Update – FY21</b>	<p>The expert consultants funded by CRF have contributed to the acceleration of the DVRP execution by providing technical advice and guidance, constant input and strategic recommendations to the Project Coordination Unit (PCU), contractors and other stakeholders involved. Below a short description of results organized by the type of activities and support.</p> <p><i>Infrastructure works</i></p> <p>The consultant offered technical assistance for expediting ongoing studies and designs, bringing them to satisfactory quality standards. The support also covered the definition of adequate technical requirements to be used in defining bidding conditions for increasing the competitiveness of bidding procedures. With the technical support and the ongoing reinforcement of capacity of the Project Coordination Unit (PCU), the DVRP activities advanced, some subprojects were completed, despite the pressure brought by the upcoming expiration of the project and the ongoing COVID-19 pandemic.</p> <p>During this reporting period, the PCU completed the designs and the contracts for a secondary school, a wellness center, three community centers, destined to serve also as emergency shelters for local communities, and a bridge along the major North-South route for the Volet crossing. Construction works in these sites are undergoing. Also underway, is the rehabilitation of a heritage protected building.</p> <p>A remarkable achievement during FY21 was the accelerated rehabilitation of the Victoria Hospital, which was completed in November 2020 for its immediate use as a respiratory hospital for COVID-19 patients. Other subprojects have progressed and are now at the procurement stage. These include two community centers, the Dennery polyclinic and one bridge.</p> <p>Slope stabilization works—two medium size road works—and the rehabilitation of a feeder road (Venus road) are also progressing. The engineer is actively supporting the PCU overcome challenges encountered during the execution of the Dennery Polyclinic and the Millet intake works.</p> <p><i>Coastal activities</i></p> <p>With the provided support, the Department of Fisheries and the PCU continue gaining specialized knowledge in coastal engineering, integrated coastal zone management, coastal ecosystems management and climate change adaptation for coastal areas. This knowledge was lacking and needed for the implementation of coastal assessments and coastal resilient investments planned under DVRP. With increased knowledge and capacity, the PCU staff are better equipped to manage and supervise the implementation of the DVRP activities related to coral reef enhancement, coral reef restoration training, and the assessment of the impacts of climate change induced sea level rise. Engineers and natural resource specialists at the PCU can now monitor the implementation of these activities and undertake the technical review of the corresponding deliverables. Coastal activities are on track, despite COVID-19 travel restrictions, which limited data collection and caused some delays in the completion of required studies. Nonetheless, the specialized guidance and on-the-job support on coastal engineering and coastal management is building the PCU's capacity, the support will be needed until the works are completed.</p> <p><i>Environmental safeguards</i></p> <p>The environmental safeguards specialist provides the PCU and line ministries operative on-the-job support, as well as advice, guidance, and training on environmental safeguards compliance. The consultant also assists the PCU in addressing environmental issues at all the stages of execution, helps raise awareness and supports activity coordination.</p> <p><i>Procurement</i></p> <p>The procurement performance of DVRP has significantly improved with the training and in-depth, hands-on support of the CRF-recruited procurement specialist. Evidence of this progress is the improvement of the project's Procurement Rating which was upgraded from moderately unsatisfactory to moderately satisfactory and the project was no longer considered a poor performing project.</p> <p>The specialist developed and delivered seven trainings to the PCU staff and contractors delving, among others, in the following issues: bid evaluation for goods and works, civil works contracts, shopping methods, limited international bidding and contract termination procedures. During the sessions, real-life experiences were shared to explain the questions posed. Clarity on contract clauses was welcomed, as in this area DVRP staff and contractors were not well versed. While the participants received copies of the visual aids to allow for reinforcement of the knowledge acquired, they requested follow-up training sessions.</p>

Saint Lucia	
<i>Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building</i>	
Activity 2:	IST support to the Disaster Vulnerability Reduction Program (DVRP) (cont.)
<b>Progress Update – FY21 (cont.)</b>	<p>The procurement consultant further built the procurement and project management capacity of the PCU : provided almost daily guidance, advice and on-the-job support on the World Bank’s Procurement guidelines, policies, and practices as applied to the Bank lending operations; helped analyze bids and prepare evaluation reports; assisting with COVID-19 emergency procurement under the CERC; worked in the resolution of contract issues to ensure that contractors deliver as per the contract terms; provided contract management support; assisted in the review of civil works bidding documents; helped the PCU correctly calculate the average annual turnover as well as required cash flow requirements and calculations under each civil works contract; and assisted the PCU in responding to clarification requests or complaints from bidders.</p> <p><i>Support to improved assessment and application of disaster and climate risk information in decision making (component 2 of the DVRP)</i></p> <p>The technical coordinator provided expert inputs at the design, procurement, and implementation phases, reviewed technical proposals and provided feedback to firms to ensure full implementation before the closing date of DVRP. This support resulted in progress in the implementation of activities. The consultant also supported the implementation of activities under the CERC.</p> <p>The consultant is providing support to the following ongoing activities:</p> <ul style="list-style-type: none"> <li>➤ Opensource geographic information system (GIS) training activity will provide governmentwide training to technical officers in the use of QGIS, PostGIS, Geoserver, and other free and open source GIS tools.</li> <li>➤ Rehabilitation of the hydrometeorological observation network, and the repair and replacement of key hydrometeorological observation equipment such as automatic weather stations, water level sensors, and related telemetry.</li> <li>➤ Establishment of an integrated hydrometeorological data portal for storage, validation and dissemination of hydrometeorological data to other agencies and to the wider public.</li> <li>➤ Implementation support for the national spatial data infrastructure.</li> <li>➤ Acquisition of orthophotography and LiDAR topographic and bathymetric mapping.</li> </ul> <p>The implementation of the following activities under the CERC is also taking place with guidance and support of the technical coordinator:</p> <ul style="list-style-type: none"> <li>➤ Installation of an early warning siren at Dennerly village</li> <li>➤ Implementation of a disaster information management system.</li> </ul> <p>It is expected that with the support of the technical coordinator in the months to come, the implementation of activities under component 2 of the DVRP can be completed before the closing date of the project. The technically sound completion of Component 2 is needed to equip the key national agencies responsible for disaster risk reduction and spatial data management with knowledge, equipment, tools, and improved datasets.</p> <p>The CRF expert specialists, working alongside the PCU, government agencies, contractors and other stakeholders, have not only built national specialized and project management capacity, but have largely contributed to accelerating the implementation of DVRP, pulling it out of a problem-project status. CRF technical assistance is still required in early FY22 to ensure the timely and technically sound completion of all project activities before the closure of the DVRP on June 30, 2021.</p> <p>The Portfolio Environmental, Social, Health and Safety (ESHS) Risk Manager was not contracted during this reporting period. The government requested to start this support only in July 2021, when the Saint Lucia Development Bank (SLDB), which is the main beneficiary of the activity, will have more capacity to fully engage with the specialist.</p> <p><i>Technical assistance under COVID-19 circumstances</i></p> <p>In view of COVID-19 travel restrictions, the consultants have established virtual working conditions with the PCU and other stakeholders. The PCU has provided videos of specific stages of the different construction processes on a regular manner, allowing the consultants to monitor activity progress closely. During the virtual supervision missions, video calls have been held with contractor managers and supervision consultants who have walked the consultants through the different works, providing visual evidence of the progress of each section, and advising and showing specific challenges encountered during construction. This alternative approach of providing virtual or remote support to the DVRP in the supervision of works has proven effective.</p>

## Saint Lucia

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

Next Steps –  
FY22

- › **Activity 1:**  
Provide technical advice and support to the implementation of the Climate Change Adaptation Financing Facility (CAFF). The consultant's support includes: (i) hands-on, real-time support and capacity building on environmental, social, health, and safety risk management systems, (ii) support for the portfolio review of Development Bank of Saint Lucia (SLDB) projects; (iii) support in the evaluation of the existing ESHS risk management system and suggest improvements or updates; (iv) help in the review of 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. The government requested to postpone the activity until July 2021.
- › **Activity 2:**  
Provide training to PCU in environmental safeguards supervision and monitoring 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 stages of execution of the build-out contract, and will take a leading role in environment-related training or awareness raising and coordination activities.
- › **Activity 3 - Technical coordinator:**  
Facilitate the completion of major interventions before DVRP ends. These include: the rehabilitation of the hydrometeorological observation network, LiDAR mapping, emergency siren installation, and the establishment of the hydrometeorological data portal. The consultant will also continue supporting the PCU by advising and supporting the coordination of other activities and strengthening procedures to ensure that timely follow-up takes place and all relevant stakeholders are informed of project aspects that are of relevance for them. The consultant will also continue providing on-the-job training to the PCU.
- › **Activity 4:**  
Continue offering technical and operational assistance to expedite the completion of ongoing activities, including studies, procurement processes and the execution of construction and rehabilitation works in multiple sites. The consultant will ensure compliance and quality through closer follow-up and hands on assistance when required.
- › **Activity 5:**  
Continue to review technical reports and provide specialized guidance on coastal engineering and coastal management for the timely completion of the studies contemplated in the project, while building, through on-the-job support, and the capacity of the Department of Fisheries and the PCU on these issues.
- › **Activity 6:**  
Continue building the capacity of PCU staff on the World Bank Procurement guidelines and processes, focusing on contract management. The specialist will also deliver follow-up training sessions for the participants to the trainings delivered in FY21 on the topics of bid evaluation for goods and works, civil works contracts, shopping methods, limited international bidding, and contract termination procedures.

Saint Lucia	
<i>Component 2: Mainstreaming Climate Resilience and Gender into Public Financial Management Cycle</i>	
Activity:	<b>Post-Disaster Public Financial Management</b>
Time Frame	July 2020 – March 2021
Description	<p>The Government of St. Lucia provided its initial concurrence with the general findings of the PD PFM review and the PEFA GRB assessment, and WBG team and the Go SL developed a detailed action plan that identified four priority areas in 2020.</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.</li> </ul> <p>To respond to the ongoing COVID-19 pandemic, workplan activities were reprioritized to facilitate the following activities:</p> <ol style="list-style-type: none"> <li>a. Ongoing technical assistance to help Department of Finance (DOF) draft interim finance instructions to give guidance on how Ministries, Departments and Agencies (MDAs) should execute emergency budget, procurement, accounting, reporting and audit processes in response to a disaster event (used for COVID-19).</li> <li>b. 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 expenses and activities related to COVID-19.</li> <li>c. Ongoing technical assistance 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>d. 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> <ul style="list-style-type: none"> <li>➤ Strengthen procurement planning to allow for advanced provisioning for emergency goods and services</li> <li>➤ Develop a flexible but thorough emergency procurement policy</li> <li>➤ Develop a procurement manual that outlines operating procedures for post-disaster situations</li> <li>➤ Workshop on Business Continuity Planning (BCP) for MoF</li> </ul>
Progress Update – FY21	<ul style="list-style-type: none"> <li>➤ Agreement with the government on action points for implementation support</li> <li>➤ Included social inclusiveness (gender) considerations in budget circular 2021</li> <li>➤ Included instructions on new procurement system in budget circular 2021</li> <li>➤ Conducted workshop on BCP for business units of MoF to design their plans</li> <li>➤ Support MoF to streamline disaster response budgeting protocols.</li> <li>➤ Support MoF to draft interim finance instructions to give guidance on how MDAs should execute emergency budget in response to a disaster event (used for COVID-19).</li> <li>➤ Revisions to the PFM Act to define parameters for executing PFM in times of emergency.</li> <li>➤ Support to Accountant General Department in compiling the Government of St. Lucia financial statements for the outstanding years.</li> <li>➤ Support the design of TORs for the 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.</li> </ul>
Next Steps – FY22	Engagement with Department of the Auditor General to conduct performance audits

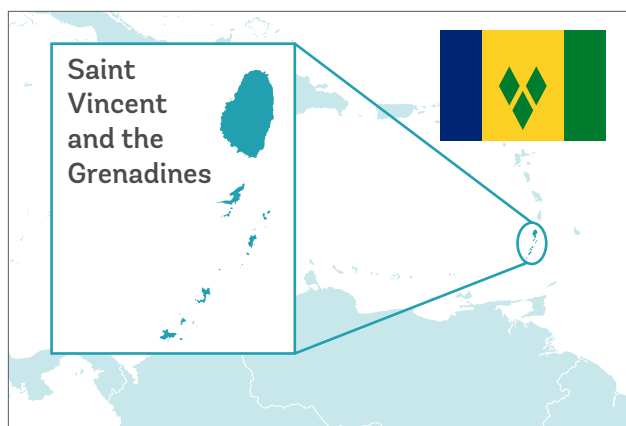


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### Saint Vincent and the Grenadines

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

#### Activity 1: IST support to the Disaster Vulnerability Reduction Program (DVRP)

**Time Frame** July 2020 – March 30, 2021

**Description**

The Regional Disaster Vulnerability Reduction Project (RDVRP) is set to disburse more than USD 23 million in Saint Vincent and the Grenadines during its last year of implementation. Activities in the country include civil works for coastal defense, slope stabilization, road rehabilitation, school rehabilitation, and river embankment strengthening works.

One major activity is 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 multisectoral in nature, assistance in project management and coordination between the different sectors and stakeholders involved are also needed.

The Government of Saint Vincent and the Grenadines requested technical assistance to fill capacity gaps and to ensure the project remains on track and the planned interventions are technically sound and completed on time. In FY20, the CRF provided specialized, hands-on, technical assistance to the government for the completion of regional DVRP activities. However, with the COVID-19 pandemic the region and the project implementation were affected. To compensate for the time lost owing to the pandemic, the RDVRP has been extended to June 30, 2021, and the completion of its activities in the country requires the continuation of technical assistance that the CRF provides.

In December 2020 the volcano La Soufriere renewed activity with a new dome forming inside the crater and on December 29 the alert was raised to orange. This alert means that there is highly elevated seismicity or fumarolic activity, or both. Eruptions may occur with less than 24 hours' notice, monitoring systems are continuously manned, and potential vent areas have regular visual inspection as well as continuous ground deformation and hydrothermal monitoring. This puts additional pressure on the DRM system and the government already dealing with the COVID-19 pandemic.

**Objective:** To continue providing operational and technical support and advice to the implementation of the Regional Disaster Vulnerability Reduction Project (RDVRP) in Saint Vincent and the Grenadines.

**Activity:** Provision of technical support, guidance and operational assistance to the RDVRP to ensure the project activities are completed on time and follow all due diligence.

- Technical and operational assistance to expedite the conclusion of ongoing RDVRP-related projects, facilitate procurement procedures, and support implementation agencies during the works execution, ensuring compliance and quality through closer follow-up and hands-on assistance when required.
- Technical guidance on coastal engineering and modeling to the Project Coordination Unit (PCU).
- Technical support in the preparation of requests for the extension of the RDVRP project, to compensate for the time lost during the COVID-19 pandemic.
- Hands-on support in contract management to the RDVRP PCU.
- Building national capacities on contract management through training for the technical line agencies involved in the project and project contractors or potential project contractors.

Saint Vincent and the Grenadines	
<i>Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building.</i>	
Activity 1:	IST support to the Disaster Vulnerability Reduction Program (DVRP)
<b>Progress Update – FY21</b>	<p>The CRF assistance to RDVRP in Saint Vincent and the Grenadines continued in FY21 through the technical guidance and hands-on support provided by three experts—a senior engineer, a coastal engineer and a procurement specialist.</p> <p>In view of COVID-19-related travel restrictions, the consultants developed effective remote collaboration procedures, including weekly coordination meetings, swift reviews of technical and project management issues on a daily basis, and virtual sites visits. They continued reviewing technical reports, offering guidance on specific aspects of designs and construction methodologies and approaches, supporting supervision to the implementation of infrastructural work, and building the operational capacity of the PMU.</p> <p><i>Public infrastructure projects</i></p> <p>The RDVRP overcame major delays in project implementation, and completed the following two infrastructure works, critical to the management of the potential eruption of the La Soufriere volcano.</p> <ul style="list-style-type: none"> <li>➤ The Kingstown Government School, which will be used as a key emergency shelter should there be a need to evacuate communities because of any eruption of the volcano.</li> <li>➤ The Chateaubelair jetty, which may potentially be used as an evacuation point for the communities at highest risk of a potential eruption of the volcano in the north of the country.</li> </ul> <p>However, the unfolding of La Soufriere volcano situation has slowed progress in the execution of major coastal defense works—Dark View, Georgetown, Sans Souci—as they are located in high-risk areas. All other remaining RDVRP public infrastructure interventions are underway, and expected to be finalized by the end of May 2021.</p> <ul style="list-style-type: none"> <li>➤ The reconstruction of bridges and river crossings—two extensive sites and three local stabilization works.</li> <li>➤ Improvement of river embankments and feeder roads</li> <li>➤ In addition to these projects, the experts have been actively addressing the impact of geotechnical concerns in the ongoing design of the foundations and structure of the Referral Hospital of Arnos Vale.</li> </ul> <p><i>Capacity building</i></p> <p>Noticeable improvements in the capacity of the project staff took place under the guidance and support of the CRF consultants. In particular:</p> <ul style="list-style-type: none"> <li>➤ The implementing agency has made progress in the completion of designs, the definition of technical qualifications for successful procurement procedures, the verification of compliance to contract conditions, and the assessment of the quality of ongoing works. Project coordination and the follow-up of work progress also improved.</li> <li>➤ RDVRP engineers are now better able to monitor the execution of coastal protection works, ensuring compliance and quality control. They are also more knowledgeable and confident when engaging in dialogue about coastal engineering matters with contractors and consultants.</li> </ul> <p>As local capacity strengthens, the absorptive capacity, efficiency and effectiveness of the provided assistance also improved. The technical assistance from the CRF in FY21 helped St. Vincent and the Grenadines obtain an extension for the implementation of the RDVRP until the end of June 2021. It also served to consolidate better processes for contract execution and termination, and helped the PCU resolve unexpected contractual issues of breach of contract and its subsequent termination. To further build national capacity for the implementation of ongoing activities, and for the future execution of similar projects, the procurement specialist rolled out a training program on procedures needed on a continuous basis. This program includes presentations and hands-on training on the preparation of standard bidding documents, bid evaluation reports, draft contracts, amendments to contracts, ToRs, request for proposals, evaluation of Expressions of Interest and other procedures. Also funded by the CRF, this training program was successfully piloted in Saint Lucia, therefore provided to the PCU in Saint Vincent and the Grenadines.</p>



Saint Vincent and the Grenadines	
<i>Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building.</i>	
<b>Activity 1: IST support to the Disaster Vulnerability Reduction Program (DVRP)</b>	
Next Steps – FY22	<ul style="list-style-type: none"> <li>➤ <b>Activity 1:</b> Technical and operational assistance to expedite the conclusion of ongoing studies, facilitate the conditions of procurement procedures, and support implementation agencies during the execution of the remaining works under the project, ensuring compliance and quality through closer follow-up and hands-on assistance when required.</li> <li>➤ <b>Activity 2:</b> Technical guidance to and on-the-job capacity building of the RDVRP project team on coastal engineering and coastal modeling for the timely conclusion of coastal works. Specifically, the consultant will review technical reports and offer guidance on specific aspects of the designs and construction methodologies or approaches used.</li> </ul>
<b>Activity 2: Response to La Soufriere volcano eruption</b>	
<b>Time Frame</b>	February 2021 – June 2021
<b>Description</b>	<p>The effusive eruption of La Soufriere volcano and the associated increase in seismic activity has led the Government of St. Vincent and the Grenadines to raise the alert level to orange. Because eruptions may occur with less than 24 hours' notice, the National Emergency Management Organization (NEMO) has advised the country residents, and especially persons living close to the volcano, to be prepared to evacuate on short notice if necessary. This situation puts additional pressure on the DRM system and the government already dealing with the COVID-19 pandemic.</p> <p>Under these circumstances, the CRF has rapidly mobilized technical assistance to support the Government of St. Vincent and the Grenadines, in particular NEMO, to prepare for a potential evacuation owing to the eruption of La Soufriere.</p> <p><b>Objective:</b> To support the Government of St. Vincent and the Grenadines and NEMO in handling La Soufriere volcano emergency and future crises by improving emergency communications and shelter management.</p> <p><b>Activity:</b> Provision of technical support, strategic guidance and direct assistance to NEMO:</p> <ul style="list-style-type: none"> <li>➤ Strengthen communications on the La Soufriere volcano emergency</li> <li>➤ Enhance the emergency or crisis communication strategy and plan</li> <li>➤ Update the shelter management policy, guidelines, and plans to include gender and disability considerations and COVID-19 protocols; and</li> <li>➤ Build national capacity in shelter management and emergency communications.</li> </ul>
<b>Progress Update – FY21</b>	<p>Two specialists were recruited and contracted by the CRF to assist NEMO with immediate needs related to communications and shelter management and to build national capacity in these fields for future emergencies.</p> <p>The communication and knowledge management expert initiated (i) the development of a communication strategy for all hazards; (ii) the development of a communication strategy specific to La Soufriere volcano eruption; (iii) facilitating the production and dissemination of communication products such as press releases, videos, blogs and social media content for this emergency and (iv) elaborate communication training modules to build national capacity on crises communications, ensuring these are inclusive, relevant, and applicable to vulnerable communities.</p> <p>The shelter management specialist is supporting the update of the national shelter management policy and strategy, inclusive of an action for implementation. The steps taken include the review of existing shelter management policy, plans, strategies, and guidelines to identify opportunities for the integration of gender, various disability and COVID-19 considerations and related monitoring metrics. The specialist has also started to elaborate a shelter management training program and manual to build national capacity further for shelter management during emergencies in St. Vincent and the Grenadines.</p>

Saint Vincent and the Grenadines	
<i>Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building.</i>	
<b>Activity 1: IST support to the Disaster Vulnerability Reduction Program (DVRP)</b>	
<b>Next Steps – FY22</b>	The consultant will develop shelter management guidelines and plans; update shelter management policy to include COVID-19 protocols; and train shelter managers accordingly to support the response to the eruption of the La Soufriere volcano in SVG.

Saint Vincent and the Grenadines	
<i>Component 2: Mainstreaming Climate Resilience and Gender into Public Financial Management Cycle</i>	
<b>Activity: Application of the Post-Disaster Public Financial Management toolkit</b>	
<b>Time Frame</b>	January – June 2020
<b>Description</b>	<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 PD-PFM, identified areas for engagement include:</p> <ol style="list-style-type: none"> <li>a. Technical assistance to develop and disseminate instructions on the PFM instruments that can be used to accelerate the reallocation, execution, accounting or reporting, and audit of disaster-related expenditure.</li> <li>b. Technical assistance to develop a comprehensive Disaster Risk Financing Policy or Strategy to include the entire government policy regarding the procurement of insurance against disaster risk.</li> <li>c. Technical assistance to support development of a climate change and disaster risk responsive Asset Management Policy.</li> <li>d. Technical assistance to develop amendments to the Financial Administration Act (FAA) and Regulations, including criteria for preparing disaster recovery projects.</li> <li>e. Technical assistance 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>f. Technical assistance and capacity building to support procurement reforms: (i) Complete training and SBDs to facilitate effectiveness of new Public Procurement Act and Legislation;(ii) Improve procurement planning;(iii) Develop procurement SOPs, manual, and procedures specific to emergencies;(iv) Draft streamlined versions of SBDs for use in emergencies;(v) Draft standard forms of Framework Agreements .</li> </ol>
<b>Progress Update – FY21</b>	Presentation of PD-PFM findings and follow-ups with relevant units to agree on the next steps. The government wants to focus on strengthening public procurement practices to respond better to disasters; and integrate gender in the design and implementation of budget policies.
<b>Next Steps – FY22</b>	Start of technical assistance in the design of budget guidelines for emergencies, tracking disaster Initiation of technical assistance on emergency procurement, and integration of gender in the design and implementation of budget policies.

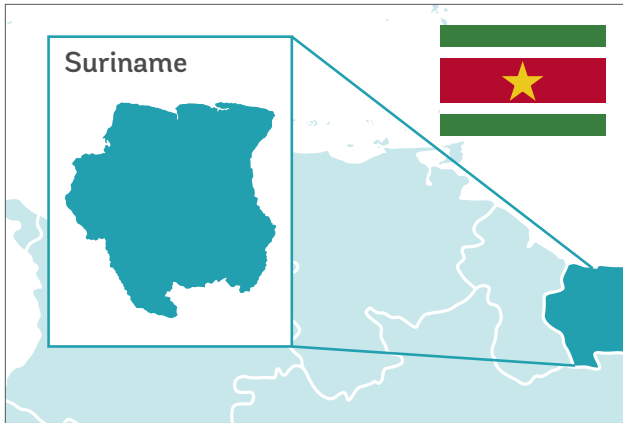


Photo: BantCo

Suriname	
<i>Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building.</i>	
Activity 1:	IST support to the Saramacca Canal Rehabilitation Project
<b>Time Frame</b>	July 1, 2020 – March 31, 2021
<b>Description</b>	<p>The Suriname Saramacca Canal Rehabilitation Project (SCRP) is the first World Bank lending operation in the country in 30 years. The project aims to improve the operation of the Saramacca Canal system and thus reduce flood risk for the people and assets located along the 34-kilometer canal, in the greater Paramaribo area. However, after the 30-year gap, 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 who have not been exposed to World Bank good practices and implementation procedures for investment project financing. This represents implementation challenges.</p> <p>One implementation bottleneck identified is the limited procurement experience of local procurement specialists with international competitive procurement of works and services. In FY20, a procurement specialist contracted by the CRF started providing hands-on procurement support to the PIU, much needed to kickstart the implementation of the project and build 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 SCRCP and other World Bank projects in the future.</p> <p><b>Objective:</b> To continue building capacity and provide procurement support to the PIU and relevant line ministries.</p> <p><b>Activity:</b></p> <ul style="list-style-type: none"> <li>➤ On-the-job training on World Bank’s procurement methods, evaluation techniques and contract management for the PIU’s newly recruited procurement specialist and the Borrower’s Evaluation Committee.</li> <li>➤ Two procurement capacity building workshops for the client’s PIU, the Borrower’s Evaluation Committee, and local consulting and construction firms.</li> </ul>

Suriname	
<i>Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building.</i>	
<b>Activity 1:</b>	<b>IST support to the Saramacca Canal Rehabilitation Project</b>
<b>Progress Update – FY21</b>	<p>The PIU's overall capacity for competitive international procurement of goods, works and services has been significantly strengthened. This was demonstrated by the efficient procurement the implementing agency performed for two consulting studies essential for the implementation of the SCRCP accelerating the effective and successful implementation of the SCRCP, which will benefit about 57,000 people.</p> <p>Owing to COVID-19-related travel restrictions, the hands-on support and training conducted by the procurement specialist were online. These efforts have been effective and have benefitted the PIU, the Borrower's Evaluation Committee, including representatives of the Ministry of Finance, and local consulting and construction firms reinforcing the capacities built under CRF in FY20 and contributing to strengthen Suriname's procurement and managerial capacity needed for the implementation of investments.</p> <p>Despite the progress, a sustained support is required until the PIU can conduct procurement functions independently and the Government is fully familiar with World Bank procurement procedures.</p>
<b>Next Steps – FY22</b>	Continue providing hands-on support to and building the capacity of the client on procurement methods, evaluation techniques and contract management, for the implementation of the Suriname Saramacca Canal Rehabilitation Project and other future projects.
<b>Activity 2:</b>	<b>Overall support to activation of the CERC component under the SCSR</b>
<b>Time Frame</b>	July 1, 2020 – March 31, 2021
<b>Description</b>	<p>Upon WHO's declaration of global COVID-19 pandemic on March 11, 2020, the Government of Suriname (GoS) requested to the World Bank to activate the Contingent Emergency Response Component (CERC) under the Saramacca Canal Rehabilitation Project (SCRCP). With funding from the CRF, technical assistance was provided in FY20 to the Government of Suriname for the preparation of the CERC Operations Manual and the rapid activation of the CERC, as well as a remote training program to build the capacity of the SCRCP Project Implementation Unit and other key stakeholders to develop, update, and activate the CERC in future emergency response. To ensure the GoS has the capacity to fully implement the CERC Operations Manual and to address future emergencies through the CERC instrument the GoS requested to continue the CRF technical assistance in FY21.</p> <p><b>Objectives:</b> Support the Government of Suriname in the implementation of the CERC Operations Manual and increase its capacity to use the project funded-CERC instrument to address future emergencies.</p> <p><b>Activities:</b> Conduct trainings on implementation of CERC Operations Manual that was prepared in FY20.</p>
<b>Progress Update – FY21</b>	<p>The technical assistance provided by the CRF in FY20 enabled the timely activation of the CERC component of the SCRCP by the GoS in May 2020. The prompt response resulted in a timely purchase of the essential personal protective equipment (PPE) for medical workers and key medical supplies and consumables that were distributed among 13 hospitals assigned to respond to COVID-19 pandemic. As a result, Suriname's national health system was prepared to deal with the crisis immediately after the first infection cases were recorded in the country. A quick disbursement under the CERC mechanism and the client's proactiveness and efficiency have contributed to reducing the risk and containing the COVID-19 pandemic in Suriname.</p> <p>The training sessions on CERC activation and implementation planned for this reporting period have been postponed to FY22 for two reasons. First, the PIU was understaffed, and had the personnel fully engaged in the procurement process of two consultancies essential for the implementation of the SCRCP, it would have left no time for additional training activities. Second, the PIU preferred to finalize its staffing before proceeding with the trainings.</p>
<b>Next Steps – FY22</b>	Conducted trainings on the implementation of CERC Operations Manual that was prepared in FY20.

Suriname	
<i>Component 2: Mainstreaming Climate Resilience and Gender into Public Financial Management Cycle</i>	
Activity	Application of the Post-Disaster Public Financial Management toolkit
<b>Time Frame</b>	January – June 2020
<b>Description</b>	During FY20: <ul style="list-style-type: none"> <li>➤ Met with government officials and presented the Post-Disaster Public Financial Management (PD-PFM) review and process.</li> </ul>
<b>Progress Update – FY21</b>	Meeting with the newly elected government took place in March 2021. There is renewed interest from the government to conduct a PD-PFM review.
<b>Next Steps – FY22</b>	Dialogue with the government is ongoing. Specific activities have not yet been identified.

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