



# Canada Caribbean Resilience Facility

Single Donor Trust Fund

Progress Report

March 1, 2019 – June 15, 2020

Canada 



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



**WORLD BANK GROUP**

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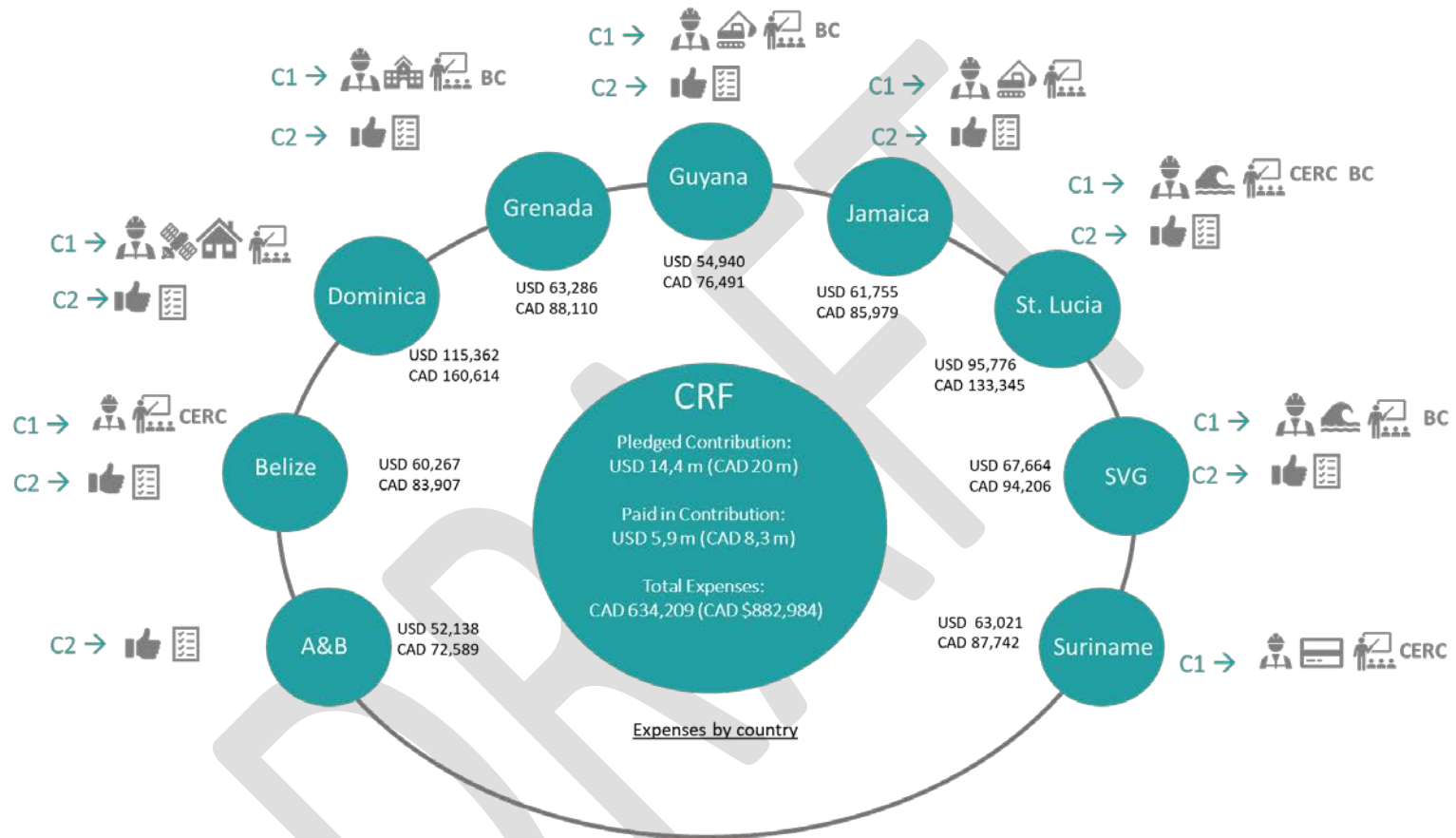
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## Acronyms

AA	Administration Agreement
BOOST	Building Opportunities for Our Transformation
CAD	Canadian Dollar
CARTAC	Caribbean Regional Technical Assistance Centre
CDB	Caribbean Development Bank
CDEMA	Caribbean Disaster Emergency Management Agency
CDMN	Comprehensive Disaster Management
CERC	Contingent Emergency Response Component
COA	Chart of Accounts
CPTCC	Caribbean Procurement Training and Consultancy Centre
CRIP	Caribbean Regional Indicative Program
CRF	Canada-Caribbean Resilience Facility
DFIF	Department for International Development
DoF	Department of Finance
DRM	Disaster Risk Management
DVRP	Disaster Vulnerability Reduction Project
EAP	Emergency Action Plan
EDWC	East Demerara Water Conservancy
ESF	Environmental and Social Framework
ESMP	Environmental and Social Management Plan
EU	European Union
Fas	Framework Agreements
FAA	Financial Administration Act
FIDIC	International Federation of Consulting Engineers (commonly known as FIDIC, acronym for its French name Fédération Internationale Des Ingénieurs-Conseils)
FY21	Fiscal year 2021
GFDRR	Global Facility for Disaster Reduction and Recovery
GoCD	Government of the Commonwealth of Dominica
GoS	Government of Suriname
GoSL	Government of Saint Lucia
GoG	Government of Grenada
GP	Global Practice
GPURL	Urban, Disaster Risk Management, Resilience & Land Global Practice
GRB	Gender Responsive Budgeting
HRP	Housing Recovery Project
IST	Implementation Support Team

JDVRP	Jamaica Disaster Vulnerability Reduction Project
LIDAR	Light Detection And Ranging
OECS	Organisation of Eastern Caribbean States
OM	Operations Manual
MoHL	Ministry of Housing and Lands
PCU	Project Coordination Unit
PD-PFM	Post-Disaster Public Financial Management
PEFA	Public Expenditure and Financial Accountability
PFM	Public Financial Management
PIU	Project Implementation Unit
RDVRP	Regional Disaster Vulnerability Reduction Project
RFP	Request for Proposals
SC	Steering Committee
SCRP	Saramacca Canal Rehabilitation Project
SCU	Saramacca Canal Unit
SIDS	Small Island Developing States
SVG	Saint Vincent and the Grenadines
TA	Technical assistance
TOR	Terms of Reference
UNDP	United Nations Development Programme
UR	Understanding Risk
USD	United States Dollar
WBG	World Bank Group
WHO	World Health Organization
WP	Work Plan

## Overview



	Technical support from IST		Technical support, e.g. housing sector assessment	<b>BC</b>	Technical support allowed business continuity during COVID-19
	Technical support to civil works, e.g. school rehabilitation		Technical support, e.g. procurement	<b>CERC</b>	Technical support to activation of Contingency Emergency Response Component (CERC)
	Technical support to civil works, e.g. Flood control		Capacity building		The PD-PFM Tool kit applied
	Technical support, e.g. remote sensing technology		Technical support, e.g. coastal protection and management		A plan of action identified with the Government

## 1. Background

### 1.1. The Canada Caribbean Resilience Facility (CRF)

With support from the Global Affairs Canada, the Global Facility for Disaster Reduction and Recovery (GFDRR) and the World Bank established the Canada-Caribbean Resilience Facility (CRF), a bank-executed single-donor trust fund. The Trust Fund is valued at CAD 20 million (estimated USD 14.4 million) and it is managed by GFDRR acting as the Secretariat. The Administration Agreement (AA) was signed on March 3, 2019. Implementation began on May 30, 2019. This Progress Report covers the period March 1, 2019 to June 15, 2020, based on the activities agreed in the workplan dated December 2019 – June 2020. The next progress reports will cover the period July 2020 to March 2021 to allow alignment of subsequent reports to the Canadian fiscal year which runs from 1 April to 31 March. All figures are expressed in U.S. dollars (USD), the trust fund holding currency, with the Canadian dollar (CAD) equivalent also provided<sup>1</sup>.

The Facility was established to achieve more effective and coordinated gender-informed climate-resilient preparedness, recovery, and public financial management practices in nine Caribbean countries. The Facility supports governments by deploying technical experts in the region to provide close partnership, collaboration, and just-in-time support to accelerate the implementation of recovery projects and overall resilience-building efforts across the Caribbean. The CRF works in Antigua and Barbuda, Belize, Dominica, Grenada, Guyana, Jamaica, Saint Lucia, Saint Vincent and the Grenadines, and Suriname. Activities are implemented by teams in the Urban, Disaster Risk Management, Resilience & Land Global Practice (GPURL) and Governance Global Practice (Governance GP).

The CRF is operationalized across the three components:

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

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

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

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

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

financial management practices and public-sector management during natural disasters and emergencies, as well as in recovery and response efforts.

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

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

#### **1.2. Special Circumstances: COVID-19 Pandemic**

On March 11, 2020 the World Health Organization (WHO) declared the current COVID-19 outbreak a pandemic. The Caribbean region has not been spared from the impacts of the virus, which have resulted in severe human and economic costs. With COVID-19 case numbers on the rise, it is projected that the growth in the region will contract by 6.2 percent in 2020. This would be the deepest recession in more than half a century<sup>2</sup>. COVID-19 has heightened the vulnerability to natural disaster in the Caribbean as most of the coping capacities to respond to emergencies have already been fully tapped into in response to the COVID-19 crisis. Further, the activity of the upcoming hurricane season is expected to be above average, with a pre-season outlook of up to 19 named storms, of which as many as 10 could become hurricanes<sup>3</sup>.

In response to the crisis, the World Bank Group approved an increased package of up to \$14 billion of fast-track financing to help countries and companies in their efforts to respond to the rapid spread of COVID-19. As operations accelerate, the fast-track support will make a significant contribution to urgent efforts in countries to strengthen their public health systems and private sectors and help with disease containment, diagnosis, and treatment.

The CRF has also stepped in to support governments' efforts to address the pandemic. The support follows three axes.

1. Support access to and activation of emergency funding such as Contingent Emergency Response Component (CERC<sup>4</sup>).
2. Provide hands-on-support 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.

This report includes a summary of progress in the implementation of these activities, which are considered additional to the agreed workplan.

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<sup>2</sup> IMF, COVID-19 Pandemic and the Caribbean: Navigating Uncharted Waters, April 29, 2020.

<sup>3</sup> NOAA, May 21, 2020)

<sup>4</sup> 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.

Due to the pandemic, the implementation of some activities was temporarily postponed. As such, the workplan for 2020/21 will be adjusted, and clearly indicate those changes.

## 2. Implementation Progress

### 2.1. Program Implementation, Management and Establishment of the Facility

#### Implementation

- **GFDRR team:** A dedicated GFDRR team based in Washington D.C. provides program and knowledge management support (Secretariat role and Component 3) to the Facility. The team communicates with the donor and works closely with the implementation teams in GPURL and Governance GP. The team also coordinates with other donors and with World Bank teams to ensure activities are well harmonized in the Caribbean region.
- **GPURL and Governance GP team:** The implementation teams are responsible for the day-to-day implementation of activities under Components 1 and 2 and ensuring timely and efficient response to clients. This requires close coordination with World Bank task team leaders and regional partners.

#### Steering Committee (SC)

- The SC meets annually and is comprised by representatives of the World Bank / GFDRR, the donor, and invited observers. The SC provides strategic guidance in the implementation of activities under the Facility. During the reporting periods the SC met once on December 17, 2019. Minutes of the meeting were circulated and are available upon request.

#### Coordination and Institutional Mechanisms

- **Setting up the Facility:** Since the signature of the Administration Agreement, the Secretariat prepared the Operations Manual (OM) putting in place the necessary mechanisms for the Facility to deliver on its objectives. The first Work Plan (WP) was established following a consultation process with the nine eligible countries and presents prioritized activities per country and component of the CRF. The OM and WP have both been endorsed at the first Steering Committee meeting of the CRF held on December 17, 2020. In collaboration with GPURL and the Governance Practice, the Implementation Support Team (IST) has been established comprised by a total of 32 experts of which 17 are consultants working under Component 1 and nine consultants are working under Component 2. Two additional consultants work simultaneously in both components. Most of them are based in Washington D.C. and are deployed to the field as needed. Annex 3 presents the organigram of the IST.
- **Technical coordination meetings:** The Facility's Secretariat (GFDRR) facilitates technical coordination meetings with CDB, UNDP, CDEMA, CARTAC, DFID, EU and the World Bank. In February, GFDRR started discussions with CDEMA to begin to organize the first Technical Coordination Meetings in March 2020, though plans for this in person meeting were put on hold due to the COVID-19 crisis. During this reporting period, the team met in person with the CDB, DFID, UNDP and CDEMA during various missions<sup>5</sup> to Barbados and CARTAC separately to inform and coordinate activities. Activities with the EU were also coordinated with the GFDRR team based in Brussels to ensure alignment with the EU funded programs in the region.

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<sup>5</sup> Missions to Barbados took place in May and December 2019 and in February 2020.



## Monitoring and Evaluation

- **Monitoring framework:** An initial Results Framework was developed to align with GFDRR's results framework. The framework was presented to the donor. The baseline for some indicators under Component 1 will be established following the preparedness and recovery capacity assessments to be carried out during the next fiscal year. For Component 2, results of the PD-PFM assessment tool kit will define the base line. As activities have only started in December 2019, the proposal is to present the first indicators' values by May 15, 2021.

## 2.2. Communication and Visibility

The GFDRR team works closely with the implementation teams to ensure Canada's visibility and acknowledgement of support throughout activities implemented by GPURL and the Governance GP.

The following are highlight of visibility and activities undertaken by the GFDRR team and/ or the implementation teams:

- **Regular updates on the GFDRR/CRF webpage:** The GFDRR/CRF Webpage is updated regularly at <https://www.gfdr.org/en/canada-caribbean-resilience-facility>.
- **Launch of the CRF at the Understanding Risk (UR) Caribbean Conference (May 29, 2019, Bridgetown, Barbados):** The Facility was formally launched at the UR Caribbean Conference.. Remarks were provided by distinguished guest such as the Canadian High Commissioner, her Excellency Marie Legault and the master of ceremony was Senior Director Caribbean Regional Programme Canada, Benoit Pierre Lamee. The event was well covered by the press. Annex 1 i includes a selection of press releases.
- **Videos:** A video was prepared for the launch of the Facility available on GFDRR's YouTube channel at <https://www.youtube.com/watch?v=fyLXtXdg78Y&feature=youtu.be>
- **CRF brief note:** A brief note explaining the CRF and its objective was prepared and is available at <https://www.gfdr.org/en/publication/canada-caribbean-resilience-facility-crf>. This note is used to explain the program to government counterparts and other stakeholders.
- **Brief note on the CRF response to COVID-19:** The note presents the CRF strategy in support of Caribbean countries to respond to the pandemic. [Link](#)
- **Presence at the 11<sup>th</sup> CDM Conference (Caribbean Disaster Emergency Management Agency - CDEMA):** The CRF was present at the World Bank booth during the 11<sup>th</sup> CDM conference in Sint Maarten from December 2<sup>nd</sup> to 6<sup>th</sup>, 2019.
- **Canada-Caribbean Resilience Facility implementation highlights - spotlight on Saint Lucia:** This note presents the reform in action in Saint Lucia, using the COVID-19 crisis to accelerate the disaster responsiveness of public financial management systems. [Link](#)

## 2.3. Implementation and Financial Update

From the total pledged contribution of USD 14.4<sup>6</sup> million (CAD 20 million), the CRF received USD 5,980,294 (CAD 8,326,120) to date. Between March 1, 2019 and June 15, 2020, the CRF committed USD 1,683,115 (CAD 2,343,333) to three operational grants. These are noted below, and a complete financial report is in section 4. It also set aside USD 208,000 (CAD 289,590) for just-in-time support during catastrophic events. All figures in this report correspond to the amounts in the SAP system of the World Bank as of June 3, 2020.

- 1) **Component 1: Regional Activities** – Implementation support for recovery and resilience building activities (USD 600,000 / CAD 835,356).

This grant finances regional activities benefiting all countries such as training activities, development of assessment methodologies, guidelines, reports, etc. It also supports activities aimed at strengthening regional institutions such as CDEMA.

- 2) **Component 1: In-country Activities** – In-country support to accelerate implementation of recovery and resilience building activities (USD 600,000 / CAD 835,356).

This grant finances customized support to countries in response to specific demands to address bottlenecks and enhance implementation capacity.

- 3) **Component 2: Climate-Resilient Gender Responsive PFM** (USD 966,230 / CAD 1,345,240)

This grant finances all activities under Component 2.

The overall implementation of activities in all component of the Facility is progressing well despite the global pandemic. While some activities suffered temporarily delays, new activities emerged as a result of discussions about how countries were responding to COVID-19 and the program has been able to adapt quickly. The CRF was instrumental in supporting countries activate CERCs to help address the pandemic. Another key element of adaptation of the program was a quick shift to providing support remotely and carrying out missions virtually.

### 2.3.1. Regional Activities - Component 1

Planned regional activities remain relevant and on track towards meeting the project's objectives as agreed during the Work Plan December 2019 – June 2020. Regional activities include training events and assessments that benefit one or more countries simultaneously.

Three training events benefiting all nine countries were carried out, three of them before the travel restrictions were put in place. The CRF contributed to a training on gender organized by UN Woman in early June. Because of the COVID-19 pandemic, three trainings in the Work Plan for the period December 2019 – June 2020 were postponed to the next fiscal year. The Preparedness and Recovery Capacity assessment and the Gender Gaps Analysis suffered brief delays, but tasks were adapted, and both activities are now progressing. The Knowledge Face to Face Exchange Event planned under Component 3 was postponed to next fiscal year. Detailed information on progress for each activity is found in Annex 2.

Regional activities are carried out by the core Implementation Support Team (IST) which is comprised by eight multidisciplinary consultants. The IST organigram is presented in Annex 3.

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<sup>6</sup> The exchange rates in this report are calculated using Oanda converter with the date of May 20, 2020 (<https://www1.oanda.com/currency/converter/>) 1 USD = CAD 1.39226

The tables below present a brief description of activities and related disbursements. The color coding indicates the status of the activity: green – finalized, on track; yellow – delayed; orange – not started.

Table 1: Regional activities and disbursements during the period March 1, 2019 to June 3, 2020.....

Country	Activity	Description	Disbursed USD	Disbursed CAD
Nine countries	Assessment	<b>Preparedness and Recovery Capacity Assessment at sector level.</b> A draft assessment methodology and desk review of the housing sector in Dominica were prepared and further development is ongoing. <b>Operational work:</b> Includes various operational works carried out by the IST, such as institutional analysis, business continuity analysis and other prospective works that are ongoing, as well as mission to Barbados.	\$137,048	\$190,806
Nine countries	Assessment	<b>Gender gaps analysis.</b> A draft desk review on the gender status in the nine countries is being finalized. This desk review will inform the assessment on gender responsiveness in preparedness and recovery processes.	\$48,468	\$67,479
Nine countries	Capacity Building	<b>Training on contract management.</b> 28 participants from the nine countries enhanced their capacities on contract management. The training was held on May 30 and 31, 2019 in Barbados at the margins of the Understanding Risk Caribbean Conference.	\$95,538	\$133,014
Belize, Dominica, Grenada, Jamaica, SVG, Saint Lucia	Capacity Building	<b>Training on DRM aspects of the new Environmental and Social Framework (ESF).</b> 15 participants from six countries enhanced their knowledge on social and environmental risk management related to the new DRM requirements of the ESF. The training was held on February 19 and 20, 2020.	\$31,959	\$44,495
Dominica	Capacity Building	<b>Training on the Administration and Management of Contracts and the Management and Resolution of Disputes.</b> The attendance to the training of two participants from Dominica was financed by the CRF. The training was held on October 22 to 25, 2019, in Jamaica.	\$26,924	\$37,485

Nine countries	Capacity Building	<b>Training on 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. 80+ participants from all countries participated to the online training, held on June 10, 2020.	NA*	NA*
Nine countries	Capacity Building	<b>Organization of training activities in the Work Plan December 2019 - June 2020.</b> This includes the cost to organize all training activities. Three training activities were planned, however because of the COVID-19 pandemic they were postponed to the next work plan. Instead, the CRF took other opportunities and carried out trainings on ESF, administration and management of contracts and gender, mentioned in this table.	\$38,294	\$ 53,316
<b>Total</b>			<b>\$378,231</b>	<b>\$ 526,595</b>

*\*As of June 3, detail on the disbursed costs were not yet available.*

### 2.3.2. In-country Activities: Components 1 and 2:

Under Component 1, the CRF provided in-country support to eight of the nine CRF eligible countries. It was agreed that for this initial year, under Component 1, no in-country activities would be carried out in Antigua and Barbuda.

The support provided focused primarily in addressing specific implementation bottlenecks in projects under implementation. Overall a total of 11 consultants were deployed to support eight countries.

Almost all of the in-country activities under Component 1 are still under implementation and are expected to be completed by the end of June 2020. Only one activity will continue over to the next fiscal year. Support focused on highly technical aspects, such as engineering support for complex flood protection activities, including costal management, as well as for project management, and procurement.

Activities were also initiated to support countries' responses to COVID-19:

- Funds have been made available to all countries to support government response to the COVID-19 crisis. This includes funds to cover the extension of ongoing consultancies and advisory services.
- The CRF is supporting Suriname to prepare the CERC Operations Manual, a requirement to activate the CERC if the government decides to do so. In Belize, the CRF is helping the country to accelerate the activation of a CERC for the agriculture sector and support the cash transfer to small hold farmers. In Saint Lucia, a CERC has been triggered to enhance health sector capacity to respond to COVID-19, and technical guidance has been provided to support the national COVID-19 response and public financial management aspects related to COVID-19. Most ongoing activities pre-COVID-19 in Suriname and Saint Lucia are simultaneously supporting the implementation of projects and the COVID-19 response.

The CRF in-country support under Component 1 allowed the implementation of various DRM lending operations to continue amid the COVID-19 crisis. In countries such as Grenada and Saint Lucia, the areas CRF is supporting is considered as a national priority, such as ensuring that efficiently implemented resilient infrastructure projects create job opportunities and support the national economies while the tourism sector recovers from the global pandemic.

Under Component 2, activities focused on applying the Post-Disaster Public Financial Management assessment tool kit to the nine countries and identifying areas for support. The assessment was carried out in all countries but Suriname, as the dialogue with the government is still ongoing.

Table 2: Summary of activities per component and country. The color coding indicates the status of the activity: green – finalized on track; yellow – delayed; orange – not started.

Country	Comp.	Description of the Activities / Status	Disbursed USD	Disbursed CAD
Antigua and Barbuda	C1	Dialogue with the government is still ongoing. Specific activities have not yet been identified.	-	-
	C2	Post-Disaster Public Financial Management review conducted. A detailed reform action plan has been developed for implementation under the CRF beginning FY21. Technical assistance provided to develop component of a National Gender Equality Policy and Action Plan.	\$13,461	\$18,742
Belize	C1	Provided overall support to environmental and social due diligence under the Climate Resilience Infrastructure Project (CRIP) and inputs needed to advance with the CERC activation and related activities that are critical to shape the CERC's and Project's Environmental and Social Management Plan (ESMP). The CERC will allocate USD 20.5 million in response to the COVID-19 crisis.	\$2,803	\$3,903
	C2	Post-Disaster Public Financial Management review conducted. A detailed reform action plan has been developed for implementation under the CRF beginning FY21.	\$13,461	\$18,742
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.	\$12,651	\$17,613

	C1	Ongoing housing assessment to inform policymakers and overcome barriers that Dominica faces regarding the implementation of housing recovery projects.	\$18,323	\$25,510
	C2	Post-Disaster Public Financial Management review conducted. A detailed reform action plan has been developed for implementation under the CRF beginning FY21.	\$13,461	\$18,742
Grenada	C1	In response to the government request, key support has been identified and four TOR are under review by the government. The expertise to be provided is on monitoring and evaluation, gender, structural engineering and one firm to provide capacity building on project management. Activities will start in FY21.	0	0
	C1	Technical and operational support provided to accelerate the implementation of the DVRP. Support includes, among others, guidance on procurement and on business continuity amid the COVID-19 response.	\$5,822	\$8,106
	C2	Post-Disaster Public Financial Management review conducted. A detailed reform action plan has been developed for implementation under the CRF beginning FY21.	\$13,461	\$18,742
Guyana	C1	Technical support was provided to accelerate the implementation of the project which suffered delays due to the lack of local technical capacity related to the reconstructing and strengthening of the 4km stretch of the East Demerara Water Conservancy (EDWC) dam.	\$2,803	\$3,903
	C2	Post-Disaster Public Financial Management review conducted. A detailed reform action plan has been developed for implementation under the CRF beginning FY21.	\$13,461	\$18,742
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.	\$4,291	\$5,974
	C2	Post-Disaster Public Financial Management review conducted. A detailed reform action plan has been developed for implementation under the CRF beginning FY21. Technical assistance provided to develop and issue instructions to expedite financing for disaster relief and recovery activities.	\$13,461	\$18,742

	C1	In response to the government request, six consultants have been identified to build capacity and provide expertise on procurement, project management, urban resilience and other topics. Various training activities will be organized on project management, monitoring and evaluation. Activities will start in FY21.	0	0
	C1	Technical support has been provided to address technical implementation bottlenecks of the Disaster Vulnerability Reduction Project (DVRP), particularly on coastal management and engineering. Support was also provided to the activation of a USD 5.5 million CERC in response to the COVID-19 crisis.	\$6,312	\$8,788
	C2	Post-Disaster Public Financial Management review conducted. A detailed reform action plan has been developed for implementation under the CRF beginning FY21.	\$13,461	\$18,742
	C2	Support to streamline disaster response budgeting protocols, and operationalize emergency procurement procedures, and develop gender-disaggregated data to inform gender policies.	0	0
<b>Saint Lucia</b>	C2	Provision of consultant services to help the Department of Finance (DOF) draft interim finance instructions to give guidance on how MDAs should execute emergency budget, procurement, accounting, reporting and audit processes in response to a disaster event (used for COVID-19).	\$9,000	\$12,530
	C2	Provision of consultant's services to design the 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. This methodology can be used to quickly audit COVID-19 related expenses and activities.	\$4,000	\$5,569
	C2	Provision of consultant services 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.	\$13,000	\$18,099
	C2	Provision of consultant services (just-in-time) to help the Ministry of Health to develop emergency budgets and action plans to fast track access to contingent financing for COVID-19.	\$6,000	\$8,354
		C1	The CRF has provided technical guidance to the RDVRP project on coastal engineering and project management for the Government's Project Implementation Unit.	\$10,200
<b>SVG</b>	C1	The CRF has provided technical guidance to the RDVRP project on coastal engineering and project management for the Government's Project Implementation Unit.	\$10,200	\$14,201

	C2	Post-Disaster Public Financial Management review conducted. A detailed reform action plan has been developed for implementation under the CRF beginning FY21.	\$13,461	\$18,742
Suriname	C1	Strengthened Suriname's procurement capacity to implement the Suriname Saramacca Canal Rehabilitation Project (SCRP).	\$17,389	\$24,210
	C1	Support provided to the government to prepare the CERC Operations Manual to be activated if the government decides to do so to respond to the COVID-19 crisis. The CERC will allocate USD 412,000 for the COVID-19 response.	\$6,957	\$9,686
	C2	The review and design of the reform action plan will be deferred to next FY.	-	-
Sub-total Component 1			\$87,553	\$121,894
Sub-total Component 2			\$139,690	\$194,485
Total			\$227,241	\$316,379

### 3. Lessons Learned

Early lessons learned under Component 1 include:

- **The CRF is instrumental during emergencies:** The CRF support to Government's efforts during the COVID-19 crisis accelerated access to financial resources totaling USD 26.5 million and allowed business continuity of various lending operations.

**Program's response to be incorporated in future workplans:** The CRF will continue having a flexible and targeted modality of support to ensure most pressing needs of countries are addressed during emergencies.

- **Emerging cross-cutting regional topics:** There is an opportunity for the Facility to address emerging topics in the region arise from Governments' request of support, such as social protection, urban risk management, business continuity, and coastal management including risk management of sea level rise.

**Program's response to be incorporated in future workplans:** Through the implementation of targeted actions, the Facility will ensure that these areas are considered and capacity for implementation is strengthened at the national level.

- **Integrating disaster risk management at sector level:** The Facility recognizes and aims to support the advances made by the region to establish frameworks for disaster risk management that incorporate and provide a more visible role of sectors such as housing, agriculture, transport, 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.



**Program's response to be incorporated in future workplans:** Moving forward, the Facility will rise awareness on the role and responsibility of line ministries and private sector to optimize recovery processes. The CRF will continue identifying gaps and develop pragmatic tools to support sectors to recover faster, more resilient and inclusively.

- **Decision-making tools:** Reliable data and information can be hard to obtain, especially in the aftermath of disasters when decisions need to be taken quickly at national and local level. Decision makers not always have pragmatic instruments and information to make the best decision to respond and start the recovery process, this is particularly true at the level of sectors.

**Program's response to be incorporated in future workplans:** The Facility will support the application or development of tools that support informed decision-making and facilitate implementation of preparedness and recovery activities at sector level.

- **Local expertise:** Highly technical and independent expertise in countries is scarce and needs to be complemented by international support. This is the case particularly on engineering expertise and procurement, and the make up of the members of the IST reflect this situation.

**Program's response to be incorporated in future workplans:** The Facility will continue to search for local expertise but will explore other avenues to bring in the necessary expertise while the capacities are increased.

#### **Early lessons learned under Component 2 include:**

**Adapting public financial management (PFM) systems in response to previously experienced natural disasters also increases the responsiveness of these systems to other disasters, such as pandemics like the COVID-19.** The beneficiary countries in the Caribbean are vulnerable to the impacts of hurricanes and earthquakes, which cause huge losses in terms of lives and socioeconomic development progress. The rapidly evolving COVID-19 pandemic is posing many similar challenges, calling for extraordinary measures to safeguard lives. Governments face the dilemma of mobilizing unprecedented resources to meet increased spending both on health and fiscal stimulus packages. At the same time, revenue collection is decreasing or delayed as the economic activities are halted to slow the virus' spread. Past crises, pandemics and natural disasters, show that conventional PFM systems are often not the most appropriate to facilitate a rapid response while maintaining accountability and transparency requirements; these principles may need to be modified during emergency situations, but should not be done away with.

**Program's response to be incorporated in future workplans.** The administration of disaster risk financing needs to be responsive and flexible, while ensuring value for money and minimizing fraud and corruption. These elements will continue to be part of the core support under this component. Currently CRF is helping Saint Lucia to make several quick fixes to its PFM system that simultaneously enhance its capacity to better support COVID-19 responses.

**PFM systems across the region are not designed with the strategic intent to optimize disaster response.** 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 could result in inefficient use of public funds and constrained response capacity. These inadequacies could directly affect the ability of governments to expedite response, maintain accountability, and ensure the best overall value for money in post-disaster situations. Deficiencies in financial management controls could impede the

accountable use of fiscal resources, particularly in the immediate aftermath of a disaster. Failure to track commitment risks could undermine the timely payment of liabilities while contingent liabilities may rise unknowingly. The inconsistent and scattered recording of post-disaster expenditures across ministries limits the Government's ability to: (i) quickly estimate the true cost of disasters; (ii) quantify contingent liabilities associated with disasters; and (iii) optimize financial protection strategies.

**Program's response to be incorporated in future workplans.** As part of the implementation of activities efforts will be placed on building capacity to enhance the disaster-responsiveness of PFM procedures in order to better respond to (and minimize the impact of) future disaster events.

#### 4. Financial Report

The total anticipated budget of the Facility is CAD 20 million (USD 14.4 million) for five years. Since its inception, the program received two contribution payments totaling USD 5,980,294. Upon receipt of funds, contributions were converted into the trust fund holding currency of U.S. dollars (USD), at the exchange rate applicable on the transfer dates.

As of June 3, 2020<sup>7</sup>, USD 2,445,230 (CAD 3,404,396) has been programmed with grants to implement activities, including administrative fees and program management costs (PMA)<sup>8</sup>. These correspond to 41 percent of the total contribution received from Canada thus far. Twenty-one percent (USD 634,209 / CAD 882,984) of programmed funds have been disbursed. Tables 4-6 below present an overview of contributions, funds committed, and disbursed by grant under each component. Amounts are presented in the trust fund holding currency of U.S. dollars (USD), with Canadian dollar (CAD) equivalents provided<sup>9</sup>.

Table 3: Financial Summary

	USD	CAD
Pledged Contribution	\$ 14,365,133	\$ 20,000,000
Paid in Contribution	\$ 5,980,294	\$ 8,000,000
Disbursements	\$ 634,209	\$ 882,984
Total Fund Balance	\$ 5,346,085	\$ 7,117,016
Committed Funds via programmed grant	\$ 2,445,230	\$ 3,404,396
<b>Funds Available for New Grants</b>	<b>\$ 2,900,855</b>	<b>\$ 3,712,620</b>

Table 4: Summary of contributions to CRF, as of June 3, 2020

Pledged Contributions		
	USD	CAD
<b>Donor pledged contribution</b>	\$ 14,365,133	\$ 20,000,000

<sup>7</sup> All values in this report were obtained from the SAP Bank system on June 3, 2020.

<sup>8</sup> Per the Administrative Agreement, PMA costs are 10% of the CRF paid-in contribution.

<sup>9</sup> Canadian dollar equivalents were calculated based on the May 20, 2020 exchange rate of 1 USD = CAD 1.39226. <https://www1.oanda.com/currency/converter/>

<b>Contributions paid-in (receipt)</b>		
First installment May 2, 2019	\$ 2,970,512	\$ 4,000,000
Second installment Nov. 26, 2019	\$ 3,009,782	\$ 4,000,000
<b>Total paid-in contribution</b>	<b>\$ 5,980,294</b>	<b>\$ 8,000,000</b>
<b>Unpaid Contributions</b>		
Third installment by March 31, 2021	\$ 3,591,283	\$ 5,000,000
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>\$ 8,619,080</b>	<b>\$ 12,000,000</b>

Table 5: Summary of grant and disbursed amounts per component.

<b>Description of Grants and Disbursed Amounts</b>					
	Grant amounts		Disbursed Amounts		
	USD	CAD	USD	CAD	Disbursement Rate per awarded grant
Component 1 - Regional Activities	\$ 600,000	\$ 835,356	\$ 378,231	\$ 526,596	63%
Component 1 - In-country Activities	\$ 600,000	\$ 835,356	\$ 87,553	\$ 121,896	15%
<i>Sub-total Component 1</i>	<i>\$ 1,200,000</i>	<i>\$ 1,670,712</i>	<i>\$ 465,784</i>	<i>\$ 648,492</i>	<i>39%</i>
Component 2	\$ 966,230	\$ 1,345,243	\$ 139,690	\$ 194,485	14%
PMA	\$ 279,000	\$ 388,441	\$ 28,735	\$ 40,007	10%
<b>Total</b>	<b>\$ 2,445,230</b>	<b>\$ 3,404,396</b>	<b>\$ 634,209</b>	<b>\$ 882,984</b>	<b>26%*</b>

Table 6 presents an estimate of disbursed amounts per country and component. In-country expenditure are based on the work performed by consultants in each country. Regional expenditures are estimated based on activity costs per country.

Table 6: Disbursed funds by country and by component.

Disbursed per country	In-country C1 -USD	Regional C1 - USD	Total C1 USD	Total C2 USD	PMA USD	Total per Country USD	Total per Country CAD
A&B	NA	\$ 35,483	\$ 35,484	\$ 13,461	\$ 3,193	\$ 52,138	\$ 72,589
Belize	\$ 2,803	\$ 40,810	\$ 43,613	\$ 13,461	\$ 3,193	\$ 60,267	\$ 83,907
Dominica	\$ 30,974	\$ 67,734	\$ 98,708	\$ 13,461	\$ 3,193	\$ 115,362	\$ 160,614
Grenada	\$ 5,822	\$ 40,810	\$ 46,632	\$ 13,461	\$ 3,193	\$ 63,286	\$ 88,110
Guyana	\$ 2,803	\$ 35,483	\$ 38,286	\$ 13,461	\$ 3,193	\$ 54,940	\$ 76,491
Jamaica	\$ 4,291	\$ 40,810	\$ 45,101	\$ 13,461	\$ 3,193	\$ 61,755	\$ 85,979
St. Lucia	\$ 6,312	\$ 40,810	\$ 47,122	\$ 45,461	\$ 3,193	\$ 95,776	\$ 133,345
SVG	\$ 10,200	\$ 40,810	\$ 51,010	\$ 13,461	\$ 3,193	\$ 67,664	\$ 94,206
Suriname	\$ 24,346	\$ 35,483	\$ 59,829	NA	\$ 3,193	\$ 63,021	\$ 87,742
<b>Total</b>	<b>\$ 87,553</b>	<b>\$ 378,231</b>	<b>\$ 465,784</b>	<b>\$ 139,690</b>	<b>\$ 28,735</b>	<b>\$ 634,209</b>	<b>\$ 882,984</b>

This financial report is prepared based on World Bank SAP data which represents the official source for reporting.

## 5. Annex 1: Press Release: Launch of the Facility

- RJR News - Canada launching effort to help Caribbean countries respond to natural disasters
- South Florida Caribbean News - Canada Caribbean Resilience Facility for the Caribbean Region Launched
- WIC News - Canada Caribbean Resilience Facility launched to help Caribbean countries
- St Lucia News Online - Canada Caribbean Resilience Facility launched to help Caribbean countries
- WE FM - Canada launching effort to help Caribbean countries respond to natural disasters
- Jamaica Observer- Canada funding new initiative to assist Caribbean countries
- St Lucia Times - Canada Funding New Initiative To Help Caribbean Deal With Disasters

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## 6. Annex 2: Progress Description of Activities per Country and Component

### 6.1. Regional Activities

#### Preparedness and Recovery Capacity Assessment at Sector Level

The objective of this assessment is to better understand existing implementation bottlenecks and capacity needs at the sector level. The assessment will help to identify activities to address gaps in most affected sectors in the aftermath of extreme events. Activities will support sectors to strengthen their preparedness and recovery capacities in a more systematic and comprehensive manner. These activities will complement in-country interventions which address needs of specific projects under implementation.

The methodology builds on the CDEMA's Comprehensive Disaster Management (CDMN) Audit Tool. The section on Recovery of the Audit tool, will be replaced by the one developed by the CRF in collaboration with CDEMA. Initially, the plan was to develop the assessment methodology and perform the assessment in three pilot countries. The first sector to test the methodology was the housing sector in Dominica, however, due to the COVID-19 pandemic, the mission was put on hold. To adapt the work to the new circumstances, it was decided to improve the methodology without a testing phase and to prepare the package needed to submit for an internal Bank peer review as well as a review by CDEMA. A desk review focusing on the preparedness and recovery capacity of the housing sector in Dominica was carried out to inform the application of the methodology. The methodology and the Dominica's housing sector desk review will be finalized end by end of July 2021.

Under this activity the IST has also worked on intuitional analysis, business continuity analysis and collected relevant information necessary for the CRF. Prospective efforts to identify activities and support to countries and regional organization have also been performed.

#### Gender Gap Analysis: Consideration in Preparedness and Recovery Processes Assessment

The objective of the Gender Gap Analysis is to ensure that the CRF planned activities are gender-sensitive and gender-inclusive and to identify activities to enhance gender considerations in preparedness and resilient recovery.

A desk review was prepared to inform the gender gap analysis. Due to the COVID-19 pandemic, the analysis, which requires data collection and interviews in countries, was put on hold. However, preliminary findings from the desk review reveal that the biggest challenges that national governments face in adopting a gender-responsive approach to disaster preparedness and resilient recovery are: competing priorities (COVID-19, hurricane planning); institutional and policy barriers (lack of women in key DRM staff positions, lack of or inadequate gender and/or DRM policies and frameworks); access to guidance and gender expertise, and lack of information, data and analysis (gender integration in PDNAs, DRM gender analysis by sector, sex- and age-disaggregated data collection and use, and research on DRM and gender). A new plan has been developed to perform the analysis using virtual platforms and will be carried out in the next fiscal year.

The CRF also contributed to the training on Gender-Responsive Budgeting for Disaster Resilience and Climate Change, organized by UN Woman. The CRF supported the training with a session on Gender-Responsive Budgeting for Disaster Resilience and Climate Change. 80+ participants from all countries

participated to the online training. This activity marks the beginning of a good collaboration with UN Woman, which implements activities of the ENGENDER project.

### Capacity Building

Through various country consultations, it is clear that the nine Caribbean countries face similar challenges regarding skills and capacities to implement major projects. The CRF organized three training activities to improve capacities in the region.

**Training on contract management.** Twenty-eight participants from the nine countries received training to enhance capacities on contract management. The training was held on May 30 and 31, 2019 in Barbados at the margins of the Understanding Risk Caribbean Conference. The training took place over two days and focused on the following:

- Providing the basic principles and instruments to ensure the enabling conditions for contracting are in place. This allows the clients to better handle contractual issues and find solutions to achieve good value for money on contracts.
- Providing information on real life contract situations through case studies and allow participants to brainstorm on solutions and promote peer learning.
- Providing resources to turn to in the future when contractual problems arise.

After the training a survey was performed, 90 percent of participants said that they would recommend the learning event to their colleagues, with the 80 percent also stating that they were actively engaged and found the training to be of high quality. Similarly, majority of respondents agreed that the objectives of the event met their learning needs, with the materials, resources, and/or activities supporting their learning, and that the material (manual, handouts, job aids, etc.) would be useful to them in their work.

**Training on DRM aspects of the new Environmental and Social Framework (ESF).** Fifteen participants from six countries received training to enhance knowledge on the new environmental and social risks management requirements of the ESF. This will help countries implement larger development operations<sup>10</sup>. The training was held on February 19 and 20, 2020, and organized in collaboration with the World Bank's ESF team for the Caribbean region. environmental and social risks management is a salient feature of the new ESF which offers multiple opportunities for improved disaster risk management response and capacity. Clients have requested assistance to meet the higher standards of the ESF. The training focused on the new requirements and instruments for DRM, labor occupational health and safety or stakeholder engagement, applying good practices where available. The acquired knowledge will help attendees to apply the new ESF minimizing the need to reschedule project implementation.

Participants left the training with information about ESF approaches and know where to find specialized assistance. Feedback from all participants was positive. There was support for building a community of practice recognizing that it was impracticable and inefficient to build comprehensive ESF expertise on each island but rather share and develop resources.

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<sup>10</sup> The World Bank Environmental and Social Framework sets out the World Bank's commitment to sustainable development, through a Bank Policy and a set of Environmental and Social Standards that are designed to support Borrowers' projects, with the aim of ending extreme poverty and promoting shared prosperity. For more information please refer to this [link](#).

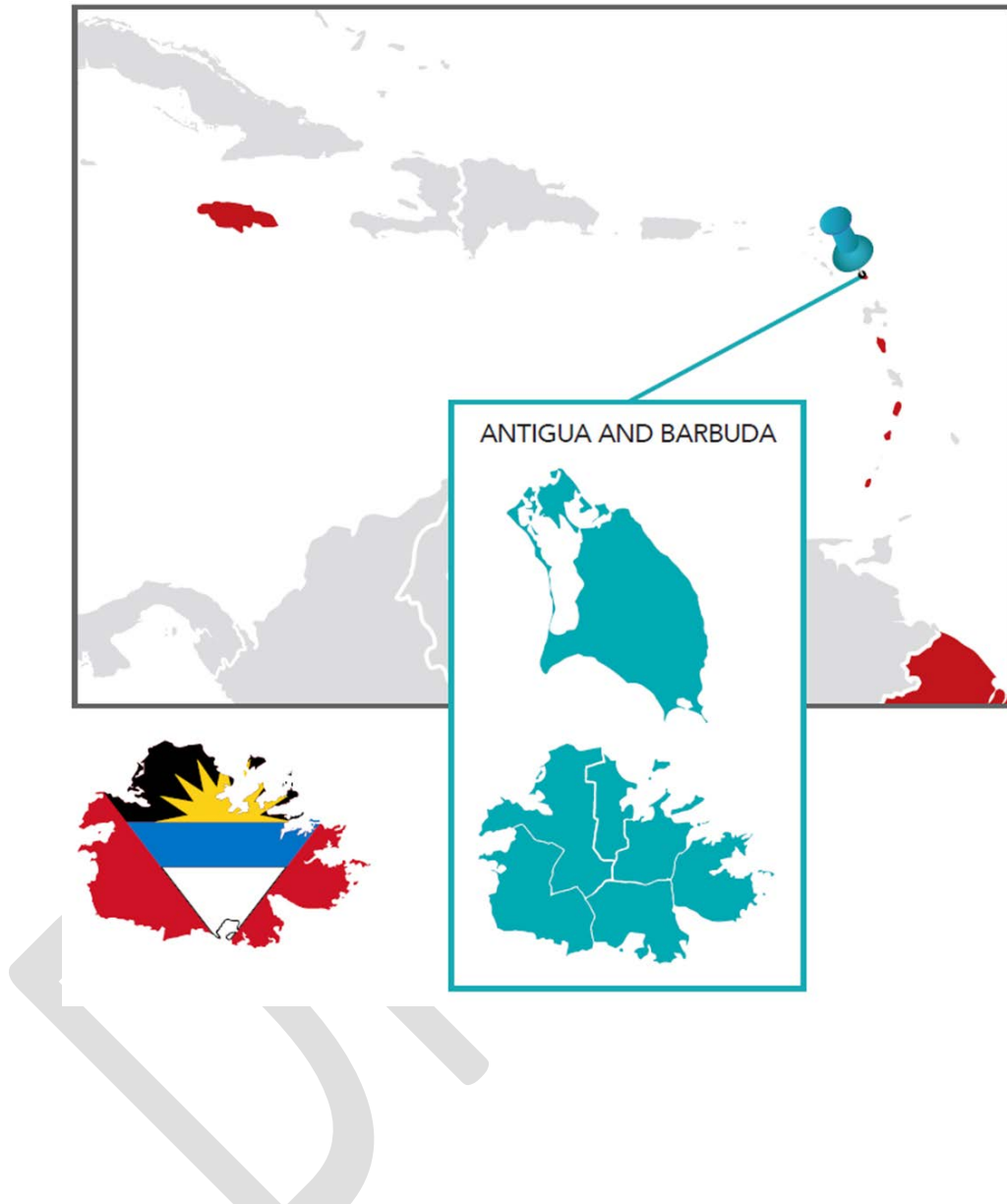
**Training on the administration and management of contracts and the management and resolution of disputes.** The attendance to the training of two participants from Dominica was financed by the CRF. The training was held in Jamaica on October 22 to 25, 2019, organized by the Caribbean Procurement Training and Consultancy Centre (CPTCC) and the International Federation of Consulting Engineers (FIDIC) at the University of Technology, Jamaica. The purpose of the course was to ensure that contracts are managed and administered correctly by understanding the full contract cycle from contract award, conditions of contract, start-up, the pre-commencement meetings, performance security, daily diaries, the program, financial control, on-going supervision, taking-over the works, suspension and termination and dispute resolution.

The two participants from Dominica are members of the Project Implementation Unit of the Housing Recovery Project (HRP). This project requires the management of several construction contracts to formalize and supervise the construction relationship between the beneficiaries of the project and contractors. According to the participants, the principles and case studies of successful contracts delivered during the training course contained the information they need to ensure that the contracts used in the HRP will be based on accurate construction judgment and industry best practices. The training course also dealt with alternative dispute resolution processes and suggested cheaper ways to resolve disputes between beneficiaries, contractors and the Project Implementation Unit (PIU) of the Ministry of Housing and Lands (MoHL) in the Government of the Commonwealth of Dominica (GoCD). Both participants provided a feedback report stating that the training was useful and that they will use the acquired knowledge throughout the project's lifetime.



## 6.2. In-country Activities

### 6.2.1. Antigua and Barbuda



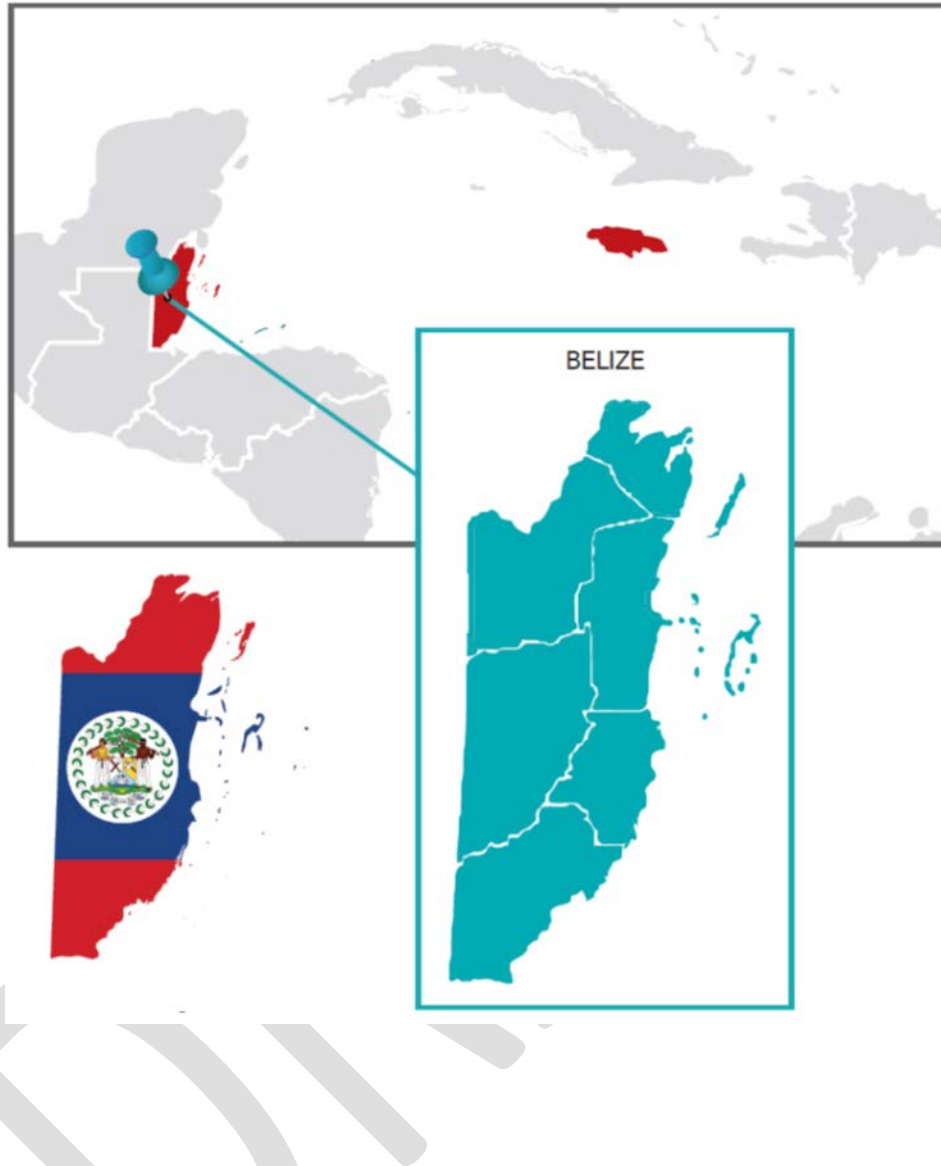
#### **Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building**

As the World Bank Global Practice GPURL has no lending operations in this country, entry points for CRF assistance are still in discussion with the government. In FY20, no in-country activities have been financed in Antigua and Barbuda under Component 1.

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

<b>Activity 1</b>	Technical Assistance to Streamline Disaster Response Budgeting Proposals
<b>Time Frame</b>	December 2019 – June 2020
<b>Description</b>	<p>The Post-Disaster Public Financial Management review was carried out in Antigua and Barbuda.</p> <p>In accordance with the findings of the PDPFM, 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 so these can be incorporated into the FY20 budget preparation guidelines.</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.</li></ol>

6.2.2. Belize



Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building	
<b>Activity</b>	Contingent Emergency Response Component (CERC) activation and related activities for the Climate Resilience Infrastructure Project (CRIP)
<b>Time Frame</b>	May 15, 2020 - June 30, 2020
<b>Description</b>	<p><b>Context</b></p> <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, which has also impacted the country, where initial cases of viral infection have been confirmed by the Ministry of Health. The activation of the CERC however, depends on the client finalizing the preparation of a series of documents, including, among others, the CERC Operations Manual;</p>

the Emergency Action Plan with the list of timebound emergency response activities to be funded by and implemented under the CERC, and the CERC's Environmental and Social Management Framework which is a screening framework to ensure the activities in the Emergency Action Plan do not cause social and environmental safeguards violations.

**Objective**

To accelerate the activation of the CERC by supporting the Government of Belize in completing the necessary documentation and ensuring the emergency response activities to be funded through the CERC comply with environmental and social safeguards.

**Activity:**

- Guidance and support to the Government of Belize on the preparation and implementation of the CERC Environmental and Social Management Framework.
- Training of Government stakeholders in charge of CERC implementation on environmental and social safeguards policies. This includes personnel of the project management unit and CERC Implementing Agencies, who will ensure the activities to be funded comply with the requirements of the Environmental and Social Management Framework.
- In line with CRIP project scope, the focus has been directed to respond to the COVID-19 outbreak consequences in the country using the CERC. The initial proposed activities under the CERC included the expansion of the BOOST (Building Opportunities for Our Transformation Initiative) Program, which is a cash transfer program that provides small cash assistance to poor households. Subsequent activities will be to support the agriculture sector by providing support to affected farmers.

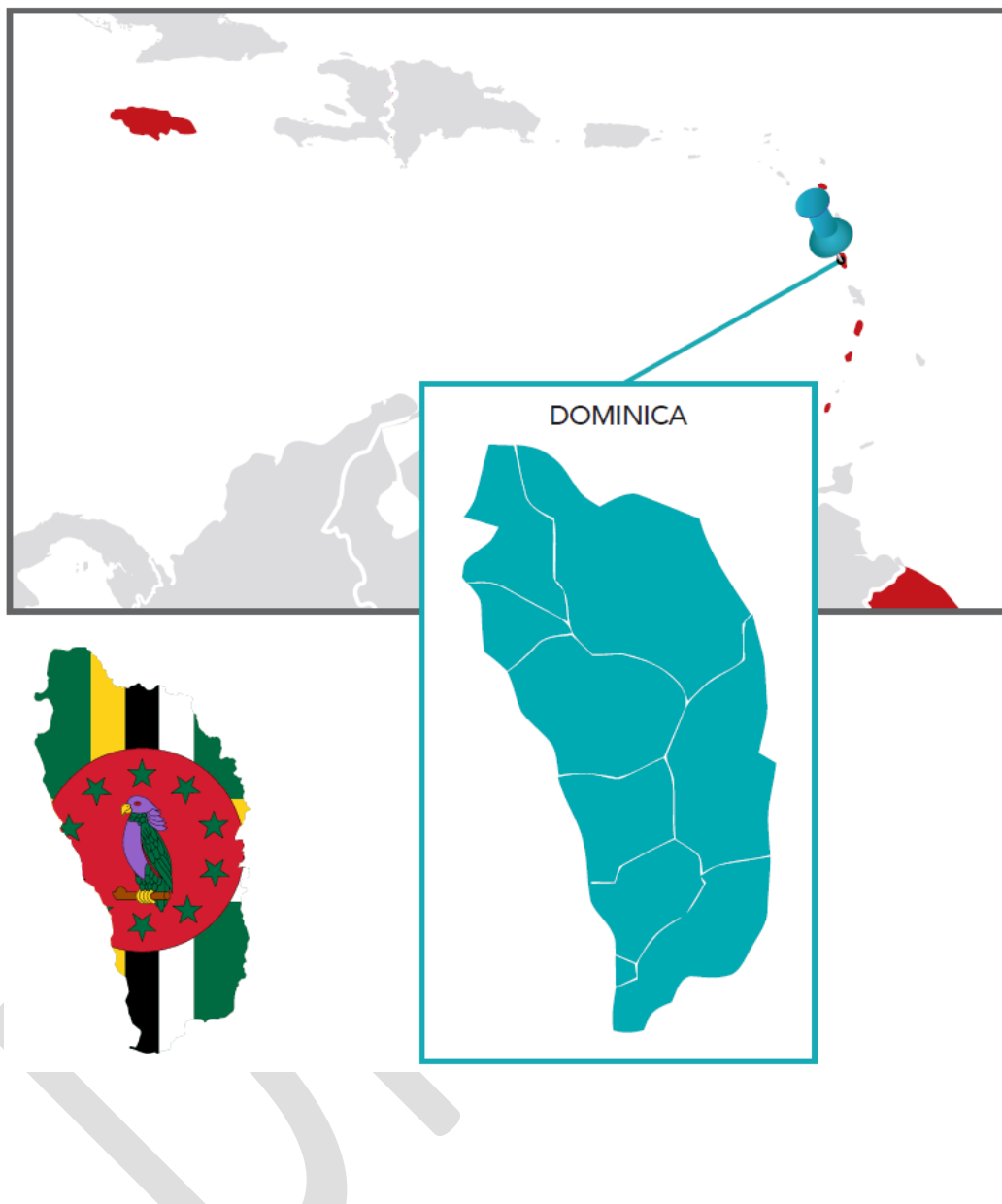
**Results:**

Through support provided by a consultant financed by the CRF, the CERC activation process has been expedited in Belize. The activities conducted have addressed the client's capacity gaps regarding technical knowledge, familiarity with the World Bank Environmental and Social Management Framework and experience with the CERC implementation instrument. Team members of the CERC Implementing Agencies have been trained on environmental and social due diligence for emergency response activities to be listed in the Emergency Action Plan. This built capacity ensures that only activities compliant with environmental and social standards will be funded by and implemented when the CERC is activated.

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

<b>Activity</b>	Post-Disaster Public Financial Management toolkit application
<b>Time Frame</b>	January – June 2020
<b>Description</b>	<p>The Post-Disaster Public Financial Management review was carried out in Belize.</p> <p>In accordance with the findings of the PDPFM, areas that have been identified for engagement include:</p> <ol style="list-style-type: none"><li>1. Technical assistance (TA) to strengthen the legal and regulatory framework for managing disaster risk financing by developing a disaster risk management strategy and emergency PFM procedures.</li><li>2. TA to strengthen the legal framework for public procurement, procurement planning, diversify procurement methods, and adapt standard procurement documents to expedite purchases related to disaster response.</li><li>3. TA to enhance the COA to facilitate tracking of disaster-related expenditures and strengthen GOB's audit function in the aftermath of disasters.</li></ol>

### 6.2.3. Dominica



Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building.	
<b>Activity 1</b>	Rapid Housing Sector Assessment in Dominica
<b>Time Frame</b>	February – June 2020
<b>Description</b>	<p><b>Context</b></p> <p>Resilient housing recovery in Dominica faces various challenges including rapid urbanization and slum development in hazard exposed areas, poverty and income inequality, lack of affordable supply and access to financing, as well as shortcomings in their legal and regulatory frameworks.</p>

Following Hurricane Maria, the Government of the Commonwealth of Dominica (GoCD) is implementing various housing recovery projects, including a lending operation financed by the World Bank. However, during the World Bank Annual Meetings 2019, the GoCD requested a broad housing analysis and policy advice to address the implementation challenges currently faced by the housing sector in Dominica.

Because understanding the housing market and the underlying factors that determine supply and demand is critical for guiding policymaking and can ultimately help overcome barriers that Dominica and other Caribbean nations face in the implementation of housing recovery projects, the CRF supported a Rapid Housing Sector Assessment as a first step to support the WB response to the GoCD request.

The Rapid Housing Sector Assessment is expected to contribute to a better understanding of the nexus between supply constraints, housing affordability and housing resilience in Dominica to better inform policymakers.

**Objective**

To assess the housing market in Dominica to better understand the nexus between housing affordability and resilience to provide short, medium and long-term policy and programmatic recommendations including entry points for policy reforms and investments.

**Activity**

The Rapid Housing Sector Assessment, which has already been conducted in other Caribbean and European countries, and to be carried out in Dominica includes field and desk research, as well as consultations with a range of stakeholders in the country's housing sector. 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.

**Results:**

The Rapid Housing Sector Assessment desk review has progressed slowly due to the COVID-19 crisis and activities are planned to be finalized by December 2020. The team has conducted over 30 interviews by phone with both government and private stakeholders including developers, builders, rental housing organizations, engineering firms, insurance companies, and banks. Based on preliminary findings, issues relating to the housing sector are: (i) lack of government capacity to identify and reach most vulnerable populations through their housing programs, and (ii) weak land management. While a better understanding of the housing sector and the stakeholders involved has been gained, the final report will be completed by end of 2020.

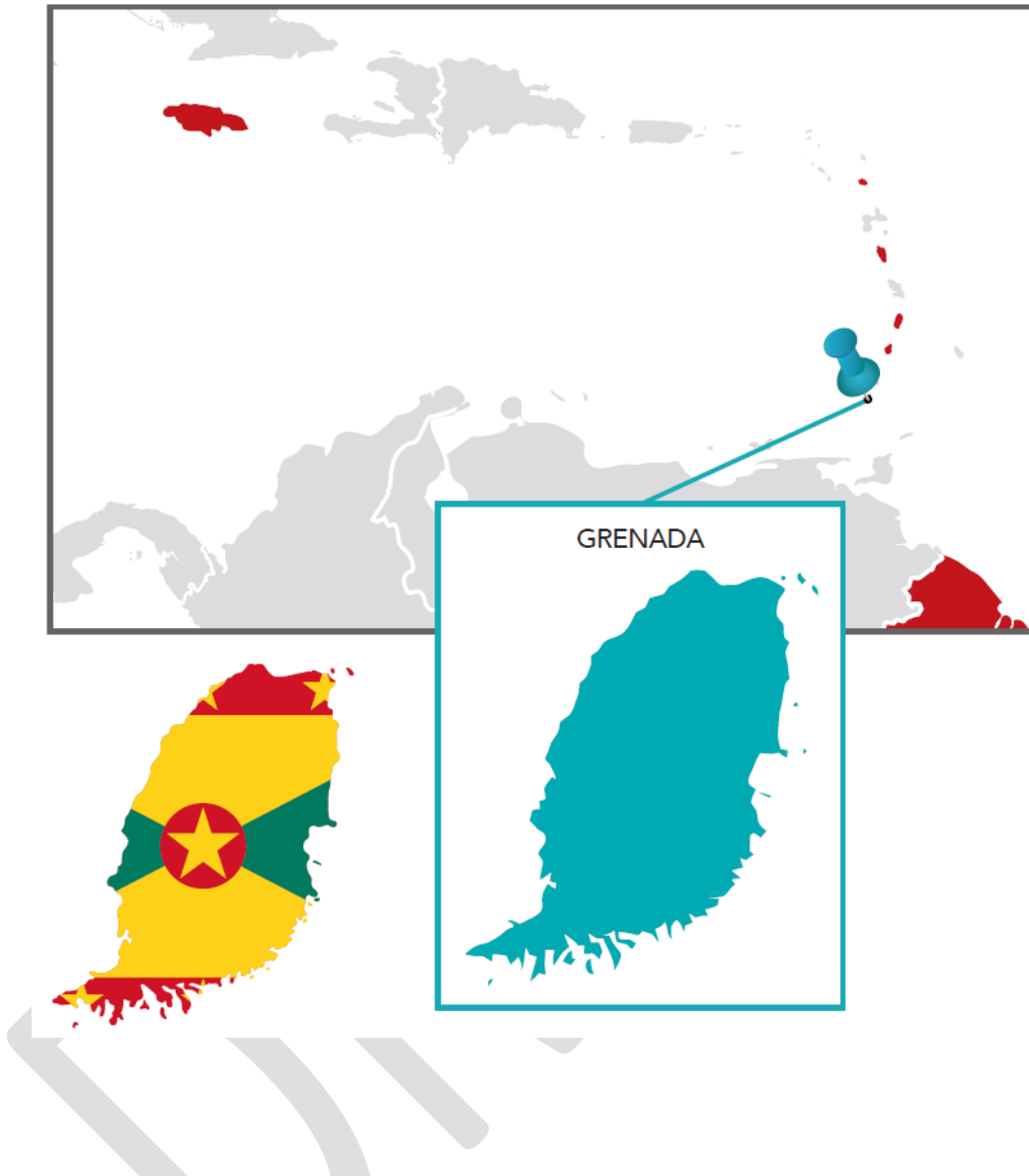
<b>Activity 2</b>	IST support to the Disaster Vulnerability Reduction Project
<b>Time Frame</b>	December 2019 – June 2020
<b>Description</b>	<p><b>Context</b></p> <p>After Hurricane Maria struck Dominica in 2017, stakeholders recognized the need for better maps to inform detailed land use planning. Dominica is undergoing a massive recovery process in various sectors. One of the activities foreseen under the Dominica Disaster Vulnerability Reduction Project (DVRP) is high-resolution mapping. These maps are needed to perform detailed land use planning and risks assessments for the various recovery activities in the country. Currently, Dominica is mapping 515 km<sup>2</sup> of its low-lying territory using high resolution light detection and ranging (LiDAR) technology. The remaining 235 km<sup>2</sup> to be mapped are mountainous areas that cannot be mapped using LiDAR technology due to cloud cover.</p> <p>The government of Dominica requested support as high-resolution mapping technologies require complex technical profiles not currently available in the DVRP project implementation unit.</p> <p><b>Objective:</b></p> <p>To build capacity and bring the needed expertise to the project implementation unit in order to accelerate the evaluation of viable mapping alternatives where LiDAR technology is not feasible.</p> <p><b>Activity:</b></p> <p>Capacity building and hands-on support was provided to the project implementation unit on a number of activities related to research, analysis, and communication with vendors to map the mountainous areas of Dominica.</p> <p><b>Results:</b></p> <p>A technical and cost-benefit assessment of alternative digital elevation model sources to be used in Dominica in areas where LIDAR surveying is not possible or unsafe, was completed. Among the options assessed and presented in a report by the expert consultant contracted for this task were free and major commercial digital elevation models based on satellite photogrammetry. The Government accepted the report and technical advice and initiated the purchase of digital elevation plates for the high mountain areas, which can be integrated with LIDAR data. This solution allows the completion of the country’s high-definition mapping required to plan and implement targeted recovery interventions.</p>



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

<b>Activity</b>	Mainstreaming Climate Resilience and Gender into Public Financial Management Cycle.
<b>Time Frame</b>	December 2019 – June 2020
<b>Description</b>	<p>The Post-Disaster Public Financial Management review was carried out in Dominica.</p> <p>Based on the findings of the PDPFM, areas identified for engagement include:</p> <ol style="list-style-type: none"><li>1. Technical assistance to strengthen the legal and regulatory framework for managing disaster risk financing by developing emergency PFM procedures. 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 to develop guidelines for strengthening financial management controls for disaster response.</li></ol>

6.2.4. Grenada



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

**Status of the dialogue with the Government of Grenada**

The Government of Grenada (GOG) sent a formal request to the CRF asking for 18 consultants for a comprehensive support to strengthen the implementation of investments in various sectors. After discussion with the Government a selection of four specialists on monitoring and evaluation, gender, structural engineering and one firm to provide capacity building on project management was agreed upon. The TOR are under revision by the GOG. This support will not be tied to a specific World Bank Group lending operation.

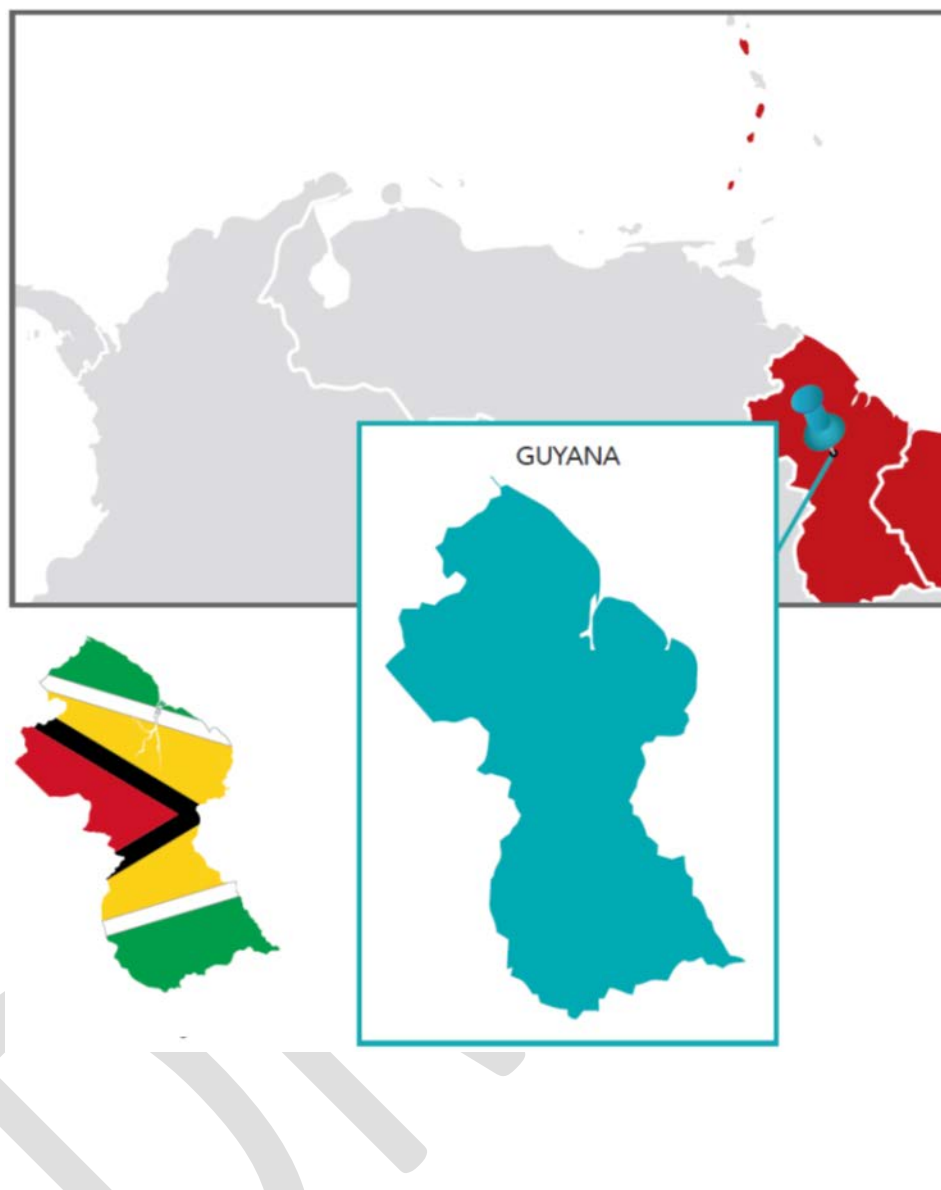
<b>Activity</b>	Operational support to the Disaster Vulnerability Reduction Project
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<b>Time Frame</b>	April, 2020 - June, 2020
<b>Description</b>	<p><b>Context</b></p> <p>The Disaster Vulnerability Reduction Program (DVRP), which aims at measurably reducing vulnerability to natural hazards and climate change impacts, is in its last year of implementation and the GOG is working hard to accelerate the completion of the project activities by December 2020. In this context, the GOG recognizes that existing national technical and managerial capacity are weak and insufficient to finalize in due time the implementation of all activities, including large scale infrastructure works. For example, implementation agency has very low internal capacity to validate each step of the required technical studies and lack experience in coordinating different fields of expertise and management between project’s stakeholders.</p> <p>The Government of Grenada requested operational and technical support, for ensuring that the activities planned are kept on track and that their implementation is technically sound. In addition, the Government is interested in also receiving assistance for the preparation of a new Disaster Risk Management (DRM) lending operation.</p> <p><b>Objective:</b></p> <p>To provide operational and technical support and advice to the implementation of the Grenada Regional Disaster Vulnerability Reduction Project.</p> <p><b>Activities:</b></p> <p>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 studies, facilitate the conditions of procurement procedures, and support implementation agencies during the works execution, ensuring compliance and quality through closer follow-up and hands on assistance when required.</li> <li>- Technical and operational support for business continuity amidst the COVID-19 crisis.</li> <li>- Technical support to the Government in the preparation of a new disaster risk management lending operation.</li> </ul> <p><b>Results:</b></p> <p>Two disaster risk management specialists were contracted to help with coordination, management and technical aspects of ongoing and pending DVRP infrastructure works and other activities. They contributed to keep activities advancing and provided technical support to civil works, including school rehabilitation works by supporting the review of technical documents and offering guidance on options to optimize the use of the remaining project time and resources.</p> <p>Although the COVID-19 global pandemic affected in-country missions by the two experts, the activities have been kept on track and the consultants continue</p>

	<p>supporting the project remotely, seeking the best alternatives to build capacities in line ministries and implementing agencies and to advance with the project agenda.</p> <p>Amid the COVID-19 crisis, the CRF support provided allowed the implementation of the project to continue. Hence, business continuity gained relevance for the GOG as the Government plans to focus investments in its construction sector in order to boost its economy until the tourism sector revitalizes.</p>
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Component 2: Mainstreaming Climate Resilience and Gender into Public Financial Management Cycle	
<b>Activity</b>	Application of the Post-Disaster Public Financial Management toolkit
<b>Time Frame</b>	May 2020
<b>Description</b>	<p>The Post-Disaster Public Financial Management review was carried out in Grenada. 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/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 emergency response.</li> <li>3. Technical assistance to enhance the COA to include disaster-related expenditures at the activity level of each line ministry so that once the 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 to develop guidelines for diversified public procurement especially emergency related procurement.</li> </ol>

## 6.2.5. Guyana



<b>Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building.</b>	
<b>Activity 1</b>	Strengthening Guyana’s ability to efficiently implement the Guyana Flood Risk Management Additional Financing
<b>Time Frame</b>	May, 2020 – June, 2020
<b>Description</b>	<p><b>Context</b></p> <p>Guyana is severely at risk of sea level rise and increased flooding due to climate change and the lack of development and maintenance of its drainage systems. The East Demerara Water Conservancy (EDWC) dam is a critical component in the protection against flooding in Guyana. However, a large stretch of the dam has been identified at risk of breaching. The Guyana Flood Risk Management Project</p>

(FRM) worked towards upgrading a 4 km stretch of the EDWC. The Government of Guyana requested support to efficiently implement the US \$26 additional financing (AF) aimed to complete the rehabilitation of this stretch of dam, plus about another 12 km. However, there are technical bottlenecks that need to be overcome to achieve this. In particular, 1) the ability to source construction material from the EDWC efficiently given that the nearby, shallow and therefore easily accessible material has already been extracted, 2) the ability to dry the stock-piled material sufficiently well for use in a timely manner given that there are wet-seasons in the country, and 3) the ability of the client to manage the up-scaled activities.

**Objective**

To provide technical support to and build capacities at the Project Implementation Unit (PIU) for improving the construction methodology of the EDWC dam and thereby speeding up its construction process and reducing the risk of flooding on downstream communities.

**Activity:**

To support the review and refine the dredging and soil-handling methodologies and provide both ad-hoc hands-on training and support to the PIU, and specific targeted training activities regarding the methodologies and logistics associated with dredging and stockpiling material.

**Results:**

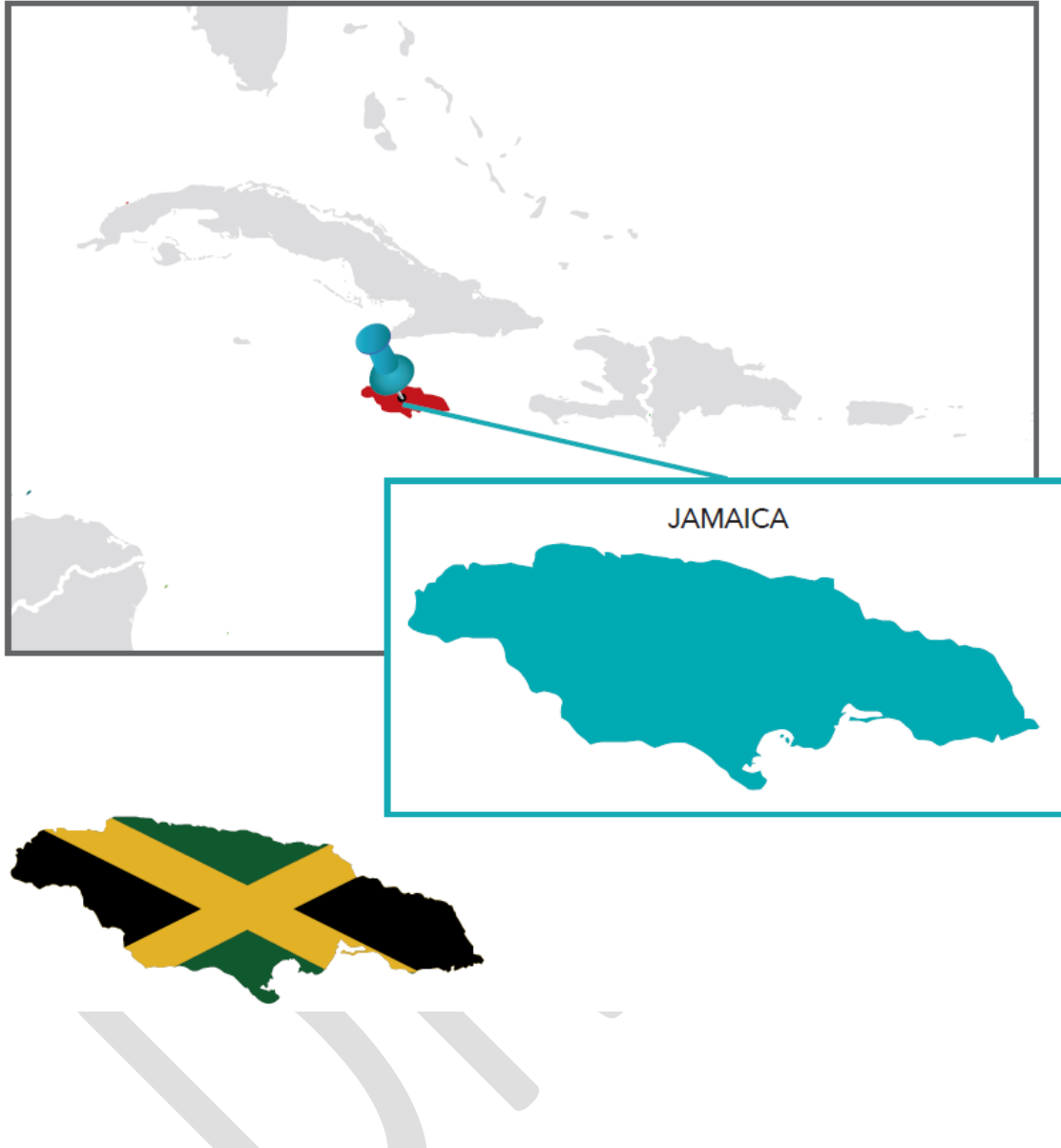
Due to the COVID-19 pandemic travel restrictions, the missions planned to support the PIU in Guyana have been temporarily postponed. Nonetheless, the dredging engineer contracted under CRF to support the PIU in improving the construction methodology of the EDWC dam provided the required support online. This is not an ideal situation as it was not allowed a clear assessment of the PIU's capacity for the task. However, from the initial interactions with the consultant, it appears that the PIU personnel has a good understanding of the bottlenecks encountered during the construction works conducted in the dam but lack the technical capacity and expertise to systematically analyze the construction methodology adopted by the Contractor. The CRF consultant will continue working to strengthen their capacity through various phone conversations and through an online training on dredging and stockpiling methodologies and associated logistics that has been scheduled. A field visit would add to the overall quality of the support, but as this is unfeasible under the current global pandemic, steady support will continue to be provided remotely, using a large archive of photo and video materials and documentation provided by the client.

The CRF support allowed the project to solve technical aspects and progress on implementation of activities.

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

<b>Activity</b>	Application of the Post-Disaster Public Financial Management toolkit and Technical Assistance to Strengthen Resiliency
<b>Time Frame</b>	February 17-21, 2020
<b>Description</b>	<p>The Post-Disaster Public Financial Management review was carried out in Guyana.</p> <p>Based on the findings of the PDPFM, identified areas for engagement include:</p> <ol style="list-style-type: none"><li>1. Technical assistance to strengthen the legal and regulatory framework for managing disaster risk financing by developing 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>

6.2.6. Jamaica



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

<b>Activity</b>	IST support to the Disaster Vulnerability Reduction Program (DVRP)
<b>Time Frame</b>	December 2019 – June 2020
<b>Description</b>	<p><b>Context:</b></p> <p>With climate change, it is anticipated that Jamaica will see more intense rainfall events, which could overburden the country’s urban drainage systems and lead to increased flooding, economic disruption and health risks to urban residents. The Comprehensive Drainage and Flood Control Report, by the National Works Agency (2013), analyzed the historical extent, potential causes and context of</p>



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), 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 re-considered due to potential social safeguard issues.

**Objective:**

To build capacity and bring the needed expertise to the JDVRP Project Implementation Unit to accelerate the implementation of the Big Pond and Myton Gully Flood Mitigation Project.

**Activity:**

An expert provided hands-on technical implementation and capacity-building support and guidance to the JDVRP Project Implementation Unit. This include:

- Provide technical advice, input and strategic recommendations for the Big Pond and Myton Gully flood mitigation project;
- Support the dialogue with technical agencies and sector ministries on DRM related matters as it relates to flood management activities in the project;
- Support the revision of documents regarding the site investigations and the design of civil works under the project.

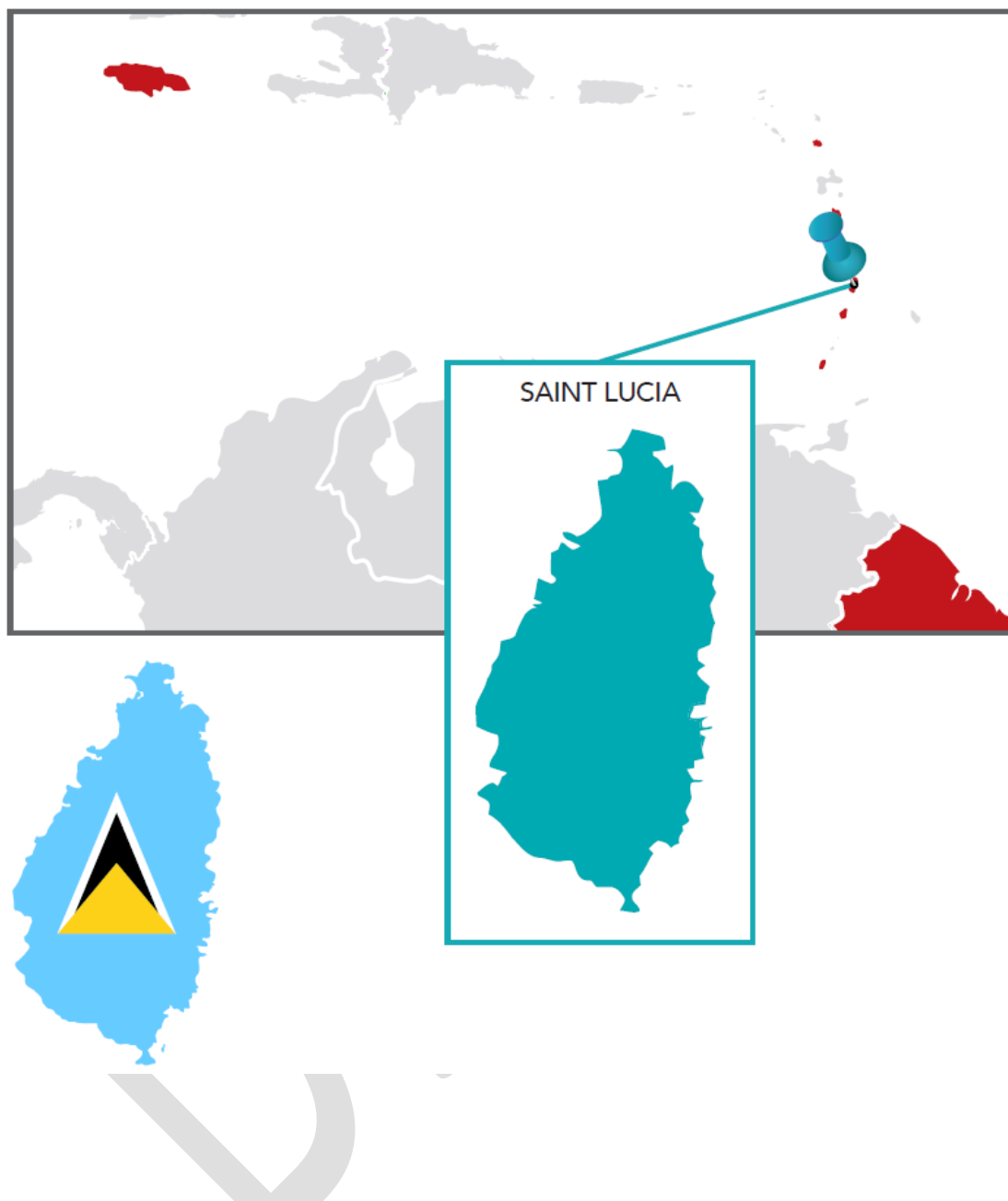
**Results:**

A Senior Civil Engineer advised the PIU on technical aspects of a feasibility study of the main design proposed for the Big Pond and Myton Gully Flood Mitigation Project by the National Works Agency and of the alternative solutions provided by a third-party agency hired by the Government. The consultant supported the PIU to clearly outline the benefits and potential issues with each design. The technical support provided unlocked the discussion on the designs with technical agencies and sector ministries and helped clarify the way forward for the flood mitigation works.

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

<b>Activity</b>	Post-Disaster Public Financial Management
<b>Time Frame</b>	January – June 2020
<b>Description</b>	<p>In accordance with the findings of the PDPFM in 2020, technical assistance is anticipated:</p> <p>(i) Provide additional technical assistance to support expedited processes for executing public expenditures in emergency situations.</p> <p>(ii) Enhancing institutional arrangements and operating procedures of the National Disaster Fund (NDF). The legislation for establishing the NDF was put in place three years ago, but the regulations for its operations, protocols and management are very informal and need to be institutionalized to ensure consistency and transparency. Discussions and possible activities have initiated with the Budget Department and include:</p> <ul style="list-style-type: none"><li>• Activating the Committee responsible for management of the NDF by establishing and enacting the rules and operating processes and protocols for accessing, prioritizing funds, processing requests, and reporting mechanisms.</li><li>• Reviewing and mapping of interim steps for accelerating finance for disaster response.</li><li>• Identifying and documenting prevailing legal provisions that support interim steps</li><li>• Developing written policies and procedures for accessing the NDF</li></ul> <p>(iii) A key issue is that the Government’s Chart of Accounts (COA) is not comprehensive in tagging disaster related expenditures incurred by all ministries, departments and agencies of Government, thus limiting the extent to which the Government can monitor and track aggregate spending on disaster relief and response. We have had initial discussions to support the Accountant General Department to review and amend the COA to track aggregate spending on disaster relief and response across government by improving COA expenditure classification to include post-disaster related expenditures at the activity and project levels.</p>

### 6.2.7. Saint Lucia



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

##### **Status of the dialogue with the Government of Saint Lucia**

The Government of Saint Lucia (GOSL) sent a formal request to the CRF for 17 consultants to provide comprehensive support for, among other areas (a) accelerating the implementation of ongoing public sector projects; (b) enhancing institutional systems and arrangements for improved project implementation; (c) strengthening the capacity of the public sector; and (d) mainstreaming resilience and gender into development planning and programming. In discussion with the Government a selection of six specialists on procurement, urban resilience, climate resilience, proposal writer advisor, monitoring and evaluation, and project management have been agreed upon. A firm will also provide

various training on project management, monitoring and evaluation. TORs are in preparation and the consultants work will start in FY21.

<b>Activity</b>	Operational support to the Disaster Vulnerability Reduction Project (DVRP) and COVID-19 crisis in Saint Lucia
<b>Time Frame</b>	April – June 2020
<b>Description</b>	<p><b>Context</b></p> <p>Through the Saint Lucia Disaster Vulnerability Reduction Project (DVRP), the Government of Saint Lucia committed to measurably reduce its climate and disaster risks. This ambitious project engages over six government ministries, the national development bank, households, and small businesses, and incorporates infrastructure works, capacity building and financing. However, the implementation of the project has been slow due to the 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. Moreover, over the past year, key project staff, including the Deputy Project Coordinator, the Project Engineer and the Procurement Officer have resigned and have not yet been replaced within the Project Coordination Unit (PCU).</p> <p>In view of this situation, the Government of Saint Lucia requested technical assistance to fill capacity gaps and to ensure the project remains on track. In particular, support has been requested for advancing on the project’s coastal engineering and coastal zone management activities where national expertise is insufficient to finalize the planned work.</p> <p><b>Objective (s)</b></p> <p>To provide technical advice and support to the implementation of the SLU Disaster Vulnerability Reduction Project (DVRP); including, informed advice and dialogue on coastal engineering and coastal zone management interventions to reduce disaster risk.</p> <p><b>Activity</b></p> <p>Technical support provision to keep on track and, if possible, expedite the DVRP coastal engineering and coastal zone management-related activities.</p> <p>Technical support provision to the Government of Saint Lucia to activate the CERC in the context of the ongoing COVID-19 pandemic.</p> <p><b>Results:</b></p> <p>Two senior engineers contracted by CRF have provided technical and hands-on support to the DVRP coastal activities. Their work included technical advice on guidelines for coral reef assessment, preliminary assessments of potential sea level rise impacts, review of technical documents, dialogue with engineers within the Department of Infrastructure to advance civil works and the delivery of training for contractors on safety on the work sites. Amid the COVID-19 pandemic, the consultants have explored alternative opportunities to continue working with the Government. They also have helped the PIU to put in place practical solutions to expedite the reinitialization of activities put on hold due</p>

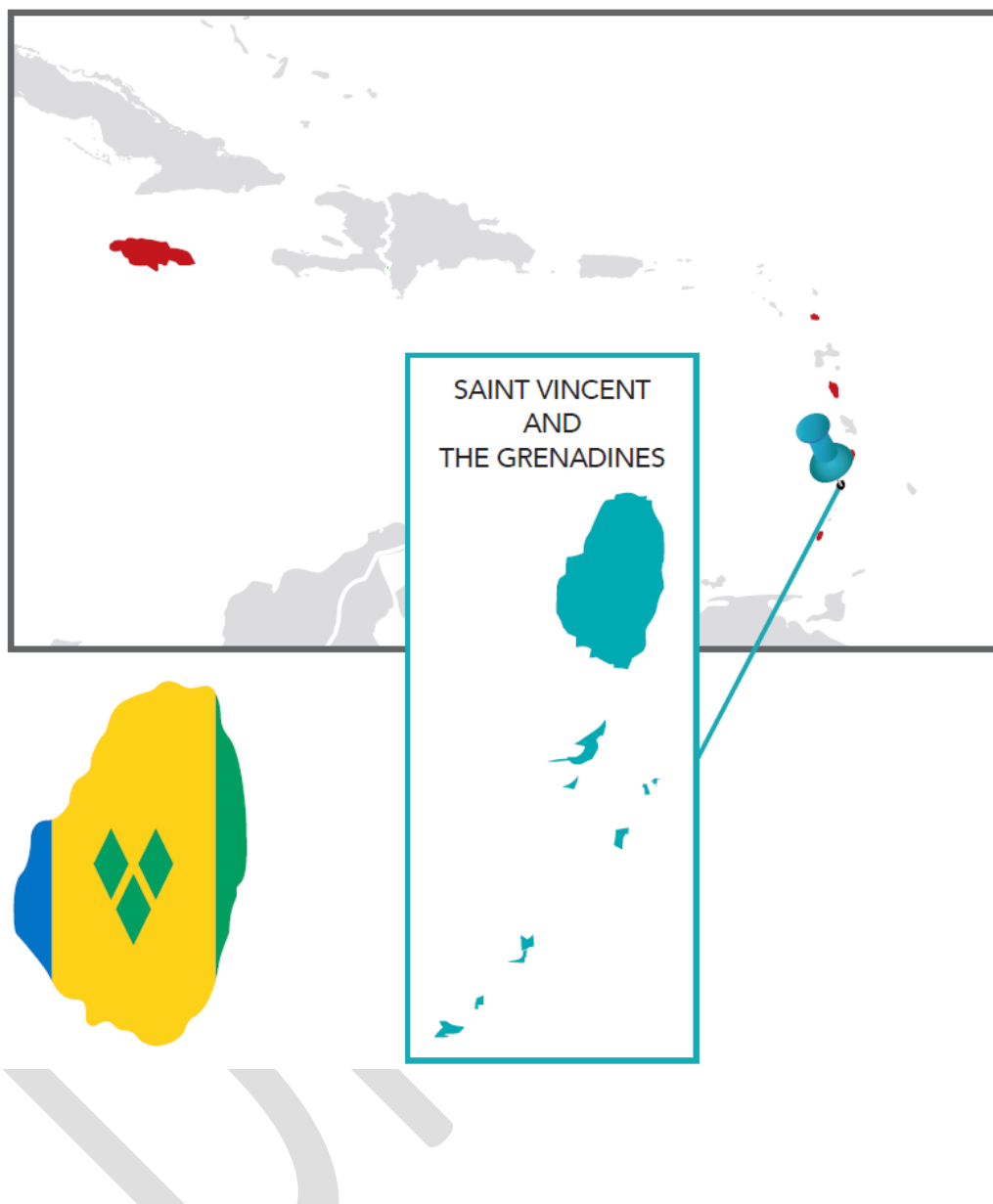
	<p>to the unexpected crisis. Not only their work has been essential for the PIU’s business continuity during this period, but it has helped the Government gain awareness about the relevance of its the construction sector as a way to boost the national economy while the tourism sector revitalizes.</p> <p>Further, in the context of the pandemic, the CRF consultants assisted the Government of Saint Lucia in the preparation of the necessary documentation for triggering the Contingent Emergency Response Component (CERC) of the DVRP. The CERC allows Saint Lucia to implement specific activities to respond to the crisis while strengthening development outcomes. The USD 5.5 million CERC funding has been allocated, among other, to investments that enhance access to improved health services, help reduce the economic shock of COVID-19, increase access to water and help prepare for the 2020 hurricane season and for the possible occurrence of other natural disasters.</p> <p>The CRF support is considered essential by the Government to ensure the implementation of the projects continue despite the COVID-19 crisis.</p>
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<b>Component 2: Mainstreaming Climate Resilience and Gender into Public Financial Management Cycle</b>	
<b>Activity</b>	Post-Disaster Public Financial Management
<b>Time Frame</b>	January – June 2020
<b>Description</b>	<p>The Government of St. Lucia provided its initial concurrence with the general findings of the PDPFM review and the PEFA GRB assessment and WBG team and the GOSL developed a detailed action plan that identified four priority areas in 2020. These include:</p> <ul style="list-style-type: none"> <li>• Technical assistance activities for helping the government establish the baseline year for capturing gender-disaggregated data to inform government budgeting and other high-level policy actions.</li> <li>• Developing post-disaster budget protocols</li> <li>• Procurement planning</li> <li>• Support will also be provided to prepare sections of the Budget Circular for 2020 to incorporate gender-informed budget program requests.</li> </ul> <p>To respond to the current COVID-19 pandemic, workplan activities were reprioritized to facilitate the following activities:</p> <ol style="list-style-type: none"> <li>1. Ongoing TA to help Department of Finance (DOF) draft interim finance instructions to give guidance on how MDAs should execute emergency budget, procurement, accounting, reporting and audit processes in response to a disaster event (used for COVID).</li> <li>2. Design of TOR for firm that will assist the Office of the Director of Audit to develop a comprehensive audit toolkit and planning manual for conducting rapid post-disaster in-year audits of the State’s accounts.</li> </ol>

	<p>This methodology can be used to quickly audit COVID-19 related expenses and activities.</p> <ol style="list-style-type: none"><li>3. Ongoing TA to help GOSL draft instructions on how to fast track procurement of food and other emergency supplies for COVID-19 and future disaster response operations.</li><li>4. Just-in-time technical advice that helped Ministry of Health to develop emergency budgets and action plans to fast track access to contingent financing for COVID-19.</li></ol>
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### 6.2.8. Saint Vincent and the Grenadines



Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building.	
<b>Activity</b>	Operational support to accelerate the completion of the Regional Disaster Vulnerability Reduction Project
<b>Time Frame</b>	April - June 2020
<b>Description</b>	<p><b>Context:</b></p> <p>The Regional Disaster Vulnerability Reduction Project (RDVRP) is set to disburse over USD 23 million during its last year of implementation, which ends in December 2020. Activities in Saint Vincent and the Grenadine include civil works</p>

for coastal defense, slope stabilization, road rehabilitation, school rehabilitation and river embankment strengthening works.

One major activity includes the implementation of large-scale coastal defense infrastructure works to reduce climate change-related risks on the country's coastal areas, where population and critical infrastructure concentrate. Coastal engineering, integrated coastal zone management, coastal ecosystems management and climate change adaptation (in particular for coastal areas) are areas where national expertise is insufficient to finalize the project works. In addition, because the coastal interventions are multi-sectoral in nature, assistance in project management and the coordination between the different sectors and stakeholders involved is also needed

As the RDVRP is in its last year of implementation, the Government of Saint Vincent and the Grenadines requested to the CRF technical assistance to fill capacity gaps and to ensure the project remains on track and the planned interventions are completed by December 2020.

**Objective:**

To provide technical and operational support to the Government of Saint Vincent to achieve the ambitious implementation goals it has set for the last year of the Regional Disaster Vulnerability Reduction Program.

**Activity:**

To ensure all activities are completed by the end of 2020, following all operational due diligence, the CRF is providing support on two streams of work:

*Coastal engineering expertise:* technical guidance on coastal engineering, coastal modelling, and on general engineering logistics to support timely completion of the RDVPR's coastal infrastructure works while ensuring technical soundness and disaster resilient building standards. The support includes contract management and technical engineering training as needed, as well as guidance for the technical review of and inputs to designs, drawings, bills of quantities, bidding documents, existing pre-feasibility and feasibility/engineering studies, ToRs and other documents prepared by the implementing agency.

*Project management:* a) hands-on support in contract management, monitoring and evaluation to the RDVRP Project Coordination Unit; b) training on contract management to the Project Coordination Unit, the technical line agencies involved in the project and contractors.

**Results:**

The CRF hired a Disaster Risk Management consultant and two senior engineers to provide the necessary support to the Government of SVG in the coastal engineering works and other activities initiated under RDVRP.

*Coastal engineering expertise:* The senior engineers have supported the implementing agency in reviewing the existing coastal works contracts, construction schedules and other technical documents. They also have built project management capacities, aiming at enhancing project implementation efficiency. The limitations imposed by the pandemic have slowed the delivery of planned trainings and the provision of construction materials and equipment,



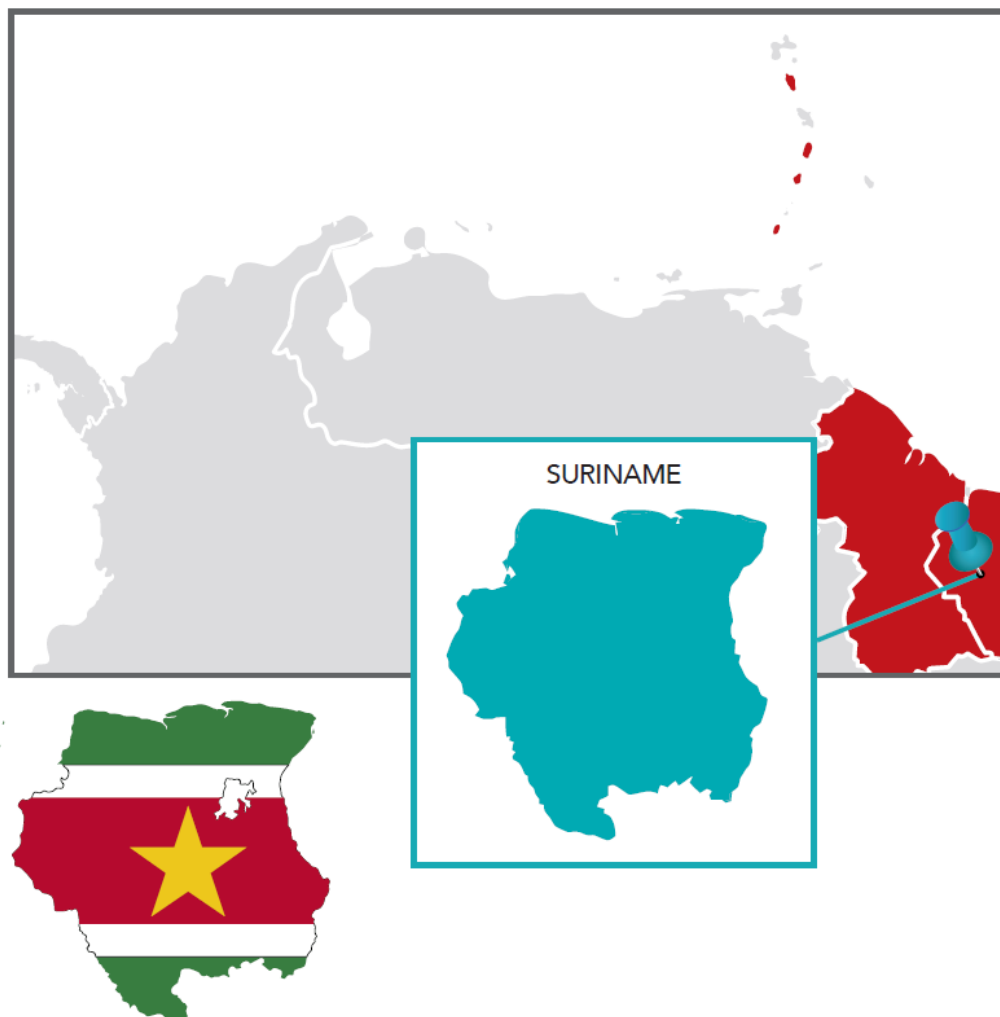
	<p>leading to the rescheduling of construction activities. The development of necessary studies has also been affected, as personnel is temporarily unavailable under the current situation. Further, coastal activities have been cancelled due to the lack of sufficient funds. Despite these impasses, the CRF technical support continues. The engineers are in constant contact with the PIU's teams and exploring the best way to provide remote assistance on day-to-day project issues and to deliver other capacity building actions.</p> <p><i>Project management:</i> The consultant has advised on ToRs and technical documents, among other priorities. With this assistance, the implementing agency has advanced in contracting national and international experts in the disciplines required for the completion of the RDVPR project in 2020. The consultant's work in country has been affected by travel and other restrictions brought by the COVID-19 global pandemic. To overcome these limitations, two virtual missions and numerous online meetings have been carried out. However, other activities such as stakeholder consultations and trainings are being rescheduled.</p> <p>The technical assistance provided is improving national capacities for completing the undergoing works and for undertaking similar projects in the future. Amid the COVID-19 pandemic, the CRF support allowed the Government to continue implementing the RDVPR' activities.</p>
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Component 2: Mainstreaming Climate Resilience and Gender into Public Financial Management Cycle	
<b>Activity</b>	Application of the Post-Disaster Public Financial Management toolkit
<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 PDPFM, identified areas for engagement include:</p> <ol style="list-style-type: none"> <li>1. Technical assistance (TA) to develop and disseminate instructions on the PFM instruments that can be used to accelerate the reallocation, execution, accounting/reporting, and audit of disaster-related expenditure.</li> <li>2. TA to develop a comprehensive Disaster Risk Financing Policy/Strategy to include a whole of government policy regarding the procurement of insurance against disaster risk.</li> <li>3. TA to support development of a climate change and disaster risk responsive Asset Management Policy.</li> </ol>

	<ol style="list-style-type: none"><li>4. TA to develop amendments to the Financial Administration Act (FAA) and Regulations, including criteria for preparing disaster recovery projects.</li><li>5. TA to establish and document formal mechanisms for the appraisal, selection and approval of public investments to include fast-tracking of emergency public investments.</li><li>6. TA and capacity building to support procurement reforms: 1) Complete training and SBDs to facilitate effectiveness of new Public Procurement Act and Legislation; 2) Improve procurement planning; 3) Develop procurement SOPs, manual and procedures specific to emergencies; 4) Draft streamlined versions of SBDs for use in emergencies; 5) Draft standard forms of Framework Agreements (FAs)</li></ol>
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## 6.2.9. Suriname



Component 1: Technical Assistance and Implementation Support for Recovery and Resilience Building.	
Activity	Procurement support to Suriname
Time Frame	February - June 2020
Description	<p><b>Context:</b></p> <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 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 is being established with local specialists who have</p>

	<p>not exposed to World Bank good practices and implementation procedures for investment project financing. This represents implementation challenges.</p> <p>One implementation bottleneck already identified is the limited procurement experience of local procurement specialists with international competitive procurement of works and services. Hands-on procurement support to Suriname is much needed to kickstart the implementation of the project and build capacity to enable effective and successful implementation.</p> <p><b>Objective:</b></p> <p>To strengthen Suriname’s procurement capacity to implement the Suriname Saramacca Canal Rehabilitation Project (SCRP).</p> <p><b>Activity:</b></p> <p>Hands-on procurement support to the client in the implementation of the Suriname Saramacca Canal Rehabilitation Project, including procurement capacity-building activities for the Project Implementation Unit (PIU) and the Project Evaluation Committee.</p> <p><b>Results:</b></p> <p>An international procurement expert facilitated a two-day awareness event in Paramaribo, at the request of the Ministry of Finance of Suriname, to expose staff from various projects to the World Bank procurement procedures and regulations. Forty staff from the Government attended the sessions. On site, the consultant provided hands-on support to the SCR P Project Implementation Unit (PIU) on the Procurement Regulations for World Bank financed projects, guided the team in the preparation of a shortlist evaluation report and the Request for Proposals (RFPs) needed for the SCR P implementation. Due to the COVID-19 crisis, the consultant continued supporting the PIU remotely. With this support, the PIU finalized the shortlist evaluation report, prepared the RFPs and issued them on April 6, 2020 with opening dates fixed for May 28 and 29, 2020. Due to the current situation due COVID-19, the proposals will be submitted electronically in early June. The support provided improved the procurement capacity of the Government of Suriname and paved the way for completing the SCR P and other World Bank projects in the future.</p>
<b>Activity</b>	Overall support to activation of the CERC component under the SCSR P
<b>Time Frame</b>	March - June 2020
<b>Estimated Amount</b>	overall support to activation of CERC component under the SCSR P
<b>Description</b>	<p><b>Context:</b></p> <p>Upon WHO’s declaration of global COVID19 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 (SCR P). The activation of the CERC, however, depends on compliance with the CERC Operations Manual that is currently under preparation by the client. The CERC Operations Manual includes a dedicated chapter with detailed guidelines and instructions to trigger an emergency and the use of funds.</p>

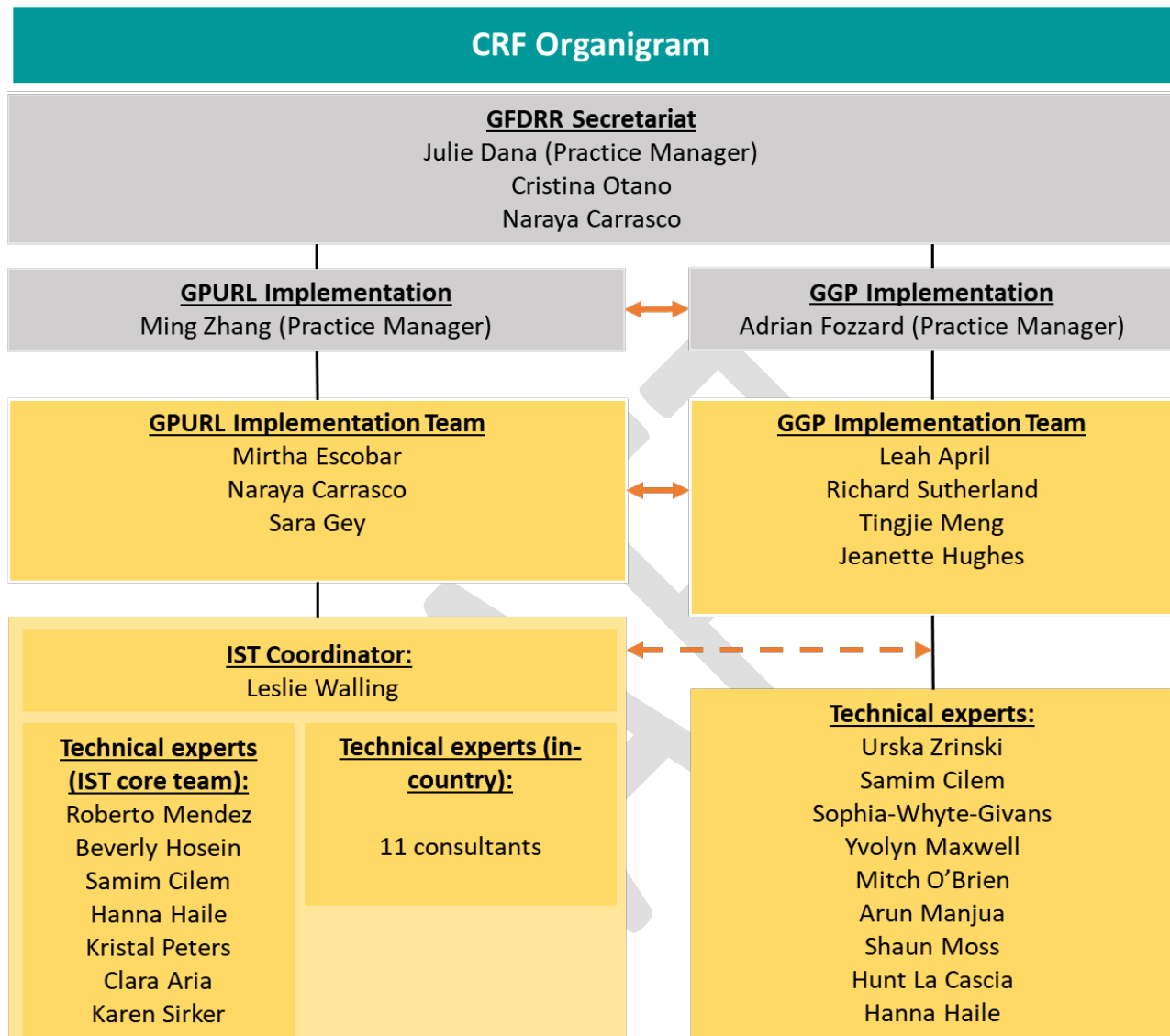
	<p>The CRF is assisting the Government to prepare the CERC Operations Manual under SCRP.</p> <p><b>Objectives:</b></p> <p>Support the Government in the preparation of the CERC Operations Manual to accelerate the process of CERC activation.</p> <p><b>Activities:</b></p> <p>Support the Government draft the CERC Operations Manual under the SCRP.</p> <p>Train, guide and support the staff of the Saramacca Canal Unit (SCU) to implement the CERC Manual.</p> <p>Ensure compliance with the regulations and guidelines of the World Bank procedures.</p> <p><b>Results:</b></p> <p>A remote training program has been established to build the capacity of the SCU members and other key stakeholders to develop, update, and activate the CERC for future emergency response. The training includes 3 to 4 sessions to be completed by June 30, 2020 and covers: the development process of the CERC Operations Manual, planning for procurement, safeguards, financial management, monitoring and evaluation, and closing of the CERC.</p> <p>As a result of the training the documents required for CERC activation were developed on time, including:</p> <ul style="list-style-type: none"> <li>- The CERC Operations Manual;</li> <li>- The Emergency Action Plan (EAP) with environmental and social safeguards, procurement, and financial management plans in place. The EAP was developed in collaboration with the Ministries of Health, Finance, and Environment of Suriname.</li> </ul> <p>The technical guidance and support provided by CRF allowed the Government of Suriname to rapidly activate the CERC and start implementation of the procurement and deployment of medical supplies and protective gear for the staff members of the Ministry of Health engaged at the frontline of the COVID-19 response.</p>
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Component 2: Mainstreaming Climate Resilience and Gender into Public Financial Management Cycle	
<b>Activity</b>	Application of the Post-Disaster Public Financial Management toolkit
<b>Time Frame</b>	January – June 2020
<b>Description</b>	The December mission to apply the PDPFM assessment; in the interim, the team presented the PF-PFM review and Engagement Framework on February 4 (remotely). All engagement with the government, including the application

	of the assessment, on Component 2 activities will be deferred to next fiscal year.
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## 7. Annex 3: Implementation Support Team members and competencies.



**Note:** WBG and GFDRR staff are not working exclusively on this program but have other Operations and trust-fund related responsibilities, many of which are complementary to the staff time and resources dedicated to CRF.