



Climate Resilience Execution
Agency for Dominica

2019 End of Year Report

December 2019

The Climate Resilience Execution Agency for Dominica (CREAD) is mandated to lead and coordinate multi-sectoral, best practice flagship initiatives that translate into action the Government's stated vision for the Commonwealth of Dominica to become the world's first climate resilient nation.

CREAD further catalyzes Dominica's resilience agenda by bolstering the ability of public service, business community and social sector partners to design and deliver innovative, high-impact projects and initiatives focused on:

- i) building strong communities,
- ii) developing well-planned and durable infrastructure,
- iii) helping to create a more robust economy,
- iv) strengthening institutional systems,
- v) enhancing Dominicans' collective consciousness and overall capacity to respond to the local impacts of global climate change, and
- vi) protecting and sustainably leveraging our rich natural and other unique assets.

www.creadominica.org



Road to CREAD

CREAD's Approach

Status Reports

Next Steps

-  Lead up to CREAD
-  CREAD officially commences operations

September 18, 2017

Hurricane Maria
Devastates Dominica



November 21, 2017

Dominica announces
plans to launch the
Climate Resilience
Execution Agency for
Dominica (CREAD)



November 1, 2018

CREAD Chief
Executive Officer and
Chief Operating
Officer begin duties



April 1-August 1, 2019

Phased ramp up of
CREAD Team



Prime Minister Hon.
Roosevelt Skerrit declares
that Dominica will rebuild
as the world's first climate
resilient nation

September 23, 2017



CREAD officially
launched

March 9, 2018



CREAD Legislation
unanimously passed
by Parliament

December 20, 2018



Draft Climate
Resilience and
Recovery Plan (CRRP)
submitted by CREAD
to Policy Board

November 2019

Hurricane Maria Impact



People Affected: 66,920/65 deaths



Water/Sanitation: 43 out of 44 water systems were not functioning



Shelter: 90% of structures damaged
62% of houses heavily damaged
Overall 15% destroyed



Power: 90% of population lacked access to electricity for over four months



Roads/Bridges: 1-2m of floodwater
Debris deposits of 1-4m in riverbeds
6+ bridges severely damaged



Economy: 226% of 2016 GDP in losses



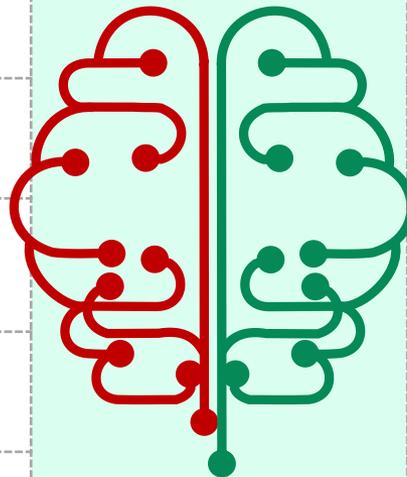
Agriculture, Livestock & Fisheries: 90% crops destroyed



Schools & Health Care Facilities: 67 & 50 damaged or destroyed



Social Fabric Breakdown: >120M in damage & losses to assets (looting, vandalism etc.)



Resilience Targets

0 climate-event related facilities
Individuals able to revert to basic living standards within **4** days

60% water/sanitation available (as a % of the population) within **7** days

90% of houses built or retrofitted to resilient building codes; communities self-sufficient for **15** days

>90% power coverage restored (as % of the population) within **3** days

100% primary roads and bridges open in **3** days

<5% of GDP in national losses/damage costs

<50% agriculture/fisheries losses as a percentage of GDP contribution

<5% of schools and healthcare facilities severely damaged or destroyed

90% of the population able to identify the pillars of resilience and at least one measure undertaken



2. Developing and Delivering on CRRP

Priorities. Developing Dominica's Climate Resilience and Recovery Plan (CRRP) and implementing elements of the CRRP that support strong communities, a robust economy, well-planned and durable infrastructure, enhanced collective consciousness, strengthened institutional systems and protected and sustainably leveraged natural and other unique assets.

1. Delivering Critical Capital Projects.

Timely delivery of high-impact, priority projects that contribute to building adaptive infrastructure, strong communities and supporting sustainable economic growth

3. Supporting public sector partners.

Developing and recommending enhancements data and decision-making protocols, policies, plans, processes, structures and capacities to help the public service more effectively deliver on the Climate Resilience agenda with CREAD, and after CREAD's departure.

4. Thought-leadership and Dissemination of Best Practices.

Developing a compelling, inspiring, actionable, financeable and data-driven approach to identifying and measuring progress on delivery of Flagship Projects that support strong communities, economic sustainability and adaptive infrastructure, showing that it is possible for Dominica to achieve its vision of becoming the world's first climate resilient nation

5. Communication.

Strengthening Dominican's understanding of the Resilience agenda by developing motivational and educational inputs for the public; engaging and connecting actively with communities to understand and reflect their needs in the resilience agenda; and communicating progress



Defining Resilience

Vision

To set an **example** for sustainable development and climate resilience for the world

Core Climate Resilience Dimensions



Strong Communities



Robust Economy



Well-planned and durable Infrastructure

"Hard-wiring" Resilience



Enhanced "Collective Consciousness" of all Dominicans



Protected and sustainably leveraged natural and other unique assets



Strengthened Institutional Systems ("Hardwiring Resilience")

("Valuing Resilience")

Assets to be Protected and Sustainably Leveraged



Geological Resources



Fresh Water



Marine Environment



Lands and Forests



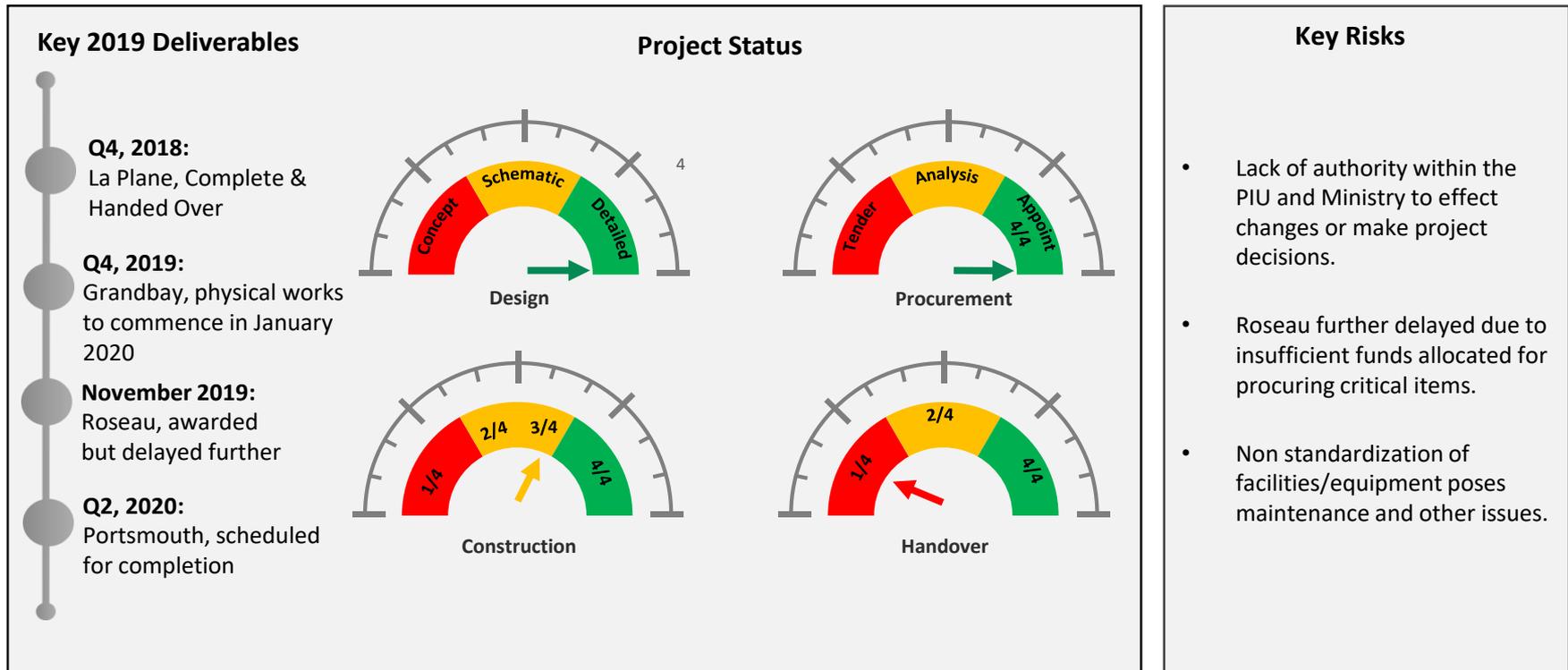
History, lived experience knowledge of resilience



CAPITAL PROJECTS

Project: Smart Clinics - PAHO

Natural hazards and climatic extremes, like hurricanes, earthquakes, floods and storm surge can cause significant disruption of health services and economic losses. Downtime, during and after an extreme event, limits the ability of health facilities to provide emergency care to victims and ongoing healthcare for their communities. Many health facilities in the Caribbean are in areas of high risk and need strengthening in the face of repeated damage or increasing climate threats. Health care facilities can also be large consumers of energy, with a significant environmental footprint. With energy prices in the Caribbean among the highest in the world, savings could be better used on improving services. The 'Smart Health Care Facilities in the Caribbean' project, funded by the UK Department for International Development (DFID) was implemented by PAHO/WHO in partnership with the Ministries of Health in target countries



Partners:



Lessons Learnt:

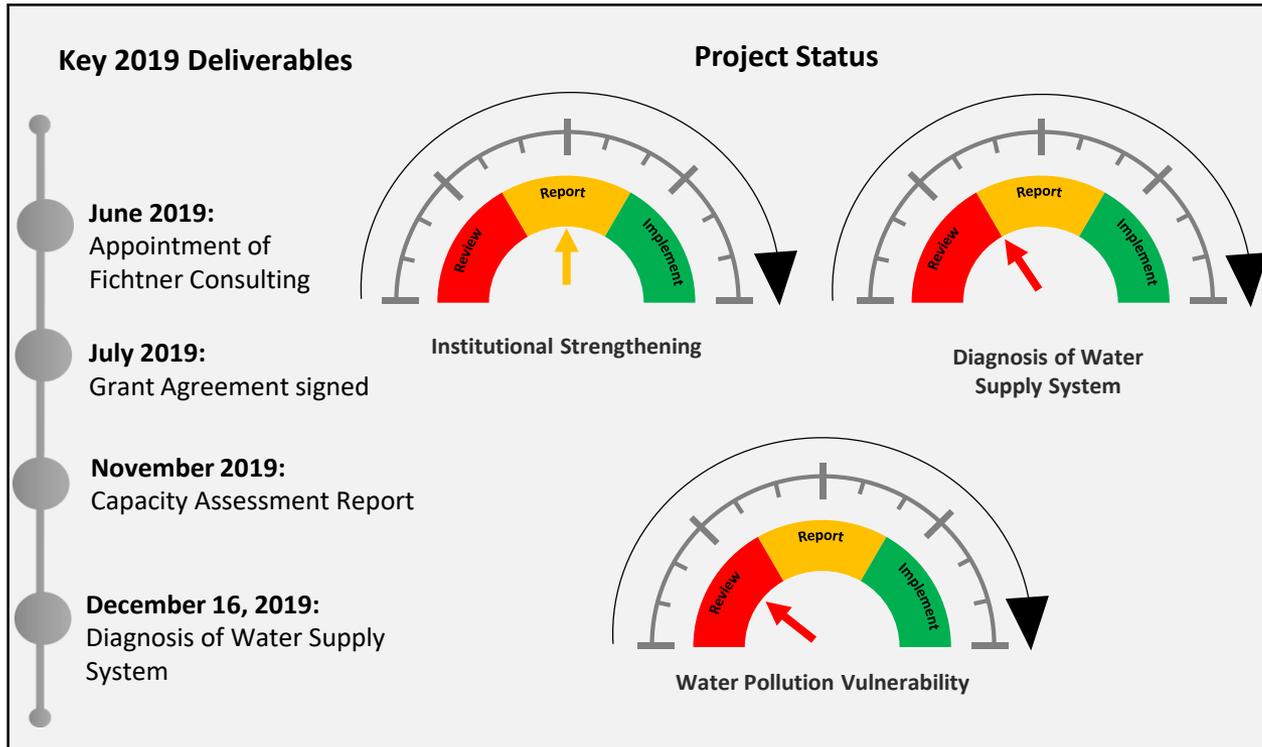
- Better collaboration between project managers and decision-makers required to ensure decision and intended project outcomes are aligned.

Next Steps:

- Commencement of physical work at Grandbay in Q1, 2020.
- Provide funds to complete procurement of Temporary modular units for Roseau.

Project: Water Sector Strategic Development Plan

Following the passage of Tropical Storm Erika and Hurricane Maria, the Caribbean Development Bank (CDB) allocated **£25M** from the UKCIF Caribbean Fund, to assist DOWASCO in developing a Water Sector Strategic Development Plan (WSSDP) that would be focused on resilience (the latter disaster alone resulted in an estimated **EC\$65M** of damage to the sector). CDB also extended its regional study on 'Planning for the Integration of Climate Resilience in the Water Sector in the Caribbean' to include a case study of Dominica. The WSSDP will expand on this study and its recommendations to make the infrastructure more resilient and to strengthen the institutional capacity to accomplish those goals. A planning horizon of 30 years has been adopted.



Key Risks

- Data availability for properly analysing status and informing recommendations
- Securing Government of Dominica funding support for implementing sector reforms.
- Timely project packaging for grant funding from external financing partners.

Partners:



Lessons Learnt:

- Ensure institutional capacity is strengthened according to recommendations.
- Present findings under the capacity assessment which are similar to those under a 2008 study.

Next Steps:

- Completion of three reports - Diagnosis of Water Supply System, Water Pollution Vulnerability and, Options to Build Resilience in the Water Supply System.

Project: Housing Recovery

A 2018 United Nations Development Program (UNDP) report determined that **18% (4,500 households)** of houses surveyed post-Maria require complete reconstruction/rebuilding of roof; **1,100** single mothers with uninsured houses had homes destroyed or severely damaged; many buildings are also not up to code requirements. This project seeks to address the most vulnerable households that suffered total destruction during Hurricane Maria. Additionally, technical assistance will be provided to households to aid in the planning, permitting, and rebuilding process through Technical Assistance Centers (TACs). The goal is to contribute to the recovery of houses affected by Hurricane Maria, and improve the application of resilient building practices in the housing sector.

Key 2019 Deliverables

May 2019:

- MIS contract awarded
- Design & supervision tender issued

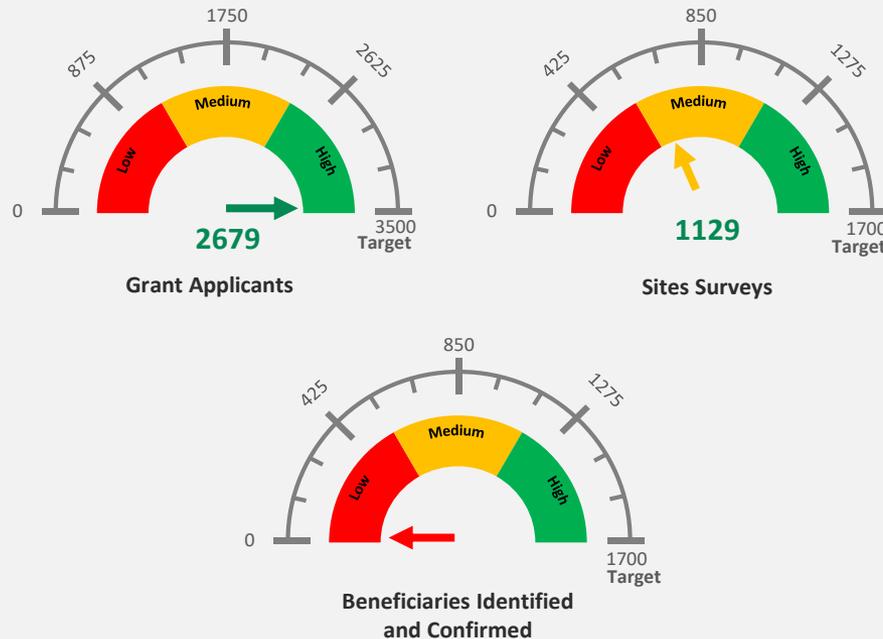
September 2019:

- MIS established
- Advertise for Beneficiaries applications

October 2019:

- Site Surveys ongoing

Project Status



Key Risks

- Housing subsidy proposed is insufficient to meet expectations of beneficiaries, given that the Government of Dominica has other housing programmes on-going to support people in need, which provide more financial support.
- Insufficient local trained contractors to construct houses within desired timelines given other ongoing projects/initiatives.

Partners:



Lessons Learnt:

- Beneficiary criteria and site assessments to be carefully considered to ensure resilience.
- MIS System use needs to be expanded to other housing initiatives to allow for quicker implementation of future projects.

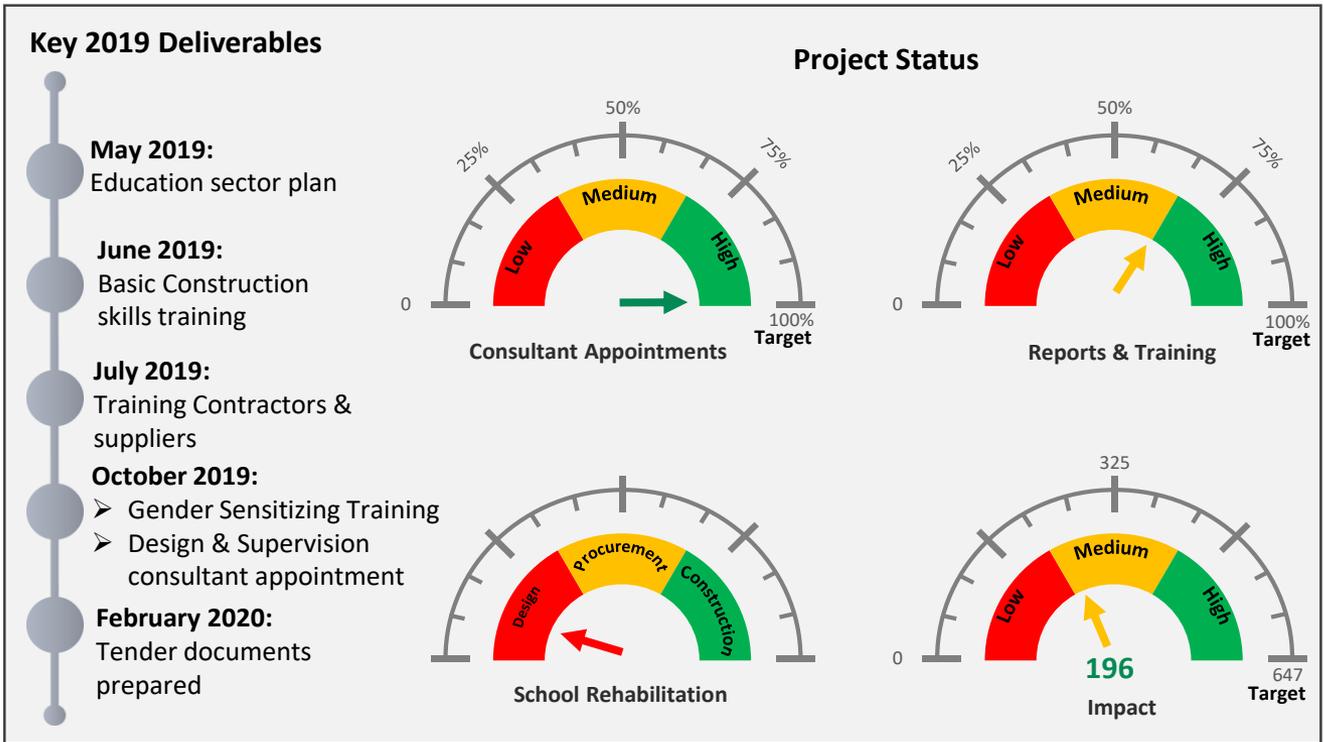
Next Steps:

- Beneficiary confirmation
- Design and Supervision Consultant Appointment

Ministry of Housing & Lands

Project: Dominica Climate Resilience & Restoration Project

One of CREAD's main priorities is to encourage Dominicans to focus on developing resilient infrastructure and strengthened institutions. To achieve this, it is critical to not only fortify the education facilities and their operatives, but also to engage and equip Dominicans with the basic skills to contribute to national development, and a sector plan to guide same. To this end, this project seeks to transform identified schools into climate resilient facilities.



- Key Risks**
- Abnormally low bid from design consultant may lead to claims and challenges project service quality.
 - Given the period when these facilities were constructed, may give rise to scope and cost increases to make compliant with the seismic and wind resilience targets.
 - Issuing all four units as one lot will give rise to capacity challenges to local contractors.

Partners:



Lessons Learnt:

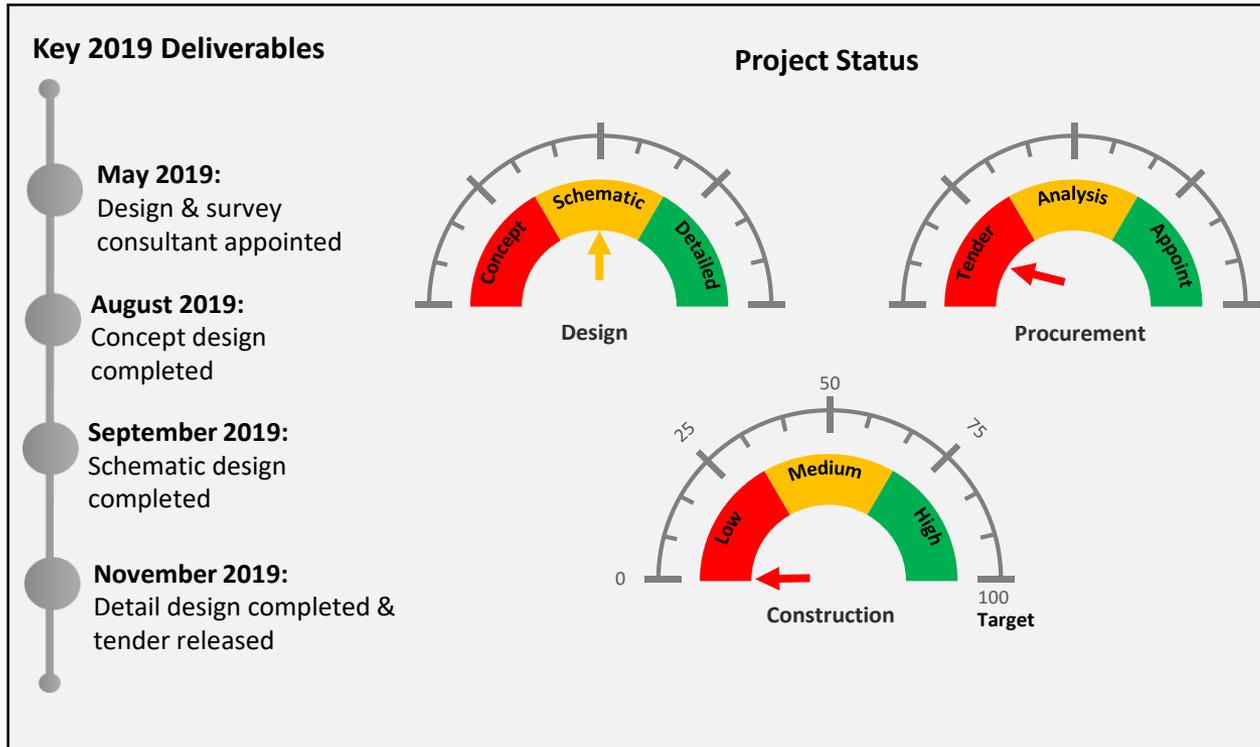
- Project recently commenced. Too early to determine lessons learnt.

Next Steps:

- Design complete
- Contractor appointed
- Construction commenced

Project: Resilient Hurricane Shelters

Following the passage of Tropical Storm Erika, the Government of Dominica embarked on a housing program to construct 5,000 residential units over a five year period from 2016-2021. The urgency of this initiative increased dramatically with the devastation wrought by Hurricane Maria in September 2017. The European Union, under the 11th European Development Fund (EDF), committed budget support in the form of contributing to the construction of two (2) resilient regional shelters to be constructed at Jimmit and Castle Bruce to increase climate resilience.



Key Risks

- Available budget exceeded due to ancillary works. That were not foreseen in the original allocation process.



Lessons Learnt:

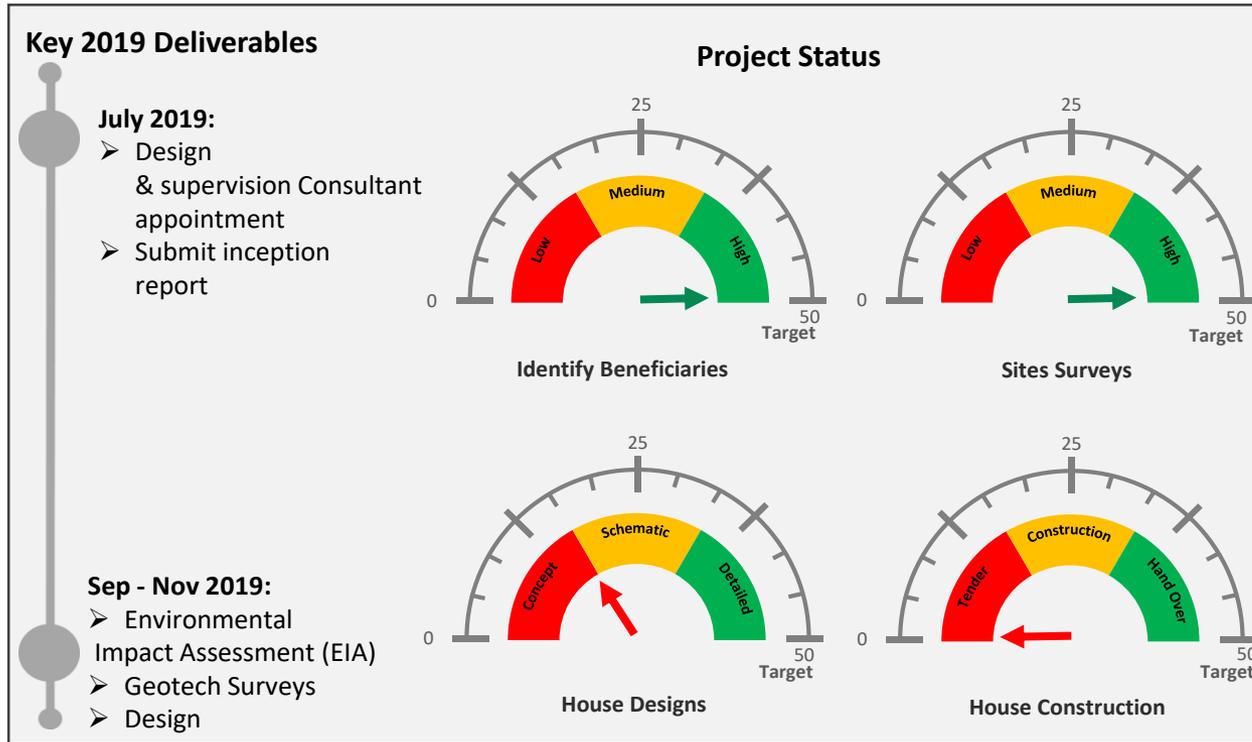
- More informed site selection for projects to avoid post-contract award changes.
- Better collaboration between project managers and decision-makers required to ensure decision and intended project outcomes are aligned.

Next Steps:

- Tender and contractor appointment.

Project: Kalinago Housing

Under the EU 11th EDF, budget support has been given for 50 resilient houses to be built in Dominica. GoCD, in assessing the island's priorities and its own housing program, decided to make the Kalinago Territory the focus of the EU program. Existing residential designs will be reviewed and made more resilient to natural disasters. These two- and three-bedroom houses will then be assigned to vulnerable households that suffered destruction during Hurricane Maria. The overall objective of this project is a reduction in vulnerability and risk, as well as, an increase in climate resilience at the community level.



Key Risks

- Beneficiary location and associated site work costs reduces the overall number of beneficiaries. That the allocated funding can serve

Partners:

Ministry of Housing & Lands

Ministry of KALINAGO AFFAIRS

European Union

Lessons Learnt:

- Better consultation between decision makers and technical staff required to minimize cost impacts of poor site selection.

Next Steps:

- Detailed Design
- Approval
- Tender

Project: DVRP – East Coast Highway (Phase 1)

Dominica is extremely vulnerable to geographic and climactic factors especially due to risks from coastal processes, inland flooding and landslides. This includes roads and buildings, which is exacerbated by inadequate planning. The World Bank Disaster Vulnerability Reduction Project (DVRP) will develop more resilient infrastructure and implement systems to aid future planning and recovery, reduce physical vulnerability, and pilot adaptive measures to build resilience. It will also support creation of core data and data collection systems, and integrate analytical tools for improved decision making, risk reduction, and climate adaptation. Included in this program is the rehabilitation of the roads from Pond Casse to Castle Bruce, and on to Hatten Garden through the Kalinago Territory. This Phase covers Bois Diable to Hatten Garden.

Key 2019 Deliverables

May 2019:

- All road designs completed
- Short-list of Supervision consultants approved
- Contract award for Castle Bruce to San Sauveur awarded

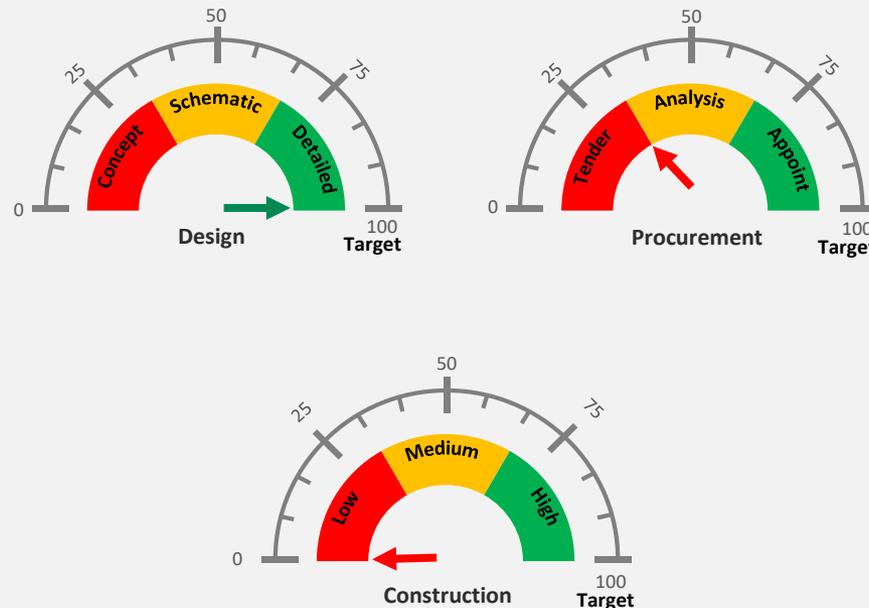
August 2019:

Construction supervision tenders received

October 2019:

Civil works tender issued

Project Status



Key Risks

- Land acquisition is not completed and delays contract award.
- Funding insufficient for full scope of work.

Partners:



Ministry of Public Works, Water Resource Management and Ports



Ministry of Environment, Climate Resilience, Disaster Management and Urban Renewal

THE WORLD BANK
IBRD • IDA | WORLD BANK GROUP



Lessons Learnt:

- No contractors qualified for tendering the entire project in one package.

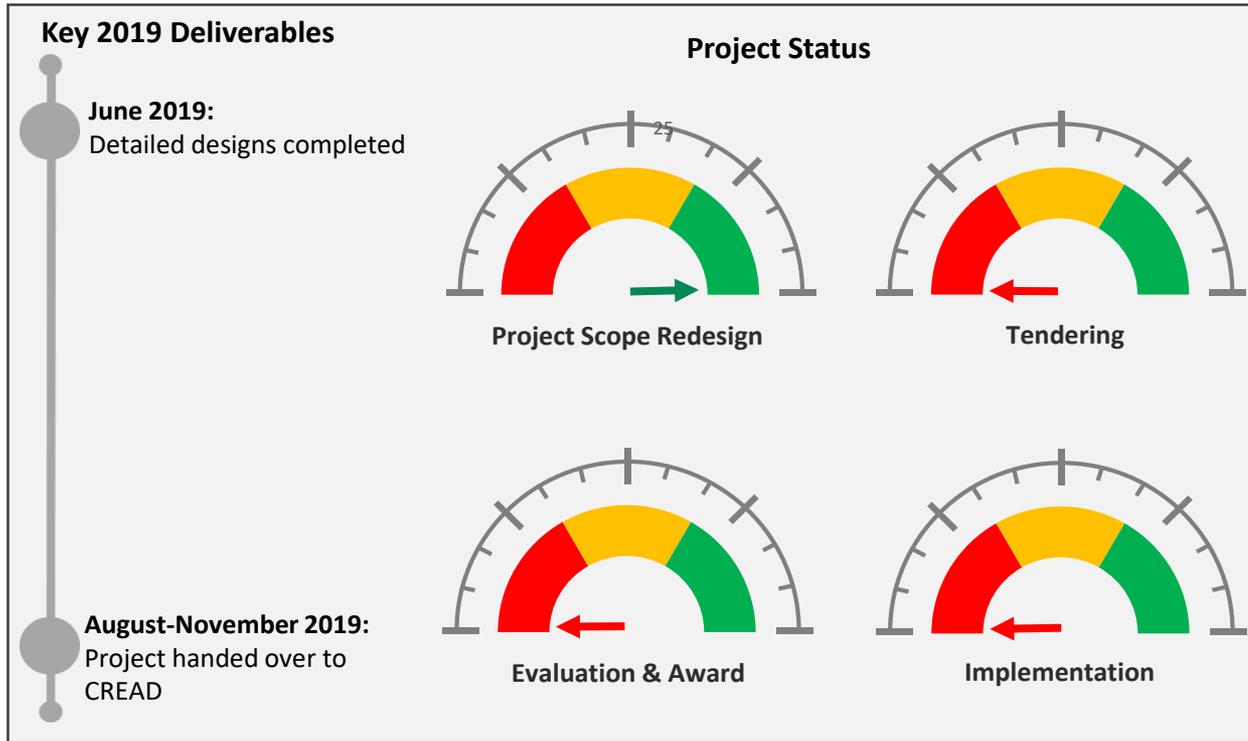


Next Steps:

- Civil works tenders received and evaluated.
- Appoint supervision consultant and contractor.
- Land acquisition completed.

Project: Loubiere to Bagatelle Road

Following the damages caused by Tropical Storm Erika in 2015, the Ministry of Public Works prepared a report on the Loubiere to Bagatelle Road regarding the need for rehabilitation. The proposed scope was inclusive of slope stabilization other action designed to improve the condition and safety of the road. Subsequently, the Government of Dominica received a £25M grant from DFID/UKCIF fund to execute the works. The scope was expanded to include realignment of the road and replacement of the bridges. This full project is estimated to cost over EC\$200M and would benefit approximately 10,000 persons. Funding remains a challenge and the scope of work will likely be limited to Loubiere to Grand Bay.



Key Risks

- Project cannot be redesigned to meet available budget and required return on investment, while delivering acceptable resilience & safety.
- Land acquisition delays adversely affects project award.

Partners:



Lessons Learnt:

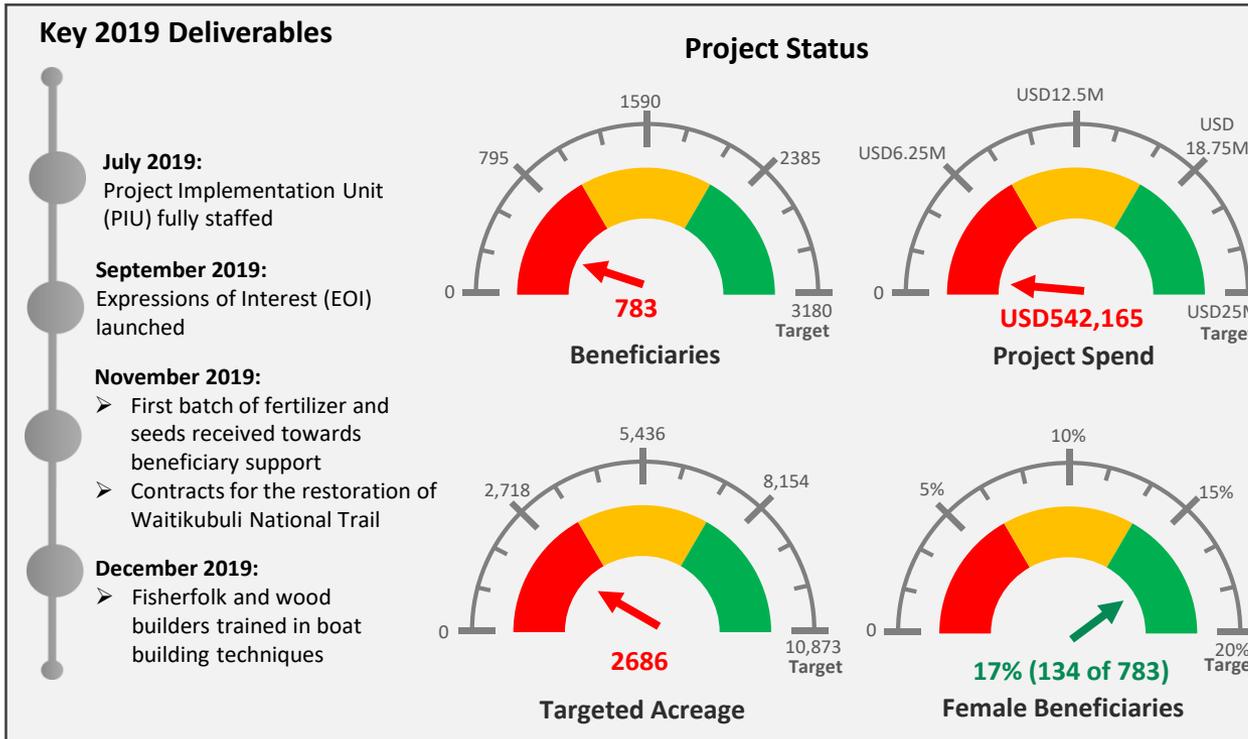
- Budget and available financing have to be established early to avoid delays in consideration of final scope.
- Proper site investigations must be executed to avoid potential claims after contract is executed.
- Earlier & better consultation with utilities to ensure all requirements are addressed.

Next Steps:

- Re-design completed for civil works tendering if funding available.

Project: Dominica Emergency Agriculture Livelihoods Climate Resilience

The project complements the role of the Ministry of Agriculture in restoring the productive base to contribute in the recovery of agricultural livelihoods in the Commonwealth of Dominica through provision of (a) an essential package of inputs (mainly improved quality seeds and fertilizers), tools, and materials for the replanting or restoration of crops, (b) technical and advisory services and training to support the adoption of technology and use of climate-smart practices for increasing diversification and climate resilience at the landscape level ,and (c) Project Management and Coordination. To contribute to restoring agricultural livelihoods and enhancing climate resilience of farmers and fisherfolk affected by Hurricane Maria in Dominica.



- ### Key Risks
- Efficient execution of warehousing and logistics management plan.
 - Unpredictable natural disasters including hurricane, droughts and flooding.
 - Lack of beneficiary interest.

Partners:



Lessons Learnt:

- The current approval mechanism limits timely project execution.
- There is a critical need for supporting staff in IT, Civil Engineering and warehouse Management.
- Realignment of the communications strategy to maximise beneficiary reach.

Next Steps:

- January 2020 - Roll out of crop beneficiary support and approval of EOIs for fisheries & livestock.
- February 2020 - Farmers and Extension Officers training in Climate Resilience Practices

STRONG COMMUNITIES

Initiative: Strong Bodies...Strong Minds...

One of CREAD's foremost missions is to encourage Dominicans to focus on building strong communities through the development of resilient children; strong peer mentorship among the youth; strong community engagement, cohesion and partnerships; as well as, an active youth volunteer movement. To achieve this, it is critical to involve the youth as agents of change and provide them with the tools and space they need to be active, engaged citizens. Strong Bodies, Strong Minds is a two-year pilot project designed to contribute to resilient mindsets by opening the minds of the youth while nurturing their creativity, physical fitness, wellbeing, confidence and self-esteem. It is envisioned that it will be scale-up into a national volunteer-based initiative.

Key 2019 Deliverables

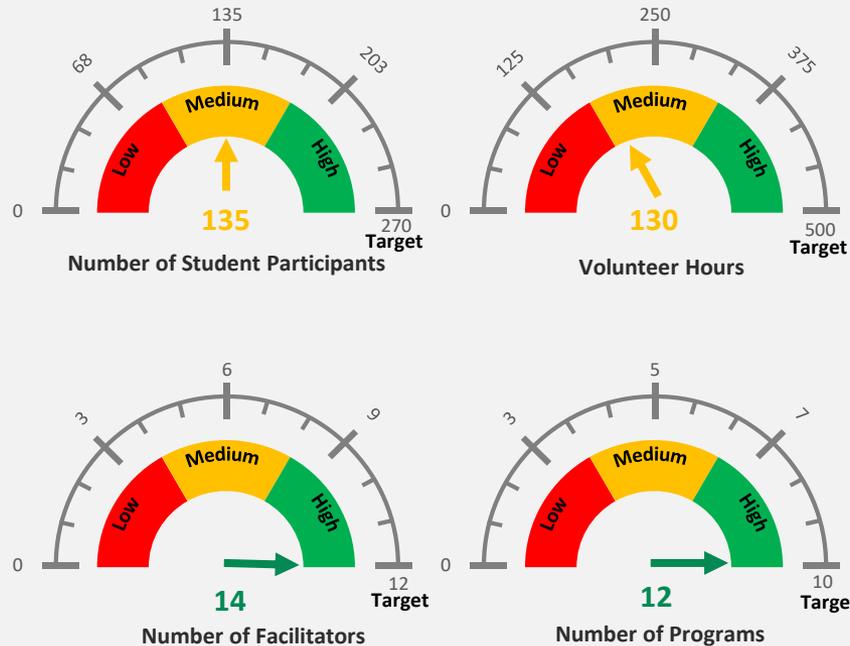
July 2019:

External funding secured from United Way of Trinidad and Tobago (UWTT) – USD275, 000

September 2019:

- Newtown Primary School Launched
- Soufriere Primary School Launched
- Dominica State College (DSC) partnership agreement signed

Project Status



Key Risks

- Securing financing to expand the program islandwide.
- Lower participation than originally expected.
- Lack of parental involvement.

Partners:



Lessons Learnt:

- Involving students as key stakeholders was critical to program design.
- Community involvement germane to the success of the program.
- Better alignment with school schedule needed.
- Collaboration between facilitators and volunteers must be strengthened.

Next Steps:

- Year end evaluation of semester one
- January 2020 - Program continues in Newtown & Soufriere
- January 2020 - Assessment phase of program in Kalinago
- March 2020 - Kalinago Territory Launch
- Expansion of youth volunteerism program nationally (Koudmen Domnik) with the Dominica State College

Community Emergency Readiness Initiative (CERI)

Based on the experience from Hurricane Maria, some communities were cut off from central emergency responders, and unable to cope with their most basic needs, resulting in physical and mental stress that could have been avoided had they been better prepared. Making communities safe and self-reliant during an emergency and in the ensuing period thereafter, is critical to ensuring resilience at the community level. This initiative will seek to form Disaster Management Committees in each community, undertake physical vulnerability assessments of communities, develop a comprehensive Community Disaster Management Plan, and provide all necessary infrastructure, supplies and equipment required for the community to manage without outside support or utilities for a period of 15 days in line with one of the 20 Climate Resilience Targets outlined in the draft Climate Resilience and Recovery Plan.

Key 2019 Deliverables

September 2019:

Signed MOU between the Ministry of Ecclesiastical Affairs, Family and Gender Affairs and CREAD with the Division (LGD) of Local Government and Community Development

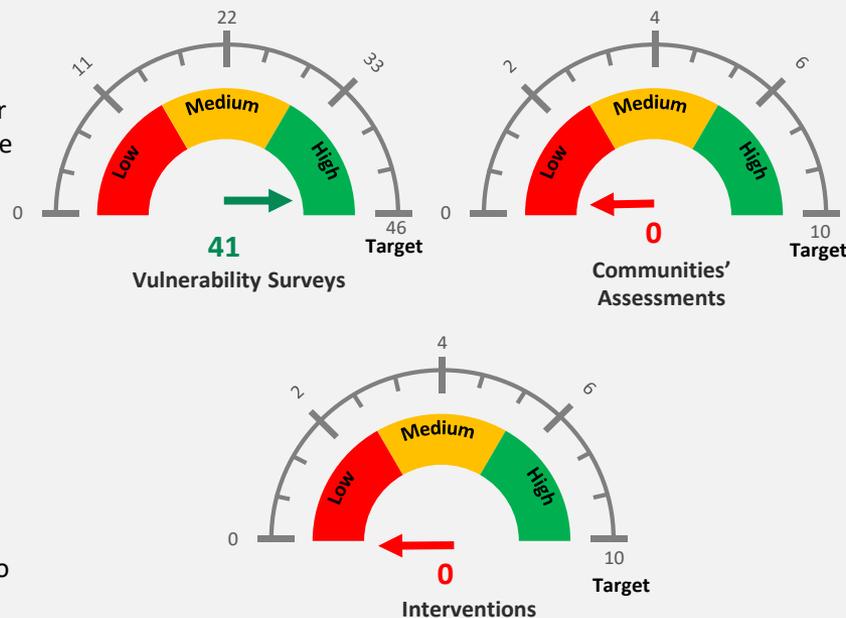
November 2019:

Vulnerability Tracker Survey completed by 41 Village Councils and five communities

December 2019:

Survey results collated and analysed by CREAD to categorise communities' vulnerability level

Project Status



Key Risks

- Access to finance is constrained, therefore hindering their ability to implement their programmes.
- Ensuring that social vulnerability is accurately assessed as a key element of the process is critical to determining communities' true vulnerability status.

Partners:



Office of Disaster Management



Lessons Learnt:

- Collaboration between CREAD and the Ministry, especially the LGD, and the Office of Disaster Management (ODM) must be maintained for the overall success of the program.



Next Steps:

- Present the findings to the New Minister and Permanent Secretary (Responsible for Local Govt. & Comm Dev. and ODM).
- Prepare a Plan of Action with LGD with input from ODM to commence interaction with communities.

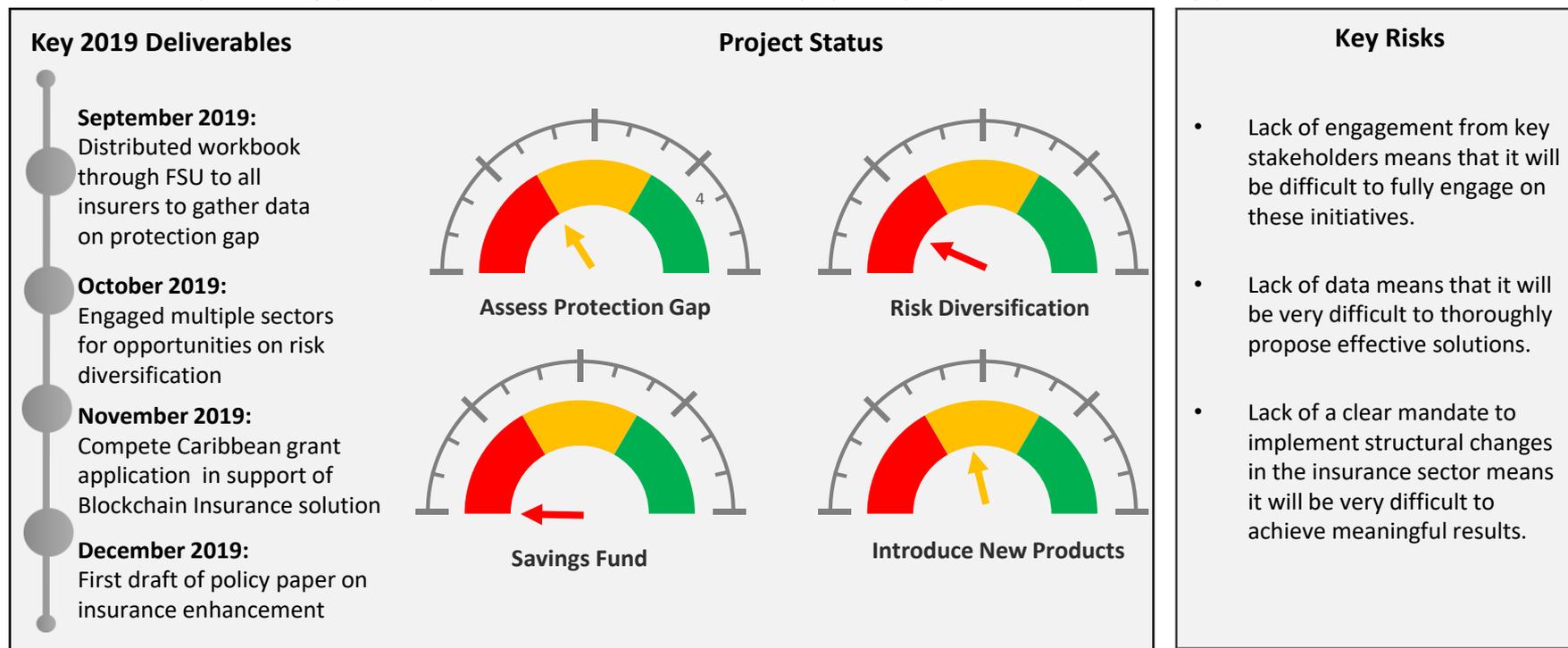


ROBUST ECONOMY

Initiative: Effective Risk Management

Effective risk management means that risks to physical assets are properly managed, whether private, business, institutional or government. This begins by ensuring that these assets are built back better in the first place., but it also means providing economically viable means of insuring those assets against climate risk. In order to make certain that Dominica is managing climate risk effectively and that insurance markets are functioning optimally, CREAD is proposing to do the following:

- Understand and quantify the protection gap (the difference between the total value of all assets in the country, and those assets that are insured);
- Based on the protection gap, determine whether risk can be managed differently and at different places in the system (insurance for consumers, insurance for businesses and institutions, insurance for government);
- Based on the protection gap, determine what role a savings fund can play in supplementing insurance;
- Based on the protection gap, identify what role innovative solutions can play in helping to close the protection gap.



Partners:

- Project currently in early stage of development, but discussions are underway with Dominican public and private sector entities, and international insurance leaders, to establish next steps on partnering.

Lessons Learnt:

- Data is essential for any analysis. Gathering the data is a challenge, but with the cooperation of the Financial Services Unit (FSU) we hope to have a good first iteration of the data in the beginning of 2020.

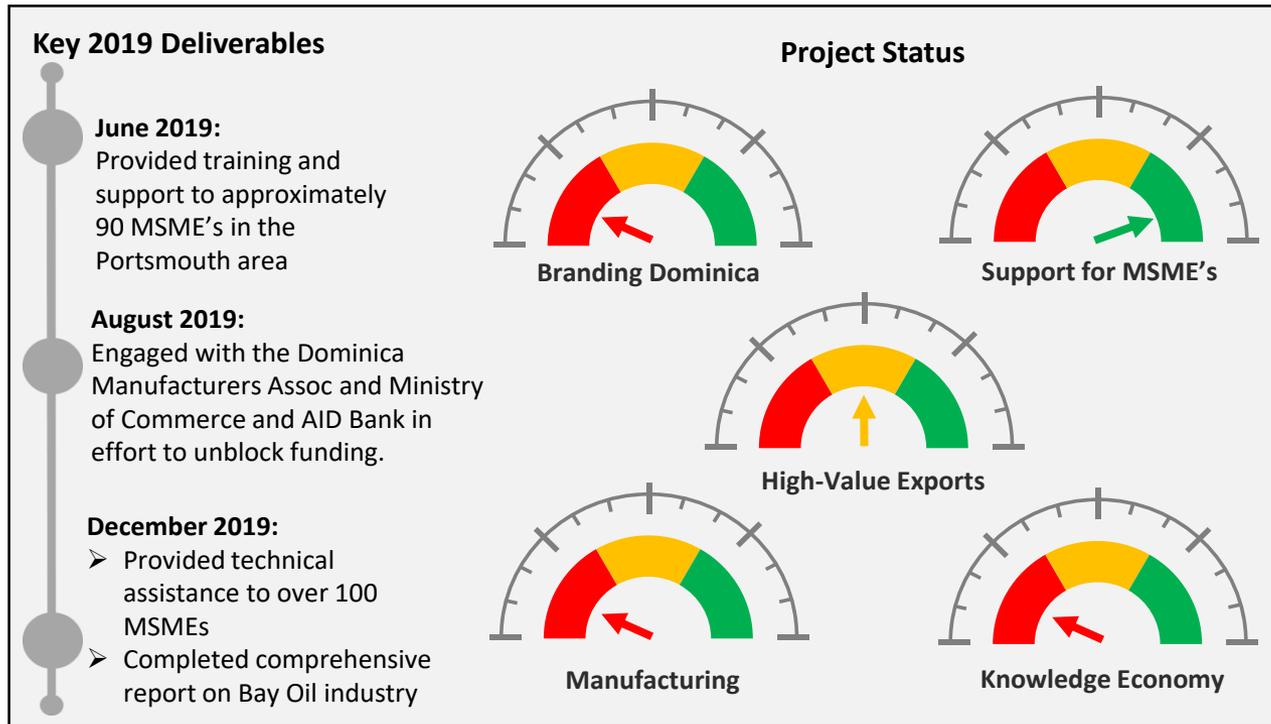
Next Steps:

- Finalize data collection to assess protection gap
- Begin formal discussions on insurance needs and potentially introducing new solutions with Ministry of Finance and local insurers

Initiative: Sector Development & Diversification

A resilient economy is one that has a broad base of diverse sectors. To that end, the CREAD Economic Growth team is focused on developing existing sectors to ensure their resilience, and diversifying into other sectors that have potential to provide greater stability and resilience to Dominica's economy. The activities that we have identified to contribute to "grow beyond cottage industries" to sector development and diversification include:

- Targeted support for MSMEs, especially in high-growth potential areas
- Development of Dominica's high-value exports, especially essential oils (notably bay oil) and nutraceuticals
- Support for Dominica's manufacturing sector by removing bottlenecks, e.g. cost-effective light manufacturing facilities
- Support to the development of Dominica's knowledge economy
- Branding Dominica as an Exporter of Excellence ("Made by Nature in Dominica) for high-quality, natural products



Key Risks

- Lack of data means that it will be very difficult to thoroughly propose effective solutions.
- Several key areas have no meaningful activity, which means starting with low on-the-ground activity



- Lessons Learnt:**
- Several initiatives did not achieve intended outcomes – specifically, unblocking assistance meant for manufacturing sector from AID Bank. In order to achieve many of these results, we will have to broaden the range of stakeholders we engage with to achieve intended outcomes.

- Next Steps:**
- Establish working groups to support various industry segments, with goal of achieving climate resilience statistics.
 - Work with AID Bank to explore targeted support to the development of key industry sectors.

Resilient Economy: Access to Finance

Ensuring that businesses have continuous access to a range of financing options is a key component of a resilient economy. CREAD will work to ensure that businesses have access to concessional debt and commercial debt, and will also seek to expand financing options to include venture capital financing for all businesses, but with a particular focus on the Blue Economy and Women in Agriculture. CREAD is beginning to work on:

- Crowdfunding platform for businesses in Dominica
- Support for MSMEs on managing finances
- Funding Forum, bringing borrowers and lenders together
- Availability of Venture Capital (Women in Agriculture, Blue Economy Investment Fund)
- Innovation Award for Entrepreneurs

Key 2019 Deliverables

June 2019:

Provided training and support to approximately 90 MSMEs in the Portsmouth area

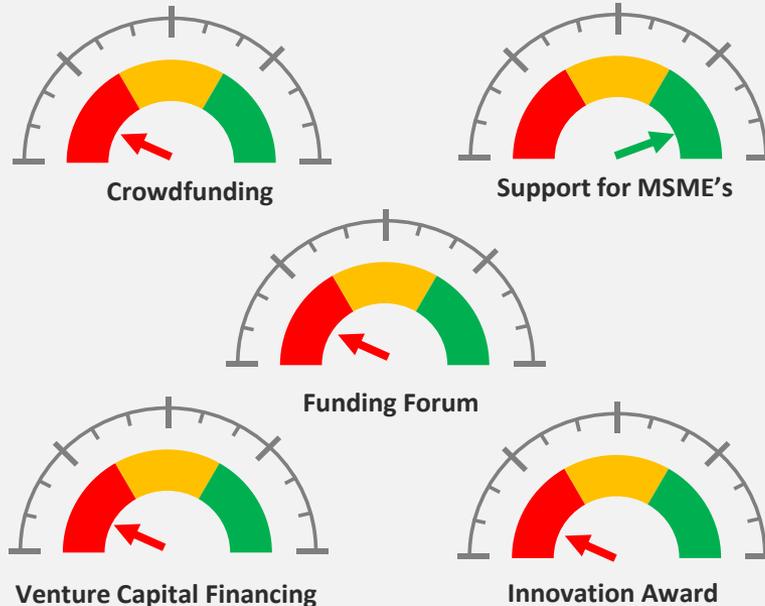
August 2019:

Engaged with the Dominica Manufacturers Association and Ministry of Commerce and AID Bank in effort to unblock debt funding

December 2019:

➤ Assessed lessons learned from initially planned (cancelled) Funding Forum

Project Status



Key Risks

- Lack of data means that it will be very difficult to thoroughly propose effective solutions.
- Potential practical or other constraints in terms of unlocking currently-allocated local financing (debt through AID Bank) and limited to no availability of venture capital/risk capital markets locally

Partners:

- Kiva
- DAIC
- NDFD
- League of Credit Unions
- DYBT
- Ministry of Commerce
- Lady Agri
- UNDP

Lessons Learnt:

- Original plans for the first funding forum indicated that businesses have a different set of needs from the ones we anticipated. It was determined that businesses need more remedial assistance with managing their finances, so we are refocusing our efforts in that direction.

Next Steps:

- Re-engage with Kiva on crowd funding platform
- Partner with DHTA/DAIC/Others on continuing to develop financial capabilities of businesses
- Work with AID Bank to support development of key industry sectors



ENHANCING INSTITUTIONAL SYSTEMS

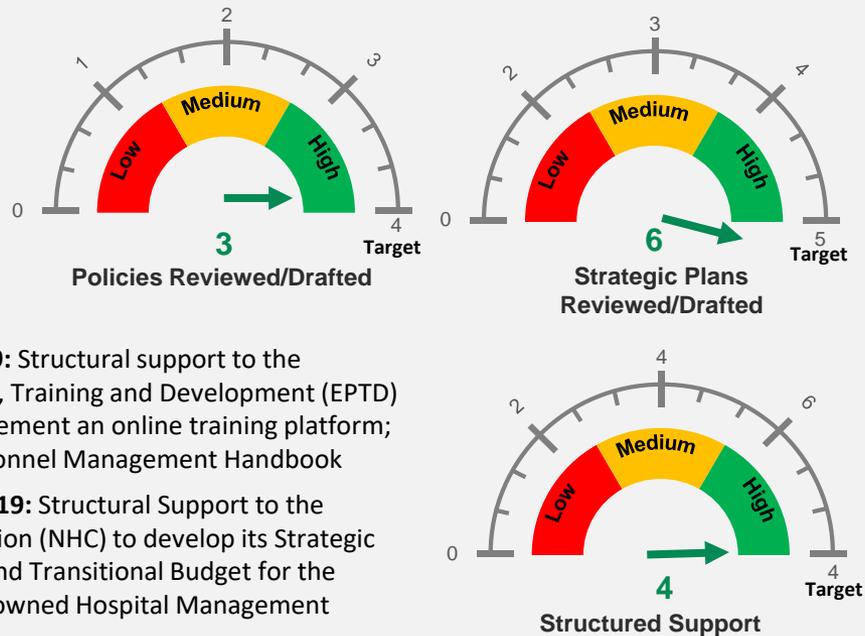
Initiative: Enhancing Institutional Systems

The Enhancing Institutional Systems Team has been designed to support the Government of Dominica, through its Ministries, Agencies and Departments to institutionalise the lessons learned from climate resilience support and ensure sustainability of achievements. This is best achieved by enhancing and expanding the public sector transformation programme into a whole of the Government Transformation Strategy that addresses policies, strategies, work plans, performance frameworks, institutional structure, procedures and capacity.

Key 2019 Deliverables

- July 2019:** Support to the Ministry of Agriculture revising its Strategic Plan through a three day workshop
- July-September 2019:** Support to the Ministry of Education developing its Sector Plan
- September-October 2019:** Structural support to the Establishment, Personnel, Training and Development (EPTD) dept to develop and implement an online training platform; and with revising its Personnel Management Handbook
- November-December 2019:** Structural Support to the National Health Commission (NHC) to develop its Strategic Monitoring Framework and Transitional Budget for the introduction of a wholly-owned Hospital Management Authority

Project Status



Key Risks

- Lack of responsiveness.
- Unstable public service.
- Abundance of persons acting in their positions.
- Lack of confidence across public sector as a whole.

Partners:



Lessons Learnt:

- Begin with an overall transformation strategy for Government with one key individual as the lead. Ideally, this transformation must have a visible push from the very top of Government.



Next Steps:

- Commence a structured budget setting process that will guide setting of 2020-2021 Public Sector Investment Programme (PSIP).
- Develop a robust performance management framework.

SUPPORTING PUBLIC SECTOR PARTNERS & OTHER STAKEHOLDERS



**Support
Provided**



To Who



**CREAD Value
Added**



Feedback



**Time
Contributed**



Follow Up

Agriculture Strategic Plan review	Min Agriculture	Reviewed Strategic Plan. Participated in Strategic Plan workshop	Verbal thanks for contribution	7 Days in total	Ministry to assign officer to complete the SP
Min Environment Strategic Plan review	Min Environment	Reviewed Strategic Plan. Waiting documents to develop Workshop on strategic planning	Grateful for your support	3 days	Work with PS to hold workshop
Establishment Personnel Strategic Plan review	Establishment, Personnel, Training & Development (EPTD)	Reviewed Strategic Plan	Grateful for your support	3 days	EPTD to hold workshop to complete the SP
Establishment Personnel Online Training development	EPTD	Developed online training programme for use by all of government. Developed online training module for performance appraisals	Your support to the EPTD is highly valued	10 days	Edits to module. Meeting with ICT to roll-out online platform. Develop new modules for new entries into public service
Establishment Personnel Management Handbook redesign	EPTD	Redesigned Personnel Handbook with online (desktop and Mobile) version	Once again please accept our gratitude and appreciation for your support thus far	3 days	EPTD to review pictures and then place on website and promote
Min Health Strategic Plan review	Min Health	Reviewed Strategic Plan	Thanks for expert review of the Strat Plan. I am extremely pleased for your feedback	3 days	PS to communicate next steps
Min Commerce – MSME Policy Review	Min Commerce	Reviewed draft Micro, Small and Medium Enterprises Policy	N/A	2 days	Waiting feedback from PS



Support Provided



To Who



CREAD Value Added



Feedback



Time Contributed



Follow Up

Min Youth – Youth Policy review	Ministry of Youth, Sports, Culture and Constituency Empowerment	Reviewed Youth Policy		7 days	Waiting meeting with Youth team to complete the review
Min Education – Strategic Plan review	Min Education	Reviewed Education Plan and participated in development of the sector plan		3 days	Waiting finalization of sector Plan
Min Housing Strategic Plan Review	Min Housing	Started review of housing strategic plan		Just commenced	N/A
Ministry of Information, Science, Telecommunications and Technology Strategic Plan review	Min of Information, Science, Telecommunications and Technology	Started review of ICT Strategic Plan		Just commenced	N/A
<ul style="list-style-type: none"> Input on streamlining PSIP reporting process Advice on Chief Physical Planner recruitment 	Min of Planning			Following initial engagement, pending guidance on next steps	
<ul style="list-style-type: none"> Review of BAM Road Claim 	<ul style="list-style-type: none"> National Authorising Officer (NAO) 	Brought objective perspective to complex project		5 days	
<ul style="list-style-type: none"> S-REP and work of CGI Policy 	<ul style="list-style-type: none"> Min of Energy 	Brought international best practice on energy policy development		10 days	Aiming to finalize Energy Policy in January 2020



Support Provided



To Who



CREAD Value Added



Feedback



Time Contributed



Follow Up

Technical support and Organization partnership

Dominica State College (DSC)

Provided ideas in helping to draft and implement the Service Learning Program; Facilitated Orientation session with students; Partnered with DSC as a volunteer community organization for placement of Service Learners (signed Community Organization Agreement with DSC dated Sept 10, 2019)

Letter of Acknowledgement dated Sept 9, 2019 "On behalf of the Department of Student Affairs at the Dominica State College, we would like to express our gratitude to the CREAD for your participation in our orientation week. We are pleased by the efforts made by your organization to ensure that the students were more than familiar with your organization. We at the Dominica State College are extremely enthusiastic about our students working with CREAD in the future."- Ellena Bowers; email dated Nov. 20 "Wow, CREAD is really doing such an amazing job keeping our students engaged in the programming. We cannot thank you and Maureen enough for

June to September in assisting to develop Service Learning Program; (Approx. 20 hours in consultations and facilitating orientation)

On going community organization partnership; CREAD will be providing feedback to DSC in December on how Service Program has been operating for the 1st semester



**Support
Provided**



To Who



**CREAD Value
Added**



Feedback



**Time
Contributed**



Follow Up

Technical support and Organization partnership

IsraAid (Dominica)

Assisted in planning and facilitating youth-led Summer Camp (Camp Safety, Emergency, & Creativity (S.E.C)

I wanted to write to say a huge thank you so much to Ayisha and Maureen for all the hard work making our joint programme of DRR/climate change summer camps so successful! Both Ayisha and Maureen were amazing facilitators and support for the programme, and we are greatly appreciative of your energy and passion for this work. Together, we were able to train 180 youth leaders aged 15-18 to conduct DRR summer camps in 39 communities across Dominica, with many of the camps also conducting youth led community awareness raising events about disaster preparedness and community resiliency.”-Hannah Gaventa email dated August 23, 2019

August 2019 (Approx. 32 hours - 6 hours consultations and 3 working days of train the trainers workshops, 2 hours of visiting camps)

N/A



Support Provided



To Who



CREAD Value Added



Feedback



Time Contributed



Follow Up

SMART SHEETS

PIUs (DVRP, EALCRP, HRP, DOWASCO, EU, CDB/UKCIF, PAHO), Min of Planning

- All schedules for the projects placed in SMARTSHEET and shared with the PIUs
- PSIP application form developed for MoPIg; no formal acceptance given
- Developing a SS form for PSIP updates (though MoPIg indicated that ISTT was developing a dbase for them also. As a result, work on this has not been prioritized)

- PIUs not doing regular updates
- Need to follow up with MoPIg for some level of approval/acceptance
- WB:
 - HRP – good cooperation; regular updates needed; trying to consolidate reporting to avoid duplication; new schedule being developed
 - DVRP – no present buy in therefore no updates being done
 - DEALCRP – schedule never finalized and no updates being done; DVRP PIU has not signed in to SS since ~ May 2019 when trial SS was in use



**Support
Provided**



To Who



**CREAD Value
Added**



Feedback



**Time
Contributed**



Follow Up

<p>Technical support/Resolving key Implementation Issues:</p> <ul style="list-style-type: none"> Organizing world bank mission Chair of the EOIs approval process Co-chair of the Technical committee Document review – Grievances mechanism, PIPs, Contracts, Process flows; warehousing proposal, communication material, EOIs/farmers technical packages 	<p>Ministry of Agriculture, Food and Fisheries (MoAFF) Dominica Emergency Livelihood Climate Resilience project (DEALCRP) Funded by the World Bank</p>	<p>Unrolling critical bottlenecks for enhanced project implementation</p>	<p>The mission greatly appreciates the direct involvement of CREAD agency staff in all key meetings and her contributions in resolving the key implementation issues.</p> <p>WB Aide memoire Sept 30 – Oct 11, 2019 – T. Bayarhsaihan</p>	<p>8-10 hours weekly</p>	<p>Continued support throughout project's life</p>
<p>Technical Support</p> <ul style="list-style-type: none"> Meetings with CDB re Agriculture support to the Kalinago Territory: guidance on areas of prioritization; online meetings to review the same 	<p>CDB</p>	<p>Technical guidance</p>		<p>One time – 2 hours</p>	<p>Involvement/further guidance post project launch</p>



**Support
Provided**



To Who



**CREAD Value
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Feedback



**Time
Contributed**



Follow Up

Technical Support to the MoAFF

- Ag based project launches, meetings with consultants and related document review
- Preparation of consultants TOR – FAO related project; concept note/CDB – Ag Global Resilience Centre
- Support towards the development of a concept note related to an Agriculture research Centre for the Kalinago Territory
- Strategic feedback and guidance as requested by the PS

MoAFF/IICA

Technical Guidance and Agency support

10 hours weekly

Continued support provided upon request

Other key issues addressed as per CREAD’s continued work in delivering the Ag related components of the CRRP



**Support
Provided**



To Who



**CREAD Value
Added**



Feedback



**Time
Contributed**



Follow Up

<p>Technical Support to the MoAFF</p> <ul style="list-style-type: none"> • Meetings and preparation of technical documents related to Dominica as Global Centre for Agriculture Resilience in collaboration with IICA local and regional offices • Support the review of the Ministry's Strategic Plan in collaboration with IICA • Meetings as it relates of sorting out the issue of land allocation to the DEOSC 	<p>MoAFF/IICA</p>	<p>Technical Guidance and Agency support</p>		<p>10 hours weekly</p>	<p>Continued support provided upon request</p> <p>Other key issues addressed as per CREAD's continued work in delivering the Ag related components of the CRRP</p>
<p>Recommendation on the use of Professional Indemnity Insurance for Consultant appointments</p>	<p>Min of Public Works</p>			<p>1 day</p>	
<ul style="list-style-type: none"> • Support on housing coordination strategy • Support on outsourcing land surveying services, which are backlogging other projects 	<p>Min of Housing</p>			<p>Just commenced</p>	



**Support
Provided**



To Who



**CREAD Value
Added**



Feedback



**Time
Contributed**



Follow Up

<p>Participation as a member of the Technical Committee for Agro-Tourism:</p> <ul style="list-style-type: none"> • Finalizing the committee's TROR • Preparation of a six-month implementation plan • Review of a supply chain management framework • Highlighting critical areas of committee focus 	<p>Ministry of Tourism/GoCD/ Related stakeholders</p>	<p>Technical support</p>		<p>4 hours monthly</p>	<p>Attendance at bi-monthly meetings</p>
<p>Input into the presentation to Cruise companies on the investment into tourism infrastructure</p>	<p>Discover Dominica Authority (DDA)</p>			<p>2 days</p>	
<p>Designed a project management training workshop for key staff with the PS, this will also be used for the NAO and Ministry of the Environment</p>	<p>Min of Tourism</p>			<p>2 days</p>	
<p>Advice and introductions on insurance products to suit agriculture and manufacturing businesses</p>	<p>AID Bank</p>			<p>3 days</p>	



**Support
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To Who



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Feedback



**Time
Contributed**



Follow Up

- Advice to PS on aligning scholarships to national objectives
- Advice on recruitment of the Chief Education Officer
- Advice on developing resilient standards and a capital works Programme for schools
- Advice on maintenance service level agreements
- Capacity building with the Smart schools PIU
- Support on procurement for the construction of Salisbury School
- Design Brief for the National Library of Dominica
- Presented an offer for building a recording studio facility from an overseas investor

Ministry of Education

10 days



Support Provided



To Who



CREAD Value Added



Feedback



Time Contributed



Follow Up

- Sat on panel reviewing entrepreneurship competition
- Engagement on strategic support for young entrepreneurs

DYBT

Review of start-up business plans for 10 businesses, and providing detailed feedback on presentation, business plan and product offering

Feedback from participant: "I am truly grateful for guidance provided just yesterday alone. indeed I am aware that there is so much more to learn and improve upon so I appreciate you making this department available. " Also "Thanks again for your advice at the presentations yesterday. I got a chance to have a discussion with a few of the other participants and we all agree that your input was sound and raised a lot of important and challenge questions."

3 days

Provide follow up assistance to those businesses that reached out.

- Planning for funding forum
- Support for various DAIC initiatives
- Collaboration on capability development for MSME's

DAIC

Strategic planning
Feedback on key joint indicatives
Joint planning on annual plans
Support for key DAIC forums

Feedback from Executive Director: Feedback from participant: "I am delighted that you have joined the team with a dedicated effort towards achieving the goals and initiatives that we have begun to discuss."

Extensive

Establishment of working group to support MSME's



Support Provided



To Who



CREAD Value Added



Feedback



Time Contributed



Follow Up

<ul style="list-style-type: none"> Review and support for development of mobile payment app Review and planning for Funding Forum Review and support for Kiva Field Partnership Development of plan for deploying parametric insurance product" 	League of Credit Unions	"Identification of essential insurance products to support their membershipKey feedback on development of mobile appIntroduction of option for crowd funding product partnership"	Very positive feedback and strong agreement on the alignment of our initiatives. Commitment to move forward on areas where we can cooperate.	Extensive	"Establishment of working group for Access to FinanceContinued exploration of potential Kiva PartnershipExploration of potential integrations with mobile payment appOngoing discussions regarding parametric insurance policy"
<ul style="list-style-type: none"> Provided feedback on strategic tourism master plan Attendance at workshop to review tourism master plan Engagement on developing CRRP targets Attendance at annual tourism sales meeting 	DDA	Resiliency feedback on tourism master plan plus more general feedback on plan	Positive feedback on engagement at workshop in support of tourism master plan.	Extensive	Develop specific plans around achieving targets in the CRRP.



**Support
Provided**



To Who



**CREAD Value
Added**



Feedback



**Time
Contributed**



Follow Up

<ul style="list-style-type: none"> • Business development training for 92 businesses in Portsmouth area • Strategic planning for MSME sector • Technical assistance with more than 100 businesses • Review of national MSME policy • Planning for Innovation Award • Coordinated support with DMA • Coordinated support with AID Bank 	<p>Ministry of Commerce</p>	<ul style="list-style-type: none"> • Strategic planning • Business development plan • Accountancy support • Transformation support • Business continuity framework 	<p>Collaboration with P.S. Thomas has been positive and productive. The relationships has yield tremendous results for MSMEs.</p>	<p>Extensive</p>	<p>Establishing business continuity plan Assisting with national MSME Policy Continued collaboration to support the MSME sector Hosting of Innovation Award Preparation of cash flow and budget forecast for Atlantic View Resort & Spa Dominica Ltd.</p>
<ul style="list-style-type: none"> • Support for World Bank projects • Engagement on support for agri-producers 	<p>Ministry of Agriculture</p>	<p>Governance and assistance in unblocking WB projects in early stages; assistance with agriproducers in developing business plans</p>	<p>Programs are moving forward and many roadblocks have been removed.</p>	<p>Extensive</p>	<p>Continued support for World Bank projects, assistance with agriproducers, and technical business support for small scale farmers</p>
<p>Collaborated to provide 5-star level training for 92 businesses in Portsmouth</p>	<p>Ministry of Tourism</p>	<p>Business development Accountancy support</p>	<p>The training ended successfully with a certificate giving ceremony attended by government officials.</p>	<p>5 days</p>	<p>Develop specific plans around achieving targets in the CRRP.</p>



**Support
Provided**



To Who



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Added**



Feedback



**Time
Contributed**



Follow Up

<ul style="list-style-type: none"> • Provided feedback on strategic tourism master plan • Attendance at workshop to review tourism master plan • Engagement on developing CRRP targets • Attendance at annual tourism sales meeting 	DDA	Resiliency feedback on tourism master plan plus more general feedback on plan	Positive feedback on engagement at workshop in support of tourism master plan.	Extensive (more than a week)	Develop specific plans around achieving targets in the CRRP.
<ul style="list-style-type: none"> • Engagement with AID Bank in planning for Funding Forum • Development of plan in support of manufacturers association • Planning for sector development" 	AID Bank	Providing technical assistance to businesses and guiding them to the AID Bank.	We were successful in getting a key business engaged successfully with the AID Bank.	Extensive and ongoing	Creation of sector-focused working groups
<ul style="list-style-type: none"> • Meeting to discuss training for DHTA members in the area of business management and accounting • Technical assistance with more than 100 businesses 	DHTA	Business development Accountancy support		Extensive	<ul style="list-style-type: none"> • Conducting Business development training • Providing technical assistance



Support Provided



To Who



CREAD Value Added



Feedback



Time Contributed



Follow Up

<ul style="list-style-type: none"> Discussions regarding plans for finding replacement institution for Ross Medical School 	Dominica State College	Devising strategy for bringing in credible managers for medical school		3 days	
<ul style="list-style-type: none"> Meeting to discuss funding forum, crowd funding Collaboration to provide technical assistance to businesses 	NDFD	Provide an environment conducive to access to funding.			Future meetings are expected to continue discussion on access to funding and technical support.
<ul style="list-style-type: none"> Engagement with the High Commission on developing a blockchain insurance product that can be made available in Dominica 	Office of High Commission, UK	Technical evaluation of solution, and coordination with multiple stakeholders; submission of a funding request to Compete Caribbean		3 days	Future meetings in support of developing and deploying a blockchain parametric insurance product in Dominica.
<ul style="list-style-type: none"> Support for employment development opportunities in the Kalinago community" 	Clear Harbor	Organised a push for a job fair in the Kalinago territory	Great feedback from both Kalinago community representatives and from Clear Harbor, but unfortunately very little uptake from within the Kalinago community.	Extensive	



**Support
Provided**



To Who



**CREAD Value
Added**



Feedback



**Time
Contributed**



Follow Up

Support for employment development opportunities in the Kalinago community	Ministry of Kalinago Affairs	Organised a push for a job fair in the Kalinago territory	Great feedback from both Kalinago community representatives and from Clear Harbor, but unfortunately very little uptake from within the Kalinago community.	Extensive	
<ul style="list-style-type: none"> • Finance management training • Technical assistance with more than 100 businesses • Assessment of internal controls • Review of stand operating procedures • Review of accounting standards 	MSME's and individual businesses	Improve internal control systems Improve the efficiency of standard operating procedures. Provide recommendations for compliance of generally accepted accounting standards. Enhance ability towards accessing funding.	The evaluation form completed by trainees gave an average rating of "excellent" for the quality of training and its importance. Individual businesses have expressed their gratitude for CREAD's provision of a MSME Business Advisor as it relates to the support and contribution towards their business	Extensive	Continuation of trainings on Business development, finance management and accounting to be provided at various locations over the coming years. Review of individuals businesses' accounting systems and, internal controls and SOPs
Working with the FSU to develop data on the insurance industry as part of CREAD's broad strategic initiative to review insurance industry	Financial Services Unit	Framed entire discussion around improving functioning of insurance markets, bringing in additional products, assessing the coverage gap and gather data on past performance	Positive feedback, still a lot of work to be done.	Extensive	Continue gathering data and formalize engagement to introduce new products



Support Provided



To Who



CREAD Value Added



Feedback



Time Contributed



Follow Up

- Planning for funding forum
- Technical assistance to businesses

Commercial banks (FCIBC, NBD, RBC)

Provide an environment conducive to access to funding. Improve the record keeping and accounting of businesses, allowing them to meet the prerequisites for funding

We have met with majority of the commercial banks. They have all agreed to participating in the funding forum and things this is a great initiative. The banks have provided tremendous feedback in areas for improvement as it relates to the way businesses manage and operate

Extensive

Continued technical support; preparing financial statements and business plans

Road to CREAD

CREAD's
Approach

Status Reports

Next Steps



CREAD's planned activities for 2020 (1/2)

Function

Specific activities

1

**Delivering
Critical Capital
Projects**



Continued implementation support to seven capital projects vested in CREAD by Policy Board on 31/01/19, revised on 12/12/19

- i. EU Shelters and Housing
- ii. World Bank Agriculture Project
- iii. World Bank Disaster Vulnerability Reduction Project
- iv. World Bank Housing Project
- v. UK/CDB Loubiere to Bagatelle Road,
- vi. UK/CDB Water Sector Project
- vii. Canada/CDB SMART Schools

2

**Developing &
Delivering on
CRRP Priorities**



**Finalizing the Dominica Climate Resilience and Recovery Plan (CRRP)
Delivering on subset of Top 10 CRRP priorities (see Appendix B):**

- I. Strong Communities:** Community Emergency Readiness Initiative
- II. Robust Economy:** Enhanced Insurance Solutions, Restoration of Bay Oil Industry, MSME growth support, Dominican Products as an Export Brand of Excellence (“Made by Nature in Dominica”), Dominica as a Global Centre for Climate Resilience in Agriculture
- III. Well-planned and Durable Infrastructure:** Resilient Dominica Physical Plan (RDPP)
- IV. Enhanced Collective Consciousness:** Koudmen Volunteer Initiative
- V. Strengthened Institutional Systems:** Enhanced Budget-setting and Government Performance Management Framework
- VI. Sustainability:** ResilienSEA Blue Economy Triple Bottomline Investment Fund

CREAD's planned activities for 2020 (2/2)

Function

Specific activities

3

Supporting
Public Sector
Partners



Continued support to Ministries on

- i. Critical Policy Development
- ii. Strategic Planning
- iii. Enhancing Processes and Procedures
- iv. Reviewing Structures
- v. Building Capacity

4

Thought-
leadership and
Dissemination of
Best Practice



Keeping Dominica at the forefront of the Climate Resilience Agenda by capturing lessons, regularly disseminating best practice, and engaging thought/do leaders both locally and internationally

- i. Resilience Strategy (Metrics, Targets, Initiatives...)
- ii. Resilience Delivery (Organizational Design, Operations...)
- iii. Sectoral Deepdives (Agriculture, Economy...)
- iv. Functional Deepdives (Budget-setting, Procurement...)

5

Communications



- Formal engagement with media on CREAD mandate, approach, workplan, and overall role in Dominica's resilience journey
- Regular interaction with citizens at large on key aspects of agenda
- Targeted communications to involve people in local disaster management committees and enhance their overall preparedness

Overview: workstreams and key milestones (1/2)

Jan 2020 → April → July → October → December →

1 Continued support on implementation of Critical Capital Projects (See CREAD roles, Appendix A)

2-I Strong Communities: CERI Project roll out with LGA and ODM working with the most vulnerable communities

2-III Robust Economy: Enhanced Insurance Solutions, Revitalization of Bay Oil Industry, MSME Support, Dominican Products as an Export Brand of Excellence (“Made by Nature in Dominica”), Dominica as a Global Centre for Climate Resilience in Agriculture

2-III Define and develop RDDP Concept Note → Secure Funding for RDDP →

- Appoint Consultants
- Start Implementation

2-IV Collective Consciousness: Koudmen National Volunteer Initiative

2-V Revise budget setting and performance management → Implement new budget setting process

2-VI Define and develop ResilienSEA Concept Note → Form the Investment Fund Structure and secure capital → Form the Investment Fund structure and secure capital

31/01 plan to resolve CREAD funding gap in place

New PSIP budget-setting process starts

“Resilient” 2020-2021 PSIP budget set incl. to upgrade top 10 vulnerable communities

Top 10 most vulnerable communities made less at-risk

Overview: workstreams and key milestones (2/2)

Jan 2020

April

July

October

December

3

Continued support to Ministries (5 new policies, 5 new procedures in place, All strategic plans in line with CRRP, capacity-building, ad hoc assistance on critical requests, on-going knowledge-sharing)

4

Thought-leadership and Dissemination of Best Practice for Building the First Climate Resilient Nation

Defining metrics

Procurement

Budget setting &
performance
management

Insurance

Infrastructure

Food Stores

5

Communications: On-going engagement with public-, private-, social sectors and Dominicans at large

Participation in key
Radio Talk Shows

Symposium on Resilience Agenda
hosted by Hon. Prime Minister

Launch of National Food
Stores implementation plan

Presentation on progress at
World Bank Annual Meetings

Climate Resilience Execution Agency for Dominica (CREAD)



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