

PROJECT DOCUMENT

UNITED NATIONS DEVELOPMENT PROGRAMME

COUNTRY: REPUBLIC OF ALBANIA

Project Title: Resilience Strengthening in Albania - (RESEAL)

Project Number: 115508

Implementing Partner: Ministry of Defence

Brief Description

The present project intends to support the efforts of the Government of Albania for improving the disaster risk management (DRM) system in the country. The overall objective of the project is to strengthen, Albania's DRM system and support country's efforts in becoming a fully-fledged member of the EU Civil Protection Mechanism. The project is also in line with promoting the implementation of Sendai Framework for Disaster Risk Reduction (SFDRR) and is developed based on the Albania earthquake PDNA recommendations. Also, in light of the severe and acute public health emergency due to the COVID-19 global pandemic, measures related to risk preparedness and risk mitigation of biological hazards will be provided.

The above objective will be attained through supporting the enhancement of and improvement of institutional coordination and cooperation in DRM system by further developing the DRR framework, providing direct support to key DRM institutions with a particular focus on the National Agency for Civil Protection, and delivering capacity building for strengthening preparedness and response capacities of the national, prefecture and municipal bodies.

The project will, in parallel, initiate the Capacity Development Process for the Disaster Risk Management System in Albania, which is indispensable for risk-informed development effectiveness and the achievement of nationally and internationally agreed development targets, and assist prefecture and municipal levels through supporting institutional building as per the legal requirements and the exercises of local risk assessment, local DRR strategies and Emergency Plans. The above two initiatives are already being piloted by UNDP at central level and in the municipality of Lezha.

One key ingredient of the DRR legal framework and essential element for building-back-better (BBB) during recovery is the update of the Building Codes, an area within the focus of the present project.

Considering the importance of regional cooperation in complementing national efforts for reducing risk, the project will support, during its entire duration, opportunities for capacity building and regional exchanges, contributing to Albania's aspiration to meet the criteria for joining the EU Civil Protection Mechanism.

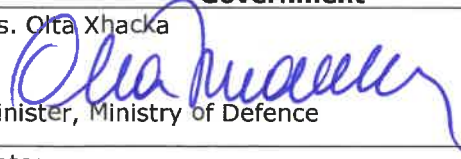
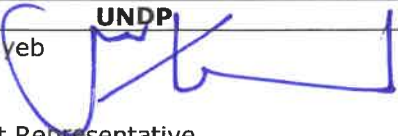
The project includes a number of complex, interrelated or sequential and often resource demanding tasks. This factor has led into structuring the implementation in two major modules, in line with the PDNA criteria/indicators in prioritizing and sequencing the interventions. The module I focuses on essential building blocks related to the overall DRR framework and essential capacities in place, while Module II allows for expansion and adoption but especially focuses on securing capital resources for improved monitoring, operation and response.

Contributing Outcome (UNDAF/CPD):

Outcome 4. Government and non-government actors adopt and implement innovative, gender-sensitive national and local actions for environmental sustainability, climate change mitigation and adaptation, and disaster risk reduction
Gender marker: 2

| | |
|----------------------|--------------------------|
| Resources required: | \$26,973,270 |
| | Module I – \$10,047,850 |
| | Module II – \$16,725,420 |
| Resources allocated: | UNDP Core 200,000 |
| To be mobilised: | \$26,973,270 |

Agreed by (signatures)

| Government | UNDP |
|--|---|
| Ms. Oltja Xhaska  Minister, Ministry of Defence | Ms. Limya Eltayeb  UNDP Resident Representative |
| Date: | Date: |

ACRONYMS

| Acronym | Institution |
|----------------|---|
| AAF | Albanian Armed Forces |
| AGS | Albanian Geological Survey |
| ASP | Albanian State Police |
| CADRI | Capacity for Disaster Reduction Initiative |
| CCA | Climate Change Adaptation |
| CD | Capacity Development |
| CP | Civil Protection |
| DPC | Dipartimento della Protezione Civile (Italian Civil Protection) |
| DRM | Disaster Risk Management |
| DRR | Disaster Risk Reduction |
| EFAS | European Flood Awareness System |
| EFFIS | European Forest Fire Information System |
| EMS | Emergency medical services |
| EUCPM | EU Civil Protection Mechanism |
| EASRCC | Euro-Atlantic Disaster Response Coordination Centre |
| EMS | Emergency Medical Services |
| EOC | Emergency Operational Center |
| ERCC | Emergency Response and Coordination Centre |
| FP&RS | Fire Protection & Rescue Service |
| GoA | Government of Albania |
| IGEWE | Institute of Geosciences, Energy, Water and Environment |
| IMCCE | Inter-ministerial Committee on Civil Emergencies |
| MSB | Myndigheten för Samhällsskydd och Beredskap (Swedish Civil Contingencies Agency) |
| MoD | Ministry of Defence |
| MoIE | Ministry of Infrastructure and Energy |
| MoI | Ministry of Interior |
| MoU | Memorandum of Understanding |
| MSR | State Minister for Reconstruction |
| NDC | Nationally Determined Contributions |
| NCPA | National Civil Protection Agency |
| NCEP | National Civil Emergency Plan |
| NGO | Non-Governmental Organisation |
| PDNA | Post-Disaster Needs Assessment |
| SEE | South-Eastern Europe |
| SOP | Standard Operating Procedures |
| UNDRR | United Nations Office for Disaster Risk Reduction |
| UCPM | Union Civil Protection Mechanism |
| UPT | Polytechnic University of Tirana |
| USAR | Urban Search and Rescue |

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I. DEVELOPMENT CHALLENGE

1.1 Albania risk profile

Albania is a disaster-prone country. The four main hazards affecting the country are earthquakes, floods, forest fires and landslides. The International Disaster Database (EM-DAT) shows that, during 1979-2019 period, floods accounted for the major share of disaster events (38%), followed by earthquakes (15%)¹. According to the annual World Risk Report (BEH-IFHV, 2019), which calculates the Disaster Risk Index for 180 countries based on exposure, susceptibility, vulnerability and coping and adaptive capacities, Albania ranks first in Europe, and 61st the world.

The potential losses in Albania from a disaster with a 250-year mean return period are estimated at EUR 2.08 billion for earthquakes and EUR 1.18 billion for floods (World Bank, 2014). Albania is at high risk of forest fires, particularly in the dry summer season. More than 95% of events are small (less than 100 ha burned) and account for more than 40% of the total burned area, while big events are relatively rare (5% of the total burned area⁴). Albania is characterized by land instability caused by natural and anthropogenic factors. 33.6% of its territory is relatively stable and 9.8% is unstable (UNDP, 2003).

1.2 Key aspects of Albania's vulnerability

Increasing and changing risk in Albania is due to a combination of socio-economic and environmental processes, as well as due to the institutional and political context. Increased vulnerability follows increased physical exposure of people and assets in terms for example, of mass migration from rural to urban areas resulting in high population density in unsafe zones (e.g. Durrës city located in a high seismic risk area). Higher levels of exposure are a result of a myriad of factors including inadequate territorial and land use planning, a lack of integration of disaster risk criteria into development planning generally and at all levels, and a lack of compliance with existent safety norms and standards.

1.3 The November 2019 earthquake

The earthquake event of 26 November 2019 caused 51 fatalities, and over 900 injuries. First responders managed to rescue 10 people, whereas 38 were rescued by Albanian and international USAR teams. The affected area has been known to be seismically active for a long time. Old chronicles show that Durrës was almost completely destroyed in 177 BC, 334 or 345 AD, 506, 1279, 1869 and 1870 and totally destroyed in 1273.

As a result of the earthquake, a total of 202,291 people was affected in the country, of whom 47,265 were directly, and 155,028 indirectly. The causal effects of an earthquake on **human development** and **poverty** are difficult to quantify in the immediate aftermath of the event. Aside from the clear and immediate impact on those directly affected by loss or damage of property, injury, and loss of life, many more people suffer directly and indirectly through losses in economic activity, health deterioration (including mental health), and reduced investment in education.

Disasters often undermine **economic growth** and set back development objectives. According to some estimates, natural disasters have raised government expenditure by an average of 15 percent and lowered revenue by about 10 percent over the five years following a disaster, leading to a substantial increase in the overall budget deficit². The Post Disaster Needs Assessment (PDNA) conducted following the earthquake, revealed that the total effect of the disaster in the 11 municipalities amounted to 985 million EUR. The earthquake is estimated to have caused a combined damages and losses effect in the equivalent to 7.5% of the 2018 GDP. As a result of the earthquake, growth projections for 2020 have been revised downwards.³

¹ EM-DAT. *The Emergency Events Database*, Université Catholique de Louvain (UCL) - CRED, D. Guha-Sapir, www.emdat.be, Brussels, Belgium

² *How to manage the fiscal costs of disasters* (IMF, 2018)

³ Albania PDNA - Volume A, 2020

II. PROJECT RATIONALE AND STRATEGY

PROJECT RATIONALE

While assessing the performance of DRR services during the earthquake event, the PDNA' Civil Protection & DRR Sector assessment found that *".....the [earthquake] response was influenced by a series of existing vulnerabilities including: limited human resources of the National Civil Protection Agency (NCPA), absence emergency rooms at national and local level, lack of any training on emergency coordination, insufficient training and equipment of firefighter and Urban Search and Rescue teams."* Further, the earthquake occurred prior to the full implementation of the new law "On civil protection" (45/2019), and when by-laws and regulations necessary to fully implement the law, were/ not yet developed.

The events that followed the earthquake, showed that there is an urgent need to strengthen disaster preparedness and risk management capabilities, adopt adequate response systems and procedures, and improve institutional capacity for DRR management coordination and interaction between public levels of government as well as with private and civil society actors.

The PDNA outlined the vision and priorities for the recovery of the sector over the short, medium and long term. Despite the tragedy that each disaster brings, they also offer a unique window of opportunity to address root causes of vulnerability and enhance resilience at all levels, in terms of how DRM is planned, organized coordinated and implemented.

Five pillars were identified by the PDNA to achieve that goal:

- 1 institutional capacity building.
- 2 enhancing emergency preparedness.
- 3 risk identification, assessment and planning.
- 4 structural risk mitigation investments.
- 5 awareness and educational measures

PROJECT STRATEGY

The project overall objective is to support Albania's efforts to become a disaster-resilient country, a Union Civil Protection Mechanism member state, able to manage disaster risks in line with priorities identified by Sendai Framework for Disaster Risk Reduction.

The project will build upon results of an ongoing two-tier UNDP project i) National DRR Capacity Assessment and ii) pilot intervention in Lezha Municipality.

First, the findings of the DRR Capacity Assessment will facilitate the process of strengthening DRM policy framework through drafting of the National DRR Platform for DRR and the National DRR Strategy and its Action Plan. During the capacity assessment a parallel process will focus on preparedness and response capacities related to management of biological hazards as a national and community priority. It has been recognized as part of the Sendai Framework and is globally addressed under the International Health Regulations. COVID 19 pandemic provided the world with the real cost of facing with a biological disaster related to an unknown virus, emphasising the need for preparedness in order to reduce risk of biological hazards through effective and timely prevention, preparedness and response actions, including measures to reduce exposure.

The Action Plan of the DRR Strategy will serve as the basis for formulating the National Civil Emergency Plan.

At the institutional level, the project will support institutional strengthening of the new Civil Protection Agency (NCPA), whereas for creating an enabling framework for DRR, the project will support substantiating Civil Protection & DRR legal framework. One key ingredient of the DRR legal framework and essential element for building-back-better (BBB) during recovery is the update of the Building Codes.

The activities proposed for strengthening Albania's Preparedness & response capacities at all levels, will consist in increasing local risk knowledge through replication of Lezha model in developing risk assessments and subsequently local DRR strategies & local emergency plans for all 61 municipalities. A vital element of any effort for hazard risk management, is the increased awareness of the public on natural hazards and the measures available to reduce risk. For that reason, the project will provide support in designing and implementation of awareness campaigns through each project phase.

Finally, considering the importance of regional cooperation in complementing national efforts for reducing risk, will support during its entire duration Albania's aspiration to meet the criteria for joining EU civil Protection Mechanism.

The project adopts a modular approach in view of the availability of resources.

The first module focuses on soft assistance and intends to build capacities and strengthen the policy, legal and institutional frameworks. **The second module** is about material support for strengthening operational capacities at all levels and, therefore, focuses on securing monitoring, communication and specialized equipment for several relevant public institutions ranging from the NACP to IGEWE, prefectural operation rooms and municipal firefighting professionals.

The second module is the most demanding in terms of resources and, therefore, it will largely depend on resource availability. However, the second module, being mostly about procurement of goods, will not require additional human resources and operational costs, but rely on the project arrangements, resources and operational costs built within the first module.

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|--|-----------|-----------|-----------|-----------|
| MODULE I – Soft Support | | | | |
| MODULE II – Equipment Support | | | | |
| | Y1 | Y2 | Y3 | Y4 |
| Component 1: Strengthening DRM institutional, policy and legal framework in Albania | | | | |
| Output 1.1: Capacity Assessment of DRR institutions carried out including the ones related to biological hazards (public health) | | | | |
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| Output 1.2: NACP supported in shaping organizational model, scope and capacity building | | | | |
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| Output 1.3: Recommendations for Civil Protection & DRR related legislation developed and submitted to GoA | | | | |
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| Output 1.4: Establishment of National Platform for DRR supported | | | | |
| | | | | |
| Output 1.5: Functionality and usefulness of National Platform for DRR tested | | | | |
| | | | | |
| Output 1.6: New building codes according to Eurocode & national annexes prepared | | | | |
| | | | | |
| Output 1.7: Support national capacity development in risk assessments (including biological hazards risk) and emergency planning | | | | |
| | | | | |
| Output 1.8: Civil protection system Standard Operating Procedures (SOPs) improved | | | | |
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| Output 1.9: National DRR Strategic Document & Action Plan developed | | | | |
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| Output 1.10: National Risk/or multi-hazard Assessment supported | | | | |
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| Output 1.11: National Civil Emergency Plan (NCEP) formulated | | | | |
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| Component 2: Strengthening disaster preparedness capacities at all levels | | | | |
| Output 2.1: Seismic hazard monitoring strengthened | | | | |
| | | | | |
| Output 2.2: Biological risk management with focus on prevention and preparedness used for medium to longer-term risk monitoring and evaluation | | | | |
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| Output 2.3: Local risk assessment for LGUs supported | | | | |

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|---|--|--|--|--|
| MODULE I – Soft Support | | | | |
| MODULE II – Equipment Support | | | | |
| (11 affected municipalities and then the remaining ones) | | | | |
| Output 2.4: Local DRR Strategies & Local Civil Emergency Plans (LCEP) supported | | | | |
| Output 2.5: Operational capacities of 'first responders' strengthened | | | | |
| COMPONENT 3: Sustain Albanian's Regional & International Cooperation | | | | |
| Output 3.1: Cooperation with EUCPM and regional networking strengthened and sustained | | | | |

A more detailed description of the Project outputs and respective activities is given below:

COMPONENT 1: Strengthening DRM institutional, policy and legal framework in Albania

Output 1.1: Capacity Assessment of DRR institutions including the ones related to biological hazards (public health) carried out (Module I)

UNDP has already started its support towards strengthening Disaster Risk Management (DRM) capacities in the country through conducting a comprehensive assessment of Disaster Risk Reduction (DRR) capacities in line with the Sendai Frame for DRR and it will continue through developing an Action Plan for DRM System Capacity Development. An assessment of strategic documents on Civil Emergency and DRR will be conducted to provide recommendations for the long-term vision on DRM in the country.

- 1.1.1 A comprehensive framework and inclusive DRM Capacity Assessment including the ones related to biological hazards (public health) at all levels.
- 1.1.2 DRM Capacity Assessment Report/Action Plan with recommendations for Capacity Development Plan in line with the National priorities, Sendai Frame for DRR and EU requirements.
- 1.1.3 Implementation of the Action Plan for DRM System Capacity Development
- 1.1.4 Build capacities throughout the process of local stakeholders on the methods and approaches for a DRM Capacity Development and action oriented DRR Strategic Document.

Output 1.2: National Civil Protection Agency (NCPA) supported in shaping organizational model, scope and capacity building Output (Module I & II)

This output relates to strengthening the newly established National Civil Protection Agency (NCPA) itself, to effectively implement activities and programmes related to its mandate/mission. Initially a presentation of various CP organisation models in Europe will be presented, later followed by a qualitative review of the current performance, which in turn will feed into the design of the new system. The direct support for NCPA will consist in the following activities.

Indicative activities Module I & II:

- 1.2.1. NCPA functional review and recommendations for departmental scope, capacities and coordination developed
- 1.2.2. Support capacity building and exchange visits.
- 1.2.3. Provision of IT equipment & furniture.
- 1.2.4. Support collection & exchange of disaster loss data through DesInventar at NCPA and later at Prefecture/Municipal levels
- 1.2.5. Support NCPA in implementing and reporting on Sendai Framework for Action

Output 1.3: Recommendations for substantiating Civil Protection & DRR related legislation developed and submitted to GoA (Module I)

Acknowledging the pivotal role legal frameworks play in creating an enabling environment for disaster risk reduction⁴, this Component will provide Technical Assistance for bringing Albanian DRM legal

⁴ This role was identified since the first Hyogo Framework for DRR 2005-2015, but took greater recognition in Sendai

framework in line with existing international standards, in particular, the Sendai Framework. For that purpose, support will be given not only for dedicated Civil Protection and DRM legislation (laws, by-laws), but also for related sectoral laws and regulations that are critical for building safety and resilience as well as the environment, land and natural resource management. Coincidentally, the first step in the new and challenging path, which requires a shift of perception from 'disaster response' towards 'DRR', was already taken in July 2019 by the Albanian Government with the adoption of the new Law "On civil Protection", which provides a solid foundation for promoting disaster risk reduction. The following activities are to be implemented to further consolidate and substantiate the civil protection & DRR legal framework:

Indicative activities:

- 1.3.1. Desk review of civil emergency/ DRR related legal framework, Table of Concordance (ToC), and Regulatory Impact Analysis (RIA)
- 1.3.2. Submission of recommendations for legal modifications or completion of CP/DRR legal framework

Output 1.4: Establishment of National Platform for DRR supported (Module I)

UNDP has already started supporting the establishment of the National DRR platform, as coordinating mechanisms for advocacy, coordination, analysis and advice on disaster risk reduction, in line with UNDRR Guidelines and Sendai Framework. The DRR National Platform can become an effective venue for stakeholder consultation and engagement in the development of DRM system capacities in the country. The National Platform can serve as critical actor in establishment of mechanisms for disaster risk reduction in both technological and natural emergency situations, in reduction of and recovery from implications of emergencies, as well as in monitoring and evaluation of implementation of relevant International and National Strategies. It can become a natural catalyst and facilitator of coordination between all DRM related authorities, agencies, private organizations and civil society organizations. Finally, the National Platform can also promote and strengthen educational potential at national and community levels, by raising public awareness and improving analytical capacities.

DRR National Platform development process will be implemented by series of activities listed below:

Indicative activities:

- 1.4.1. Engage in consultations for building consensus and support in establishing a DRR National Platform
- 1.4.2. Based on the capacity assessment and best available practices develop DRR National Platform as a multi-stakeholder platform concept, objectives, structure, main functions, management modality and mechanisms based on built consensus and collaboration.
- 1.4.3. Support submission for approval of the DRR National Platform

Output 1.5: Functionality and usefulness of National Platform for DRR tested (Module II)

This output will consist in providing continued support the National DRR platform established through Module I.

Indicative activities:

- 1.5.1. Support capacity building of the DRR National Platform
- 1.5.2. Provide technical support for developing and implementing DRR related activities through the National Platform
- 1.5.3. Promote collaboration and partnership between the National Platform and state, non-state and other regional and international organisations and initiatives

Output 1.6: New building codes according to Eurocode & national annexes prepared (Module I)

This output relates to the technical assistance that will be given to Ministry of Infrastructure and Energy (MoIE) for updating the building codes (20-year-old) according to Eurocode as well as the related national annexes. THE PDNA report highlights the urgent need to update Albanian building codes, including formalizing integration of the Eurocode, and that reconstruction be based on the build-back-better principle (BBB), with up-to-date standards and as per new building codes⁵. The below activities need to be undertaken to achieve the above:

Indicative activities:

- 1.6.1. Preparation of national annexes, with focus on Package 2.1 (Reinforced Concrete building)
- 1.6.2. Update National Guidelines for Eurocode implementation in Albania

- 1.6.3. Preparation of 4 sets of Designer Guides
- 1.6.4. Support regional-based trainings of engineers in collaboration with Ministry of Infrastructure, NACP and Prefectures

Output 1.7: Support national capacity development in risk assessments (including biological hazards risk) and emergency planning (Module I)

General knowledge on risk assessment and emergency planning is critical for both central and local level actors. The project will develop a standard curriculum tailored for the central and local level and will provide it in collaboration with the NACP.

Indicative activities:

- 1.7.1. Provision of training on risk assessment and emergency planning to central and local stakeholders
- 1.7.2. Support a light version of the Multi Hazard Risk Assessment approval, through updating the national hazard/risk profile

Output 1.8: Civil protection system Standard Operating Procedures (SOPs) improved (Module I)

This output aim is to identify challenges of collaboration during emergency response both within and across emergency agencies in Albania and try to build capacities for tackling them accordingly.

Indicative activities:

- 1.8.1. Support stakeholder consultations for identifying list of SoPs to be developed
- 1.8.2. Develop identified priority SoPs in consultation with relevant stakeholders and institutions
- 1.8.3. Support consultations on SoPs and their approval

Output 1.9: National DRR Strategic Document & Action Plan developed (Module I and II)

The DRR Strategy is considered among the key elements of a good DRR governance system. This output will enable GoA to identify its priorities in terms of reducing disasters risks in the country, and align them with the vision, goals, targets and key national policies priorities, such as NSDI, sectorial development plans, nationally determined contributions (NDC) and Climate Change Adaptation plans. In addition, the Strategy will help increase the shared understanding of Albania's vulnerabilities, direct and indirect impacts, risk drivers to various assets, such as people, environment and infrastructure.

Considering that disaster risk reduction is a shared responsibility, a truly inclusive and participatory strategy development process will be followed, to ensure that all voices – in particular those of the most vulnerable – are heard and that all expertise, knowledge, perceptions and contributions are taken into consideration. The overarching multisectoral and multi-hazard DRR strategic document and the related (practical) Action Plan will be developed through implementation of the following activities:

Indicative activities:

- 1.9.1. Support consultations for decision on stand-alone or mainstreamed DRR strategy
- 1.9.2. Review and reformulate the draft national strategy for DRR in line with Sendai Framework 2015-2030 following a multi-hazard approach.
- 1.9.3. Develop related Action Plan of the DRR Strategy
- 1.9.4. Support DRR Strategy approval
- 1.9.5. Capacity building on DRR Strategy adoption at all levels and monitoring instruments

Output 1.10: National Seismic Risk Assessment supported (Module I and II)

Indicative activities:

- 1.10.1. Defining terms of reference to initiate the assessment process
- 1.10.2. Conducting risk analysis, based on EU methodology and best UNDRR practices
- 1.10.3. Present results and findings to key stakeholders

Output 1.11: National Civil Emergency Plan (NCEP) formulated (Module I and II)

The new National Civil Emergency Plan (NCEP), will be articulated in the context of the Action Plan of the DRR strategy proposed above (Output 1.1). The existing National Civil Emergency Plan was developed and adopted in 2004 through UNDP assistance, but hasn't been updated/revised ever since. The NCEP will be developed through a broad consultation process and will serve a practical resource during all

stages of the disaster cycle, by drawing together and assigning roles and responsibilities of all stakeholders, state or otherwise.

Indicative activities:

- 1.11.1. Establish an inter-institutional working group for leading the revision of NCEP
- 1.11.2. Support consultations with line ministries, prefectures and municipal level to gather feedback on features of new NCEP
- 1.11.3. Revise the existing NCEP based on feedback received supported by working group
- 1.11.4. Support consultation processes for validating the revised NCEP through to approval

COMPONENT 2: Strengthening disaster preparedness capacities at all levels

Output 2.1: Seismic hazard monitoring strengthened (Module I)

The backbone of the Albanian Seismographic Network (ASN) are the broadband weak motion stations, installed to cover the entire territory of the country and simultaneously to ensure a complete seismic monitoring of the active tectonic macro-structures in Albania. Through this output the ASN, managed by IGEWE, will upgrade its capacities in monitoring, locating, publishing, and archiving of local earthquake's data and characterizing the natural seismicity of the country. For that purpose the equipment acquired by the project will expand/upgrade and increase the density of its weak and strong motion networks.

Indicative activities:

- 2.1.1. Assisting IGEWE in drafting requirements, specifications and terms of references
- 2.1.2. Acquisition of new weak motion broadband (BB) stations equipment, consisting of sensors, data logger, GPS antenna and kits
- 2.1.3. Acquisition of strong motion stations equipment, consisting of sensors, data logger, GPS antenna and kits
- 2.1.4. Acquisition of equipment and software for facilitating preparation of micro-zonation studies
- 2.1.5. Inspection and preparation of station field sites
- 2.1.6. Installation and commissioning of stations equipment and system

Output 2.2: Biological risk management with focus on prevention and preparedness used for medium to longer-term risk monitoring and evaluation (Module I)

Biological hazards are a major source of risk that may result in emergencies and disasters. They cause significant loss of life, affect many thousands of people, have the potential for major economic losses. The management of risks due to biological hazards is a national and community priority. It has been recognized as part of the Sendai Framework, and is globally addressed under the International Health Regulations (IHR). In light of the severe and acute public health emergency due to the COVID-19 global pandemic, measures related to risk preparedness and risk mitigation of biological hazard will be provided.

Indicative activities:

- 2.2.1 Biological hazard risk assessment and mid to long term measures developed
- 2.2.2 Preparedness and response strengthened through business continuity plans and surge capacity plans for the health sector and other vital sectors that might be affected by the pandemic

Output 2.3: Local risk assessment for LGUs supported (11 affected municipalities and then the remaining ones) (Module I & II)

Local governments (LGs) are the "first port of call" for citizens concerns on risk and vulnerability and have the ultimate responsibility for the safety of their communities. In addition, LGs are in charge for promoting local development, thus offering a real opportunity for linking DRR with development.

Local Level Risk Management (LLRM) will be first undertaken to build capacity for coordination within the municipality and with the national DRM system and ensuring appropriate linkages with its prefecture and national levels. This module of the project will rely on a social mobilization approach to enhancing community resilience by bringing into the process the advisory support from the community representatives and other stakeholders. The community engagement will be based on the following pillars:

- ✓ common understanding of hazards.
- ✓ common perception of risks.
- ✓ common sense of shared responsibility.

- ✓ commonly agreed community specific DRR measures relevant to needs and capacities.

In the second phase, all the remaining municipalities, in addition to those supported in Module I, will be supported in preparing their disaster risk assessment. The below range of activities will be implemented:

Indicative activities:

- 2.3.1. Introducing local level and community participatory risk assessment replicating the methodology of pilot municipality
- 2.3.2. Support development of pilot municipal local level risk assessment (LLRA)
- 2.3.3. Present final LLRA methodology to relevant institutions for approval
- 2.3.4. Extend support for developing LLRA to 10 additional earthquake affected municipalities.
- 2.3.5. Expand LLRA to remaining municipalities
- 2.3.6. Provide capacity building for independent LLRA undertaking

Output 2.4: Local DRR Strategies & Local Civil Emergency Plans (LCEP) supported (11 affected municipalities and then the remaining ones) (Module I & II)

The Local DRR & Resilience strategies (in line with National DRR strategy-target E2) will be developed for all 61 Municipalities across Albania. The Local DRR strategy development process is as important as the outcome, as it offers a unique opportunity for DRR to be appropriated and rationalized by different local/urban actors. This is a precondition for DRR to be truly incorporated in the everyday planning and development of the municipalities. The Local Action Plan to be developed as an integral part of Local DRR strategy, will be formulated based on UNISDR "Making Cities Resilient campaign" toolkits, such as "Scorecards for Cities".

In addition, the project will support development of Local Civil emergency plans in line with the Law on Civil Protection 45/2019. In this view, the results and therefore the methodology will entail the following activities:

Indicative activities:

- 2.4.1. Identify pilot municipality and designate core team leading the process
- 2.4.2. Develop, through a participatory approach the pilot LDRR Strategy and LCEP
- 2.4.3. Validate with relevant central and local institutions the LDRR and LCEP
- 2.4.4. Support first wave expansion for LDRR and LCEP to 10 municipalities
- 2.4.5. Support development and adoption of LDRR and LCEP for all remaining municipalities.
- 2.4.6. Support organization of training on utilization of plans and conduct simulation table-top exercise to test community response and coping mechanisms
- 2.4.7. Document lessons learned and recommendations for change at policy level
- 2.4.8. Conduct public awareness campaign to present the results among the population.

Output 2.5: Operational capacities of 'first responders' strengthened (Module I & II)

While, LGU will have their Risk assessments and & Local DRR Strategic and Civil Emergency Plans developed through project interventions, the proposed actions hereunder will directly impact disaster response capacities at Prefecture/Municipality levels through provisioning of both equipment and training of the first responders (fire-fighters). Reconstruction of three fire stations at the earthquake-affected areas is also foreseen. The below activities are to be implemented:

Indicative activities:

- 2.5.1. Reconstruction of two priority Fire Stations + basic equipment, including Lezha
- 2.5.2. Provide basic PPE for all fire-fighter stations in Albania
- 2.5.3. Perform training program to increase response capacity of fire-fighters in line with international standards
- 2.5.4. Provide basic equipment for operational rooms in each prefecture

COMPONENT 3: Sustain Albanian's Regional & International Cooperation

Output 3.1: Cooperation with EU Civil Protection Mechanism (EUCPM) and regional networking and knowledge sharing strengthened and sustained (Module I & II)

The Sendai Framework outlines seven global targets to be achieved between 2015 and 2030; target F relates to '*...enhancement of international cooperation through adequate and sustainable support to*

complement the national efforts to reduce disaster risk.' This is particularly the case with the countries like Albania, where the level of risk and vulnerabilities is high(est) and coping capacities are limited⁶.

Albania can greatly benefit through improved data and knowledge sharing with EU scientific monitoring and forecasting & warning structures, on impending events, such as floods and forest fires (EFAS, EFFIS).

There is also regional cooperation on knowledge exchanges through regional initiatives such as the Disaster Preparedness and Prevention Initiative for South Eastern Europe (DPPI SEE)

The component will assist Albanian CP system achieve the technical capacities to meet the membership requirements to EUCPM. The following activities will be implemented in Module I:

- 3.1.1. Conduct gap analysis for membership to EU Civil Protection Mechanism of Albania
- 3.1.2. Identify technical & institutional requirements for accessing the TESTA
- 3.1.3. Capacity Building to enhance awareness on the Union civil protection mechanism
- 3.1.4. Support the roadmap preparation for the establishment of TESTA system
- 3.1.5. Development of training materials and education programmes in line with EU guidelines.

Module II will build upon the previous Module and the following activities will be implemented:

- 3.1.6. Support on the establishment of TESTA system
- 3.1.7. Support to strengthening of cooperation protocols and single point of contact approach in dealing with UCPM
- 3.1.8. Deliver training on UCPM legislation, implementing rules and overall procedures
- 3.1.9. Technical recommendations related to establishment of communication links with the EU Emergency Response Coordination Centre (ERCC)
- 3.1.10. Enable links and connectivity to EU monitoring tools and early warning systems (EFAS, EFFIS, Copernicus)

III. RESULTS AND PARTNERSHIPS

Expected Results

The project goal is to support Albania's efforts to become a disaster-resilient country, a Union Civil Protection Mechanism member state, able to manage disaster risks in line with priorities identified by Sendai Framework for Disaster Risk Reduction.

This ambition requires inputs and support at all levels in terms of institutional building and individual capacity development as well as additional resources to establish or strengthen systems in place. The proposed support encompasses many areas and gaps of the current DRM system, although the attainment of the objectives is highly dependent on the financial resources made available.

The expected results could be categorized in the following four categories:

Strategic/ planning documents

- ✓ National DRR Strategy & Action Plan developed
- ✓ National Civil Emergency Plan (NCEP) formulated
- ✓ Local risk assessments conducted in 61 municipalities
- ✓ Local DRR Strategies & Local Civil Emergency Plans (LCEP) developed
- ✓ Policy recommendations for mainstreaming DRR into local development plans developed

Legal support

- ✓ Review and improvement of Civil Protection & DRR related legislation
- ✓ New building code according to Eurocode including national annexes prepared

Institutional support and coordination

- ✓ National Platform (NP) for DRR supported and established
- ✓ National Civil Protection Agency (NCPA) build up supported

Infrastructure and Equipment support

- ✓ Provision of IT equipment & furniture for the NACP
- ✓ Reconstruction of two Fire Stations + equipment in the affected areas.

⁶ Albania ranks 1st in Europe based on Risk Index, according to the annual World Risk Report (BEH-IFHV, 2019)

- ✓ Provide basic PPE for all fire-fighter stations in Albania
- ✓ Provide basic equipment of operational rooms in each prefecture x 12

Regional cooperation

- ✓ Conduct gap analysis for membership to EU Civil Protection Mechanism of Albania
- ✓ Support on the establishment of STESTA system through roadmap preparation

Resources Required to Achieve the Expected Results

Key resources required to achieve the expected results will consist in engaging experts and consultants to provide analytical and technical support, data acquisition, travel expenses, meeting and workshop costs, and specific contractual services to support activities at central and local level. The project work plans will be refined during an Inception Module with respective budget allocations and presented at the Inception Workshop based on the indicative Work Plan presented in the relevant Section.

During the project implementation efficiency and cost effectiveness of the project interventions will be ensured through synergy with other projects and initiatives, strong stakeholder participation and engagement of national governments and institutional beneficiaries.

Partnerships

UNDP will leverage the partnerships at central level through the capacity assessment process and the national platform for DRR and at local level benefiting from the existing partnerships in the frame of STAR 2 – Consolidation of the Territorial and Administrative Reform.

Effective Community mobilisation has been proven as a key success factor in DRR. UNDP experiences in Albania and Western Balkan show that community-based approaches offer viable alternatives for managing and reducing risks and ensuring sustainable development.

The project will employ community mobilisation experts who in close cooperation with project team will ensure appropriate community consultation, involvement and engagement. By that the project will benefit from UNDP's rigorous *Environmental and Social Safeguards* to avoid adverse impacts to people; minimize, mitigate, and manage adverse impacts where avoidance is not possible; strengthen capacities of national and local authorities for managing social and environmental risks; and support national and local authorities to address concerns of project-affected people.

Risks and Assumptions

The risk and mitigation measures identified during the project design Module are outlined in the UNDP Risk Log. Potential social and environmental risks have also been analysed during the project development. As per standard UNDP requirements, the Project Manager will monitor risks quarterly and report on the status of risks to the project board. Progress will be recorded in the UNDP ATLAS risk log. Risks will be reported as critical when the impact and probability are high.

The Results Framework presented in the Section IV further below, outlines the main assumptions built into the design of the project objectives, outputs and activities.

Stakeholder Engagement

The stakeholder engagement and consultation process during the PDNA preparation informed the project development. UNDP has already started the process of national capacity assessment through which the identification of stakeholders and the plan for their engagement is being developed. The project activities are designed to ensure continued engagement of beneficiaries at the institutional and communities' levels in implementation and monitoring of activities, in particular the voices of local communities and groups that are vulnerable due to gender, religion, or economic well-being. Among key stakeholders, gender experts familiar with the national gender context are consulted, integrating concerns of intersectional marginalization as well, of beneficiaries.

Knowledge

The knowledge management of the project will be embedded across outcomes and will have the following key aims:

- ✓ To ensure access to data and information generated by the project as well as long-term access to data on which stakeholders' essential institutional functions rely and/or data and information that can be used for evidence for policy and practice advice (connecting people to information and knowledge)
- ✓ Connect key stakeholder groups, practitioners and experts to ensure that key learning and experience is shared within and across sectors (connecting people to people)
- ✓ Ensure staff in the stakeholder institutions know about effective and relevant knowledge management techniques so that knowledge is shared, captured and retained by the institutions and shared within and across the sector (institutional knowledge management improvement)

- ✓ By developing and promoting knowledge management as a tool for continuous and sustainable improvement and ensuring that knowledge management tools generated by the project will be systematically used and maintained within the stakeholder institutions (Developing and embedding knowledge management tools and practices).

The project will develop and follow a structured Communication and Visibility Plan. The Plan will be guided by and respond to project partners' branding policies and requirements, in full recognition of their support and contribution.

Through the Communication and Visibility Plan, the project intends to raise awareness on project activities, encourage further interaction with local stakeholders and civil society organizations, and disseminate knowledge and information and pressure for more public accountability.

Key visibility outputs are linked to "routine" project activities along the implementation, including:

- ✓ National or local level events to launch the project and/or its thematic components
- ✓ Capacity building workshops at national and local level
- ✓ Public events involving beneficiaries and main stakeholders
- ✓ Dissemination of results of various assessments undertaken or interim results achieved in the framework of the implementation
- ✓ Utilization of social media to disseminate information on project results.
- ✓ Establishing relations with media to follow and report on project results.

Different type of information will be generated throughout the project duration. Such information includes general information on the project to the project partners and beneficiaries, information to the general public through the activities in the field as well as specific information on specific activities.

All information generated during the program will include details of the project and donor/s, including donor/s logo and funding statement. This will apply to printed, electronic or audio-visual types of information.

Stickers with the logo of the donor, project title and funding statement will be produced and affixed on all equipment that will be purchased by the project.

UNDP has a regular practice of developing publications (currently over 50 different topics including best practices, guidelines and reports) widely accessible for distribution on the best practices in DRR to promote learning among projects on DRR and civil protection and broaden the scope of impact of individual projects.

Communications experts at local and regional level assist in showcasing national-level stories through regional and global-level media to further disseminate information on individual project success. This aspect of UNDP's work ensures project visibility, but also will be an important step in promoting the replication of the project successes beyond the scope of Albania.

Gender Mainstreaming

Women, due to their social roles, discrimination and poverty, are affected differently and often disproportionately by the effects of natural disasters and climate change. As women typically have fewer employment opportunities than men, their livelihood options are more curtailed by losses associated with these types of hazard events. Mortality owing to natural disaster is significantly higher for women and children than men. In order to address these issues and in support of UNDP's Eight Point Agenda for Women's Empowerment and Gender Equality in Crisis Prevention and Recovery, the project will take the following actions:

- ✓ Carry out a gender analysis and, proceeding from its results, design and conduct capacity development and awareness raising in gender issues for national and local counterparts.
- ✓ Specify provisions for especially vulnerable social groups in: Laws, the National DRR Strategy, and development plans, where appropriate and effective.
- ✓ Sufficiently disaggregate data and analysis in risk assessments undertaken to account for particular socially conditioned vulnerabilities and capacities of all social groups, including women, men, children, the elderly, etc.
- ✓ Ensure sufficient representation of women and other highly vulnerable social groups in all risk management decision-making processes and actions. The percentage of women beneficiaries of the local level climate risk management component will reflect their share of the population of the individual target communities.

Sustainability and Scaling Up

The project is focused on supporting the Agency to have skilled human resources, information, tools and technologies to effectively pursue its mandate in Civil Protection and DRR. The project interventions will improve availability of risk information and create effective response mechanisms.

The project will help all relevant authorities develop and implement a comprehensive short to long-term learning and training programs at all levels including community, municipality levels. All these programs will be integrated in existing education and training systems where possible and will be regularly applied after the end of the project.

The system-level sustainability of institutional capacities created will be ensured by the development and adoption of relevant legal-regulatory and policy/planning frameworks as well as standards, protocols and guidelines for the aspects of civil protection and DRR that the project is developing. The methods, standards, approaches will be defined in guidance, legal and policy documents. The potential for scaling up these approaches is therefore significant.

Common support, understanding and effective cooperation of various players will be achieved by establishing the national platform, where issues of various project components will be discussed and solved by the consent of all parties. Furthermore, planning processes at regional, municipal and community levels will apply a participatory approach, where key stakeholders will be engaged from the beginning to the end of each process.

IV. RESULTS FRAMEWORK⁷

| |
|---|
| GoA - UN Programme of Cooperation for Sustainable Development (2017 – 2021) Outcome 4. Government and non-government actors adopt and implement innovative, gender-sensitive national and local actions for environmental sustainability, climate change mitigation and adaptation, and disaster risk reduction |
| GoA - UN Programme of Cooperation for Sustainable Development (2017 – 2021) Output 4.1: Output 4.1 Scaled up action on DRR and climate change mitigation and adaptation across sectors Indicator: No. of sites, including World Heritage sites, with costed DRR plans/ interventions, that are gender-sensitive Target: no of sites |
| Applicable Output (s) from UNDP Strategic Plan 2018-2021: 38. Signature solution 3: Enhance national prevention and recovery capacities for resilient societies. Strengthening national capacities for disaster risk reduction to reduce exposure of people, assets and livelihoods to hazards. |
| Project title and Atlas Project Number: Resilience Strengthening in Albania (RESEAL) |

| EXPECTED OUTPUTS | OUTPUT INDICATORS | DATA SOURCE | BASELINE | | TARGETS (by frequency of data collection) | | | | | DATA COLLECTION METHODS |
|--|--|--------------|----------|------|--|--------|--------|--------|-------|---------------------------------|
| | | | Value | Year | Year 1 | Year 2 | Year 3 | Year 4 | Final | |
| Output 1.1: Capacity Assessment of DRR institutions including the ones related to biological hazards (public health) carried out | DRM Capacity Assessment Report /Action Plan with recommendations for Capacity Development Plan in line with the National priorities, Sendai Frame for DRR and EU requirements. | Project | 0 | 2020 | 1 | 1 | | | 1 | Capacity Assessment Report |
| | Implementation of the Action Plan for DRM System Capacity Development | Project | 0 | 2020 | 1 | 2 | | | | Project reports, Sendai reports |
| | # capacity building activities at different levels on the methods and approaches on DRM Capacity Development | Project | 0 | 2020 | 1 | 2 | | | | Project reports |
| Output 1.2: National Civil | NACP functional review | Project NACP | 0 | 2020 | 1 | | | | 1 | Project reports NACP documents |

⁷ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

| EXPECTED OUTPUTS | OUTPUT INDICATORS | DATA SOURCE | BASELINE | | TARGETS (by frequency of data collection) | | | | | DATA COLLECTION METHODS |
|--|--|----------------|----------|------|--|-----------|-----------|-----------|-------|----------------------------|
| | | | Value | Year | Year 1 | Year 2 | Year 3 | Year 4 | Final | |
| Protection Agency (NCPA) supported in optimizing its functionality, role and capacities | # capacity building activities for NACP | Project | 0 | 2020 | 1 | 2 | | | 3 | Project reports |
| | # of sets of IT equipment provided to NACP | Project | 0 | 2020 | 1 | 1 | 1 | | 3 | Project reports |
| | Official reporting to Sendai framework | Project | 0 | 2020 | | 1 | | | 1 | Project reports |
| Output 1.3: Recommendations for substantiating Civil Protection & DRR related legislation developed and submitted to GoA | Desk review of DRR related framework | Project | 0 | 2020 | | 1 | | | 1 | Project reports |
| | # of recommendations for legal modifications in the DRR framework | Project | 0 | 2020 | | 5 | | | 5 | Project reports |
| | | | | | | | | | | |
| Output 1.4: Establishment of National Platform for DRR supported | National Platform concept & structure in place | Project | 0 | 2020 | | 1 | | | 1 | Project reports |
| | # of consultations for establishing the National Platform | Project | 0 | 2020 | | 10 | | | 10 | Project reports |
| | Adoption of the National Platform | Project | 0 | 2020 | | 1 | | | 1 | Project reports |
| Output 1.5: DRR National Platform initiatives supported | # of initiatives supported through the National Platform | Project | 0 | 2020 | | | 2 | | 2 | Project reports |
| Output 1.6: New building codes according to Eurocode developed | National annexes of the building code in place | Project | 0 | 2020 | | | 1 | | 1 | Project reports |
| | National Guidelines for Eurocode in place | Project | 0 | 2020 | | | 1 | | 1 | Project reports |
| | # of Designer Guide sets | Project | 0 | 2020 | | | 4 | | 4 | Project reports |
| | # of training on Eurocode and national designer guides | Project | 0 | 2020 | | | 6 | | 6 | Project reports |

| EXPECTED OUTPUTS | OUTPUT INDICATORS | DATA SOURCE | BASELINE | | TARGETS (by frequency of data collection) | | | | | DATA COLLECTION METHODS |
|--|---|----------------|----------|------|--|-----------|-----------|-----------|-------|----------------------------|
| | | | Value | Year | Year 1 | Year 2 | Year 3 | Year 4 | Final | |
| Output 1.7: Support national capacity development in risk assessments (including biological hazards risk) and emergency planning | # of training on risk assessments and emergency planning A light version of the Multi Hazard Risk Assessment approval, through updating the national hazard/risk profile | Project | 0 | 2020 | 1 | 4 | | | 5 | Project reports |
| | | | | | | | | | | |
| Output 1.8: Civil protection system Standard Operating Procedures (SOPs) improved | # of consultations on SoPs for Civil Protection | Project | 0 | 2020 | 1 | 4 | | | 5 | Project reports |
| | # of SoPs developed | Project | 0 | 2020 | | 10 | | | 10 | Project reports |
| Output 1.9: National DRR Strategic Document & Action Plan developed | New DRR Strategy in place | Project | 0 | 2020 | 1 | 1 | | | 1 | Project reports |
| | DRR Strategy Action Plan developed | Project | 0 | 2020 | | 1 | | | 1 | Project reports |
| | # of training on DRR Strategy adoption and utilization | Project | 0 | 2020 | | | | 6 | 6 | Project reports |
| Output 1.10: National Seismic Risk Assessment supported | National Seismic Risk/or Multi-hazard Assessment developed | Project | 0 | 2020 | X | X | | 1 | 1 | Project reports |
| Output 1.11: National Civil | Inter-institutional working group for National Civil Protection Plan established | Project | 0 | 2020 | | 1 | | | 1 | Project reports |

| EXPECTED OUTPUTS | OUTPUT INDICATORS | DATA SOURCE | BASELINE | | TARGETS (by frequency of data collection) | | | | | DATA COLLECTION METHODS |
|--|--|----------------|----------|------|--|-----------|-----------|-----------|-------|----------------------------|
| | | | Value | Year | Year 1 | Year 2 | Year 3 | Year 4 | Final | |
| Emergency Plan (NCEP) formulated | # of consultations on NCEP | Project | 0 | 2020 | | | 20 | | 20 | Project reports |
| | NCEP in place | Project | 0 | 2020 | | | | 1 | 1 | Project reports |
| Output 2.1: Seismic hazard monitoring strengt hened | #of weak motion stations installed and operating | Project | 8 | 2020 | 0 | 15 | | 1 | 23 | Project reports |
| | #of strong motion stations installed and operating | Project | 17 | 2020 | 0 | 80 | | | 97 | Project reports |
| | # of portable systems for micro-zonation studies | Project | 0 | 2020 | 0 | 2 | | | 2 | Project reports |
| | | | | | | | | | | |
| Output 2.2: Biological risk management with focus on prevention and preparedness used for medium to longer-term risk monitoring and evaluation | Biological hazard risk assessment and mid to long term measures developed | Project | 0 | 2020 | 0 | | | | | Project reports |
| | Preparedness and response strengthened through business continuity plans and surge capacity plans for the health sector and other vital sectors that might be affected by the pandemic | Project | 0 | 2020 | | | | | | Project reports |
| | | | | | | | | | | |
| Output 2.2: Local risk assessment for LGUs supported | Pilot LLRA completed | Project | 0 | 2020 | 1 | | | | 1 | Project reports |
| | # municipalities with LLRA completed | Project | 0 | 2020 | | 14 | 25 | 21 | 60 | Project reports |
| | # of training for LLRA ToTs | Project | 0 | 2020 | 1 | 5 | 10 | 10 | 26 | Project reports |
| Output 2.3: Local DRR Strategies & Local Civil Emergency Plans (LCEP) supported | Local DRR (LDRR) and Local Civil Protection Plan (LCEP) completed in pilot municipality | Project | 0 | 2020 | 1 | 1 | | | 2 | Project reports |
| | # municipalities with LDRR and LCEP after pilot | Project | 0 | 2020 | | 5 | 20 | 25 | 60 | Project reports |

| EXPECTED OUTPUTS | OUTPUT INDICATORS | DATA SOURCE | BASELINE | | TARGETS (by frequency of data collection) | | | | | DATA COLLECTION METHODS |
|---|---|----------------|----------|------|--|-----------|-----------|-----------|-------|----------------------------|
| | | | Value | Year | Year 1 | Year 2 | Year 3 | Year 4 | Final | |
| Output 2.4: Operational capacities of 'first responders' strengthened | # of training in using the LDRR plans and simulation exercises | Project | 0 | 2020 | | | 2 | 8 | 10 | Project reports |
| | Lessons learned document and recommendations for policy change provided | Project | 0 | 2020 | | | 1 | 1 | 2 | Project reports |
| | # of reconstructed fire stations | Project | 0 | 2020 | | 1 | 1 | | 2 | Project reports |
| | % coverage with new basic PPE for firefighters | Project | 0 | 2020 | | 20% | 50% | 80% | 80% | Project reports |
| Output 3.1: Cooperation with EU Civil Protection Mechanism (EUCPM) and regional networking and knowledge sharing strengthened and sustained | # of supported prefectural operational rooms | Project | 0 | 2020 | | | 3 | 9 | 12 | Project reports |
| | Gap analysis for membership to Eu CP mechanism | Project | 0 | 2020 | 1 | | | | 1 | Project reports |
| | Roadmap for establishment of TESTA system | Project | 0 | 2020 | | 1 | | | 1 | Project reports |
| | Establishment of TESTA system | Project | 0 | 2020 | | | 1 | | 1 | Project reports |
| | # of training materials in line with EU guidelines | Project | 0 | 2020 | | 3 | | | 3 | Project reports |
| | # of training on UCPM legislation, rules and procedures | Project | 0 | 2020 | | | 2 | | 2 | Project reports |

V. MONITORING AND EVALUATION

| Monitoring Activity | Purpose | Frequency | Expected Action | Partners (if joint) | Cost (if any) |
|------------------------------------|---|--|---|---------------------------------------|---------------------------|
| Track results progress | Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs. | Quarterly, or in the frequency required for each indicator. | Slower than expected progress will be addressed by project management. | Project management team | Project management budget |
| Monitor and Manage Risk | Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk. | Quarterly | Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken. | Project management team | Project management budget |
| Learn | Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project. | At least annually. The final project report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up | Relevant lessons are captured by the project team and used to inform management decisions. | Project management team project board | Project activities budget |
| Annual Project Quality Assurance | The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project. | Annually | Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance. | Project management team project board | Project management budget |
| Review and Make Course Corrections | Internal review of data and evidence from all monitoring actions to inform decision making. | At least annually | Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections. | Project management team project board | Project activities budget |
| Project Report | A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period. | Annually, and at the end of the project (final report) | | Project management team project board | |
| Project Review (Project Board) | The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance | . At least annually) | Any quality concerns or slower than expected progress should be discussed by | Project management team | |

| | | | | | |
|--|---|--|---|---------------|--|
| | of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences. | | the project board and management actions agreed to address the issues identified. | project board | |
|--|---|--|---|---------------|--|

VI. MULTI-YEAR WORK PLAN

MODULE I (focus on capacity development support for strengthening policy, legal and institutional framework)

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | Responsible Party | PLANNED BUDGET | | |
|---|--|------------------------|----|----|----|-------------------|----------------|--|---|
| | | Y1 | Y2 | Y3 | Y4 | | Funding Source | Budget Description | Amount |
| OUTCOME 1: Strengthening DRM institutional, policy and legal framework in Albania | | | | | | | | | |
| Output 1.1: Capacity Assessment of DRR institutions including the ones related to biological hazards (public health) carried out Gender Marker 2: Gender equality/women's empowerment is a significant objective | 1.1.1. A comprehensive framework and inclusive DRM Capacity Assessment including the ones related to biological hazards (public health) at all levels | | | | | UNDP | tbc | | Int'l Experts National Experts Workshops Travel 250,000 |
| | 1.1.2. DRM Capacity Assessment Report/Action Plan with recommendations for Capacity Development Plan in line with the National priorities, Sendai Frame for DRR and EU requirements. | | | | | UNDP | UNDP | | |
| | 1.1.3. Implementation of the Action Plan for DRM System Capacity Development | | | | | UNDP | tbc | | |
| | 1.1.4. Build capacities throughout the process of local stakeholders on the methods and approaches for a DRM Capacity Development and action oriented DRR Strategic Document. | | | | | UNDP | UNDP | | |
| | Sub-Total for Output 1.1 | | | | | | | | |
| Output 1.2: National Civil Protection Agency (NCPA) supported in optimizing its functionality, role and capacities | 1.2.1. NCPA functional review and recommendations for departmental scope, capacities and coordination developed | | | | | UNDP | tbc | Int'l Experts National Experts Workshops Training | 200,000 |

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | Responsible Party | PLANNED BUDGET | | |
|---|--|------------------------|----|----|----|-------------------|----------------|--|----------------|
| | | Y1 | Y2 | Y3 | Y4 | | Funding Source | Budget Description | Amount |
| Gender Marker 2: Gender equality/women's empowerment is a significant objective | 1.2.2. Support capacity building and exchange visits. | | | | | UNDP | tbc | Contract Services Contract Goods Travel | 150,000 |
| | 1.2.4. Support collection & exchange of disaster loss data through Desinventar at NCPA and later at Prefecture/Municipal levels | | | | | UNDP | tbc | | 50,000 |
| | 1.2.5. Support NCPA in implementing and reporting on Sendai Framework for Action | | | | | UNDP | tbc | | 50,000 |
| | Sub-Total for Output 1.2 | | | | | | | | 450,000 |
| | 1.3.1. Desk review of civil emergency/ DRR related legal framework, Table of Concordance (ToC), and Regulatory Impact Analysis (RIA) | | | | | UNDP | tbc | Int'l Experts National Experts Workshops | 300,000 |
| Gender Marker 2: Gender equality/women's empowerment is a significant objective | 1.3.2. Submission of recommendations for legal modifications or completion of CP/DRR legal framework | | | | | UNDP | tbc | Contract Services | 100,000 |
| | Sub-Total for Output 1.3 | | | | | | | | 400,000 |
| | 1.4.1. Engage in consultations for building consensus and support in establishing a DRR National Platform | | | | | UNDP | tbc | Int'l Experts National Experts Workshops | 50,000 |

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | Responsible Party | PLANNED BUDGET | | |
|---|---|------------------------|----|----|----|-------------------|----------------|---|----------------|
| | | Y1 | Y2 | Y3 | Y4 | | Funding Source | Budget Description | Amount |
| Gender Marker 2: Gender equality/women's empowerment is a significant objective | 1.4.2. Develop DRR National Platform concept, objectives, structure, main functions, management modality and mechanisms based on built consensus and collaboration. | | | | | UNDP | tbc | Contract Services | 150,000 |
| | 1.4.3. Support submission for approval of the DRR National Platform | | | | | UNDP | tbc | | 20,000 |
| | Sub-Total for Output 1.4 | | | | | | | | 220,000 |
| | Output 1.5: DRR National Platform initiatives supported | | | | | UNDP | tbc | | 25,000 |
| Gender Marker 2: Gender equality/women's empowerment is a significant objective | 1.5.2. Provide technical support for developing and implementing DRR related activities through the National Platform | | | | | UNDP | tbc | National Experts Workshops Contract Services | 100,000 |
| | 1.5.3. Promote collaboration and partnership between the National Platform and state, non-state and other regional and international organisations and initiatives | | | | | UNDP | tbc | Travel | 50,000 |
| | Sub-Total for Output 1.5 | | | | | | | | 175,000 |
| Output 1.6: New building codes according to Eurocode developed | 1.6.1. Preparation of national annexes, with focus on Package 2.1 (Reinforced Concrete building) | | | | | UNDP | tbc | Int'l Experts National Experts Workshops Contract Services Travel | 300,000 |
| | 1.6.2. Update National Guidelines for Eurocode implementation in Albania | | | | | UNDP | tbc | | 300,000 |

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | Responsible Party | PLANNED BUDGET | | |
|--|---|------------------------|----|----|----|-------------------|----------------|-----------------------------------|----------------|
| | | Y1 | Y2 | Y3 | Y4 | | Funding Source | Budget Description | Amount |
| | 1.6.3. Preparation of 4 sets of Designer Guides | | | | | UNDP | tbc | | 200,000 |
| | 1.6.4. Support regional-based trainings of engineers in collaboration with Ministry of Infrastructure, NACP and Prefectures | | | | | UNDP | tbc | | 50,000 |
| | Sub-Total for Output 1.6 | | | | | | | | 850,000 |
| | 1.7.1. Provision of training on risk assessment and emergency planning to central and local stakeholders | | | | | UNDP | tbc | National Experts Workshops Travel | 130,000 |
| Sub-Total for Output 1.7 | | | | | | | | | 130,000 |
| | 1.8.1. Support stakeholder consultations for identifying list of SOPs to be developed | | | | | UNDP | tbc | | 50,000 |
| | 1.8.2. Develop identified priority SOPs in consultation with relevant stakeholders and institutions | | | | | UNDP | tbc | National Experts Workshops Travel | 100,000 |
| | 1.8.3. Support consultations on SOPs and their approval | | | | | UNDP | tbc | | 50,000 |
| | Sub-Total for Output 1.8 | | | | | | | | 200,000 |
| Output 1.9: National DRR Strategic Document & Action Plan developed | 1.9.1. Support consultations for decision on stand-alone or mainstreamed DRR strategy | | | | | UNDP | tbc | | 50,000 |

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | Responsible Party | PLANNED BUDGET | | |
|---|--|------------------------|----|----|----|-------------------|----------------|---|----------------|
| | | Y1 | Y2 | Y3 | Y4 | | Funding Source | Budget Description | Amount |
| Gender Marker 2: Gender equality/women's empowerment is a significant objective | 1.9.2. Review and reformulate the draft national strategy for DRR in line with Sendai Framework 2015-2030 following a multi-hazard approach. | | | | | UNDP | tbc | Int'l Experts National Experts Workshops Contract Services Travel | 250,000 |
| | 1.9.3. Develop related Action Plan of the DRR Strategy | | | | | UNDP | tbc | | 100,000 |
| | 1.9.4. Support DRR Strategy approval | | | | | UNDP | tbc | | 50,000 |
| | 1.9.5. Capacity building on DRR Strategy adoption at all levels and monitoring instruments | | | | | UNDP | tbc | | 100,000 |
| | Sub-Total for Output 1.9 | | | | | | | | 550,000 |
| Output 1.11: National Civil Emergency Plan (NCEP) formulated Gender Marker 2: Gender equality/women's empowerment is a significant objective | 1.11.1. Establish an inter-institutional working group for leading the revision of NCEP | | | | | UNDP | tbc | | 10,000 |
| | 1.11.2. Support consultations with line ministries, prefectures and municipal level to gather feedback on features of new NCEP | | | | | UNDP | tbc | Int'l Experts National Experts Workshops Contract Services Travel | 50,000 |
| | 1.11.3. Revise the existing NCEP based on feedback received supported by working group | | | | | UNDP | tbc | | 200,000 |
| | 1.11.4. Support consultation processes for validating the revised NCEP through to approval | | | | | UNDP | tbc | | 30,000 |
| | Sub-Total for Output 1.11 | | | | | | | | 290,000 |
| Resources and Monitoring | LT national experts, publications, financial services, conferences & workshops and other visibility | | | | | UNDP | tbc | National Experts | 360,520 |
| | | | | | | UNDP | tbc | Publication costs | 29,500 |
| | | | | | | UNDP | tbc | Translation | 12,000 |

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | Responsible Party | PLANNED BUDGET | | |
|---|---|------------------------|----|----|----|-------------------|----------------|---|------------------|
| | | Y1 | Y2 | Y3 | Y4 | | Funding Source | Budget Description | Amount |
| | | | | | | | | | |
| | activities | | | | | UNDP | tbc | Financial services | 28,200 |
| | | | | | | UNDP | tbc | Conference costs | 16,000 |
| | | | | | | UNDP | tbc | Visibility activities | 80,000 |
| | Sub-Total for Outcome 1 Resources and Monitoring | | | | | | | | 526,220 |
| | Sub-Total for Outcome 1 | | | | | | | | 4,041,220 |
| OUTCOME 2: Strengthening disaster preparedness capacities at all levels | | | | | | | | | |
| Output 2.2: Biological risk management with focus on prevention and preparedness used for medium to longer-term risk monitoring and evaluation | 2.2.1 Biological hazard risk assessment and mid to long term measures developed | | | | | UNDP | tbc | Int'l Experts National Experts Workshops Contract Services Travel | 500,000 |
| | 2.2.2 Preparedness and response strengthened through business continuity plans and surge capacity plans for the health sector and other vital sectors that might be affected by the pandemic. | | | | | UNDP | tbc | | |
| | Sub-Total for Output 2.2. | | | | | | | | 500,000 |
| Output 2.3: Local risk assessment for LGUs supported (11 affected municipalities and then the remaining ones) | 2.3.1. Introducing local level and community participatory risk assessment replicating the methodology of pilot municipality | | | | | | | Int'l Experts National Experts Workshops Contract Services Travel | 160,000 |

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | Responsible Party | PLANNED BUDGET | | |
|---|--|------------------------|----|----|----|-------------------|----------------|---|------------------|
| | | Y1 | Y2 | Y3 | Y4 | | Funding Source | Budget Description | Amount |
| Gender Marker 2: Gender equality/women's empowerment is a significant objective | 2.3.2. Support development of pilot municipal local level risk assessment | | | | | UNDP | UNDP | | |
| | 2.3.3. Present final LLRA methodology to relevant institutions for approval | | | | | UNDP | UNDP | | |
| | 2.3.4. Extend support for developing LLRA to 10 additional earthquake affected municipalities. | | | | | UNDP | tbc | | 1,200,000 |
| | 2.3.5. Provide capacity building for independent LLRA undertaking | | | | | UNDP | tbc | | 50,000 |
| | Sub-Total for Output 2.3 | | | | | | | | 1,410,000 |
| Output 2.4: Local DRR Strategies & Local Civil Emergency Plans (LCEP) supported (11 affected municipalities and then the remaining ones) Gender Marker 2: Gender equality/women's empowerment is a significant objective | 2.4.1. Identify pilot municipality and designate core team leading the process | | | | | UNDP | tbc | | 10,000 |
| | 2.4.2. Develop, through a participatory approach the pilot LDRR Strategy and LCEP | | | | | UNDP | tbc | | 100,000 |
| | 2.4.3. Validate with relevant central and local institutions the LDRR and LCEP | | | | | UNDP | tbc | | 10,000 |
| | 2.4.4. Support first wave expansion for LDRR and LCEP to 10 municipalities | | | | | UNDP | tbc | Int'l Experts National Experts Workshops Contract Services Travel | 560,000 |
| | 2.4.5. Support development and adoption of LDRR and LCEP for all remaining municipalities. | | | | | UNDP | tbc | | 2,500,000 |

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | Responsible Party | PLANNED BUDGET | | |
|--|--|------------------------|----|----|----|-------------------|----------------|---|------------------|
| | | Y1 | Y2 | Y3 | Y4 | | Funding Source | Budget Description | Amount |
| | 2.4.6. Support organization of training on utilization of plans and conduct simulation table-top exercise to test community response and coping mechanisms | | | | | UNDP | tbc | | 300,000 |
| | 2.4.7. Document lessons learned and recommendations for change at policy level | | | | | UNDP | tbc | | 20,000 |
| | 2.4.8. Conduct public awareness campaign to present the results among the population. | | | | | UNDP | tbc | | 50,000 |
| | Sub-Total for Output 2.4 | | | | | | | | 3,550,000 |
| | Resources and Monitoring | | | | | | | | |
| | LT national experts, publications, financial services, conferences & workshops and other visibility activities | | | | | UNDP | tbc | National Experts | 372,040 |
| | | | | | | UNDP | tbc | Publication costs | 19,500 |
| | | | | | | UNDP | tbc | Translation | 8,000 |
| | | | | | | UNDP | tbc | Financial services | 28,200 |
| | | | | | | UNDP | tbc | Conference costs | 16,000 |
| | Sub-Total for Outcome 2 Resources and Monitoring | | | | | UNDP | tbc | Visibility activities | 80,000 |
| | Sub-Total for Outcome 2 | | | | | | | | 523,740 |
| | Sub-Total for Outcome 2 | | | | | | | | 3,243,740 |
| OUTCOME 3: Sustain Albanian's Regional & International Cooperation | | | | | | | | | |
| Output 3.1: Cooperation with EU Civil Protection Mechanism (EUCPM) and regional networking and knowledge sharing strengthened and sustained Gender Marker 2: Gender equality/women's empowerment is a significant objective | 3.1.1. Conduct gap analysis for membership to EU Civil Protection Mechanism of Albania | | | | | UNDP | tbc | Int'l Experts National Experts Workshops Training Contract Services Travel | 100,000 |
| | 3.1.2. Identify technical & institutional requirements for accessing the TESTA | | | | | UNDP | tbc | | 100,000 |
| | 3.1.3. Capacity Building to enhance awareness on the Union civil protection mechanism | | | | | UNDP | tbc | | 250,000 |

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | Responsible Party | PLANNED BUDGET | | | |
|------------------------------|--|------------------------|----|----|----|-------------------|----------------|------------------------|-------------------------------|---------|
| | | Y1 | Y2 | Y3 | Y4 | | Funding Source | Budget Description | Amount | |
| | 3.1.4. Support the roadmap preparation for the establishment of TESTA system | | | | | UNDP | tbc | | 70,000 | |
| | 3.1.5. Development of training materials and education programmes in line with EU guidelines. | | | | | UNDP | tbc | | 70,000 | |
| Resources and Monitoring | Sub-Total for Output 3.1 | | | | | | | | | |
| | LT national experts, publications, financial services, conferences & workshops and other visibility activities | | | | | UNDP | tbc | National Experts | 120,440 | |
| | | | | | | UNDP | tbc | Publication costs | 6,000 | |
| | | | | | | UNDP | tbc | Translation | | |
| | | | | | | UNDP | tbc | Financial services | 14,100 | |
| | | | | | | UNDP | tbc | Conference costs | 8,000 | |
| | | | | | | UNDP | tbc | Visibility activities | 40,000 | |
| | Sub-Total for Outcome 3 Resources and Monitoring | | | | | | | | | |
| | Sub-Total for Outcome 3 | | | | | | | | | |
| | Project Management | | | | | | | | International Project Manager | 549,000 |
| | | | | | | | | National Support Staff | 424,100 | |
| | | | | | | | | Travel Costs | 121,000 | |
| | | | | | | | | Equipment | 95,500 | |
| | | | | | | | | Running Costs | 185,650 | |
| | | | | | | | | Audit Costs | 20,000 | |
| | | | | | | | | Evaluation Costs | 30,000 | |
| Sub-Total Project Management | | | | | | | | | | |
| | | | | | | | | 1,425,250 | | |
| | | | | | | | | | | |
| | Sub-Total Project Costs | | | | | | | | | |
| | UNDP Management Fee | | | | | | | | 759,100 | |
| | | | | | | | | | 9,488,750 | |

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | Responsible Party | PLANNED BUDGET | | |
|------------------|--------------------|------------------------|----|----|----|-------------------|----------------|--------------------|-------------------|
| | | Y1 | Y2 | Y3 | Y4 | | Funding Source | Budget Description | Amount |
| | GRAND TOTAL | | | | | | | | 10,247,850 |

MODULE II (focus on material support for strengthening operational capacities at all levels)

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | Responsible Party | PLANNED BUDGET | | | | |
|---|---|------------------------|----|----|----|-------------------|---|---------|---------|--|---------|
| | | Y1 | Y2 | Y3 | Y4 | | Funding Source | Amount | | | |
| OUTCOME 1: Strengthening DRM institutional, policy and legal framework in Albania | | | | | | | | | | | |
| Output 1.2: National Civil Protection Agency (NCPA) supported in optimizing its functionality, role and capacities Gender Marker 2: Gender equality/women's empowerment is a significant objective | 1.2.3. Provision of IT equipment & furniture. | | | | | UNDP | Int'l Experts National Experts Workshops Training Contract Services Contract Goods Travel | 500,000 | | | |
| | Sub-Total for Output 1.2 | | | | | | | | 500,000 | | |
| | 1.10.1. Defining terms of reference to initiate the assessment process | | | | | | | | UNDP | Int'l Experts | 25,000 |
| | 1.10.2. Conducting risk analysis, based on EU methodology and best UNDRR practices | | | | | | | | UNDP | National Experts Workshops Contract Services Travel | 650,000 |
| Resources and Monitoring | 1.10.3. Present results and findings to key stakeholders | | | | | UNDP | tbc | 25,000 | | | |
| | Sub-Total for Output 1.10 | | | | | | 700,000 | | | | |
| | Publications, conferences and other visibility activities | | | | | UNDP | tbc | 20,500 | | | |
| | | | | | | UNDP | tbc | 8,000 | | | |
| | Sub total for Outcome 1 resources and monitoring | | | | | | 28,500 | | | | |
| | Sub-Total for Outcome 1 | | | | | | 1,228,500 | | | | |
| OUTCOME 2: Strengthening disaster preparedness capacities at all levels | | | | | | | | | | | |
| Output 2.1: Seismic hazard monitoring strengthened | 2.1.1. Assisting IGEWE in drafting requirements, specifications and terms of references | | | | | UNDP | tbc | 40,000 | | | |

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | | Responsible Party | PLANNED BUDGET | | |
|--|--|------------------------|----|----|----|--|-------------------|----------------|--|------------------|
| | | Y1 | Y2 | Y3 | Y4 | | | Funding Source | Budget Description | Amount |
| Gender Marker 2: Gender equality/women's empowerment is a significant objective | 2.1.2 Acquisition of new weak motion broadband (BB) stations equipment, consisting of sensors, data logger, GPS antenna and kits | | | | | | UNDP | Tbc | Goods/Software Travel | 370,000 |
| | 2.1.3 Acquisition of strong motion stations equipment, consisting of sensors, data logger, GPS antenna and kits | | | | | | UNDP | tbc | | 1,000,000 |
| | 2.1.4 Acquisition of equipment and software for facilitating preparation of micro-zonation studies | | | | | | UNDP | tbc | | 50,000 |
| | 2.1.5 Inspection and preparation of station field sites | | | | | | | | | 5,000 |
| | 2.1.6 Installation and commissioning of stations equipment and system | | | | | | UNDP | tbc | | 50,000 |
| | Sub-Total for Output 2.1 | | | | | | | | | 1,515,000 |
| Output 2.2: Local risk assessment for LGUs supported (11 affected municipalities and then the remaining ones) Gender Marker 2: Gender equality/women's empowerment is a significant objective | 2.2.5. Expand LLRA to remaining municipalities | | | | | | UNDP | UNDP tbc | Int'l Experts National Experts Workshops | 4,366,200 |
| | 2.2.6. Provide capacity building for independent LLRA undertaking | | | | | | UNDP | tbc | Contract Services Travel | 50,000 |
| | Sub-Total for Output 2.2 | | | | | | | | | 4,416,200 |
| Output 2.3: Local DRR Strategies & Local Civil Emergency Plans (LCEP) supported (11 affected municipalities and then the | 2.3.5. Support development and adoption of IDRR and LCEP for all remaining municipalities. | | | | | | UNDP | tbc | | 2,500,000 |

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | Responsible Party | PLANNED BUDGET | | |
|--|--|------------------------|----|----|----|-------------------|----------------|---|-------------------|
| | | Y1 | Y2 | Y3 | Y4 | | Funding Source | Budget Description | Amount |
| remaining ones) Gender Marker 2: Gender equality/women's empowerment is a significant objective | 2.3.6. Support organization of training on utilization of plans and conduct simulation table-top exercise to test community response and coping mechanisms | | | | | UNDP | tbc | Int'l Experts National Experts Workshops Contract Services Travel | 210,000 |
| | 2.3.8. Conduct public awareness campaign to present the results among the population | | | | | UNDP | tbc | | 30,000 |
| | Sub-Total for Output 2.3 | | | | | | | | 2,740,000 |
| Output 2.4: Operational capacities of 'first responders' strengthened Gender Marker 2: Gender equality/women's empowerment is a significant objective | 2.4.1. Reconstruction of three priority Fire Stations + basic equipment, including Lezha | | | | | UNDP | tbc | | 1,000,000 |
| | 2.4.2. Provide basic PPE for all fire-fighter stations in Albania | | | | | UNDP | tbc | National Experts Contract Goods Contract Services Training Travel | 3,000,000 |
| | 2.4.3. Perform training program to increase response capacity of fire-fighters in line with international standards | | | | | UNDP | tbc | | 200,000 |
| | 2.4.4. Provide basic equipment for operational rooms in each prefecture | | | | | UNDP | tbc | | 1,000,000 |
| | Sub-Total for Output 2.4 | | | | | | | | 5,200,000 |
| | Publication, conferences and other visibility activities | | | | | UNDP | tbc | Publication costs | 15,500 |
| | | | | | | UNDP | tbc | Conference costs | 8,000 |
| | Sub-total for Outcome 2 Resources and Monitoring | | | | | | | | 23,500 |
| | Sub-Total for Outcome 2 | | | | | | | | 13,894,700 |
| OUTCOME 3: Sustain Albanian's Regional & International Cooperation | | | | | | | | | |
| Output 3.1: Cooperation with EU Civil Protection Mechanism (EUCPM) and regional | 3.1.6. Support on the establishment of TESTA system | | | | | UNDP | tbc | Int'l Experts National Experts Workshops | 50,000 |

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | Responsible Party | PLANNED BUDGET | | |
|--|--|------------------------|----|----|----|-------------------|----------------|---|-------------------|
| | | Y1 | Y2 | Y3 | Y4 | | Funding Source | Budget Description | Amount |
| networking and knowledge sharing strengthened and sustained Gender Marker 2: Gender equality/women's empowerment is a significant objective | 3.1.7. Support to strengthening of cooperation protocols and single point of contact approach in dealing with UCPM | | | | | UNDP | Tbc | Training Contract Services Travel | 50,000 |
| | 3.1.8. Deliver training on UCPM legislation, implementing rules and overall procedures | | | | | UNDP | Tbc | | 50,000 |
| | 3.1.9. Technical recommendations related to establishment of communication links with the EU Emergency Response Coordination Centre (ERCC) | | | | | UNDP | Tbc | | 30,000 |
| | 3.1.10. Enable links and connectivity to EU monitoring tools and early warning systems (EFAS, EFFIS, Copernicus) | | | | | UNDP | Tbc | | 70,000 |
| | Sub-Total for Output 3.1 | | | | | | | | 250,000 |
| | Publication, conferences and other visibility activities | | | | | UNDP | Tbc | Publication costs | 9,000 |
| | | | | | | UNDP | Tbc | Translation | 4,000 |
| | | | | | | UNDP | Tbc | Conference costs | 4,000 |
| | Sub-total for Outcome 3 Resources and Monitoring | | | | | | | | 17,000 |
| | Sub-Total for Outcome 3 | | | | | | | | 267,000 |
| Project Management | Project Management Unit | | | | | | | Travel Costs | 31,500 |
| | | | | | | | | Administrative Associate | 64,800 |
| | Sub-Total Project Management | | | | | | | | 96,300 |
| | | | | | | | | | |
| | Sub-Total Project Costs | | | | | | | | 15,486,500 |

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | Responsible Party | PLANNED BUDGET | | |
|------------------|---------------------|------------------------|----|----|----|-------------------|----------------|--------------------|-------------------|
| | | Y1 | Y2 | Y3 | Y4 | | Funding Source | Budget Description | Amount |
| | UNDP Management Fee | | | | | | | | 1,238,920 |
| | GRAND TOTAL | | | | | | | | 16,725,420 |

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

VII.1 – Project Management Arrangements

The Project will be implemented under the framework of UNDP Albania Country Program 2017-2021.

At the highest management level, the Project will be overseen by a Steering Committee (PSC), as the central coordinating body for the implementation. The Steering Committee consists of three inter-related parties: Beneficiary, Supplier, and Executive.

Beneficiary – the group of individuals representing the interests of those who ultimately benefit from the project. The Beneficiary's primary function within the Steering Committee is to ensure the realization of project results from the perspective of the central Government and the ultimate beneficiaries who are the Albanian local governments.

Supplier – the group of individuals representing the interests of the parties which provide funding and technical expertise to the project. Supplier, in this case, are the project partners who financially contribute to the pooled fund.

Executive – the group of individuals responsible for the project compliance that is UNDP Albania. UNDP Albania will be responsible for the provision of project inputs, which will be provided according to UNDP rules and procedures, and in compliance with Project defined activities. UNDP will carry out the following functions as the Executive:

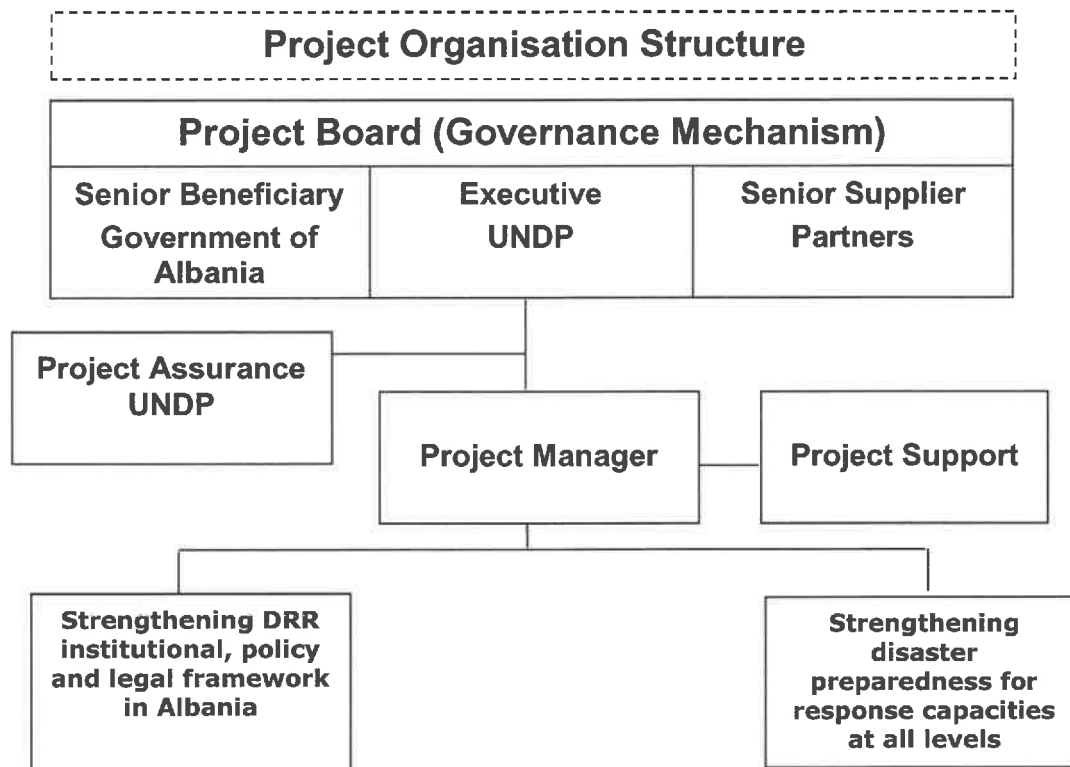
- Ensure that all activities are carried out in accordance with UNDP rules, regulations and procedures
- Provide technical support to the project activities including best practices and knowledge available to UNDP regionally or globally
- Provide operational and administrative support services to ensure efficient business processes, including establishing project assurance and project support mechanisms
- Assume responsibility for implementation oversight, financial management, reporting, and evaluation.

In line with the above UNDP standard management arrangement, the proposed composition of the Steering Committee is the following:

1. Ministry of Defence representative (co-Chair)
2. UNDP Resident Representative (co-Chair)
3. National Agency for Civil Protection (NACP)
4. Ministry of Interior representative
5. Associations of municipalities
6. Representatives of development partners contributing to the pooled fund
7. Other key stakeholders as deemed necessary and agreed by the PSC

The role of the Steering Committee will be to guide and monitor the progress of implementation and be responsible for making by consensus management decisions for the Project when guidance is required. The Steering Committee will meet periodically, at least every six months or as often as necessary upon the request of one of its members. The role and responsibilities of the Steering Committee are the following:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints.
- Address project issues as raised by the Project Manager.
- Guide on new project risks and agree on possible countermeasures and management actions to address specific risks.
- Review the project progress and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review the combined delivery reports before certification by the implementing partner.
- Appraise the project annual review report, make recommendations for the next annual work plan, and inform the outcome group about the results of the review.
- Provide ad-hoc direction and advice for exception situations when the project manager's tolerances are exceeded.
- Assess and decide to proceed on project changes through appropriate revisions.



For the day to day management and implementation of project activities, UNDP will establish a Project Management Team (PMT), which is accountable to UNDP for sound management of the project as well as effective delivery of project activities. The PMT will also play the secretarial role for the Steering Committee. The PMT will consists of an International Project Manager, 7 local experts and 5 support staff.

The project will be directly supervised and supported by UNDP Albania in the role of Project Assurance. UNDP Country Office will also ensure the provision of standard project implementation support services, including human resource, procurement, and logistics.

A detailed description of the latter functions within the project implementation structure is given below:

Project Manager:

- Guides and coordinates the daily work and reports to UNDP
- Plans the activities of the project and monitors progress against the approved work-plan.
- Mobilizes personnel, goods and services, and training to initiative activities, including drafting terms of reference and work specifications and overseeing all contractors' work.
- Monitors events as determined in the project monitoring schedule plan and updates the plan as required.
- Manages requests for the provision of financial resources by UNDP.
- Monitors financial resources and accounting to ensure accuracy and reliability of financial reports.
- Is responsible for preparing and submitting financial reports to UNDP every quarter.
- Manages and monitors the project risks initially identified and submits new risks to the Steering Committee for consideration and decision on possible actions if required; updates the status of these risks by maintaining a project risk log.
- Captures lessons learned during project implementation
- Performs regular progress reporting to the Steering Committee as agreed.
- Prepares the annual work plan for the following year, as well as quarterly plans if required.
- Updates the Atlas Project Management Module Is per the implementation progress.

Project Management Team:

- Coordinates and monitors the implementation of various components of the project and the performance of the various TA contracts
- Coordinates inputs and necessary support of all concerned institutions for the most efficient and prompt results.
- Assesses the need for additional expertise required and formulate those needs for their engagement

- Assists in drafting necessary conceptual documents and disseminating them to the institutions concerned.
- Coordinates and guide the work of the regional coordinators
- Coordinates with ASLG and seek support for troubleshooting implementation issues
- Provides expert support to the counterparts
- Ensures PR and awareness on the activities and their progress reaches the appropriate audiences and builds support and cooperation
- Assumes the role of technical secretariat for the Steering Committee

UNDP Project Support:

- Set up and maintain project files.
- Collects project related information data.
- Assists the Project Manager in updating project plans.
- Administers Steering Committee meetings.
- Administer project revision control.
- Establishes document control procedures.
- Compiles, copy and distribute all project reports.
- Provides financial management under the responsibility of the Project Manager.
- Provides support in the use of Atlas for monitoring and reporting.

UNDP Project Assurance:

- Ensures that funds are made available to the project.
- Ensures the project is making progress towards intended outputs.
- Performs regular monitoring activities, such as periodic monitoring visits and "spot checks".
- Ensures that resources entrusted to UNDP are utilized appropriately.
- Ensures that critical project information is monitored and updated in UNDP's Atlas system.
- Ensures that financial reports are submitted to UNDP on time and that combined delivery reports are duly signed.
- Ensures that risks are adequately managed and that the risk log in Atlas is regularly updated

VII.2 – Financial Management Arrangements

VII.2.1 – Pooled Budget Management

UNDP will dedicate a unique and identifiable project code (ATLAS Award ID) for financial management of the project. UNDP will:

- Produce a project budget, unique to this project which is identifiable in all transactions and which will be the budget into which third-party and government cost sharing contributions (donor contributions) will be credited (accounts receivable) for carrying out of the project activities
- Ensure physical security of financial contributions, cash, and records,
- Disburse funds in a timely, proper and effective manner,
- Ensure financial recording and reporting, and
- Prepare, authorize and adjust commitments and expenses.

Government and Third Party (Donor) Contributions

Upon indication of commitment from the country Government and/or other donors, the latter will be expected to pool their resources into the Budget of this project which is identifiable in accounting terms by UNDP (unique ATLAS ID). UNDP will also contribute from its own core resources (TRAC) allocated to Albania.

A contribution agreement between the country Government / Donor and the UNDP will be required. Standard UNDP agreement templates are in place as applicable to all participating donors in Albania. Only standard agreements will be concluded to avoid delays in resource mobilization and negotiations.

1. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.

2. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
3. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
4. All financial accounts and statements shall be expressed in United States dollars.
5. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.
6. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [] above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
7. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) 8% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
 - (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.
8. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
 9. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP."

Recognition of revenue on donor contributions (standard third-party cost sharing)

- a) The standard third-party cost sharing agreement enters into force upon signature of the donor and UNDP. Therefore, revenue will be recognized only upon signature of agreement by both parties. All installments will be recognized as revenue based on dates in the schedule of payments of the agreement. Where the agreement's entry into force is upon signature and first deposit (i.e. the first payment from the donor) revenue will only be recognized after signature and first deposit
- b) For multi-year contributions, revenue is recognized based on the dates in the schedule of payments in the agreement. The schedule of payments is an indication of the intended period to which the funds relate.
- c) Funds received prior to signature and entry into force of an agreement must be recognized as a liability (deferred income) and recognized as revenue in accordance with the revenue recognition policy when the donor agreement is signed.

All these funds will be recorded in a unique, recognizable ATLAS ID account for the project, according to the established rules for receivables. Following the procedures to record project expenses and reimbursements enables adequate budgetary and financial control, as well as the preparation of financial reports for the implementing partner, the government, and the donors.

VII.2.2 - Financial Reporting and Budget Controls

The UNDP will avail of several tools to monitor national execution finances by UNDP. The Combined Delivery Report (CDR) is the only accepted formal financial reporting tool, which must be signed by UNDP and certified by the Ministry of Defence. The Project Budget Balance Report and the Project Transaction Detail report are generated unilaterally by UNDP for monitoring and budget control purposes and do not constitute official financial statements.

UNDP will prepare a **Combined Delivery Report (CDR)** at the end of each quarter and at the end of the year. The Combined Delivery Report is a mandatory official report which reflects the expenses and funds utilized on a project. The report presents two pages, expense and funds utilization. The expense page reflects the total expenses (recorded in Atlas) of the project during a period. The Funds Utilization page reflects undepreciated assets, prepayments, inventory, and outstanding commitments made by UNDP as direct support to the project. The final Combined Delivery Report at the end of each quarter or the year must be signed by UNDP and certified by the Ministry of Defense to confirm the validity of the expenses incurred on behalf of the project for the reporting period. The Combined Delivery Report is presented to the donors through the Country Office in Tirana as well as through annual donor reports produced globally for each UNDP donor.

The **Project Budget Balance** report will be used to monitor and manage budgetary availability for the Project. It shows budget balances and budget utilization rate of the project. This report will be made available in summary level (project, output, activity, responsible party) and detail level (project, output, activity, responsible party, budgetary department, fund, donor, account). UNDP will avail updated Project Budget Balances to the Project Steering Committee for monitoring purposes. This report is a UNDP report for monitoring the financial movements of all projects and does not constitute a financial statement.

The **Project Transaction Detail** report provides the lowest level of transactional details supporting commitments, expense, and full cost of asset amounts shown on the project budget balance report. The report shows transactions at the project/output/activity/Chart of Accounts level, including voucher/purchase order IDs, vendor ID and name, and line descriptions. The UNDP will avail updated transaction details to the Project Steering Committee for monitoring purposes. This report is a UNDP report for monitoring the financial movements of all projects and does not constitute a financial statement.

VIII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Albania and UNDP, signed on 17 June 1991. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNDP Albania ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures.

IX. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]⁸ [UNDP funds received pursuant to the Project Document]⁹ are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

⁸ To be used where UNDP is the Implementing Partner

⁹ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

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

- g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.
- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

X. ANNEXES

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening Template**, including additional Social and Environmental Assessments or Management Plans as relevant.
3. **Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
5. **Project Board Terms of Reference and TORs of key management positions**

ANNEX 1: RISKS AND MITIGATION MEASURES

| # | Description | Date identified | Type | Impact & Probability (scale 1 min. - 5 max.) | Countermeasures / Management response | Owner | Submitted, updated by | Last Update | Status |
|---|---|-----------------|--------------------------|---|--|-------|-----------------------|-------------|--------|
| 1 | Lack of ownership and support from GoA. | Design phase | Strategic Organisational | P=3 I=3 | GoA commitment is crucial for the success of the Project. In case there are clear signals that full ownership and support from the beneficiary is diminishing, Project Team will do its utmost to secure this commitment. UNDP has already started work in identifying capacity needs and gaps through a multi-stakeholder involvement approach and also formalizing National DRR Platform, for taking the lead and as an effective tool to achieving project results | | | March 2020 | |
| 2 | Lack of cooperation between different levels of government (local level-entities-state level) | Design phase | Political | I = 3 P = 3 | Fully representative Project Board with key stakeholders form different levels. Continuous sharing of information and coordinating responses with UNDP facilitating dialogue. The project will conduct awareness campaign at grassroots' level on the natural hazards, vulnerabilities and risks and benefits for reducing these risks. It will also make significant efforts to mobilize and empower local communities. | | | March 2020 | |
| 3 | Natural Disaster of medium to large scale | Design phase | Environmental Health | P=3; I=4 P=3; I=4 | Project will work on enhancing disaster preparedness for response mechanisms. Potential need for deviation from the original plan for the project implementation due to possible transfer of attention (human and financial resources) to the emergency response and early recovery efforts | | | March 2020 | |
| 4 | Changing policy direction, in case of a change of government | Design phase | Political | I=5 P=2 | The new government could lead to changing perspectives regarding DRR. Why perspectives may differ, DRR objectives and (alternative approaches) ways to achieve them will be discussed and agreed. The project will have constant consultations with high-level government representatives and will carry out lobbying and advocacy campaigns in support of DRR. This will reduce the impact of the risk to the minimum level. | | | March 2020 | |
| 5 | Slower project progress due structural changes or | Design phase | Political | I=4 P=3 | The project, through its components will work on knowledge management and ensuring the establishment of systematic | | | March 2020 | |

| # | Description | Date Identified | Type | Impact & Probability (scale 1 min. - 5 max.) | Countermeasures / Management response | Owner | Submitted, updated by | Last Update | Status |
|---|--|-----------------|-------------|---|---|-------|-----------------------|-------------|--------|
| | unavailability of counterpart bodies/staff in line ministries / municipalities especially during/after general/local elections | | | | institutional memory of the Project at the short, medium and long term, so that the new government staff can continue building on this information. | | | | |
| 6 | Operational limitations resulting in a delay in project implementation | Design phase | Operational | P=2 I=2 | Ensure timely and quality planning for all project activities, including plans for procurement of services and goods. Convene Project Board to notify of possible implications on timely implementation, discuss reasons and find ways to overcome obstacles. | | | March 2020 | |
| 7 | Ambitious timetable for a reaching all the project goals | Design phase | Operational | P=2 I=2 | Project goals are ambitious. Reaching these ambitious goals will only be possible if a clear road map will be defined in due time with all stakeholders supported by UNDP expertise and insight | | | March 2020 | |
| 8 | No finances are available for proper operation and maintenance of the early warning equipment | Design phase | Financial | P = 3 I = 4 | The project will assess the institutional arrangements and capacity for the operation and maintenance of the early warning equipment and develop Institutional capacity development plan - O&M detailing manpower and financial requirements, and training needs, for the efficient O&M. The project will assess existing roles and responsibilities and the capacity of staff responsible for operation and maintaining, establish mechanisms for population and maintenance of centralized database and prepare an operational plan network including transmission of data, data management, data analysis and reporting procedures. The maintenance plan will cover manpower, technical capacity, material and finance requirements. The project will also review existing financing, identify resourcing, and training needs as well as institutional arrangements for the management of the proposed new equipment, and develop and implement O&M financing mechanisms for them. | | | March 2020 | |