



United Nations Development Program

UNDP Project Document

Armenia: “Strengthening National Disaster Risk Reduction Capacities”

Summary

Armenia is at high risk of natural disasters, owing to high levels of exposure and vulnerability, as well as insufficient capacity to manage risks. The Government of the Republic of Armenia assigns a high priority to disaster risk reduction and has created and updated a sound legal and regulatory framework for DRR, signed bilateral and multilateral agreements, acceded to the international conventions, allocated significant resources, established structures to coordinate and implement activities in the field, and encouraged participation of civil communities. Armenia being a signatory of *Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters* has been active in its implementation, monitoring, and reporting.

UNDP has supported implementation of three phases of the project entitled “Strengthening of National Disaster Preparedness and Risk Reduction Capacities.” The proposed project is the continuation of the previous phases and aimed at building upon their achievements. It will be co-funded by the UNDP national partner, the Ministry of Emergency Situations (MoES), introducing a cost sharing principle. Application of the new funding method is an evidence of MoES ownership of the project and its willingness to deepen its further cooperation with UNDP. This new funding mode was confirmed in the Minister’s official letter to UNDP RR proposing the extension of the project for another three years. It is also agreed to maintain the programmatic approach in order to ensure consistency of further undertakings and the sustainability of the project impact. It is suggested to keep the same project outputs with revision and justification of activities and expected results considering the MoES strategic priorities and needs, as well as linking with other already ongoing initiatives.

The first output of the project is “Enabling environment for the implementation of the National DRR Strategy and Hyogo Framework for Action is strengthened“. This will be accomplished through implementation of a National Disaster Risk Reduction (DRR) Strategy (adopted by the Government Decree 07.03.2012). The project will elaborate a strong public education and awareness component of the National DRR Strategy. UNDP Armenia also will work to promote capacity development activities in

regard to DRR regional/local teams sustainable functioning.

The second output of the project is “Improved coordination and cooperation in disaster risk reduction.” In partnership with MoES, UNDP Armenia will continue supporting the well-functioning of the National Platform for DRR, as a common mechanism for coordination of DRR activities in the country and a vehicle for the implementation of National DRR Strategy and HFA. UNDP Armenia also will work to promote the development of the Crisis Management State Academy in order to further strengthen and upgrade its institutional capacities considering the Academy as a main source of qualified specialists in DRR and Emergency Management.

The third output of the project is “Integration of disaster and climate risk management into community, local, and municipal development.” Based on the achieved results (see below table) and lessons learned in previous phases of the project, UNDP Armenia and MoES will continue joint efforts towards mainstreaming of DRR in the development through integration of DRR into local development sectoral planning. The project will also pilot an introduction of “Community Risk Certificates” (in 100 communities) by engaging DRR Regional and Local teams as major players at local level

The project will be implemented over a period of 36 months. At the same time, some activities were already conducted utilizing the funds allocated by UNDP for 2013, when AWP amendment for \$50,000 (TRAC 1) signed on 28 December 2012 to keep project going. A broad range of stakeholders will participate in the project, with special attention to vulnerable social groups. The main implementing partners are the Ministry of Emergency Situations and Disaster Risk Reduction National Platform.

SIGNATURE PAGE

Country: Armenia

UNDAF Outcome 4:	Environment and disaster risk reduction is integrated into national and local development frameworks
Expected CP Outcome (s):	National capacities for Disaster Risk Management are strengthened
Expected Output(s):	Capacities for disaster risk reduction are strengthened on national and local level; to prepare, mitigate and respond to natural and technological hazards, and public health threats.
Executing Agency:	Ministry of Emergency Situations of the Republic of Armenia
Implementing partners:	Ministry of Emergency Situations, UNDP, DRR National Platform, DRR Regional teams

Programme period:	<u>2013-2015</u>
CPAP Programme Component:	_____
Project Title:	<u>Strengthening</u> <u>National Disaster Risk</u> <u>Reduction Capacities</u>
Atlas Award ID:	_____
Start date:	<u>01 January 2013</u>
End Date	<u>31 December 2015</u>
PAC Meeting Date	_____

Total required resources,	\$ 1,000,000
Total allocated resources:	\$ 180,000
• Regular (UNDP CO)	<u>\$ 50,000</u>
• Other:	
o TRAC 3	<u>\$ 00</u>
o Government	<u>\$ 130,000</u>
Unfunded budget:	\$820,000
Requested amount from BCPR:	\$ 500,000
UNDP CO contribution	\$ 50,000
In-kind Contributions (MoES, Private sector)	\$ 270,000
MoES provides also office space for the Project Implementation Unit	

Agreed by (Executing Entity):

Armen Yeritsyan

Minister of Emergency Situations of RA

signature

Agreed by (UNDP):

Bradley Busetto

UN Resident Coordinator

UNDP Resident Representative

signature

1 SITUATION ANALYSIS

1.1 Disaster Risk

Armenia lies in one of the most seismically active regions of the world. Earthquakes have affected large numbers of people and caused significant economic losses over the past 20 years. The 1988 Spitak earthquake in Armenia that killed 25,000 people, injured 15,000, left 517,000 people homeless, caused significant damage to several cities, and resulted in direct economic losses of \$ 14.2 billion. The landslide hazard zone covers one-third of the country, primarily in foothill and mountain areas. Around 15 % of the total population is exposed. Average annual damages from landslides amount are \$10 million.

Meteorological disasters have become more frequent and intense in the last few decades. Floods, mudslides, and debris flows threaten half of the country's territory. These occur once every three to ten years, mainly in medium-altitude mountainous areas. Average annual damage from mudflows in the past four years is \$2.9 million. Drought occurs almost every year in one or more locales of Armenia. In 2000-01 a severe drought resulted in losses of around \$143 million in Armenia (with 297,000 people affected). Hailstorms and strong winds cause significant damage to the agricultural sector, with average annual losses of \$30-40 million and \$3.6 million, respectively.

Climate change is expected to amplify the frequency and intensity of meteorological hazards in Armenia. With the expected temperature rise of 1.7°C and precipitation decline of 10%, the lengths of dry spells within years will increase, precipitation events will be more intense in wet periods, and the number of extremely moist and extremely dry years to rise. Alternating drought and flood periods, together with shifting rainfall patterns, could expand mudflow zones in foothill areas.

The risk of technological disasters is also significant, owing to the presence of 26 enterprises that produce hazardous chemicals and 1,500 enterprises are at risk of explosion or catching fire. The Metsamor nuclear power plant is located in a seismically active zone.

The population, economy, and environment of Armenia are highly vulnerable to natural hazards. Poverty incidence is around 30% and is concentrated in rural areas and provincial cities. A high degree of urbanization (64%) concentrates disaster (particularly seismic) risks in cities. The economy remains highly vulnerable. In any given year, there is a 20% chance that a major disaster will result in losses of 12.7% of GDP.

1.2 Baseline for UNDP Intervention

Disaster risk reduction (DRR), being an inseparable part of development, is recognized as a priority in Armenia, as embodied in the DRR National Strategy recently adopted by the Government of Armenia (March 7, 2012)¹. Proceeding from the National Security Strategy, DRR is seen as the most important element of the state's security and its sustainable development, and, pursuant to the provisions of the DRR Strategy and Plan of Action 2012 – 2015, it is to be incorporated into sectoral development plans. Practical integration of DRR in the development programs and processes, particularly at the community

¹ Disaster Risk Reduction Strategy of the Republic of Armenia, Decision N-281 of March 7, 2012, Government of RA.

level is a major challenge, which will require building a new mentality and behavior, i.e. a new DRR culture in Armenia.

UNDP has supported implementation of three phases of a project entitled “Strengthening of National Disaster Preparedness and Risk Reduction Capacities.”² The project worked with the ARS (later incorporated into the Ministry of Emergency Situations) to pilot a local level risk management module in the Ararat region of Armenia – a complex, multi-component approach that was based on the risk, vulnerability and capacity assessments, public awareness campaigns, training of local communities and authorities and supporting small-scale disaster mitigation projects. The first phase of the project also focused on enhancing public information capacity of the State Rescue Service aimed at increasing awareness of public at large. The second phase of the project addressed policy level and reviewed existing institutional and legal frameworks for managing and reducing disaster risks and strengthening of risk identification, assessment and monitoring systems that contribute to the overall early warning schemes.

In order to systematize capacity development efforts and identify significant gaps, in late 2009 and early 2010, UNDP’s Bureau of Crisis Prevention and Recovery (BCPR) and Capacity Development Group, jointly with the Ministry of Emergency Situations, embarked upon a capacity assessment of the national DRR system in Armenia. The capacity self-assessment established a measurable base line of DRR capacity in Armenia and assisted all involved in identifying and prioritizing key DRR actions (see the Capacity Development Action Plan provided in Annex 1), at a time that the National DRR System was being consolidated.

Proceeding from the results of the capacity assessment and subsequent consultations with MoES, UNDP has supported MoES and other stakeholders in addressing key areas of the action plan. The project “Strengthening of National Disaster Risk Reduction Capacities” (2010-13) assisted MoES in the establishment of a National DRR Platform, elaboration of a National DRR Strategy, creation of a National Disaster Observatory, and development of approaches and instruments for local level risk management and climate risk management. These actions are mutually supportive and have contributed to a **conceptual transition in Armenia from a response-focused towards a more prevention-oriented approach.**

In order to ensure the further sustainable development of DRR capacities and culture, as well as taking into consideration the achievements gained due to the successful cooperation between UNDP, MoES and main DRR Actors, the Ministry of Emergency Situations requested the continuation of the project for another three years. It was suggested to structure the activities along the lines of existing strategic programs and the action plan of the capacity self-assessment of 2010, using ongoing project outputs, with a revision and justification of activities and expected results.

² The project was initiated by UNDP financial and technical support. It lasted for 5 years, being implemented from 2007 to 2012 in three consecutive phases and project total budget amounting at more than USD 1.8 million. More than 80% of required funding was provided by BCPR while the remaining part was borne by UNDP TRAC 1 (CO).

2 STRATEGY

The proposed project will build upon the foundation laid in 2007-12 to support further work on disaster prevention with Ministry of Emergency Situations and other partners. As noted above, the main directions for DRR were identified in 2010 and embedded in a Capacity Development Action Plan. Concurrently with the elaboration of the National DRR Strategy, UNDP continued the process of identifying priorities in detail, which are expressed in the Priorities for National Disaster Preparedness and Risk Reduction Capacity Development, 2012-15 (presented in Annex 2). The project will work with MES upon a number of actions specified in the Action Plan and Priorities, including further institutional and technical development of the National DRR Platform and Crisis Management Center, and execution of priority prevention actions per the National DRR Strategy (see table below). The project also will work to further integrate DRR into local development processes and replicate approaches already developed in seismic and climate risk management, while advocating a stronger enabling environment and developing capacity for LLRM at the regional and national levels.

The Priorities for Disaster Preparedness and Risk Reduction Capacity Development 2012-2016 also serve as the rationale for the government intention to share costs with UNDP in executing the project. The cost-sharing principle proposed by the MoES is evidence national ownership of the project and the government's commitment to continue to develop the capacity of the DRR system at all levels, in cooperation with UNDP. Some of the reasons of for the Government decision on this approach are as follows:

1. Political will to lead the process for development of a resilient country;
2. Close cooperation between the Government and UNDP is already established, with a common position on developing a DRR culture in Armenia;
3. Willingness to promote national coordination and information management mechanisms through the further development of DRR National Platform and Crisis Management Center; and
4. HFA and DRR are considered among the national priorities in the context of the National Security and Sustainable Development Program.

Table 1: Selected Areas Addressed under the Capacity Development Action Plan

Action	Time Frame		
	Short	Medium	Long
Establish and develop a National DRR Platform in Armenia, based on relevant best practice and existing needs		X	X
Prepare and finalize a national DRR Strategy, with MoES leading the process, by engaging key stakeholders and developing clear strategic goals.	X		
Facilitate the ongoing establishment of Crisis Management Center, which would improve information management system and overall coordination between DRR structures in Armenia		X	
Develop and implement a national DRR public awareness strategy, based on the main issues and target audiences, with effective use of media, ICT and other technologies		X	
Develop a National Disaster Observatory which will unify the disparate databases of various agencies	X		
Develop common methodologies and procedures for risk analysis, as well as calibration and validation of assessments		X	
Strengthen capacities for precise hazard analysis and vulnerability assessment, combined with cost-benefit analysis of potential DRR interventions		X	
Mainstream DRR at community level into planned changes to the legislation and institutional framework		X	
Develop consistent policies and networks to promote the engagement and involvement of communities effectively in DRR		X	
Provide technical assistance in mainstreaming of DRR into the local planning and budgeting, including development of “reserve funds” and plans for early recovery at Marz and community levels	X		

The actions of the project will be mutually supportive. The establishment of the National Platform has provided a vehicle for executing the National DRR Strategy and HFA, as well as “ensuring disaster proof development in any developmental initiatives.” It further strengthening will contribute to the directions. Strengthening of the Crisis Management Centre also will have implications for execution of the National DRR Strategy, as it is the hub for risk information and analysis in the country. Local level DRR mainstreaming has been and will be a thematic focus area for the National Platform, which can advocate for a supportive enabling environment and adequate resources at local level.

The proposed project will establish and institutionalize coordination and cooperation in the DRR system by developing the capacity and simultaneously linking of national and regional bodies (such as the National Platform and regional/marz DRR teams). Similarly, sharing of experiences, approaches, and information will be promoted horizontally among marz and community stakeholders, as well as national bodies.

Where appropriate and feasible, DRR will be linked with other thematic areas to develop new approaches. Engagement with Energy and Environment will continue in the local level climate risk management component of the DRR program, and expand to national level in coordinating and cooperating with the forthcoming follow-up to the Climate Risk Management Technical Assistance

Support Program.³ For the development of specific actions to integrate DRR into development, the project will coordinate with the Poverty Reduction practice in Bratislava Regional Centre. Finally, actions in support of the Crisis Management Centre and local level risk management will be linked with a proposed regional project (jointly with the Knowledge and Innovation practice) for apply ICT to DRR.

At an international level, the proposed project will continue to support international cooperation in Armenia through executing actions to facilitate ISDR's Mainstreaming Adaptation and Disaster Reduction into Development (MADRID) programme and enrolling municipalities in the Resilient Cities campaign. Armenia's DRR programme will continue to be active in facilitating cooperation among DRR agencies using Community of Practice, international forums, and other platforms.

The knowledge management plan of the project is as follows: The proposed project will continue to provide strong support to the development of a DRR culture at national, regional (marz) and community levels. This will be accomplished in collaboration with the Crisis Management State Academy (CMSA)⁴, which has substantial capacity for developing public education. The regional and community DRR teams will be appropriately provided with the updated DRR knowledge and information in order to facilitate a continuous awareness-raising process. The project will work with CMSA to initiate the involvement of its students (on a volunteer basis) in public education activities of the project. The proposed project will provide support to the National Platform and DRR regional teams in managing public education and awareness activities at regional and community levels, utilizing an educational package (on DRR strategy and HFA implementation) already published and distributed to 915 communities.

DRR-related workshops, trainings, conferences etc. will be facilitated by the DRR National Platform with UNDP support and the active involvement of DRR regional teams, CMSA volunteers, and relevant stakeholders. All project activities, processes, and lessons learned will be well-documented and shared within the framework of the DRR National Platform. This information will be used not only in the national context, but also on regional as well as broader multi-national levels. Lessons learned about how to make disaster risk reduction an integral part of development will be promoted throughout the project implementation. Women, due to their social roles, discrimination and poverty, are affected differently and often disproportionately by the effects of natural disasters and climate change. Mainstreaming gender into DRR offers an opportunity for re-examining gender relations in society from different angles and enhancing gender equality in socioeconomic development. The project proposes mainly advocacy efforts for considering and integrating gender issues in DRR activities. These efforts are built on the previous experience of UNDP DRR project and accumulated knowledge and information. The project will address gendered vulnerabilities by applying a cross-cutting approach, such as disaggregating risk information and ensuring sufficient representation of women decision-making processes and actions. It will also undertake dedicated actions such as providing training on gender-sensitive DRR. Within the framework of the DRR National Platform, the project will address women's

³ CRM-TASP is a global project (2009-13) managed by BCPR's Disaster Reduction and Recovery Team, for which Armenia was selected as the pilot country in ECIS.

⁴ Crisis Management State Academy of the MoES is considered as a main and professionally responsible player to establish and consult DRR public education and methodological materials, as well as to develop relevant publications.

unique needs and values, work to incorporate women’s knowledge into disaster reduction and recovery policies, plans and programs as well as assist in strengthening women’s networks and organizations to facilitate women’s active engagement in DRM at all levels. Support will also be provided to incorporate gender analysis in the assessment of disaster risks, impacts and needs.

To ensure continuation of gender mainstreaming activities carried out during the project’s previous phases, the project proposes interventions in capacity development, advocacy and policy development, programmatic initiatives and training and education. Proposed activities would include the following:

- Capacity Development: Gender trainings on DRR Strategy and HFA implementation, as well as Local Level Risk Management. Provision of gender sensitized tools (developed during previous phases) and adequate training for state agencies/experts dealing with risk assessments to ensure assessment data is gender sensitive, and specific needs and issues of women and men, boys and girls are taken into consideration.
- Advocacy and policy development: Organize a public awareness campaign on gender-sensitive disaster risk reduction, which will include newspaper articles, PSAs to be broadcasted on national and regional TV channels, TV & radio programs, etc. Based on the previous experience the hand-to-hand delivery of promotional materials will be applied as a most effective way of communication. The DRR NP will share existing materials, publications, PSAs etc. with DRR main stakeholders at all levels.

3 OBJECTIVE, OUTPUTS, AND ACTIVITIES

The objective of this project (2013-2015) is to reduce disaster and climate risks in Armenia through strengthening DRR system at all levels. Outputs in support of this objective are as follows:

- Supporting instruments and capacities developed for the execution of National DRR Strategy
- Improved coordination and cooperation in disaster risk reduction
- Integration of disaster and climate risk management into community, local, and municipal development

The activities in support of these outputs are described below (**See RRF/AWP for more detailed description**).

Output 1: Supporting instruments and capacities developed for the execution of National DRR Strategy

The project will continue provision of technical expertise and support towards the execution of the DRR National Strategy and Hyogo Framework for Action (HFA). For the purpose of consultations and advocacy to develop and finalize legal acts and policies, workshops and meetings will be held with a broad range of government, civil society, and international stakeholders. The Ministry of Emergency Situations will lead the process, using the DRR National Platform’s established network of stakeholders at national, regional and local levels. Ongoing cooperation with ISDR’s Mainstreaming Adaptation and Disaster Reduction into Development (MADRID) program will advance mainstreaming of DRR and CRM

into national, regional and local level development planning, in support of the DRR National Strategy and HFA objectives.

The output will have the following activities:

- Assist in the development of a monitoring and evaluation system for the National DRR Strategy through the establishment of a multi-agency M&E team on the DRR National Platform, ensuring its proper performance, reporting principles and procedures.
- Assist DRR National Platform and MoES for further development of existing DRR human capacities at national, regional and local levels including establishment of experts/specialists roster.
- In cooperation with the Ministries of Economy, Finance and Emergency Situations initiate the review and revision (if required) of existing legislation and financial approvals/allocations to mainstream DRR (including CRM and Gender) in the Sector Development plans.
- Promote the development of DRR/CRM checklist for all governmental development programs to become the criteria for the Ministries of Economy and Finance. It would serve as a basis and practical tool for the consideration of DRR in the *Armenia Development Strategy for 2012-2025*⁵.
- Facilitate the elaboration and introduction of Volunteer Service policy consolidating the DRR stakeholders' efforts within the framework of the DRR National Platform.
- Promote gender sensitive DRR issues at all levels.

Output 2: Key institutions developed for improved coordination and cooperation in disaster risk reduction

Based on the achievements of the project's previous phases in relation with improvement of cooperation and coordination initiated by the Government of Armenia and supported through UNDP/BCPR, the provision of further support will be aimed at ensuring consolidation of a common network dealing with the risk reduction and response and recovery phases of the disaster cycle. The activities in support of this output are described below.

Activity 2.1: Facilitate development of the National Platform for DRR in Armenia

UNDP will provide necessary technical advice and expertise to ensure functionality of the National Platform, as the main vehicle for the implementation of the National DRR Strategy. Facilitation will take the form of consultations, workshops, trainings, and the development of advocacy and public education materials. The project will also set up Small Grants projects in order to ensure the functionality of NP

⁵ Armenia Development Strategy for 2012-2025;

- CHAPTER 2 Priorities and main objectives, Paragraph 29-**Priority 5-“Development of Resilient Country”**.
- CHAPTER 3.3 Forecasting Risks, **Paragraph 89 – “Mainstream DRR/CRM into sectoral development considering risk impact on the development process and development-risk relation.**
- CHAPTER 9.2.1; **Paragraph 399 “Development of Disaster Management electronic administration”**
- CHAPTER 9.3, Development of self-governance system and reform priorities, **Paragraph 412: “Integrate DRR into community sectoral development (using Community Risk Certificate format)”**

with relation to the development of human resources/experts, cooperation at regional and local level, and mainstreaming DRR and CRM into development.

This facilitation work will also encourage the participation of various stakeholders in the process and ensure that gender issues are mainstreamed into all DRR activities. Gender issues will be prominent in produced materials, and women participation in all project activities will be guaranteed and promoted.

The activity will have the following components:

- Provide necessary technical advice and expertise to ensure functionality of DRR NP and further capacity building of DRR NP secretariat;
- Consultation, workshops and trainings to facilitate smooth functioning and capacity building of the NP and its thematic groups (on Strategy Implementation, Gender in DRR, MADRiD program, LLRM implementation etc);
- Support the NP for further cooperation within the initiatives of MADRiD context in relation to promote and establish MADRiD program implementation in the country;
- Provide necessary support to the NP to present the latter in international conferences, meetings, and debates to share experiences, lessons learned, achievements, as well as to establish cooperation links between other NPs, donors, and interested actors.

Activity 2.2: Establishment of a Crisis Management Center aimed at improving the information management system and overall coordination between DRR structures

With the support from the Government of Armenia, UNDP, Swiss Agency for Development and Cooperation (SDC) and (EC-funded) Prevention, Preparedness and Response to Disasters East (PPRD East) the Crisis Management Center has developed considerably in the last few years. A cooperation network was established among the UNDP, SDC and PPRD East to join the efforts for further capacity development of CMC. The proposed project will work in cooperation with UNOCHA Regional Office Information Management experts and continue cooperation with PPRD East and SDC to finalize the methods and tools, database design, working out day-to-day data collection and analysis procedures as well as the strategy for CMC. UNDP will provide support and facilitate adoption of the CMC Strategy and development of mechanisms for making the CMC fully functional. Apart from the mentioned there might be need to provide minimum IT and other equipment required for development of CMC regional branches in 10 regions of Armenia.

The activity will have the following components:

- Facilitate the effective performance and further development of the MoES Crisis Management Center, aimed at improving information management system and overall coordination between DRR structures nationally and internationally;
- Facilitate development of common strategy at MoES for appropriate using information technology, and present to the MoES for approval;
- Provide support in establishment of IT department at MoES, which will be responsible for coordinating and maintenance of the Integral Complex Information System (including also -

Crises Management System). The ICIF will be a common central space for storing and publishing data, which will be used in prevention, preparedness and response for emergencies. The system will:

- ✓ Clean the existing unstructured data sources of information, remove duplicities
 - ✓ Create one central place for storing and sharing information with provided high security and access.
 - ✓ Decrease the expenses needed for updating existing database
 - ✓ Give possibility to use the right information for each department, branch and other stakeholders
 - ✓ Improve the effectiveness of every new investment in information technology
 - ✓ Improve the effectiveness of civil protection and DRR
- Provide support to develop the capacity of CMC personnel in data collection, analysis and database design/management through the development of a training and re-training package, provision of on-the-job trainings, workshops and consultations.
 - Furnish technical expertise and facilitate extensive consultations with MoES in assessing the needs for the establishment of CMC regional branches.
 - Assist in promoting the MoES and DRR NP further attempts in employing people with disabilities, provision of required working conditions and related environment in CMC
 - Facilitate the establishment of Disaster Risk Atlas for Armenia based on existing GIS hazard maps and Data Base in the National Disaster Data Observatory (NDO)⁶.
 - Incorporate gender analysis into the assessment of disaster risks, impacts and needs.

Activity 2.3: Support national DRR training institutions to integrate concept of sustainable development into their everyday operations issues

The Crisis Management State Academy of MoES is unique institution providing Emergency Management (including DRR) education not only for students, but also for different levels of decision makers. The CMSA was the main partner of the project's previous phases to develop DRR educational materials, pilot, provide trainings, workshops, seminars etc. The academy was also engaged in development of DRR NP and DRR National Strategy. The project will further support the Academy in development and dissemination of DRR educational materials, provision of trainings, workshops and seminars, as well as to become a regional training base for disaster risk.

The activity will have the following components:

- Provide further support to the CMSA to integrate the concept of sustainable development and enhanced resilience of nation, cities and communities, through introduction and application of the "Quality Frameworks for National DRR Training Institutions" (in cooperation with MADRID).

⁶ The NDO-institution for the systematic collection, analysis and interpretation of data of disasters, was established with the support of UNDP's 'Strengthening of National DRR capacities- 2nd phase' project .

- Support in translation of existing DRR / CRM and gender related training courses into Armenian and Russian to be piloted at national, regional and local level, as well as included in the CMSA curriculum.
- In cooperation with the UN ISDR MADRiD, initiate development of business case for CMSA to become a regional training base with trainings delivered in Armenian, English and Russian
- Support the Academy to engage the students to the practical introduction of local level risk management in communities as a part of their educational curricula.

Output 3: Regional and national capacities and instruments developed for local level disaster prevention

The project will work to build resilient communities through minimizing their exposure to disaster- and climate change-related risks, enhancing the local disaster management capacities and, eventually, introducing a community culture to better understand and cope with these risks. Local Level Risk Management (LLRM) will also be undertaken to build capacity for coordination with the national DRR system, and ensuring appropriate linkages with its regional and national levels. The project will build upon a LLRM module consisting of a number of risk management methods and tools developed and tested and enriched during previous phases of the project. Proceeding from this starting point, the project will build upon the achievements of the LLRM project to foster a DRR culture in the communities, develop capacities at the local level, and continue to establish and refine mechanisms and procedures for mainstreaming DRR into local development.

The proposed project will take a social mobilization approach to enhancing community resilience by bringing DRR regional teams and community representatives. Community engagement will proceed from four pillars: common understanding of hazards; common perception of risks; common sense of shared responsibility and commonly agreed community specific DRR measures relevant to needs and capacities. By combining the provision of knowledge with VCA on-the-job training and DRR practices, the project will promote the implementation of a comprehensive local level risk management model.

Other activities in support of this output are listed below:

- Assist DRR National Platform in further capacity development of DRR regional teams (Aragatsotn, Armavir, Ararat, Vayots Dzor, Gegharkunik, Kotayk regions of Armenia), through provision of theoretical and practical trainings/re-trainings, as well as provision of expertise and consultancy related to LLRM projects initiated and implemented by communities.
- Provide technical and consultancy support to the DRR National Platform and Regional DRR Teams to pilot and test the “Community Risk Certificate” in 100 communities, aimed at using the document as an effective mechanism to integrate DRR into community sector development.
- Provide translation into Armenian, publication and dissemination of UNISDR “Making Cities Resilient; My City is Getting Ready” handbook for the members of city governance, as well as conduct workshops to introduce the campaign to all 48 City mayors.
- Promote the “Making Cities Resilient; My City is Getting Ready” campaign through engagement of four new cities per year to join the ongoing campaign in Armenia.

- In cooperation with DRR NP encourage the initiation of sister city networking process between the cities engaged in the campaign, involving for the beginning 2 cities.
- Assist in strengthening women’s networks and organizations to facilitate women’s active engagement in DRM at community level.

4 MANAGEMENT ARRANGEMENTS

UNDP cooperates with the Government of the Republic of Armenia on the basis of the Standard Basic Assistance Agreement (SBAA), signed on 8 March 1995. The UNDP Country Program Action Plan (CPAP) is set up for the period of 2010-2015 and signed with the Government in June 2010. It is part of a broader development cooperation agenda, the United Nations Development Assistance Framework (UNDAF) for 2010-2015, developed and signed mutually with the Government on 24 July 2009. The document is formed in line with the targets and strategies outlined in the country’s Sustainable Development Program (2nd PRSP) signed in 2008 and other national priorities⁷.

UNDP has a unique program execution modality with the Government of Armenia, which is an institute of National Directors at the level of Deputy Ministers. Since 2005, the Outcome Review Boards, composed of the indicated top level government officials and UNDP senior and middle management, jointly review the progress towards the program goals and agree on the next year activities.

For the areas of Disaster Risk Reduction UNDP’s government counterpart is the Ministry of Emergency Situations since 2010 and the Minister is assigned as National Director for the DRR projects. Thus, the responsible party for the project implementation will be the Ministry of Emergency Situations.

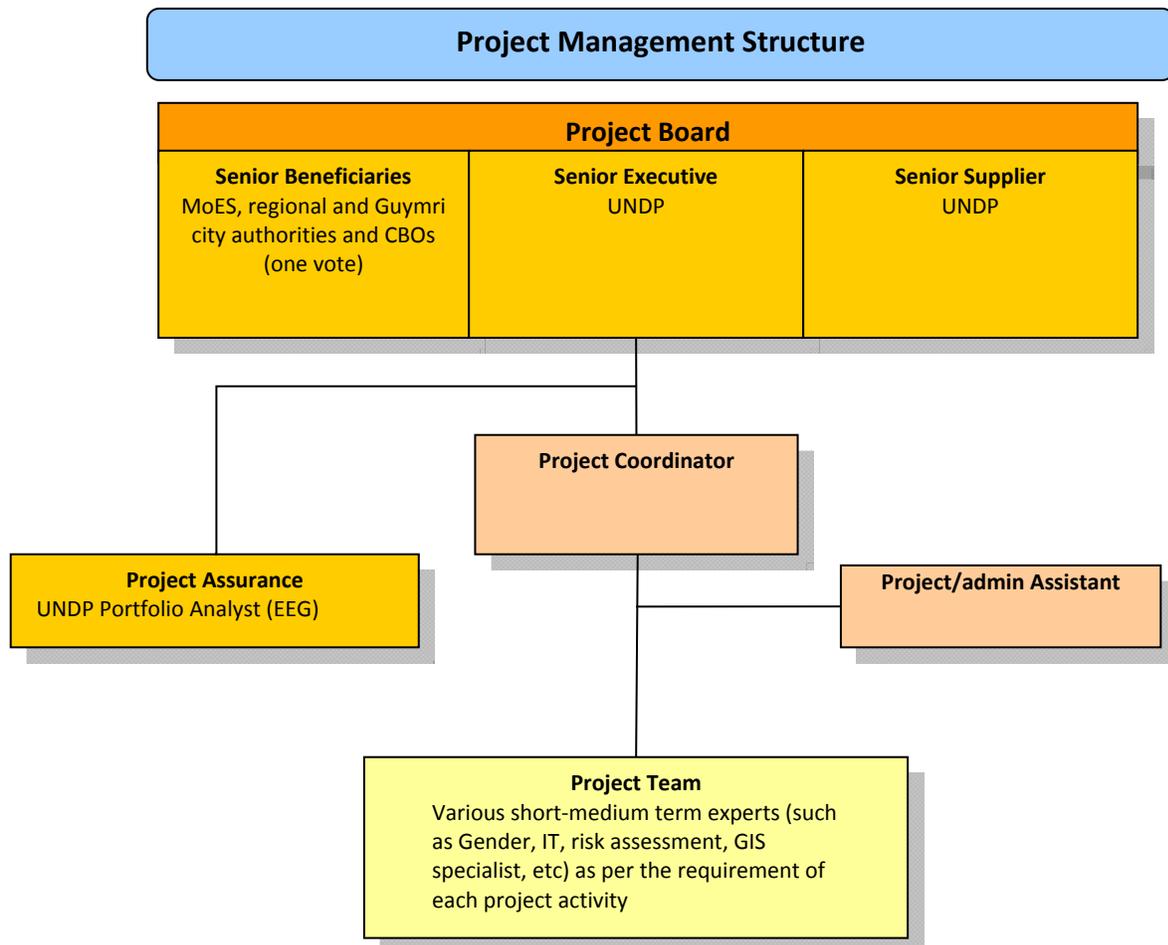
The UNDP/CO in Armenia will consider implementing this project in line with the CPAP and the Annual Work Plans, developed and signed mutually by the UNDP and the National Director.

The Project Board that was established for the “Strengthening of Disaster Management Capacities, ID: 00058164, 00064044 and 00076016” projects would also serve as the overall authority for the project and be responsible for its initiation, direction, review and eventual closure. The Project Board currently comprises of the senior representatives from UNDP (Executive and Senior Supplier roles) and the Ministry of Emergency Situations (the Senior Beneficiary role), Environment and Energy Portfolio Manager is also members of the Board. Gender equality issues and gender balance are reflected in management structure, such as the Project Board, project staffing, and project outcome distribution, etc.

⁷ The Armenia UNDAF outcome 4 – Environment and disaster risk reduction is integrated into national and local development frameworks; Agency Outcome 4.2 *National Capacities for Disaster Risk Management (DRM) strengthened*; Agency Output 4.2.1 *Capacities for disaster risk reduction are strengthened on national and local levels to prepare, mitigate and respond to natural and technological hazards, and public health threats*.

Environment and Energy Portfolio Manager will provide technical support to the project and guidance to the Project Manager. In addition, the Portfolio Manager will lead in the identification and assessment of disaster risks, design and formulate of program and project documents to strengthen management of risks associated with both climate and geophysical hazards, and engage and negotiate with donor and international financial institution partners.

The Gender Focal Point of the UNDP CO will be involved to ensure integration of both women’s and men’s needs and experiences into components of the program, including development of sex-disaggregated indicators to monitor women’s participation and development of a solid information baseline to target women and women’s groups in project activities. The existing project (00058164, 00064044, 00076016) support unit represented by the Project Coordinator and Assistant will be utilized for this project implementation as well. However, additional staff, experts, consultants and trainers will be hired to assist throughout the various stages of project implementation.



Strengthening of national capacities to manage and reduce disaster risk in Armenia requires participation and support of many partners. UNDP and the Office of the UN RC have been extensively cooperating with interested stakeholders and a regular information exchange and coordination forum

has been established to discuss the disaster risk reduction strategies and coordinate related activities through the donor theme group and the DMT. In addition, Disaster Risk Reduction National Platform was established and actively integrated into DRR framework. In the frame of DRR NP functional Cooperation network has been established with DRR main stakeholders. The mentioned structures will serve as a pre-requisite to share information, best practices, utilize findings of various assessments, and plan complementary partnership in support of the national disaster management system so that duplications and gaps are avoided, and at the same time the coherence in interventions is ensured. Key partners for UNDP in this area include Switzerland, OSCE, World Bank, EU, World Vision, OXFAM, Save the Children, CARD, Japan and the United States. Other donor institutions have also indicated interest to participate in the forum. BCPR agreed to provide technical support during the implementation of the project.

5 MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (provided in Annex 3), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level (the report is to be shared with BCPR)
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Terminal Evaluation

The project will also conduct an independent Terminal Evaluation will be conducted by BCPR DRT, if necessary national DRR consultant will be employed for the final three months of the project. Evaluation will be carried out in collaboration with international and national DRR staff in the project office, the Environment Portfolio Analyst, and the Regional Disaster Risk Reduction Advisor of the ECIS

Regional CPR Team. The evaluation will consider achievement of development goals according to parameters of the relevance and responsiveness of the actions, their effectiveness and efficiency, and the impact and sustainability of results, focusing especially upon their contribution to capacity development. The evaluation will also provide recommendations for follow-up activities and develop a draft program.

6 LEGAL CONTEXT

This project document shall be the instrument referred to as such in _____ and UNDP, signed _____.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) 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;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

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 this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document 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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

7 RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: Outcome 4.2: National capacities for DRM strengthened.					
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets.					
Outcome 4.2					
I: National DRR system is functioning					
B: Lack of a common framework for DRR					
T: National platform for DRR established and fully functioning; national risk information system developed					
Applicable Key Result Area (from 2008-12 Strategic Plan): Enhancing conflict prevention and disaster risk management capabilities					
Partnership Strategy: Ministry of Emergency Situations (MoES) and its five agencies, DRR National Platform (DRR NP), scientific institutions and associations, NGO`s					
Project title and ID (ATLAS Award ID): Strengthening of National Capacities for Disaster Risk Reduction capacities – Phase 3 – Award ID 00011263, Project ID 00076016					
INTENDED OUTPUTS	ACHIEVED RESULTS 2007-2012	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>1. Enabling environment for the functional National Platform for Disaster Risk Reduction, implementation of national DRR strategy and HFA</p> <p><i>Baseline</i>⁸: Ad-hoc integration of DRR issues into national policies and strategies. Lack of systematic prevention</p>	<p><u>Implementation of DRR National Strategy and its 2012-2015 action plan</u></p> <p>Endorsed by the decision of Government in March 2012</p> <p>Training of Trainers (TOT) on DRR Strategy implementation conducted for the representatives of MoES</p>	<p><u>For the year 2013:</u></p> <p>1. Mechanisms (10 DRR Regional teams and 20 DRR Community teams) for decentralized implementation of DRR strategy and HFA in regional (marz) and local level created through the DRR NP</p> <p>2. Consultation workshops / trainings for DRR strategy and HFA implementation organized for regional DRR Teams (2 trainings);</p> <p>3. Dissemination of DRR Strategy in all 915 communities of Armenia</p>	<p><i>Activity 1:</i> Facilitate implementation of National DRR strategy,</p> <p>Ensure continued support to the DRR National structures towards the implementation of DRR national strategy, including public education and awareness campaigns</p> <p>Assist in the conduction of DRR strategy regular</p>	<p>Ministry of Emergency Situations (MoES), DRR National Platform (DRR NP), Regional DRR Teams, National Security Council, Crisis Management</p>	<p>Sub-total for Activity1 US\$80,000</p>

⁸ Majority of baselines are based on DRR System Capacity Assessment Report in Armenia, March 2010, lessons learned from the previous projects and interviews and meetings with various stakeholders in the disaster risk reduction area in Armenia

<p>measures, such as public awareness and education</p> <p><u>Output Indicator 1: National DRR strategy including public education and awareness implemented by the Government. (HFA 1 (b)).</u></p> <p>Baseline: Lack of a comprehensive public education and awareness package; no common platform for the dissemination of DRR related public educational and awareness messages;</p> <p><u>Output Indicator 3: Comprehensive PR and educational package for MoES, as well as tools and manuals to decimate;</u></p> <p>Baseline: Limited integration of DRR into sectoral policies with limited reflection on gender perspectives</p> <p><u>Output Indicator 5: Awareness on Gender sensitive DRR policies and practices increased. (HFA 3 (m)).</u></p> <p><u>Output Indicator 6:</u></p>	<p>DRR structures, other ministries involved and regional administration</p> <p>Educational manual on DRR Strategy dissemination / Implementation developed and distributed to all DRR stakeholders</p> <p>Implementation of HFA</p> <p>HFA focal points are nominated in the MoES regional structures</p> <p>Regional and local DRR teams are in a formation process which will act as extensions of DRR National Platform promoting the HFA implementation at local level and decentralization of disaster management system.</p> <p>In cooperation with UNISDR special training courses on HFA reporting held for the representatives of MoES, regional and local authorities</p> <p>Country report on HFA implementation is</p>	<p>4. Mechanisms (10 DRR regional teams) for implementation of DRR Strategy Public education and awareness elaborated;</p> <p>5. Trainings on gender sensitive DRR for regional representatives conducted (1 training)</p> <p>6. Concept on Volunteer Service developed through the DRR NP including Gender component</p> <p>7. DRR/CRM checklist (including Gender) for all governmental development programs to become criteria for Ministries of Economy and Finance approval / funding developed</p> <p>8. Support the Armenia delegation to take part in the fourth DRR Global Platform provided</p> <p>For the year 2014:</p> <p>1. Mechanisms (NP monitoring thematic group and 10 DRR Regional teams) for DRR strategy regular monitoring and evaluation developed and presented to MoES</p> <p>2. Tools for DRR strategy regular monitoring and evaluation (including Gender and CRM) developed and presented to the MoES;</p> <p>3. Dissemination of DRR Strategy regular monitoring and evaluation tools (18 Ministries, 10 DRR regional teams and DRR main stakeholders, 100 copies)</p> <p>4. Testing/piloting of DRR/CRM/Gender in DRR checklist for all governmental development</p>	<p>monitoring and evaluation system through establishment of DRR National Platform multi-agency M&E team and ensuring its proper performance, reporting principles and procedures.</p> <p>Facilitate the elaboration and introduction of Volunteer Service policy consolidating the DRR stakeholders' efforts within the DRR National Platform</p> <p>In cooperation with the Ministries of Economy, Finance and Emergency Situations initiate the review and revision (if required) of existing legislation and financial approvals/allocations to mainstream DRR (including CRM) in the Sectoral Development plans.</p> <p>Promote the development of DRR/CRM checklist for all governmental development programs to become criteria for Ministries of Economy and Finance approval / funding Promote gender sensitive DRR issues at all levels</p>	<p>State Academy (CMSA), local NGOs</p>	
--	--	--	---	---	--

<p><u>Women's unique needs and value women's knowledge in disaster reduction and recovery policies, plans and programs addressed (HFA 3 m)</u></p>	<p>developed and uploaded in the UN ISDR website</p>	<p>programs to become criteria for Ministries of Economy and Finance approval / funding conducted (20 communities) 5.Public education and awareness material for further dissemination produced (1000 copies) For the year 2015: 1. Gender analysis on disaster risks, impacts and needs 2. DRR strategy regular monitoring and evaluation conducted by DRR NP, DRR Regional teams and MoES 2. DRR strategy Action Plan for 2015-2020 developed through DRR NP and presented to MoES 3. Country report on HFA implementation is developed and uploaded in the UN ISDR website 4. Support the Armenia delegation to take part in fifth DRR Global Platform provided</p>			
<p>2. Cooperation and Coordination in Disaster Risk Reduction</p> <p>Baseline: Lack of experience, capacity and expertise for efficient functioning of DRR National Platform;</p> <p><u>Output Indicator 1: Fully functional DRR National platform is in place as a national mechanism for policy and coordination with engagement of all</u></p>	<p><u>Proper functioning of DRR National Platform</u></p> <p>DRR NP is developed and fully integrated in DRR framework</p> <p>Thematic groups on DRR strategy dissemination and implementation, gender, education, Local Level Risk Management are formed and functioning</p> <p>DRR regional teams as</p>	<p>For the year 2013: 1. DRR NP capacity building trainings, workshops and seminars provided (3 trainings) 2. Assistance to develop cooperation and knowledge mechanisms with other DRR NP and DRR stakeholders provided (two experience sharing meetings) 3. Thematic groups for NP and the NP secretariat formed to ensure NP well functioning. (CMC, CRM, MADRID, People with disabilities, Volunteers) 4. Number of DRR mainstreaming documents, regulations, strategies</p>	<p><u>Activity 2.1: Facilitate Functioning of the National Platform for DRR in Armenia</u></p> <p>Ensure further capacity building of DRR NP via provision of Small Grant projects</p> <p>Ensure further capacity building of DRR NP secretariat based on the earlier developed strategic vision, charter and action plan</p>	<p>MoES, DRR NP, CMSA, UNDP, Crisis Management Center (CMC) Regional DRR Teams</p>	<p>Sub-total for Activity 2.1: US\$120,000</p>

<p><u>stakeholders.(HFA 1 (a)</u></p> <p>Baseline: Low level of cooperation and information sharing between local and international organizations dealing with DRR.</p> <p><u>Output indicator 4: Mechanisms for effective cooperation of international and local organizations established and functioning in the frame of DRR NP(HFA 3 (e)</u></p> <p>Output indicators 5: Women’s networks and organizations to facilitate women’s active engagement in DRR activities strengthened in the frame of DRR NP (HFA 3 e, 3 m)</p> <p>Baseline: Lack of capacities for Information Management System and overall coordination in DRR. Crisis Management Center newly established, requires technical support</p>	<p>local extensions of DRR National Platform formed with the involvement of regional authorities and other DRR actors</p> <p>Relationship with similar structures in other countries established</p> <p>Well functioning Cooperation network with MADRiD initiative established</p> <p><u>Establishment of CMC</u></p> <p>Crisis management center (CMC) established and fully functioning</p> <p>National Disaster Observatory (NDO) established within the frames of CMC</p> <p>Disaster registration classifiers and classification standards developed and introduced</p> <p>15 Seismic Stations enhanced with new specialized equipment</p> <p>5 High quality specialized video/photo cameras & accessories provided to</p>	<p>developed and presented to the stakeholders.</p> <p>5. Small Grant projects provided to DRR NP (2-3 projects)</p> <p>6. Support to DRR NP to take part in the fourth DRR Global Platform provided.</p> <p>7. Initial review of CMC database and GIS hazard maps conducted (in cooperation with PPRD East and UN OCHA experts);</p> <p>8. GIS trainings for CMC staff conducted;(3 trainings)</p> <p>9. MADRiD Program documents translated and presented to DRR stakeholders;(package 100)</p> <p>10. Workshop on MADRiD conducted for the Ministries and regional administration representatives (1 workshop)</p> <p>11. Concept on CMC decentralization and establishment of regional branches developed</p> <p>12. Disaster Management terminology harmonization thematic group established</p> <p>13. Thematic group on development of Risk Atlas established</p> <p><u>For the year 2014:</u></p> <p>1. Workshops and trainings to facilitate smooth functioning of the NP conducted (3 trainings);</p> <p>2. The risk management NP thematic group formed to oversee the national risk assessment</p> <p>3 The detailed needs assessment</p>	<p>Provide necessary technical advice and expertise to ensure functionality of DRR NP</p> <p>Consultation, workshops and trainings to facilitate smooth functioning and capacity building of the NP and its thematic groups</p> <p>Ensure further cooperation with MADRiD program and other DRR initiatives</p> <p><u>Activity 2.2: Establishment of a Crisis Management Center aimed at improving information management system and overall coordination between DRR structures</u></p> <p>Provision of technical expertise and extensive consultations with MoES to analyze needs for the further development of common software and database for the Center</p> <p>Guidance and knowledge transfer from BCPR/GRIP in regards to risk and vulnerability assessments, including additional technical trainings to smooth the progress towards national risk</p>		<p>Sub-total for Activity 2.2: US\$380,000</p>
--	---	--	---	--	---

<p><u>Output Indicator 2: The Crisis Management Center established and fully functioning (HFA 3 (e); (HFA 2(I));</u></p> <p><u>Output Indicator 3: Disaster Risk management Common database and GIS software for hazard mapping established based on NDO GIS maps.(HFA 2(I), (HFA3 (k)</u></p> <p>Baseline: Low level of DRR cooperation and information sharing between local DRR educational institutions and international organizations dealing with DRR.</p>	<p>the CMC and its 4 regional branches</p> <p>Study tour was organized to Germany on CMC related practice</p> <p>Interagency contingency plan was developed, discussed and finalized within the frames of UN extended DMT in cooperation with OCHA office in Central Asia and Southern Caucasus</p>	<p>to analyze requirements for the establishment of the CMC regional branches carried out;</p> <p>4. Minimum IT and other equipment for the CMC regional branches procured;</p> <p>5. Specialized training and re-training package (150 copies) for the CMC central and regional branch personnel on data management developed in cooperation with the Crisis Management State Academy;</p> <p>6. Specialized trainings for CMC staff conducted (3 trainings);</p> <p>7. National Risk Atlas development standards drafted and presented to MOES.</p> <p>8. Facilitate the establishment of flexible network for national, regional and international educational and training (retraining) institutions for the exchange of information and good practices on DRR education, as well as provide student exchange programs</p> <p>9. Needs assessment on employing people with disabilities aimed at provision of required working conditions and related environment conducted</p> <p>10. Concept on establishment of training class for 911 service and disaster medicine staff conducted</p> <p>11. Needs, challenges and good practices in assessing effectiveness, capacity and quality of DRR training programs and courses provided by</p>	<p>assessment</p> <p>Facilitate the effective performance and further development of MoES Crisis Management Center aimed at improving information management system and overall coordination between DRR structures nationally and internationally</p> <p>Assist the MoES in the development of NDO based National Risk Atlas (cooperation with PPRD-East in this regard is already established) including the technical support and expertise for the establishment of CMC Server room</p> <p>Support the development and functioning of MoES Crisis Management Center Regional Branches</p> <p>Assist the establishment of training classes for 911 service and disaster medicine staff including development and introduction of relevant training modules</p> <p>Promote the MoES and DRR NP further attempts in</p>		
--	---	---	--	--	--

		<p>Crisis Management Academy identified and appropriate training packages developed (100 copies).</p> <p>12. Disaster Management terminology standards are developed and negotiated with DRR stakeholders and state relevant structures</p> <p>13. Relevant training modules for 911 and disaster medicine staff drafted in cooperation with DRR NP and German Red Cross</p> <p><u>For the year 2015:</u></p> <p>1.DRR NP is fully functioning as a common mechanism for effective cooperation of DRR international and local organizations</p> <p>2. Functional Cooperation mechanisms established between the NP's of neighboring countries</p> <p>3. The CMC is fully functioning and provides information to stakeholders on regular basis;</p> <p>4. Risk Atlas developed and presented to MoES</p> <p>5. Functional common/decentralized DB and GIS software for Disaster Risk Management established.</p> <p>6. Crisis Management Academy provides national and regional trainings and re-trainings (3 trainings and 3 re-trainings in Armenian, English and Russian) on integration of DRR into development through introduction and application of the <i>"Quality Frameworks for National DRR</i></p>	<p>employing people with disabilities, provision of required working conditions and related environment in CMC</p> <p>Provision of technical expertise and support in establishment of CMC regional branches</p> <p>Specialized trainings for the Center's personnel on data collection and analysis and database design/management</p> <p>Provide support to incorporate gender analysis in the assessment of disaster risks, impacts and needs.</p> <p>Activity 2.3: Support National DRR Training Institutions to integrate concept of sustainable development into their everyday operations issues:</p> <p>Further support to the MoES Crisis Management Academy (CMA) to integrate concept of sustainable development and enhance resilience of their nation, cities and communities, through introduction and application of the <i>"Quality</i></p>		
--	--	--	--	--	--

		Training Institutions, Universities and Centers”.	Frameworks for National DRR Training Institutions” (in Cooperation with MADRID). In cooperation with the UN ISDR MADRID initiate development of business case for CMA to become a regional training base with trainings delivered in Armenian, English and Russian		
<p>3. Integration of disaster and climate risk management into community, local, and municipal development</p> <p>Baseline: Low level of integration of DRR into development planning and local budgeting.</p> <p><u>Output Indicator 1: DRR adopted and integrated into local level development plans and budget in target area.(HFA 1 (b))</u></p> <p><u>Output Indicator 2: Awareness on integration of DRR into local plans and budget increased.(HFA 3 (k))</u></p> <p>Baseline: Lack of unified</p>	<p>Four cities, including the capital Yerevan have joined UN ISDR “City Resilience” campaign allocating in the annual plans funds and resources for the enhancing their resilience capacities</p> <p>Seismic risk assessment methodology (city scenario) was developed, accepted by the MoES and piloted in the city of Gyumri (is a part of “City Resilience” campaign). With the support of MoES Seismic Service Northern Department it is promoted and incorporated in the urban development</p> <p>Special training package</p>	<p>For the year 2013:</p> <ol style="list-style-type: none"> 1. Trainings on LLRM implementation aimed at DRR regional teams capacity building conducted (2 trainings); 2. Technical support to DRR local teams on piloting Community Risk Certificate provided (20 communities) 3. Awareness raising and training seminars in regions (marzes) on mainstreaming DRR in development planning, budgeting and disaster preparedness planning at community and region (marz) level carried out (10 seminars); 4. Concept on Multi-Regional (marz level) cooperation and experience sharing developed 5. Revision of the existing community development plans conducted (20 communities); 6. Recommendations on mainstreaming DRR and CCA into community sectoral development 	<p>Activity 3.1: Disaster and climate risk reduction at the local and community levels</p> <p>Continue with support to DRR regional teams in regard to regional and local level implementation of HFA and DRR National Strategy</p> <p>Provide technical support and follow-up throughout establishment of DRR local teams and elaboration of Community Risk Certificates and local development plans</p> <p>Ensure further promotion of UN ISDR City Resilience Campaign through engagement of 2-4 new cities per year to join the ongoing campaign in</p>	MoES, DRR NP, CMSA, UNDP, Crisis Management Center (CMC) Regional DRR Teams, Ministry of Territorial Administration, other relevant state entities	Sub-total for Activity 3.1: US\$280.000

<p>approach for DRR in urban planning and management of disaster prone human settlements</p> <p><u>Output Indicator 3: Unified methodology for Making Cities resilient are in place and applied by the target Cities. (HFA 4 (n)).</u></p> <p><u>Output Indicator 4: Awareness on Cities and local governments to get ready to become resilient to disasters increased (target groups). (HFA 4 (n)).</u></p>	<p>on the introduction of Local Level Risk Management in the communities, which considers also Climate Risk Management and Gender related issues, was elaborated and introduced in 4 regions of Armenia (Tavush, Lori, Syunik, Shirak). It is finalized, published and will be distributed to all 915 communities, 10 DRR regional teams and other stakeholders in the course of December.</p> <p>LLRM project piloted in 5 regions: Ararat, Lori, Shirak, Tavush and Syunik involving 80 most vulnerable communities</p> <p>“Community Risk Certificate” was developed, discussed with DRR stakeholders within the frames of DRR National Platform. It is currently under the MoES and Ministry of Territorial Administration consideration in order to be included in the package of planning templates for the</p>	<p>conducted (20 communities);</p> <ol style="list-style-type: none"> 7. “Community risk certificate” developed and piloted in target communities (20 communities) 8. Four new cities joined the City Resilient campaign 9. Within the City Resilient campaign functional national mechanisms for City to City (Sister cities) cooperation established (1 or 2 cities) 10. City Resilience campaign tools- “Mayors handbook” and “Local Government self assessment” translated, published and distributed (100 copies). 11. Effective strategies for promoting engagement of volunteers (especially at community level) in DRR/CRM/Gender, including provision of necessary guidance and trainings developed; <p><u>For the year 2014:</u></p> <ol style="list-style-type: none"> 1. TOT aimed at human capacity building to ensure sustainability of DRR mainstreaming into local level conducted (2 ToTs); 2. Educational materials for Regional DRR teams instructors developed, published and distributed (200 copies) 3. Workshops, seminars on LLRM conducted for the volunteers from educational institutions (3 workshops). 4. Number of guidelines, regulations, strategies based on 	<p>Armenia.</p> <p>Within the UN ISDR “City Resilience” campaign encourage the initiation of sister city networking process between the cities engaged involving up to 4 cities for the beginning.</p> <p>Ensure further promotion of engagement of volunteers from educational institutions (Universities and Crisis Management Academy) in Local Level Risk Management</p> <p>Awareness raising and training seminars in regions (marzes) on mainstreaming DRR in development planning and budgeting and disaster preparedness planning at community and region (marz) level</p> <p>Ensure further promotion of the concept of sustainable development in the culture of National DRR Training Institutions</p> <p>Integration of specific disaster (landslide,</p>		
--	---	---	---	--	--

	<p>community development</p> <p>Regional DRR teams are established in 10 Regions by the decision of Regional Governors</p> <p>18 small scale mitigation / adaptation projects implemented in Alaverdi, Saralanj, Aygehovit and Alvanq communities. According g to the results of projects evaluation reports all community members were provided equal opportunities to benefit.</p> <p>The experience gained was shared with other countries during the several official and informal meetings (CoP in Armenia and Montenegro; LDF MADRiD, HFA meeting in Tbilisi, Indonesia etc.)</p>	<p>MADRiD program for integration of DRR into existing community development programs and local budgets are developed and presented to the Government (150 copies).</p> <p>5. A mechanism (NP thematic volunteer group and DRR regional teams) of cooperation between volunteers from educational institutions and DRR regional and local teams established</p> <p>6. Within the City Resilient campaign functional international mechanisms for City to City (Sister cities) cooperation established</p> <p>7. ToT aimed at development of Human capacities in the Cities joined the City Resilience campaign conducted (2 ToTs).</p> <p>8. Public awareness campaign on mainstreaming DRR into community development based on MADRiD program priorities conducted</p> <p>For the year 2015:</p> <p>1.Capacities of DRR Local and Regional teams developed;</p> <p>2. Concept on Integration of specific disaster (landslide, mudflow, hailstorm etc.) prevention and mitigation/climate adaptation actions into existing community development programs developed and presented to the Government</p> <p>3. LLRM methodology and community risk certificate are finalized and presented to the government as a common</p>	<p>mudflow, hailstorm etc.) prevention and mitigation/climate adaptation actions into existing community development programs</p> <p>Assist in strengthening women’s networks and organizations to facilitate women’s active engagement in DRM at community level</p>		
--	---	--	---	--	--

		<p>methodology for Risk Management in Local Level including CRM and Gender</p> <p>4. Mechanisms for engagement of volunteers from educational institutions (Universities and Crisis Management Academy) in Local Level Risk Management processes developed with the equal engagement of women and men</p> <p>5. Within the City Resilient campaign functional national and international mechanisms for City to City (Sister cities) cooperation established (among 4-6 cities)</p> <p>6. Capacities of Crisis Management Academy are developed as a regional educational institution providing trainings and re-trainings for national and sub-regional DRR players (2 regional and 2 national trainings)</p> <p>7. Culture of safety and resilience are in place at all levels by using knowledge, innovation, public awareness and education</p> <p>7. Mechanisms to Integrate specific disaster (landslide, mudflow, hailstorm etc.) prevention and mitigation/climate adaptation actions into existing community development programs developed and presented to the Government</p>			
Sub-total for Project Activities					US\$820,000
Project Management/	Project Support Costs US\$100,000 Project Monitoring/Evaluation - US\$10,000				

Operation	Operational costs (office equipment, utilities, communication, supplies) – US\$ 30,000 Total for Project Management	US\$ 140,000
Total Project Budget		US\$1,000,000
MoES Contribution		US\$ 400,000
BCPR		US\$ 500,000
UNDP CO		US\$ 100,000
Total project Budget		US\$1,000,000

8 ANNUAL WORK PLAN 2013-2015⁹

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESP PARTY	PLANNED BUDGET					TOTAL
		Q 1	Q 2	Q 3	Q4		Funding Source	Budget Description	Amount 2013	Amount 2014	Amount 2015	Total Amount
<p><i>CP Output: Capacities for DRR are strengthened on national and local levels to prepare, mitigate and respond to natural and technological hazards, and public health treats</i></p> <p>1. Enabling environment for the functional National Platform for Disaster Risk Reduction, implementation of national DRR strategy and HFA</p> <p>Baseline¹⁰: Ad-hoc integration of DRR issues into national policies and strategies. Lack of systematic prevention measures, such as public awareness and education</p> <p>Output Indicator 1: National DRR strategy including public education and awareness implemented by the Government. (HFA 1 (b)).</p> <p>Baseline: Lack of a comprehensive public education and awareness package; no common platform for the dissemination of DRR related public educational and awareness messages;</p> <p>Output Indicator 2: Comprehensive PR and</p>	<p>Activity 1: Facilitate implementation of National DRR strategy</p>					MoES						
	<p><u>Activity Action 1.1: Ensure continued support to the DRR National structures towards the implementation of DRR national strategy, including public education and awareness campaigns</u></p>	x	x	x	x	MoES, DRR NP, Regional DRR Teams, Crisis Management State Academy (CMSA), local NGOs, Ministry of economy MoE	BCPR	71300 Local Consultants	\$6,000	\$2,000	\$6,000	\$14,000
								72100 Contractual Services - Companies	\$00	\$5,000	\$11,000	\$16,000
								72500 Supplies	\$00	\$2,000	\$2,000	\$4,000
								72700 Hospitality services	\$00	\$3,000	\$3,000	\$6,000
								73100 Rental and Maintenance – Premises	\$8,000	\$3,000	\$4,000	\$15,000
								74200 Audio Visual/ Printing Production costs	\$3,000	\$3,000	\$3,000	\$9,000
								74500 Miscellaneous expenses (Including ISS)	\$1,000	\$1,000	\$1,000	\$3,000
							Sub-total BCPR	\$18,000	\$19,000	\$30,000	\$67,000	

⁹ The total AWP budget is US\$1, 000,000 for three year noted in the RRF. US\$50,000 has been allocated in 2013 through TRAC 1 resources to keep project going (the mentioned amount is included in the AWP 2013-2015). There is an agreement reached with two major telecom corporations, namely VIVA-CELL and ORANGE on making contributions to the MoES – UNDP common project in the amount of up to 130,000 USD (This also included in the AWP 2013-2015); It is envisaged that the annual project budget will vary from 300,000-340,000USD, where MoES is ready to contribute annually up to 100-130,000 USD. UNDP CO is expected to provide 30-50.000 USD. In regard to BCPR it is proposed to get funding 150,000 -170,000USD respectively.

¹⁰ Majority of baselines are based on DRR System Capacity Assessment Report in Armenia, March 2010, lessons learned from the project previous phases (2007-2012) and interviews and meetings with various stakeholders in the disaster risk reduction area in Armenia

<p><u>educational package for MoES, as well as tools and manuals to disseminate;</u></p> <p>Baseline: Lack of gender-sensitive approach in DRR</p> <p>Output Indicator 3: Awareness on Gender sensitive DRR policies and practices</p>	<p><u>and introduction of Volunteer Service policy consolidating the DRR stakeholders' efforts within the DRR National Platform</u></p>																									
<p>increased¹¹ (HFA 3 (m)).</p> <p>Target for 2013:</p> <p>1. Mechanisms (10 DRR Regional teams and 20 DRR Community teams)for decentralized implementation of DRR strategy and HFA in regional (marz) and local level created through the DRR NP</p> <p>2.Consultation workshops / trainings for DRR strategy and HFA implementation organized for regional DRR Teams (2 trainings);</p> <p>3. Dissemination of DRR Strategy in all 915 communities of Armenia</p> <p>4. Mechanisms (DRR Regional teams) for implementation of DRR Strategy Public education and awareness elaborated;</p> <p>5. Trainings on gender sensitive DRR for regional representatives conducted (1 training)</p> <p>6. Concept on Volunteer Service developed through the DRR NP including Gender component</p> <p>7. DRR/CRM/Gender checklist for all governmental development programs to become criteria for Ministries of Economy and Finance approval / funding developed</p> <p>8. Support the Armenia delegation to take part in the fourth DRR Global Platform provided</p> <p>Target for 2014:</p> <p>1. Mechanisms (NP monitoring thematic group and 10 DRR Regional teams) for DRR strategy regular monitoring and evaluation developed and presented to MoES</p> <p>2. Tools for DRR strategy regular monitoring and evaluation including gender and CRM</p>	<p>Activity action1.4: <u>In the frame of MADRID program and in cooperation with the Ministries of Economy, Finance and Emergency Situations initiate the review and revision (if required) of existing legislation and financial approvals/allocations to mainstream DRR (including CRM) in the Sectoral Development plans.</u></p> <p>Activity action 1.5: <u>Promote the development of DRR/CRM checklist for all governmental development programs to become criteria for Ministries of Economy and Finance approval / funding</u></p> <p>Activity action 1.5: <u>Promote gender sensitive DRR issues at all levels</u></p>	x	x	x	x	MoES, DRR NP, Regional DRR Teams, Crisis Management State Academy (CMSA), local NGOs, Ministry of economy MoE	TRAC 1	72100 Contractual Services - Companies	\$2,500	\$2,000	\$2,000	\$6,500														
									71600 Travel	\$3,000	\$1,000	\$1,000	\$5,000													
									74500 Miscellaneous expenses	\$500	\$500	\$500	\$1,500													
									Sub-total TRAC 1	\$6,000	\$3,500	\$3,500	\$13,000													

¹¹ 15% of BCPR funding will be allocated for gender mainstreaming in DRR

<p>developed and presented to the MoES;</p> <p>3. Dissemination of DRR Strategy regular monitoring and evaluation tools (18 Ministries, 10 DRR regional teams and DRR main stakeholders, 100 copies)</p> <p>4. Testing/piloting of DRR/CRM/Gender checklist for all governmental development programs to become criteria for Ministries of Economy and Finance approval / funding conducted (in 20 communities)</p> <p>5.Public education and awareness material for further dissemination produced (1000 copies)</p> <p>Target for 2015:</p> <p>1. Gender analysis on disaster risks, impacts and needs conducted</p> <p>2.DRR strategy regular monitoring and evaluation conducted by DRR NP, DRR Regional teams and MoES</p> <p>3. DRR strategy Action Plan for 2015-2020 developed through DRR NP and presented to MoES</p> <p>4. Country report on HFA implementation is developed and uploaded in the UN ISDR website</p> <p>5. Support the Armenia delegation to take part in fifth DRR Global Platform provided</p>												
Sub-total for Activity Result 1									\$24,000	\$22,500	\$33,500	\$80,000
Baseline: National Platform for DRR is established and functioning. Lack of experience and expertise for efficient functioning of NP.	<u>Activity Result 2: Cooperation and Coordination in Disaster Risk Reduction</u>											
<p>Baseline: Lack of experience, capacity and expertise for efficient functioning of DRR National Platform;</p> <p>Output Indicator 1: Fully functional DRR National platform is in place as a national mechanism for policy and coordination with engagement of all stakeholders.(HFA 1 (a))</p> <p>Baseline: Low level of cooperation and information sharing between local and</p>	<p>Activity 2.1: Facilitate Functioning of the National Platform for DRR in Armenia</p> <p>Activity action 2.1.1:Ensure further capacity building of DRR NP via provision of Small Grant projects</p> <p>Activity action 2.1.2:Ensure further capacity building of</p>	x	x	x	x	MoES, DRR NP, CMSA, UNDP, Crisis Management Center (CMC) Regional	BCPR	72100 Contractual Services - Companies ¹²	\$30,000	\$35,000	\$45,000	\$110,000
								72700 Hospitality services	\$00	\$1,500	\$2,500	\$4,000
								74200 Audio Visual/ Printing Production costs	\$00	\$1,000	\$4,000	\$5,000

¹² It is planned to provide funds to DRR National Platform to proceed with “Mini Projects” related to testing and piloting the mechanisms related to DRR National Strategy, HFA and MADRID program implementation.

<p>international organizations dealing with DRR. Output indicator 2: Mechanisms for effective cooperation of international and local organizations established and functioning in the frame of DRR NP(HFA 3 (e))</p> <p>Output indicators 3: Women's networks and organizations to facilitate women's active engagement in DRR activities strengthened in the frame of DRR NP (HFA 3 e, 3 m)</p> <p>Baseline: Lack of capacities for Information Management System and overall coordination in DRR. Crisis Management Center newly established, requires technical support</p> <p>Output Indicator 3: The Crisis Management Center established and fully functioning (HFA 3 (e); .(HFA 2(l));</p>	<p><u>DRR NP secretariat based on the earlier developed strategic vision, charter and action plan</u></p> <p>Activity action 2.1.3:Provide necessary technical advice and expertise to ensure functionality of DRR NP</p> <p>Activity action 2.1.4: Consultation, workshops and trainings to facilitate smooth functioning and capacity building of the NP and its thematic groups</p> <p>Activity action 2.1.5: Ensure further cooperation with MADRID program and other DRR initiatives</p>					DRR Teams		74500 Miscellaneous expenses	\$00	\$500	\$500	\$1,000
<p>Baseline: Low level of DRR cooperation and information sharing between local DRR educational institutions and international organizations dealing with DRR.</p> <p>Output Indicator 4: Disaster Risk management Common database and GIS software for hazard mapping established based on NDO GIS maps.(HFA 2(l), (HFA3 (k))</p> <p>Target for 2013:</p> <ol style="list-style-type: none"> 1. DRR NP capacity building trainings, workshops and seminars provided (3 trainings) 2. Assistance to develop cooperation and knowledge mechanisms with other DRR NP and DRR stakeholders provided two experience sharing meetings) 3. Thematic groups for NP and the NP secretariat formed to ensure NP well functioning. (CMC, CRM, MADRID, People with disabilities, Volunteers) 4. Number of DRR mainstreaming documents, regulations, strategies developed and presented to the stakeholders. 	<p>Activity 2.2: Establishment of a Crisis Management Center aimed at improving information management system and overall coordination between DRR structures</p> <p>Activity action 2.2.1: Provision of technical expertise and extensive consultations with MoES to analyze needs for the further development of common software and database for the Center</p> <p>Activity action 2.2.2: Guidance and knowledge transfer from BCPR/GRIP in regards to risk and vulnerability assessments, including additional technical trainings to smooth the progress towards national risk assessment</p> <p>Activity action 2.2.3: Facilitate the effective performance and further</p>			x	x	MoES, DRR NP, CMSA, UNDP, Crisis Management Center (CMC) Regional DRR Teams	TRAC 1	72100 Contractual Services - Companies	\$3,500	\$00	\$00	\$3,500
								72800 IT Equipment	\$10,000	\$00	\$00	\$10,000
								74500 Miscellaneous expenses	\$500	\$00	\$00	\$500
								Sub-total TRAC 1	\$14,000	\$00	\$00	\$14,000
							MoES	72100 Contractual Services - Companies	\$80,000	\$50,000	\$45,000	\$175,000
								72800 IT Equipment	\$49,000	\$20,000	\$19,000	\$88,000
								74500 Miscellaneous expenses	\$1,000	\$1,000	\$1,000	\$3,000
								Sub-total MoES	\$130,000	\$71,000	\$65,000	\$266,000

<p>5. Small Grant projects provided to DRR NP (2-3 projects)</p> <p>6. Support to DRR NP to take part in the fourth DRR Global Platform provided.</p> <p>7. Initial review of CMC database and GIS hazard maps conducted (in cooperation with PPRD East and UN OCHA experts);</p> <p>8. GIS trainings for CMC staff conducted;(3 trainings)</p> <p>9. MADRID Program documents translated and presented to DRR stakeholders;(package 100)</p> <p>10. Workshop on MADRID conducted for the Ministries and regional administration representatives (1 workshop)</p> <p>11. Concept on CMC decentralization and establishment of regional branches developed</p> <p>12. Disaster Management terminology harmonization thematic group established</p> <p>13. Thematic group on development of Risk Atlas established</p> <p>Target for 2014:</p> <p>1. Workshops and trainings to facilitate smooth functioning of the NP conducted (3 trainings);</p> <p>3. The risk management NP thematic group formed to oversee the national risk assessment</p> <p>4. The detailed needs assessment to analyze requirements for the establishment of the CMC regional branches carried out;</p> <p>5. Minimum IT and other equipment for the CMC regional branches procured;</p> <p>6. Specialized training and re-training package for the CMC central and regional branch personnel on data management developed in cooperation with the Crisis Management State Academy (150 copies);</p> <p>7. Specialized trainings for CMC staff conducted (3 trainings);</p> <p>8. National Risk Atlas development standards drafted and presented to MOES.</p> <p>9. Facilitate the establishment of flexible network for national, regional and international educational and training (retraining) institutions for the exchange of</p>	<p><u>development of MoES Crisis Management Center aimed at improving information management system and overall coordination between DRR structures nationally and internationally</u></p> <p>Activity action 2.2.4: Assist the MoES in the <u>development of NDO based National Risk Atlas (cooperation with PPRD-East in this regard is already established) including the technical support and expertise for the establishment of CMC Server room</u></p> <p>Activity action 2.2.5: Support the development and functioning of MoES Crisis Management Center Regional Branches</p> <p>Activity action 2.2.6: Assist the establishment of <u>training classes for 911 service and disaster medicine staff including development and introduction of relevant training modules</u></p> <p>Activity action 2.2.7: Promote the MoES and DRR NP further attempts in <u>employing people with disabilities, provision of required working conditions and related environment in CMC</u></p> <p>Activity action 2.2.8: Provision of technical expertise and support in <u>establishment of CMC regional branches</u></p> <p>Activity action 2.2.9: Specialized trainings for the</p>							BCPR	<p>71300 Local Consultants</p> <p>72100 Contractual Services - Companies</p> <p>72800 IT Equipment</p> <p>74200 Audio Visual/ Printing Production costs</p> <p>74500 Miscellaneous expenses (Including ISS)</p> <p><i>Sub-total BCPR</i></p>	<p>\$3,000</p> <p>\$16,000</p> <p>\$20,000</p> <p>\$00</p> <p>\$1,000</p> <p><i>\$40,000</i></p>	<p>\$00</p> <p>\$00</p> <p>\$00</p> <p>\$00</p> <p>\$00</p> <p><i>\$00</i></p>	<p>\$00</p> <p>\$00</p> <p>\$00</p> <p>\$00</p> <p>\$00</p> <p><i>\$00</i></p>	<p>\$7,000</p> <p>\$54,500</p> <p>\$51,000</p> <p>\$1,000</p> <p>\$2,500</p> <p><i>\$40,000</i></p>
--	---	--	--	--	--	--	--	------	--	--	--	--	---

<p>information and good practices on DRR education, as well as provide student exchange programs</p> <p>10. Needs assessment on employing people with disabilities aimed at provision of required working conditions and related environment conducted</p> <p>11. Concept on establishment of training class for 911 service and disaster medicine staff conducted</p> <p>12. Needs, challenges and good practices in assessing effectiveness, capacity and quality of DRR training programs and courses provided by Crisis Management Academy identified and appropriate training packages developed (100 copies).</p> <p>13. Disaster Management terminology standards are developed and negotiated with DRR stakeholders and state relevant structures</p> <p>14. Relevant training modules for 911 and disaster medicine staff drafted in cooperation with DRR NP and German Red Cross</p> <p>Target for 2015:</p> <p>1.DRR NP is fully functioning as a common mechanism for effective cooperation of DRR international and local organizations</p> <p>2. Functional Cooperation mechanisms established between the NP's of neighboring countries</p> <p>3. The CMC is fully functioning and provides information to stakeholders on regular basis;</p> <p>4. Risk Atlas developed and presented to MoES</p> <p>5. Functional common/decentralized DB and GIS software for Disaster Risk Management established.</p> <p>6. Crisis Management Academy provides national and regional trainings and re-trainings (3 trainings and 3 re-trainings in Armenian, English and Russian) on integration of DRR into development through introduction and application of the "Quality Frameworks for National DRR Training Institutions, Universities and Centers".</p>	<p><u>Center's personnel on data collection and analysis and database design management</u></p> <p>Activity Action 2.2.10: <u>Provide support to incorporate gender analysis in the assessment of disaster risks, impacts and needs.</u></p>																								
	<p>Activity 2.3: Support National DRR Training Institutions to integrate concept of sustainable development into their everyday operations issues:</p> <p>Activity action 2.3.1: <u>Further support to the MoES Crisis Management Academy (CMA) to integrate concept of sustainable development and enhance resilience of their nation, cities and communities, through introduction and application of the "Quality Frameworks for National DRR Training Institutions" (in Cooperation with MADRID).</u></p> <p>Activity action 2.3.2: In cooperation with the UN ISDR MADRID initiate development of business case for CMA to become a regional training base with trainings delivered in Armenian, English and Russian</p>	X	X	X	X				BCPR	71400 Service contract – Ind.	\$7,000	\$8,000	\$00	\$15,000											
										72100 Contractual Services - Companies	\$10,000	\$10,000	\$6,000	\$26,000											
										72500 Supplies	\$2,000	\$2,000	\$1,000	\$5,000											
										72700 Hospitality services	\$2,000	\$2,000	\$2,000	\$6,000											
										74200 Audio Visual/ Printing Production costs	\$2,000	\$3,000	\$1,500	\$6,500											
										74500 Miscellaneous expenses	\$500	\$500	\$500	\$1,500											
										Sub-total BCPR	\$23,500	\$25,500	\$11,000	\$60,000											

Sub-total for Activity result 2										\$237,500	\$134,500	\$128,000	\$500,000
<p>Baseline: Low level of integration of DRR into development planning and local budgeting.</p> <p>Output Indicator 1: DRR adopted and integrated into local level development plans and budget in target area.(HFA 1 (b))</p> <p>Output Indicator 2: Awareness on integration of DRR into local plans and budget increased.(HFA 3 (k))</p> <p>Baseline: Lack of unified approach for DRR in urban planning and management of disaster prone human settlements</p> <p>Output Indicator 3: Unified methodology for Making Cities resilient are in place and applied by the target Cities. (HFA 4 (n)).</p> <p>Output Indicator 4: Awareness on Cities and local governments to get ready to become resilient to disasters increased (target groups). (HFA 4 (n)).</p> <p>Target for 2013:</p> <ol style="list-style-type: none"> 1.Trainings on LLRM implementation aimed at DRR regional teams capacity building conducted (2 trainings); 2. Technical support to DRR local teams on piloting Community Risk Certificate provided (20 communities) 3. Awareness raising and training seminars in regions (marzes) on mainstreaming DRR in development planning, budgeting and disaster preparedness planning at community and region (marz) level carried out (10 seminars); 4. Concept on Multi-Regional (marz level) cooperation and experience sharing developed 5. Revision of the existing community development plans conducted (20 communities); 6. Recommendations on mainstreaming DRR and CCA into community sectoral development conducted (20 communities); 7. "Community risk certificate" developed 	<p><u>Activity Result 3. Integration of disaster and climate risk management into community, local, and municipal development</u></p> <p>Activity action 3.1: Continue with support to DRR regional teams in regard to regional and local level implementation of HFA and DRR National Strategy</p> <p>Activity action 3.2: Provide technical support and follow-up throughout establishment of DRR local teams and elaboration of Community Risk Certificates and local development plans</p> <p>Activity action 3.3: Ensure further promotion of UN ISDR City Resilience Campaign through engagement of 2-4 new cities per year to join the ongoing campaign in Armenia.</p> <p>Activity action 3.4: Within the UN ISDR "City Resilience" campaign encourage the initiation of sister city networking process between the cities engaged involving up to 4 cities for the beginning.</p> <p>Activity action 3.5: Ensure further promotion of engagement of volunteers from educational</p>	x	x	x	x	MoES, DRR NP, CMSA, UNDP, CMC Regional branches Regional DRR Teams, Ministry of Territorial Administration, other relevant state entities	TRAC 1	71300 Local Consultants	\$00	\$7,500	\$8,000	\$15,500	
								72100 Contractual Services - Companies	\$2,500	\$5,000	\$3,500	\$11,000	
								74200 Audio Visual/ Printing Production costs	\$00	\$2,000	\$6,000	\$8,000	
								74500 Miscellaneous expenses	\$500	\$500	\$500	\$1,500	
								Sub-total TRAC 1	\$3,000	\$15,000	\$18,000	\$36,000	
								MoES	72100 Contractual Services - Companies	\$00	\$27,000	\$27,000	\$54,000
									72500 Supplies	\$00	\$6,000	\$6,000	\$12,000
									72800 IT Equipment	\$00	\$30,000	\$30,000	\$60,000
									74200 Audio Visual/ Printing Production costs	\$00	\$3,500	\$3,500	\$7,000
									74500 Miscellaneous expenses	\$00	\$500	\$500	\$1,000
									Sub-total MoES	\$00	\$67,000	\$67,000	\$134,000
								BCPR	71400 Service contract – Ind.	\$12,000	\$6,000	\$00	\$18,000
									71600 Travel (project staff field, M&E trips)	\$ 3,000	\$ 1,500	\$ 1,000	\$ 5,500
									72100 Contractual Services - Companies	\$20,000	\$8,000	\$6,000	\$34,000
	72500 Supplies	\$1,000	\$1,000	\$1,000	\$3,000								

<p>and piloted in target communities (20 communities)</p> <p>8. Four new cities joined the City Resilient campaign</p> <p>9. Within the City Resilient campaign functional national mechanisms for City to City (Sister cities) cooperation established (1 or 2 cities)</p> <p>10. City Resilience campaign tools- “Mayors handbook” and “Local Government self-assessment” translated, published and distributed (100 copies).</p> <p>11. Effective strategies for promoting engagement of volunteers (especially at community level) in DRR, including provision of necessary guidance and trainings developed;</p> <p>Target for 2014:</p> <p><u>1. TOT aimed at human capacity building to ensure sustainability of DRR mainstreaming into local level conducted (2 TOT);</u></p> <p>2. Educational materials for Regional DRR teams instructors developed, published and distributed (200 copies)</p> <p>3. Workshops, seminars on LLRM conducted for the volunteers from educational institutions (3 workshops).</p> <p>4. Number of guidelines, regulations, strategies based on MADRID program for integration of DRR into existing community development programs and local budgets are developed and presented to the Government (150 copies).</p> <p>5. A mechanism (NP thematic volunteer group and DRR regional teams) of cooperation between volunteers from educational institutions and DRR regional and local teams established</p> <p>6. Within the City Resilient campaign functional international mechanisms for City to City (Sister cities) cooperation established</p> <p>7. ToT aimed at development of Human capacities in the Cities joined the City Resilience campaign conducted (2 ToTs).</p> <p>8. Public awareness campaign on mainstreaming DRR into community development based on MADRID program</p>	<p><u>institutions (Universities and Crisis Management Academy) in Local Level Risk Management</u></p> <p>Activity action 3.6: <u>Awareness raising and training seminars in regions (marzes) on mainstreaming DRR in development planning and budgeting and disaster preparedness planning at community and region (marz) level</u></p> <p>Activity action 3.7: <u>Ensure further promotion of the concept of sustainable development in the culture of National DRR Training Institutions</u></p> <p>Activity action 3.8: <u>Integration of specific disaster (landslide, mudflow, hailstorm etc.) prevention and mitigation/climate adaptation actions into existing community development programs</u></p> <p>Activity action 3.9: <u>Assist in strengthening women’s networks and organizations to facilitate women’s active engagement in DRM at community level</u></p>									<p>72700 Hospitality services</p> <p>72800 IT Equipment</p> <p>74200 Audio Visual/ Printing Production costs</p> <p>74500 Miscellaneous expenses</p> <p>Sub-total BCPR</p>	<p>\$5,000</p> <p>\$34,000</p> <p>\$3,000</p> <p>\$500</p> <p>\$78,500</p>	<p>\$2,000</p> <p>\$00</p> <p>\$2,000</p> <p>\$500</p> <p>\$21,000</p>	<p>\$1,000</p> <p>\$00</p> <p>\$1,000</p> <p>\$500</p> <p>\$10,500</p>	<p>\$8,000</p> <p>\$34,000</p> <p>\$6,000</p> <p>\$1,500</p> <p>\$110,000</p>
--	--	--	--	--	--	--	--	--	--	---	---	---	---	--

<p>priorities conducted Target for 2015: 1.Capacities of DRR Local and Regional teams developed; 2. Concept on Integration of specific disaster (landslide, mudflow, hailstorm etc.) prevention and mitigation/climate adaptation actions into existing community development programs developed and presented to the Government 3. LLRM methodology and community risk certificate are finalized and presented to the government as a common methodology for Risk Management in Local Level including CRM and Gender 4. Mechanisms for engagement of volunteers from educational institutions (Universities and Crisis Management Academy) in Local Level Risk Management processes developed with the equal engagement of women and men 5. Within the City Resilient campaign functional national and international mechanisms for City to City (Sister cities) cooperation established (among 4-6 cities) 6. Capacities of Crisis Management Academy are developed as a regional educational institution providing trainings and re-trainings for national and sub-regional DRR players (2 regional and 2 national trainings) 7. Culture of safety and resilience are in place at all levels by using knowledge, innovation, public awareness and education 8. Mechanisms to Integrate specific disaster (landslide, mudflow, hailstorm etc.) prevention and mitigation/climate adaptation actions into existing community development programs developed and presented to the Government</p>												
<p>Sub-total for Activity result 3</p>									\$81,500	\$103,000	\$95,500	\$280,000
<p>Activity result 4: Project Management/Implementation</p>	x	x	x	x			TRAC 1	71400 Contractual services – Individuals +	\$23,500	\$00	\$00	\$23,500

							M&E	\$00	\$00	\$10,000 ¹³	\$10,000
							72100 Contractual Services - Companies	\$800	\$00	\$00	\$800
							72400 Communications and Audio Visual Equipment (land/mobile phone, internet)	\$100	\$00	\$00	\$100
							72500 Supplies	\$1,000	\$00	\$00	\$1000
							73400 Rental and Maintenance of other equipment (fuel, vehicle and office equipment maintenance)	\$1,600	\$00	\$00	\$1,600
							74500 Miscellaneous Operating expenses (incl. ISS)	\$27,000	\$00	\$10,000	\$37,000
						BCPR	Sub-total TRAC 1	\$7,500	\$35,000	\$35,000	\$77,500
							71400 Contractual services – Individuals + M&E	\$00	\$3,000	\$3,000	\$6,000
							71600 Travel (project staff field, M&E trips)	\$700	\$1,500	\$1,500	\$3,700
							72400 Communications and Audio Visual Equipment (land/mobile phone, internet)	\$300	\$500	\$500	\$1,300
							72500 Supplies	\$700	\$1,500	\$1,500	\$3,700
							73400 Rental and Maintenance of other equipment (fuel, vehicle and office equipment maintenance)	\$800	\$5,000	\$5,000	\$10,800
								\$10,000	\$46,500	\$46,500	\$103,000

¹³ US\$10,000 will cover project final evaluation cost

								74500 Miscellaneous Operating expenses (incl. ISS) Sub-total BCPR				
Sub-total for Activity Result 4									\$ 37,000	<i>\$46,500</i>	<i>\$56,500</i>	<i>\$140,000</i>
Total TRAC 1									\$ 50,000	<i>\$ 18.500</i>	<i>\$ 31.500</i>	<i>\$100.000</i>
Total BCPR									\$200,000	<i>\$150.000</i>	<i>\$150.000</i>	<i>\$500.000</i>
Total MoES									\$130,000	<i>\$138.000</i>	<i>\$132.000</i>	<i>\$400.000</i>
TOTAL BUDGET									\$380,000	<i>\$306,500</i>	<i>\$313,500</i>	<i>\$1,000,000</i>

ANNEX 1: CAPACITY DEVELOPMENT ACTION PLAN

##	Capacity Development Action Plan	Implementation time-frame Short – 1-2 years; Medium – 2-3 years; Long – 3-5 years		
I. Core functional (organizational) capacities		SH	M	
1.	Establish and develop a National DRR Platform in Armenia, based on relevant best practice and existing needs		X	
2.	Prepare and finalize a national DRR Strategy, with MoES leading the process, by engaging key stakeholders and developing clear strategic goals.	X		
3.	Specify current mandates, revise regulations, and develop procedures to clarify roles, responsibilities and rights, streamline the system, eliminate overlapping functions and help improve compliance level	X		
4.	Strengthen the rationale and advocacy for allocation of financial and other resources at the national and local level, based on actionable DRR results, aligned to the strategic goals		X	
5.	Facilitate the ongoing establishment of Crisis Management Center, which would improve information management system and overall coordination between DRR structures in Armenia		X	
6.	Develop and implement a national DRR public awareness strategy, based on the main issues and target audiences, with effective use of media, ICT and other technologies		X	
7.	Improve communication, information sharing, and strengthen vertical and horizontal linkages between DRR stakeholders at all levels	X		
8.	Develop and implement performance based human resource management system in DRR institutions, in line with national regulations for civil and local government services. Apply financial and non-financial incentives for attracting, developing and retaining capable staff.	X	X	
9.	Establish a common system for DRR monitoring and evaluation, with actionable indicators, overseen by MoES and reporting to the National Security Council.	X		
10.	Enhance capacities for implementation of DRR existing policies, strategies and plans at all levels	X		
11.	Develop and implement Capacity Strengthening Plan at all levels	X	X	
II. Technical capacities		SH	M	
12.	Develop a National Disaster Observatory which will unify the disparate databases of various agencies	X		
13.	Develop common methodologies and procedures for risk analysis, as well as calibration and validation of assessments		X	
14.	Strengthen capacities for precise hazard analysis and vulnerability assessment, combined with cost-benefit analysis of potential DRR interventions		X	

15.	Improve the analysis of climate change impacts on society, economic sectors, and the environment.			X
16.	Develop and apply a common software platform and standards for GIS and mapping	X		
17.	Facilitate adoption of national GIS standards, based on best experience and needs of local stakeholders		X	
18.	Improve monitoring and forecasting systems			X
19.	To use existing systems and structures, including e-governance and School electronic network, cell phone networks for the purpose of disseminating early warning	X		
20.	Enhance DRR research capacities by integrating methodologies for risk assessment and cost-benefit analysis		X	
21.	Promote participation of key technical personnel at regional and international conferences and networks	X		
III. Community engagement and cooperation in DRR		SH	M	L
22.	Mainstream DRR at community level into planned changes to the legislation and institutional framework		X	
23.	Develop consistent policies and networks to promote the engagement and involvement of communities effectively in DRR		X	
24.	Develop effective strategies for promoting engagement of volunteers (especially at community level) in DRR, including provision of necessary training, guidance and equipment	X		
25.	Develop and apply GIS and hazard mapping at the regional (Marz) and community level to increase preparedness and informed decision-making for DRR management		X	
26.	Partner with the local schools and relevant authorities to increase meaningful engagement of schools in DRR preparedness.	X	X	
27.	In partnership with Ministry of Science and Education (MoSE) develop and implement an integrated strategy for enhancing and updating the DRR content of the curriculum.		X	
28.	Develop and implement innovative strategies for delivery of customized DRR training for teachers and instructors, using existing capacities of the CSMA and teachers' retreat facilities of MoSE	X	X	
29.	Develop and implement need-based local level DRR capacity development projects and programs, based on the positive results of pilot initiatives and with use of local resources	X		
30.	Provide technical assistance in mainstreaming of DRR into the local planning and budgeting, including development of "reserve funds" and plans for early recovery at Marz and community levels	X		
31.	Provide technical assistance in mainstreaming of DRR into specific sectors, including rural and urban development	X		
32.	Create incentives for private sector to actively participate in DRR activities at community level and also in policy dialogue through public private partnership programs and local initiatives	X		
33.	Promote establishment of catastrophe insurance facility (with support of the international organizations, like World Bank)		X	

34.	Engage private sector and banks in developing insurance and re-insurance schemes to transfer DRR risks where feasible			X
35.	Support further integration of Armenia into regional and international DRR networks through joint planning and information sharing	X		
36.	Engage local communities in cross-border cooperation programs in DRR, strengthen local cross-border networks for response and recovery		X	
37.	Expand data sharing and explore the possibilities for joint risk assessment of regional phenomena		X	
38.	Engage civil society and international organizations in active policy dialogue and community level initiatives on DRR	X		
39.	Create and manage a database of DRR projects and programs of local and international organizations, working in Armenia	X		
40.	Lead the dialogue and coordinate work of DRR donor organizations in Armenia. Systematically engage new donors and partners to support DRR activities in the country.	X		

PLANS FOR NATIONAL DISASTER PREPAREDNESS AND RISK REDUCTION CAPACITY DEVELOPMENT, 2012-15

Established DRM national capacities address adequately the DRR needs in Armenia and coincide with HFA strategic targets

Armenia DRM system sustainability ensured through its integration into country's national development plans (2013-2015)

OUTPUT TARGETS FOR 2012-2015	EXPECTED TIMFRAME	INDICATIVE ACTIVITIES
1. DRR strategy developed and presented to the Government for endorsement	End of 2011-2012	<u>Activity 1.1:</u> Facilitate finalization and implementation of a national DRR strategy, including public education and awareness strategy
2. Initial review of DRR strategy conducted by the Government	End of 2011-2012	
3. DRR strategy approved by the Government and implementation started	2012	
4. Public perception survey to test the public education and awareness strategy conducted	2012-2013	<u>Activity 1.2:</u> Introduce Gender-sensitive disaster Risk Reduction practical steps
5. Public education and awareness material for further dissemination produced	2012-2015	
6. Public awareness campaign on gender sensitive DRR is conducted	2012-2013	
7. Gender is integrated into DRR strategy	2012-2014	
8. Gender tools are available and utilized in risk assessment	2012-2015	
9. Media sensitization on gender dimension of the DRR conducted (as a part of public education and awareness strategy)	2012-2015	
10. Training workshops in capacity self-assessment and results-based programming, advocacy to donors, and monitoring and evaluation conducted	2012-2014	
11. Regular monitoring of Strategy implementation is conducted to ensure the relevance of annual plans and activities implemented	2012-2015	<u>Activity 1.3:</u> Conduct regular monitoring and evaluation (M&E) of the DRR Strategy implementation through establishment of DRR National Platform multi-agency M&E team and ensuring its proper performance, reporting principles and
12. The Strategy annual evaluation against the set indicators ensures the achievement of intended	2012-2015	

Sub-total Output 1				
2. Key institutions developed for improved coordination and cooperation in disaster risk reduction	1. Sustainability and further development of DRR National Platform ensured through strengthening of its professional, human and financial capacities and management system	2012-2015	<u>Activity 2.1:</u> Facilitate Sustainable Performance of Armenia DRR National Platform	
	2. The mechanism for effective cooperation of international and local organizations created and functioning - The concept and plan for development and eventual MoES ownership of donor coordination mechanism developed and integrated into National Platform	2012-2013		
	3. The MoES Crisis Management Center (CMC) is fully functional both at national and local levels	2012-2014		
	4. The NDO is fully functioning and provides information to stakeholders on regular basis	2012-2014		
	5. GIS standards developed and approved by MOES	End of 2011-2012		
	6. Development and establishment of functional GIS software for hazard mapping is finalized	End of 2011-2012		
	7. National Rapid Needs Assessment standards developed within the frames of DRR National Platform and adopted by the MoES / Armenia government.	End 2011-2012		
	8. MoES possesses National Field Assessment and Coordination Teams with national roster of well trained professionals	2012-2015		
	9. National Emergency Tracing Service performance and coordination mechanisms developed and approved by the Armenia government	2012-2013		<u>Activity 2.2:</u> Facilitate the effective performance and further development of MoES Crisis Management Center aimed at improving information management system and overall coordination between DRR structures nationally and internationally
	10. Legal framework for the Community based early response volunteer units is developed and approved	2012-2013		
	11. MoES Volunteer Services development policy is elaborated and approved	2012		
	12. Effectiveness of MoES rescue dogs' service is enhanced	2014		
	13. Expertise is provided throughout the elaboration of MoES Training Center concept development	2012-2013		
	14. Expertise and technical support is provided to the			

	<p>MoES Garni Research Center for reconstruction and rehabilitation</p> <p>15. A special sapper unit of MoES consisted of 15 sappers trained and equipped with necessary ammunition and equipment</p> <p>16. International expertise is conducted to evaluate the effectiveness of MoES anti-hail stations</p> <p>17. Support further development of MoES communication and public relation capacities, including management and inter-agency cooperation</p> <p>18. Armenia DRR related legislation and normative acts revised with consideration of international disaster management rules and regulations in including relief / logistics standards (project SPHERE, IDRL, etc.)</p> <p>19. MoES – International Community partnership format and plan of action are developed through MoES-UN DMT- National Platform joint contingency planning exercise, ensuring its annual update</p>	<p>2012-2013</p> <p>2013</p> <p>End of 2011-2012</p> <p>2012-2013</p> <p>2012-2015</p> <p>2012-2013</p>	<p><i>Activity 2.4. Assist in enhancing the adherence of Armenia DRR system to the internationally adopted standards, as well as promoting the international cooperation and coordination mechanisms</i></p>
Sub-total Output 2			
<i>3. Regional and national capacities and instruments developed for local level disaster prevention</i>	<p>1. DRR local teams established and trained expanding the LLRM experience gained throughout the implementation of DRR project in 2011.</p> <p>2. Training conducted and technical advice provided to the local DRR teams on integration of DRR into local development plans and budgets</p> <p>3. Number of guidelines, regulations, strategies for integration of DRR into existing community development programs and local budgets are developed and presented to the Government</p> <p>4. DRR related VCA is conducted in all local communities of Armenia aimed at prioritization of risk reduction actions and their incorporation into local / federal development plans.</p> <p>5. Community DRR passport or community “health</p>	<p>2012</p> <p>2012</p> <p>2012</p> <p>2012-2015</p>	<p>Activity 3.1: Support the MoES efforts in conducting disaster and climate risk reduction activities at the local / community levels</p>

	certificate” is developed for each assessed community consolidating and documenting the VCA results, further DRR plans and presumed follow up actions	2013-2015	
	6. Promote the youth involvement in DRR activities through contributing towards the DRR education and youth engagement initiatives	2012-2015	
	7. Facilitate the MoES efforts in evaluating the seismic risk of schools in Armenia providing the expertise and consultancy support	2012-2014	
	8. Finalize the urban risk assessment and planning methodology and present it to MoES for approval	2012	<u>Activity 3.2.</u> Urban Risk Management
	9. Facilitate the promotion of city resilience campaign	2012-2015	
Sub-total Output 3			
Total:			

ANNEX 3: RISKS AND MITIGATION MEASURES

The main risks as well as relevant mitigation measures are described in the below table. The Portfolio Manager and Project Coordinator will ensure that the risks noted above will not hinder the effective implementation of the project by ensuring the involvement of all relevant

stakeholders in all stages/activities of the project, including decision-making, monitoring and evaluation, as well as engaging in sound, evidence-based advocacy efforts.

#	Description	Date Identified	Type	Impact & Probability (scale 1 min. - 5 max.)	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1.	Potential political destabilization and /or cabinet reshuffle, which might lead to change of Govt. priorities.		Political	I = 3 P = 2	UNDP staff should regularly monitor the political situation in the country, and alert the Project Board on time of any potential impact, and discuss specific mitigation actions; Refer to the UNDAF, CPAP and AWP that was mutually signed by the Government and UNDP				
2.	Natural Disasters of medium to large scale		Environmental	Medium scale: P=3; I=4 Large scale: P=1; I=5 Disasters could disrupt normal functioning of MoES and its capacity for continued and effective cooperation;	Advocate and support national authorities to improve disaster preparedness; ensure nat. counterpart participation in UN DMT's disaster preparedness and contingency planning exercises 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				
3.	Lack of commitment and coordination at the senior political level		Strategic Regulatory	I = 3 P = 1	Continued advocacy for the importance of effective, efficient and sustainable DRR system; Ensure regular participation of stakeholders in coordination forums; encourage MoES to continue strong leadership and functioning of NP. Continued good cooperation between UNDP and Govt, and delivering visible results of earlier agreed priorities				

4.	Lack of financial resources to address all project components		Financial	I = 4 P = 3 Possibility of lack of funds for some project activities	The CO resource mobilization strategy and policy; Regular donor liaison and coordination, including through the donor thematic group on DRR in the frame of NP				
5.	Operational limitations resulting in a delay in project implementation		Operational	P=2 I=3 Delays in implementation may result in missing both financial and results targets;	Ensure timely and quality planning for all project activities, including plans for procurement of services and goods; regular monitoring and management of procurement cases. Convene Project Board to notify of possible implications on timely implementation, discuss reasons and find ways to avoid dissatisfaction of partners and losing credibility of UNDP as a development partner				
6.	Change of Government policies and priorities in relation to the project, e.g. changing thematic interest within the wider risk reduction area.		Strategic	I = 3 P = 1	Signature of AWP based on strategic consensus with GoA; UNDAF and CPAP as two main documents governing UNDP/Government programs Project Board to convene to identify specific measures to overcome any potential implications				