

United Nations Development Program
Country: Georgia

Project Title: Strengthening Disaster Risk Reduction in Georgia, Phase 2

UNDAF Outcome(s): Thematic area 3 (DRR) Outcome 1: DRR is a national and local priority with an established, strong institutional basis for implementation. Outcome 5: Disaster preparedness for effective response is strengthened at all levels.

Expected UNDP CPD Outcome(s): Thematic area 3 (DRR and Environment & Energy) Outcome 1: Disaster risk management is a national, regional and local priority with an established, strong institutional basis for implementation

Expected Output(s): 1) Establishing / strengthening an inclusive and functional National Platform for DRR, 2) Mainstreaming DRR in development policies, programmes, and practices, and 3) Enhancing disaster risk management and coordination with a special focus on humanitarian issues

Implementing Agency: UNDP

Brief Description

This project builds on the achievements of the first phase of the UNDP/UN RC/SDC DRR project implemented 1 September 2008 - 31 August 2010. *UNDP Georgia's Disaster Risk Reduction Strategy 2008-2010* (February 2009) proved useful in guiding the first phase of the project by working through communities at risk, scientific institutions, and international organizations to encourage policy change towards a proactive and preventive risk management approach.

The most significant achievements included a) Development of *UN Georgia's Contingency Plan* based on a multi-hazard, all-phase approach in collaboration with UN emergency planners, and b) Inclusion of DRR in the new *UNDAF 2011-2015*, based on the *Hyogo Framework for Action 2005-2015*, and in the corresponding *UNDP CPD 2011-2015*.

The key conceptual challenge remains to change the focus from response and preparedness to prevention and mitigation. Another key challenge is to broaden the civil defence disaster management approach and focus on publicly known risk scenarios, humanitarian issues and collaboration with communities and civil society.

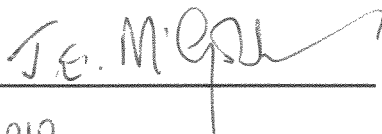
The overall objective of the second phase is to make DRR a national, regional and local priority with an established, strong institutional basis for implementation. This will be accomplished by focusing on three outputs: 1) Establishing / strengthening an inclusive and functional National Platform for DRR, 2) Mainstreaming DRR in development policies, programmes, and practices, and 3) Enhancing disaster risk management and coordination with a special focus on humanitarian issues.

Program Period:	2011-2015
Key Result Area:	Enhancing conflict and disaster risk Management capabilities
Atlas Award ID:	00049835
Atlas output ID:	00076510
Start date:	01 Jan 2011
End Date:	31 Dec 2012
LPAC Meeting Date:	<u>13-Dec-2010</u>
Management Arrangements :	DIM

Total budget:	<u>821,760 USD</u>
Total allocated resources:	
• Regular (UNDP)	<u>0USD</u>
• Other:	
o SDC	<u>515,740 USD</u>
Unfunded budget:	<u>306,020 USD</u>
In-kind Contributions	_____

Agreed by UNDP:

Jamie McGoldrick
Resident Representative



Date:

26/2/2010

I. SITUATION ANALYSIS

Country Scenario

The disaster risk management system in Georgia is reactive and governed by parallel laws and competing institutions leaving uncertainty of who is in charge of prevention and mitigation and who will take the lead in preparedness and response. This is a major weakness in the current system, which makes it difficult for national and international organizations to support the Government in disaster risk management.

Recent crises – notably the August 2008 conflict and the September 2009 earthquake – highlighted the weaknesses of the system and heightened the perception of the need to strengthen Georgia's capacities to prepare for and respond to crises. In addition, multiple and frequent low scale disasters emphasize the need to minimize risks associated with man-made and natural hazards.

In 2009, the President authorized the National Security Council to review crisis response mechanisms and propose recommendations for how best to enhance the disaster risk management system. A Parliament Commission and the Ministry of Regional Development & Infrastructure were also involved in the review of the disaster management system and proposed to regionalize the dysfunctional municipal response teams and redirect them towards preparedness and mitigation.

At the same time, sub-national Emergency Management Centres are being set up in nine regions to coordinate disaster response and rescue. The decision to establish such sub-national Centres was made in 2009 and the implementation commenced in January 2010. Each centre will have approximately 20 staff, mainly trained rescuers. Due to budgetary constraints, the Government's plan of recruiting additional staff covering preparedness and planning was abandoned / postponed.

Despite the recent reforms and commendable progress, the system and practice remain reactive. Georgia does not have a national DRR policy or strategy. The 2007 *Law on Protecting the Population and Territory from Natural and Manmade Emergency Situations* promotes a unified system for prevention, mitigation, preparedness and response. However, it elaborates mainly on response mechanisms while provisions on prevention and mitigation are fragmentary and vague. There is a need to elaborate upon key concepts, such as hazard, disaster, risk, capacity and vulnerability. There must also be effective integration of disaster risk reduction into economic, social and urban development plans, policies and practices, as well as environment and natural resources management.

First Phase of the UNDP / UN RC / SDC DRR Project 2008-2010

From 1 September 2008 to 31 August 2010 UNDP implemented a project entitled 'Strengthening the Disaster Risk Reduction System of Georgia', which was co-sponsored by the Swiss Agency for Development and Cooperation (SDC), the UN Resident Coordinator's (UN RC's) Office, and UNDP. Within the framework of this project, UNDP introduced a proactive and preventive risk management approach in Georgia by promoting the *Hyogo Framework for Action 2005-2015* and ensuring DRR became one out of three priority themes in the new *United Nations Development Assistance Framework 2011-2015*¹ (in brief: *UNDAF 2011-2015*) and the corresponding *UNDP Country Programme Document 2011-2015* (in brief: *UNDP CPD 2011-2015*).

At the conceptual level, the most important achievements of the first phase of the project included a shift in focus from hazards to risk and from response and preparedness to prevention and mitigation. In order to systematically advance this new approach, the DRR Advisor drafted *UNDP Georgia's Disaster Risk Reduction Strategy 2008 - 2010* (February 2009) focusing on awareness, knowledge management, institution building, capacity development and vulnerable populations.

¹ The *UNDAF* is a strategic programme framework that describes the collective response of the UN system to national development priorities. The descriptive part of the new *UNDAF* for Georgia is attached in annex 3.

The ultimate goal of this strategy was to pursue policy change by working in communities at risk, with the scientific community and through international organizations².

Simultaneous with - and closely related to - the above conceptual changes, UNDP broadened a narrow civil defense approach by expanding the categories and number of stakeholders involved in disaster risk management. Since DRR is a cross-cutting and complex developing issue, it requires political and legal commitment, public understanding, scientific knowledge, careful development planning, responsible enforcement of policies and legislation, people-centred early warning systems, and effective disaster preparedness and response mechanisms. Close collaboration of policy-makers, scientists, urban planners, engineers, architects, development workers and civil society was a pre-condition for adopting a comprehensive approach and inventing adequate solutions.

In order to create an inter-agency and multi-sectoral forum for policy dialogue, UNDP established an inclusive DRR think-tank, which gathers DRR practitioners every second or third month. The group of participants includes approximately 60 people with permanent representation from practical all key players involved in disaster risk management in the country. Key agencies include:

- Government: Ministry of Environment Protection and Natural Resources, Ministry of Internal Affairs, Ministry of Regional Development and Infrastructure, and the National Security Council
- UN: IOM, UNFPA, UNICEF, WFP, WHO and UNDP
- International organizations: British Embassy, ECHO, IFRC, SDC and USAID
- Scientific institutions: Georgian Committee for DRR (GCDRR)³, Institute of Geophysics, Institute of Water Management and the National Environment Agency
- NGOs: ACF, CARE, CENN, Danish Refugee Council, Georgian Red Cross Society, IRC, Mercy Corps, OXFAM, Salvation Army, Save the Children and World Vision

Each meeting attracts more than 30 participants, depending on the agenda and timing. The agenda of the first seven meetings included *UNDP Georgia's DRR Strategy 2008-2010*, risk assessment methodology, earthquake response, flood early warning systems, community-based approaches and National Platforms for DRR. Comprehensive meeting minutes are circulated after every meeting.

At activity level, the most important achievements include⁴:

- In collaboration with the UN Contingency Planning Focal Points Group, coordinated and redrafted the *UN Contingency Plan* based on a multi-hazard, all-phase approach. This plan was approved by the UN Country Team in 2009 and is in the process of operationalization
- With additional funding from UNDP, developed and delivered a disaster risk management training package for 100 municipal officials and civil society representatives and developed community-based risk management action plans for four municipalities in Shida Kartli
- With additional funding from UNDP, implemented a needs assessment / feasibility study of a floods early warning system in Georgia and presented findings / recommendations to concerned Government officials and stakeholders

² The strategic outcomes and proposed interventions of UNDP Georgia's *DRR Strategy 2008-2010* is attached in annex 2.

³ GCDRR is a registered NGO, established in 2008, with the support of the Parliament of Georgia and the EUR-OPA (European and Mediterranean Major Hazards Agreement) Secretariat of the Council of Europe. The overall objective of the GCDRR is to reinforce, promote, consolidate and strengthen efforts at national level, as well as to influence regional developments with relevance for DRR.

⁴ A detailed summary of progress measured against targets is included in periodic progress reports submitted to SDC and other donors. The latest progress report is attached in annex 4.

- In collaboration with GCDRR and SDC, developed and updated a comprehensive database / online publication of *Who Does What Where in Disaster Risk Reduction in Georgia*⁵
- With additional funding from UNDP, undertook a capacity assessment of GCDRR which led to a 10 months project to capacitate this umbrella organization to design, mobilize resources and implement scientifically-based projects supporting the roll-out of DRR and the adoption of evidence-based policies
- Last but not least, promoted DRR as one out of three priorities in the new *UNDAF 2011-2015* and in the new *UNDP CPD 2011-2015*

During the implementation of the project, UNDP expanded the DRR team from initially one international advisor to additionally one National Project Officer and one Project Assistant.

The fact that SDC, UN RC and UNDP has committed new funding to ensure a continuation of the project, testify to the achievements above. The second phase of the project aims at scaling up and scaling across the achievements of the previous phase by continuing to broaden and deepen the engagement of a broad range of stakeholders in DRR in Georgia. This is particularly important at a time when the Government and the UN Country Team have agreed to prioritize DRR in the new *UNDAF 2011-2015* and at a time when ISDR, UNICEF and other international agencies show increasing commitment to DRR in Georgia.

In order to ensure lessons learned during the first two years of the project guide the next phase of the roll out of DRR in Georgia, it is critical for UNDP to maintain its lead role in the field of DRR. The high number of participants at DRR think-tank meetings, UN contingency planning workshops and other public events has raised the expectations from partner organizations to UNDP. The organization has acquired important know-how during the previous phase and has positioned itself in the centre of the DRR debate in Georgia. At the same time, close collaboration between the UN RC and the UNDP DRR project has generated new opportunities to effectively raise the profile of DRR and seek fundamental solutions to the challenges described above.

II. STRATEGY

This project is in line with UNDP's global *Strategic Plan 2008-2011*, which acknowledges the importance of supporting the implementation of the *Hyogo Framework for Action* in the increasingly critical area of DRR. In addition, the project will contribute to the achievement of at least two outcomes in the new *UNDAF 2011-2015* for Georgia under thematic area 3 – DRR (and an expected positive contribution to the other three outcomes):

- Outcome 1: DRR is a national and local priority with an established, strong institutional basis for implementation
- Outcome 5: Disaster preparedness for effective response is strengthened at all levels

These *UNDAF* outcomes are reflected in the *UNDP CPD 2011-2015* under thematic area 3 (DRR and Environment & Energy):

- Outcome 1: Disaster risk management is a national, regional and local priority with an established, strong institutional basis for implementation

Since DRR has become an explicit priority in the new *UNDAF 2011-2015* and *UNDP CPD 2011-2015*, these policy documents will guide the overall strategy for implementation of the project. In addition, the strategic approach of the first phase - manifested in *UNDP Georgia's Disaster Risk Reduction Strategy 2008 - 2010* (February 2009) - remains valid. The ultimate goal of this strategy was to encourage policy change by focusing on awareness, knowledge management, institution building, capacity development and vulnerable populations and by working in communities at risk, with the scientific community and through international organizations.

⁵ Please see: http://undp.org.ge/new/index.php?lang_id=ENG&sec_id=24&info_id=853.

In line with the multi-stakeholder and inter-agency approach of the first phase of the project, this intervention will be implemented in close cooperation with senior government officials from the National Security Council, the Ministry of Internal Affairs, the Ministry of Environment Protection and Natural Resources, other line ministries, regional and district authorities, civil society representatives, community members, emergency services, scientific institutions and international and national organizations (government and non-governmental).

Through active participation in DRR think-tank meetings and other public events, as well as in the prioritization of DRR in the new *UNDAF 2011-2015*, the above partner organizations have agreed to the future directions of the continuation of the project. UNDP has already initiated discussions of establishing a National Platform for DRR at previous DRR think-tank meetings and at a recent workshop co-organized with the ISDR Secretariat for Central Asia and Caucasus. In addition, UNDP works closely with the UN RC, the Ministry of Internal Affairs, and regional authorities to improve disaster risk management coordination and response mechanisms at national and regional levels.

As in the previous phase of the project, all outputs – directories, technical publications, training and awareness raising materials – will be made available to government and non-governmental organizations, members of the DRR Think-tank, communities at risk and the public at large in order to ensure maximum output of the investment.

Although this project gives priority to the national level, UNDP remains committed to DRR at sub-national levels. Experiences from the community-based risk management action planning in Shida Kartli have been systematically shared with partners in the DRR Think-tank. Increasingly, a number of NGOs have developed similar approaches (notably CENN, GRCS and OXFAM) and field tested them in their target areas. Following major flooding in the Pankisi valley in the end of June 2010, UNDP included a disaster risk reduction component in this local development project. Risk assessment, riverbed cleaning, riverbank protection, risk management workshop and community-based risk management action planning is planned in collaboration with GCDRR and municipal authorities.

However, the most promising approach is to support the ongoing regionalization of the emergency management system. The DRR project has developed and circulated a project outline entitled 'Strengthening the Regional Emergency Management System in Samagrela', which aims at enhancing DRR activities (all-hazard risk assessment, training and equipment to fire-fighters and the new Regional Emergency Management Centres, and participatory contingency planning), while taking advantage of UNDP's presence in the region. In the beginning of August, the DRR advisor attended a joint field trip with SDC to further refine a concept for a regional DRR approach, which both organizations plan to roll-out jointly (new projects are under development with SDC in this regard).

It is widely known and accepted that risk and disasters affect women and men differently. In crisis situations, women are often more vulnerable than men due to their social status and likely to face the trauma of gender-specific physical insecurity; especially in remote areas where they are often ignored or go unreported. To respond to the resulting differences it is essential to understand the specific roles and responsibilities of men and women, their main constraints and needs, and their ability to carry out activities under all phases of disaster management. It is of vital importance to making women and men aware of the priority hazards in their communities; involving them in identification of risks, elaboration of risk scenarios, and design of prevention, mitigation and preparedness activities.

The project will be guided by UNDP's corporate commitment to gender equality as manifested in the following documents: 1) *Empowered and Equal: Gender Equality Strategy 2008-2011* and 2) *The Eight Point Agenda: Practical, Positive Outcomes for Girls and Women in Crisis*.

The most relevant challenges from the last document include Point 5 (Promote gender equality in disaster risk reduction - Support women and men to build back better) including: 1) Women's unique needs must be incorporated in analyses of disaster risk and post disaster risk assessments, and 2) Women's experience and knowledge must be valued and incorporated in any plans or policies.

III. PROJECT OUTPUTS AND ACTIVITIES

The overall project objective is in line with outcome 1 of the new *UNDAF 2011-2015* and the *UNDP CPD 2011-2015: Making DRR a national, regional and local priority with an established, strong institutional basis for implementation*. This will be accomplished by achieving the following three outputs:

- (i) Establishing / strengthening an inclusive and functional National Platform for DRR
- (ii) Mainstreaming DRR in development policies, programmes and practices
- (iii) Enhancing disaster risk management and coordination with a special focus on humanitarian issues

The three outputs are carefully chosen to cover the full range of disaster risk management issues, to meet the expectation of the new *UNDAF 2011-2015*, to accommodate current Government priorities, and - last but not least - to create new synergies, which will ensure the sum of the three outputs are greater than the individual components.

Whereas the first and the third outputs build on previous results related to the UNDP DRR think-tank and the UN contingency planning process, the second output aims at scaling up and scaling across DRR activities in Georgia to meet the expected outcomes of the new *UNDAF 2011-2015*. Whereas the first and second outputs focus on prevention and mitigation, the third output includes preparedness and response. Although not explicitly mentioned as an output, the continued collaboration with scientists regarding risk assessments are expected to guide the targeting of future activities related to all three objectives⁶.

The following activities are expected to generate the above outputs:

Output 1: Establishing / strengthening an inclusive and functional National Platform for DRR

The UNDP think-tank will continue to meet until it transforms into a National Platform for DRR to promote coordinated action under Government leadership. An inclusive and functional National Platform is an important target to effectively advocate for DRR, elaborate risk management plans, and mainstream risk reduction into government policies and practices and thereby encourage national and local implementation, adaptation and ownership of the *Hyogo Framework for Action*.

Since no blueprint exists for how best to introduce National Platforms for DRR, UNDP will contribute to a tailor-made solution for Georgia guided by the principle of doing no harm / avoiding upsetting existing coordination arrangements. Special attention will be given to ensure equal representation of both men and women, measured as percentage of participants and / or number of agencies with a critical role in addressing specific risks relevant for vulnerable segments of the population.

UNDP will **support the institutionalization of the National Platform** in collaboration with ISDR and other partners by frequent consultations with key government counterparts (notably the National Security Council, the Ministry of Internal Affairs and the Ministry of Environment Protection and Natural Resources), by developing concept notes and a charter for the National Platform, and by training various categories of stakeholders (e.g. scientists, NGOs, women's groups, private sector, and international organizations) in their respective roles within the Platform.

UNDP proposes to (co-)organize at least seven external DRR think-tank meetings and / or National Platform meetings within the two-year period. The comprehensive database / online publication of *Who Does What Where in DRR in Georgia* will be regularly updated and refined. Furthermore,

⁶ With parallel funding from SDC and support from UNDP, GCDRR is currently developing a Tbilisi earthquake scenario and conducting a flood-risk assessment of a part of the Rioni River. Another joint UNDP GCDRR flood-risk assessment project of the Rioni River Basin has been forwarded to the OSCE environment security initiative, the British Embassy and SDC for funding. A fourth multi-hazard risk assessment project of Telavi municipality has been forwarded to SDC for funding.

participants will be expected to elaborate a *Hyogo Framework for Action Implementation Plan for Georgia* based on the five priority actions and the national reporting to the ISDR *Hyogo Framework* monitoring and review process 2009 - 2011.

In order to effectively support the National Platform for DRR, UNDP proposes to hire a full project team comprising an international DRR advisor, a national DRR project officer and a DRR project assistant for a period of two years. This composition of the DRR team has proven to generate valuable results during the previous phase. Funds will also be allocated for office space and necessary equipment / stationary.

Output 2: Mainstreaming DRR in development policies, programmes and practices

Addressing root causes and implementing comprehensive risk reduction measures are clearly beyond the scope of any individual project. It is therefore critical to **successfully mainstream DRR into development policies and practices in Georgia**. Considering UNDP's institutional mandate and close links with Government, the organization plays a key role in introducing risk reduction measures across all sectors and agencies. Although the new *UNDAF 2011-2015* identifies DRR as one out of three priority areas and integrates the *Hyogo Framework* in its outcomes, there is still a long way to go before all UNDP's portfolios, UN agencies and Government institutions pay adequate attention to risk reduction.

During the two years period, UNDP expects to significantly contribute to mainstreaming DRR across development policies and practices in Georgia by sharing best international practice, promoting risk assessments and evidence-based approaches, piloting strategic risk reduction activities, and mobilizing resources to upscale proactive and preventive risk management approaches.

UNDP will continue to translate and publish technical publications on DRR priority issues (e.g. urban risk management and climate risk management) and hire consultants to conduct risk assessments / early warning studies of flood and climate risks in the most vulnerable regions according to current data / present projections. Special attention will be given to people at high risks including women's groups, female headed households, IDPs, and those living below the poverty line. These new studies will benefit from the already implemented UNDP flood early warning study and climate projections elaborated by the Ministry of Environment Protection and Natural Resources.

Building on previous efforts to quantify risks, conceptualize a flood early warning system for Georgia, and elaborate risk management action plans in four municipalities in Shida Kartli, UNDP proposes to develop collective risk management action plans to effectively and systematically sensitize key stakeholders and mobilize resources to reduce risks. Whereas the previous plans focussed on district level, the new risk management action plans are expected to target the regional level in order to support the ongoing regionalization of the disaster risk management system. These risk management plans will collect data disaggregated by vulnerable social groups (e.g. women, children) and in the analysis and recommendations account for differences in vulnerabilities among them.

As follow-up to the development and implementation of risk management action plans, pilot funding will be allocated to strategic activities demonstrating the importance of mainstreaming. Special attention will be given to advocacy of lessons learned to authorities at national and regional levels, as well as to donors for upscaling.

Based on existing financial instruments and mechanisms, a financing strategy will be developed and capacity development in resource mobilization undertaken for key national counterparts. The objective will be to mobilize external resources for risk assessments and risk reduction with a particularly view to empower the most vulnerable groups in the country.

Output 3: Enhancing disaster risk management and coordination with a special focus on humanitarian issues

With outset in *UN Georgia's Multi-hazard Contingency Plan* - and related workshops and trainings - UNDP will continue to coordinate the UN contingency planning process and offer secretarial

assistance to the UN Humanitarian Country Team, whenever the Resident Coordinator decides to establish it. Key collaboration partners will be representatives from operational UN agencies, INGOs and the Red Cross / Red Crescent movement. Simultaneously, national emergency responders (e.g. National Security Council, Ministry of Internal Affairs, and regional governors) will be kept informed.

Building on previous efforts to integrating conflict prevention and disaster risk reduction in the *UN Contingency Plan*, both approaches will be further refined based upon past and planned risk assessments, post-disaster reviews and the results of simulation exercises. The ongoing assessments of seismic risks in Tbilisi and flood-risks in the Rioni river basin will provide important input to natural hazard planning scenarios. Similarly, it is expected that the newly employed Peace and Development Advisor will elaborate a conflict scenario, which will be incorporated into the contingency plan. Apart from ensuring a preventive and all-phase emergency planning process, such an approach will help integrating DRR into UN programmes and development projects.

UNDP will regularly update capacity inventory forms, field-test assessment formats / procedures for post-disaster needs assessment and strengthen sectoral coordination in line with the Inter-Agency Standing Committee's cluster approach. **Special attention will be devoted to humanitarian issues** (e.g. promoting SPHERE standards, identifying strategies for humanitarian access and how best to assist vulnerable groups, and distinguishing between gender-specific needs) **and to early recovery** (e.g. promoting early recovery guidelines, best practice and trainings on recovery and development approaches during humanitarian response). The project expects to capitalize on international training packages / events offered by partner organizations in the field of contingency planning / crisis management (e.g. OCHA, CADRI, UNICEF, UNHRC) to ensure the planning exercise in Georgia reflects best international practice.

During the two-year period, UNDP proposes to undertake several capacity development initiatives in response, early recovery, post-disaster needs assessment, prevention and mitigation to ensure alignment of national and international contingency plans and support the development of a comprehensive and participatory national disaster risk management strategy. Gender awareness and sensitization in risk assessment, risk reduction and humanitarian response will be integrated as an important component of capacity development initiatives.

Based on a computer-based simulation exercise, conducted during a Country Team Contingency Planning Workshop in April 2010, two new simulation exercises will be organized in collaboration with government, local authorities, civil society and international organizations, to test preparedness and response plans / procedures and enhance coordination with national, regional and local stakeholders. The ultimate goal is to ensure that the international community stands ready to support the Government's efforts to effectively prepare for and respond to future emergencies.

IV. PROJECT RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcomes as Stated in the UNDAF: Thematic area 3 (DRR) Outcome 1: DRR is a national and local priority with an established, strong institutional basis for implementation. Outcome 5: Disaster preparedness for effective response is strengthened at all levels.</p>	<p>Outcome indicators as stated in UNDAF, including baseline and targets. Indicator: 1) Inclusive national multi-sectoral platform for DRR established and functioning; and 2) UN contingency plans aligned with national response plans and their dissemination. Baseline: 1) Bimonthly UNDP DRR think-tank meetings; and 2) Current implementation of the MIA-EMD <i>National Emergency Response Plan</i> and UNCT-approved multi-hazard, all-phase contingency plan. Target: 1) Inclusive (cross-sectoral) National Platform for DRR established, operational and functioning; and 2) Alignment of national and international plans completed by 2013.</p>	<p>Applicable Outcome in the UNDP CPD: Thematic area 3 (DRR and Environment & Energy) Outcome 1: Disaster risk management is a national, regional and local priority with an established, strong institutional basis for implementation.</p>	<p>Partnership Strategy: Implemented in close collaboration with senior government officials from the National Security Council, the Ministry of Internal Affairs, the Ministry of Environment Protection and Natural Resources, other line ministries, regional and district authorities, civil society representatives, community members, emergency services, scientific institutions and international and national organizations (government and non-governmental)</p>	<p>Project title and ID (ATLAS Award ID): Strengthening Disaster Risk Reduction in Georgia Phase 2⁷ (Atlas Award ID: 00049835; Atlas output ID: 00076510)</p>	<p>Intended Outputs DRR: established as a national, regional and local priority with strong institutional basis for implementation through 1/ strengthening an inclusive and functional National Platform for DRR, 2/ Mainstreaming DRR in development policies, programmes, and practices, and 3/ Enhancing disaster risk management and coordination with a special focus on humanitarian issues</p>	<p>Output Targets 1.1/ <i>Who Does What Where in DRR</i> database / online publication updated yearly 1.2/ At least 7 external UNDP DRR Think-tank / National Platform meetings organized 1.3/ Implementation Plan of <i>Hyogo Framework</i> developed for Georgia 1.4/ Office set up and staff recruited</p>	<p>Indicative Activities Activity 1: National Platform for DRR 1.1/ Rent office space and procure office equipment / stationary 1.2/ Recruit an international DRR advisor 1.3/ Recruit a national DRR project officer and a project assistant 1.4/ Update the <i>Who Does What Where in DRR</i> database / online publication at least once a year 1.5/ (Co-)organize at least seven external UNDP DRR Think-tank / National Platform meetings 1.6/ Develop a <i>Hyogo Framework for Action Implementation Plan for Georgia</i></p>	<p>Responsible parties UN / UNDP, Government agencies, Regional / district authorities, International organizations, NGOs and the Private sector</p>	<p>Inputs UNDP UN RC SDC</p>
--	--	---	--	---	--	--	--	--	--

⁷ Whereas this is the second phase of the UNDP-SDC project, it is referred to as phase 3 in agreement with SDC, since they have implemented a first phase before the UNDP-SDC project.

<p>Intended Outcomes as Stated in the UNDAF: Thematic area 3 (DRR) Outcome 1: DRR is a national and local priority with an established, strong institutional basis for implementation. Outcome 5: Disaster preparedness for effective response is strengthened at all levels.</p>					
<p>Outcome indicators as stated in UNDAF, including baseline and targets.</p>					
<p>Indicator: 1) Inclusive national multi-sectoral platform for DRR established and functioning; and 2) UN contingency plans aligned with national response plans and their dissemination. Baseline: 1) Bimonthly UNDP DRR think-tank meetings; and 2) Current implementation of the MIA-EMD <i>National Emergency Response Plan</i> and UNCT-approved multi-hazard, all-phase contingency plan. Target: 1) Inclusive (cross-sectoral) National Platform for DRR established, operational and functioning; and 2) Alignment of national and international plans completed by 2013.</p>					
<p>Applicable Outcome in the UNDP CPD: Thematic area 3 (DRR and Environment & Energy) Outcome 1: Disaster risk management is a national, regional and local priority with an established, strong institutional basis for implementation.</p>					
<p>Partnership Strategy: Implemented in close collaboration with senior government officials from the National Security Council, the Ministry of Internal Affairs, the Ministry of Environment Protection and Natural Resources, other line ministries, regional and district authorities, civil society representatives, community members, emergency services, scientific institutions and international and national organizations (government and non-governmental)</p>					
<p>Project title and ID (ATLAS Award ID): Strengthening Disaster Risk Reduction in Georgia Phase 2' (Atlas Award ID: 00049835; Atlas output ID: 00076510)</p>					
	Intended Outputs	Output Targets	Indicative Activities	Responsible parties	Inputs
Indicator 2.1	Number of technical publications on DRR translated/published	2.1/ At least 2 technical publications on DRR translated/published	2.1/ Translate and publish at least two technical publications on DRR (e.g. urban and climate risk management)	UN / UNDP, Government agencies, Regional / district authorities, International organizations, NGOs and the Private sector	UNDP UN RC SDC
Indicator 2.2	Number of risk assessments / early warning studies conducted	2.2/ 2 risk assessments / early warning studies conducted targeting flood and climate risk management	2.2/ Conduct two risk assessments / early warning studies targeting flood and climate risk management		
Indicator 2.3	Number of participatory regional risk management action plans formulated	2.3/ At least 2 participatory regional risk management action plans developed	2.3/ Formulate two participatory regional risk management action plans with sex and age disaggregated data and present findings / analysis / recommendations to relevant authorities / stakeholders		
Indicator 3.1	Number of updated of UN contingency plan	3.1/ UN contingency plans regularly updated	3.1/ Regularly update and operationalize UN contingency plans with specific focus on gender and vulnerable groups	UN / UNDP, Government agencies, Regional / district authorities, International organizations, NGOs, and the Private sector	UNDP UN RC SDC
Indicator 3.2	Number of capacity development initiatives conducted	3.2/ At least 4 capacity development initiatives conducted on response, early recovery, post-disaster needs assessment, mitigation and prevention	3.2/ Conduct four capacity development initiatives on response, early recovery, post-disaster needs assessment, mitigation and prevention targeting at least 100 policy makers / emergency planners / first responders		
Indicator 3.3	National disaster risk management strategy developed and accepted by stakeholders (Yes/No/)	3.3/ National disaster risk management strategy developed and accepted by relevant stakeholders	3.3/ Develop national disaster risk management strategy and ensure its acceptance by relevant stakeholders		
Indicator 3.4	Number of simulation exercises organized with government, local authorities, civil society and international organizations	3.4/ At least 2 simulation exercises organized with government, local authorities, civil society and international organizations	3.4/ Organize two simulation exercises with government, local authorities, civil society and international organizations		

V. PROJECT GANTT CHART

#	Activity/Sub activity	Month 1-2	3-4	5-6	7-8	9-10	11-12	13-14	15-16	17-18	19-20	21-22	23-24
1	Inclusive and functional National Platform for DRR												
1.1	Rent office space and procure office equipment / stationary												
1.2	Recruit an international DRR Advisor												
1.3	Recruit a national DRR project officer and a project assistant												
1.4	Update the <i>Who Does What Where in DRR</i> database / online publication at least once a year												
1.5	(Co-)organize at least seven external UNDP DRR Think-tank / National Platform meetings												
1.6	Develop a <i>Hyogo Framework for Action Implementation Plan for Georgia</i>												
2	Mainstreaming DRR in development plans, policies and practices												
2.1	Translate and publish at least two technical publications on DRR (e.g. urban and climate risk management)												
2.2	Conduct two risk assessments / early warning studies targeting flood and climate risk management												
2.3	Formulate two participatory regional risk management action plans with disaggregated data and present findings / recommendations to relevant authorities / stakeholders												
2.4	Ensure allocation of pilot funding to strategic activities demonstrating the importance of mainstreaming												
2.5	Mobilize external resources for risk assessments and risk reduction with focus on the most vulnerable social groups												
3	Enhancing disaster risk management and coordination												
3.1	UN contingency plans regularly updated and operationalized with specific focus on gender and vulnerable groups												
3.2	Four capacity development initiatives on response, early recovery, post-disaster needs assessment, mitigation and prevention targeting at least 100 policy makers / emergency planners / first responders												
3.3	National disaster risk management strategy developed and accepted by relevant stakeholders												
3.4	Two simulation exercises organized with government, local authorities, civil society and international organizations												

VI. ANNUAL WORK PLAN*

Year: 2011

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESP. PARTY	Funding	PLANNED BUDGET/USD	
		Q1	Q2	Q3	Q4			Budget Description	Amount
	ACTIVITY 1: DRR Platform	X	X	X	X	UNDP	SDC	71100 DRR adviser	216,000.00
		X	X	X	X	UNDP	SDC	71400 National Project Officer	33,600.00
		X	X	X	X	UNDP	SDC	71400 Fn/admin assistant	9,600.00
		X	X	X	X	UNDP	SDC	72400 Communications	3,600.00
		X	X	X	X	UNDP	SDC	72500 Stationery	838.20
		X	X	X	X	UNDP	SDC	75100 GMS 7%	19,843.74
								TOTAL	283,481.94

Year: 2012

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESP. PARTY	Funding	PLANNED BUDGET/USD	
		Q1	Q2	Q3	Q4			Budget Description	Amount
	ACTIVITY 1: DRR Platform	X	X	X	X	UNDP	SDC	71100 DRR adviser	216,000.00
		X	X	X	X	UNDP	SDC	75100 GMS 7%	16,258.06
								TOTAL	232,258.06
GRAND TOTAL									515,740.00

*AWP contains indicative breakdown of SDC portion of the budget amounting to 515,740USD. The breakdown of unfunded budget (306,020USD) is provided in Section X.

VII. IMPLEMENTATION ARRANGEMENTS

This initiative builds on the existing structure of the SDC/UNDP/UN RC collaboration pattern in DRR. As in the first phase, the project will be implemented under the Direct Implementation modality (DIM) by the UNDP Country Office in Tbilisi. This implies UNDP taking full responsibility for the administration of the financial and human resources. The management of project funds will be carried out according to UNDP financial regulations.

As per UNDP internal procedures and requirements, project activities will be steered by the Project Board. The Project Board will assume the roles of executive, supplier and user. While the executive will ensure funds are managed properly and in a cost-efficient manner, the user will actually use its benefits and the supplier will provide resources and skills to produce the output.

- The executive role will rest with UNDP, which will ensure effective and efficient use of available funds;
- SDC together with UN RC and UNDP will assume the role of supplier and provide resources, skills and guidance to produce the project output;
- Senior Government officials from the National Security Council, the Ministry of Internal Affairs, the Ministry of Environment Protection and Natural Resources, other line ministries, regional and district authorities, civil society representatives, community members, emergency services, scientific institutions and international and national organizations (government and non-governmental) will be the beneficiaries of the project.

Board meetings will take place on a quarterly basis during the project implementation period. In addition, the DRR Advisor will report regularly on an informal basis to SDC, UN RC, Government officials and other stakeholders to ensure there is full transparency and effective liaison between all parties.

Project assurance will be provided by the CPR Programme Analyst within UNDP.

Staffing: The project staff will comprise an international DRR Advisor, a National Project Officer, and an Administrative Assistant. Consultants in urban and climate risk management etc. will be recruited as required.

VIII. 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, 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 Project Progress Reports (PPR) 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.
- **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.

Quality Management for Project Activity Results

OUTPUT 1:		
Activity Result 1 (Atlas Activity ID)	National Platform for DRR	Start Date: 01 Jan 2011 End Date: 31 Oct 2012
Purpose	Inclusive National Platform for DRR established and functioning	
Description	1) Rent office space and procure equipment / stationary. 2-3) Recruit staff. 4) Update the Who Does What Where in DRR database / online publication. 5) (Co-)organize at least seven external UNDP DRR Think-tank / National Platform meetings. 6) Develop a Hyogo Framework for Action Implementation Plan for Georgia.	
Quality Criteria	Quality Method	Date of Assessment
Existence of updated database on DRR	Database information updated at least once a year	May 2011 and May 2012
No. of UNDP DRR Think-tank / National Platform meetings	At least seven external meetings on DRR implemented	Quarterly
Existence of a Hyogo Framework for Action Implementation Plan for Georgia	The Hyogo Framework for Action Implementation Plan for Georgia is developed and shared with stakeholders	December 2011

OUTPUT 1:		
Activity Result 2 (Atlas Activity ID)	DRR mainstreaming	Start Date: 01 Jan 2011 End Date: 31 Oct 2012
Purpose	DRR mainstreamed into at least two government policies, plans or practices	
Description	1) Translate / publish technical publications on DRR. 2) Conduct risk assessments / early warning studies. 3) Formulate and present participatory regional risk management action plans. 4) Ensure allocation of pilot funding. 5) Mobilize external resources.	
Quality Criteria	Quality Method	Date of Assessment
No. of risk assessments / early warning studies	At least two risk assessments / early warning studies implemented	September 2011 and September 2012
Existence of regional risk management action plans	At least two regional risk management action plans formulated and shared	May 2011 and September 2012
External resource mobilization	Funding available for DRR	Quarterly

OUTPUT 1:		
Activity Result 2 (Atlas Activity ID)	Disaster management	Start Date: 01 Jan 2011 End Date: 31 Oct 2012
Purpose	UN Humanitarian Country Team established and sectoral coordination in disaster management ongoing	
Description	1) UN contingency plans updated and operationalized. 2) Capacity development initiatives. 3) National disaster risk management strategy developed. 4) Simulation exercises organized.	
Quality Criteria	Quality Method	Date of Assessment
Existence of updated UN contingency plans	UN contingency plans updated at least once a year	December 2011 & October 2012
No. of capacity development initiatives	At least four capacity development initiatives implemented targeting at least 100 participants	Quarterly
No. of simulation exercises organized	At least two inter-agency simulation exercises organized	December 2011 & September 2012

IX. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

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

The implementing partner 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 implementing partner'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 implementing partner 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".

X. INDICATIVE BUDGET

Line	Description	2011			2012			TOTAL	Breakdown by funds		
		Unit rate	Units	Sub-total	Unit rate	Units	Sub-total		SDC	Unfunded	Total
	Inclusive and functional National Platform for DRR										
1.1	Office rent	800	12	9,600	800	12	9,600		19,200.00	19,200.00	
1.1.1	Office Utilities	150	12	1,800	150	12	1,800		3,600.00	3,600.00	
1.1.2	Communications (mobile/email)	150	12	1,800	150	12	1,800	3,600.00	-	3,600.00	
1.1.3	Equipment			6,000.00			6,000.00		6,000.00	6,000.00	
1.1.4	Stationery	100	12	1,200.00	100	12	1,200.00	838.20	1,561.80	2,400.00	
1.2.1	One international DRR Advisor	18,000	12	216,000.00	18,000	12	216,000.00	432,000.00	-	432,000.00	
1.2.2	National Project Officer	2,800	12	33,600.00	2,800	12	33,600.00	33,600.00	33,600.00	67,200.00	
1.2.3	Fin/admin Assistant	1,600	12	19,200.00	1,600	12	19,200.00	9,600.00	28,800.00	38,400.00	
1.4	<i>Who Does What</i> Where database/online publication			3,000.00			3,000.00		6,000.00	6,000.00	
1.5	7 external UNDP DRR or National Platform meetings	2,140	3	6,420.00	2,140	4	8,560.00		14,980.00	14,980.00	
1.6	<i>Hyogo Framework for Action Implementation Plan</i>			3,000.00			2,000.00		5,000.00	5,000.00	
	Mainstreaming of DRR in development										
2.1	Printing and translation of DRR materials			5,000.00			5,000.00		10,000.00	10,000.00	
2.2	Risk assessments / early warning studies			15,000.00			15,000.00		30,000.00	30,000.00	
2.3	Risk management action plans			8,000.00			7,000.00		15,000.00	15,000.00	
2.4	Pilot funding to strategic mainstreaming activities			28,000.00			27,836.80		55,836.80	55,836.80	
2.5	Fundraising			2,500.00			2,500.00		5,000.00	5,000.00	
	Disaster management and coordination										
3.1	UN contingency plans updated and operationalized			5,000.00			5,000.00		10,000.00	10,000.00	
3.2	Capacity development initiatives			5,000.00			5,000.00		10,000.00	10,000.00	
3.3	National risk management strategy			8,000.00			7,000.00		15,000.00	15,000.00	
3.4	Two simulation exercises			7,520.00			7,500.00		15,020.00	15,020.00	
	Total Net			385,640.00			378,596.80		764,236.80	764,236.80	
	GMS 7%			29,026.67			28,496.53		57,523.20	57,523.20	
	Grand total			414,666.67			407,093.33		821,760.00	821,760.00	
								515,740.00	306,020.00	821,760.00	

ANNEX 1: DRR ADVISOR TERMS OF REFERENCE

Location :	Tbilisi, GEORGIA
Application Deadline :	01-December-2010
Type of Contract :	Fixed Term
Post Level :	P4
Languages Required :	English
Starting Date : (date when the selected candidate is expected to start)	01-January-2011
Duration of Initial Contract :	One year, with possibility of extension

Background

UNDP works closely with governments in high disaster-risk countries to build capacities at the national, sub-national and local levels for reducing disaster risk. A major role of the Bureau of Crisis Prevention and Recovery (BCPR) is to support UNDP Country Offices in the formulation and implementation of programme and projects for disaster risk reduction. As part of this support, BCPR fields Disaster Risk Reduction Advisors in selected high disaster-risk countries.

From 1 September 2008 to 31 August 2010, UNDP, the UN Resident Coordinator's Office and the Swiss Agency for Development and Cooperation (SDC), implemented the first phase of a project entitled 'Strengthening the Disaster Risk Reduction System in Georgia'. The most significant achievements included a) Development of *UN Georgia's Contingency Plan* based on a multi-hazard, all-phase approach in collaboration with UN emergency planners, and b) Inclusion of disaster risk reduction in the new *UNDAF 2011-2015* based on the *Hyogo Framework for Action 2005-2015* and in the corresponding *UNDP CPD 2011-2015*.

The second phase of the project will begin 1 September 2010 and last for another two years. The overall objective of the second phase is to make DRR a national, regional and local priority with an established, strong institutional basis for implementation. This will be accomplished by focusing on three outputs: 1) Establishing / strengthening an inclusive and functional National Platform for DRR, 2) Mainstreaming DRR in development policies, programmes, and practices, and 3) Enhancing disaster risk management and coordination with a special focus on humanitarian issues.

Under the overall guidance of the UNDP Resident Representative in Georgia, the direct supervision of the Deputy Resident Representative, the technical supervision of the BCPR Regional Disaster Reduction Advisor in Almaty, and in close cooperation with the CPR Programme Analyst, the Disaster Risk Reduction Advisor will be responsible for providing technical advice and strategic direction for the development and implementation of disaster risk reduction programmes at the country level.

The position requires high degree of technical knowledge of disaster risk reduction, ability to quickly analyze and understand the country context, build partnerships, develop innovative solutions and mobilize regional and global knowledge to meet the specific country needs.

Duties and Responsibilities

Analysis and strategic advice

- Provide policy advice to government bodies, at all levels, in the adoption of relevant crisis management and disaster risk reduction policies;
- Advocate and advise relevant partners on the development and operationalisation of inclusive, multi-hazard and all-phase contingency plans;
- Support and provide advice on the formulation and adoption of a national disaster risk reduction strategy based on the *Hyogo Framework for Action*; and
- Advise CO management on issues that would benefit from high-level advocacy efforts (including urban and climate risk management).

Programme development

- Monitor ongoing projects by developing and updating work plans, monitor progress and performance, write TORs for consultants, mentor national project staff, propose direction and solutions in steering committee meetings, and seek complementarities and integration with ongoing projects in other portfolios;
- Identify possible source of funding and lead resource mobilization efforts for UNDP's disaster risk reduction programming;
- Design and formulate new project proposals in line with the new *UNDAF 2011-2015*, *UNDP CPD 2011-2015*, *UNDP Georgia's Disaster Risk Reduction Strategy* and national plans and priorities; and
- Identify and develop activities to support communities' and regions' prevention, mitigation, preparedness and response capacity.

Information sharing and coordination

- Regularly update the disaster risk reduction who does what where database and contacts directory;
- Support the establishment of an inclusive and functional National Platform for Disaster Risk Reduction in close collaboration with senior Government officials, ISDR and other partners;
- Support the establishment of a Humanitarian Country Team under the Resident Coordinator's supervision;
- Lead the Contingency Planning Group as a coordination entity for UN and international players. This will include regular coordination and facilitation of contingency planning exercises, promotion of disaster risk reduction actions, and dissemination of early warning information and trends analysis; and
- Support the Resident Coordinator in the coordination of emerging humanitarian interventions to natural and man-made emergencies including post-disaster and joint needs assessments.

Technical Assistance for Disaster Risk Reduction

- Identify and utilize expertise and global best practices to support the national disaster risk reduction / crisis management system, by rendering technical assistance in line with the *Hyogo Framework for Action* and other key policy documents; and
- Facilitate advocacy efforts related to mainstreaming disaster risk reduction into UNDP/UN system supported development initiatives in the country.

Impact of Results

The key results have an impact on the overall success of the country programme and reaching UNDAF/*UNDP CPD* goals. In particular, the key results have an impact on the design, operation and programming of activities, creation of strategic partnerships as well as reaching resource mobilization targets.

Competencies

Corporate Competencies:

- Integrity and fairness - embodies UN values and promotes the well-being of all individuals regardless of gender, religion, race, nationality, or age;
- Cultural sensitivity and adaptability - communicates effectively with and relates to people of different cultures, demonstrating an ability to see issues from other perspectives; and
- Strong corporate commitment - works to achieve goals of UNDP as a whole making significant contributions to corporate priorities or initiatives led by other UNDP offices and bureaus.

Functional Competencies:

- Knowledge of the international disaster risk reduction system;
- Knowledge of the country's hazards, vulnerabilities and risks; and
- Ability to provide inputs for disaster risk assessment and its application to risk management decision-making.

Knowledge Management and Learning:

- Promotes knowledge management in UNDP and a learning environment in the office through leadership and personal example;
- In-depth knowledge on development issues;
- Ability to advocate and provide policy advice;
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills;
- Negotiating and training/facilitation skills;
- Familiarity with the CIS/Southern Caucasus region; previous working experience in the region would be an asset; Understanding of, and experience in, gender-related issues and programming; and
- Understanding of UNDP and the UN system, including thorough knowledge of its practices and procedures.

Management and Leadership:

- Ability to build strong relationships with external actors - cultivate productive relationships with donors, partners and other important institutions and individuals;
- Excellent oral and written communication skills;
- Ability to anticipate and understand client needs, formulate clear strategic plans, prioritize interventions, and allocate resources according to priorities; and
- Ability to develop innovative solutions - encourages and contributes creative solutions to address challenging situations.

Required Skills and Experience

- Advanced university degree (Master's degree) in social sciences or a discipline relevant

to disaster reduction with internationally recognized contributions to the theory and practice of disaster reduction.

- Proven record of achievement over 10 years of increasingly responsible experience in planning and managing technical co-operation strategies and relevant advocacy programmes in disaster reduction, emergency response and post-disaster recovery. Extensive field experience in disaster environments and an in-depth knowledge of issues in the country.
- Application of theoretical knowledge in the design, management and evaluation of complex, multi-disciplinary capacity building programmes involving national governments, civil society and international organizations. Well proven analytical and writing skills. Demonstrated abilities and contributions to policy and guidelines formulation, resource mobilization, team building, team leadership and management, preferably in a capacity related to the UN system. Experience in establishing inter-organizational networks and partnerships at the operational level.
- Fluency in spoken and written English is required. Working knowledge of Russian and/or Georgian would be an asset.

ANNEX 2: STRATEGIC OUTCOMES AND PROPOSED INTERVENTIONS OF UNDP'S DRR STRATEGY FOR GEORGIA 2008-2010 (FEBRUARY 2009 - SLIGHTLY EDITED FOR CONSISTENCY)

1. Awareness

First strategic outcome: Disaster risk reduction approaches mainstreamed into UNDP programmes and national and local policies and practices

1) Promote the Hyogo Framework for Action 2005-2015

The *Hyogo Framework for Action*, which was approved by 168 governments at the World Conference on Disaster Reduction in 2005, is the fundamental policy document on DRR for UNDP, the international community and national governments. The *Hyogo Framework* offers comprehensive action-oriented policy guidance and guiding principles, priorities for action, and practical means for achieving disaster resilience for vulnerable communities. The suggested five priorities are: 1) Ensure that DRR is a national and a local priority with a strong institutional basis for implementation, 2) Identify, assess and monitor disaster risks and enhance early warning, 3) Use knowledge, innovation and education to build a culture of safety and resilience at all levels, 4) Reduce the underlying risk factors, and 5) Strengthen disaster preparedness for effective response at all levels.

Since the Georgian government has not adopted the *Hyogo Framework*,⁸ it is important for UNDP together with GNCDRR (see activity 16) and other partner organizations to promote this framework and thereby contribute to a more proactive and preventive approach to risk management.

2) Mainstream disaster risk reduction

Considering the increasing probability and intensity of disasters, it is essential to strengthen the linkages between the CPR programme and other UNDP portfolios in order to successfully mainstream DRR. This is not only an advantage from a risk reduction perspective but also for other portfolios, which might become more relevant to beneficiaries, proactive and sustainable. Identifying programme specific entry-points, benchmarks and incentives and developing strategic plans for priority options in a participatory manner is a precondition for success. This need not result in faceless 'mainstreaming' but in specific activities and services that support Democratic Governance, Economic Development and Environment & Energy portfolios.

Programme planning and project preparation provide golden opportunities for the CPR team to integrate risk reduction in the realities of communities and devise interventions that will both satisfy priority needs and demonstrate a risk reduction approach. In view of the recent conflict, it is critical to recognize that relief, rehabilitation and reconstruction are important windows of opportunity for the rebuilding of livelihoods in a way that will establish community resilience and reduce vulnerability to future risks.

In order to sensitize UNDP and project staff to the importance of mainstreaming DRR and proposing programme-specific interventions, the CPR team is currently developing a training package, which will provide a starting point for mainstreaming, and encourage follow-up discussions with programme analysts and project managers. The overall objectives of this package are to: 1) Promote a preventive approach to risk management, 2) Increase the awareness of the multiple and interconnected links between development and risk reduction, 3) Motivate UNDP and project staff to initiate mainstreaming of DRR, and 4) Develop capacity in DRR.

As long as UNDP does not integrate risk reduction in its own programmes and projects, advocating with government to include risk reduction in policies, strategies and plans is unlikely to show the desired effect. The CPR team plans to work with partners in UN, government and civil society to enhance risk awareness, the understanding of the multiple links between development

⁸ Since this Strategy was written, it has been confirmed that Georgia has adopted the *Hyogo Framework for Action*.

and disasters, and the advantages and components of risk reduction. Only by aggressively promoting DRR as a cross-cutting challenge will it be properly integrated in development and early recovery.

3) Develop a Georgia earthquake scenario

Developing specific earthquake scenarios (scientific and popular) is an effective tool to strengthen awareness of seismic risks, enhance response plans and create commitment to risk reduction. Since the national monitoring capacity of seismic activity is limited (number of seismic measuring stations has reportedly been reduced from 40 to less than 10 since Soviet times) and estimations of seismic risks in South Caucasus remain controversial, developing a Georgia earthquake scenario could prove an effective awareness raising activity with the potential of countering growing urban risks. Such a scenario should be developed collectively by scientists, emergency responders, urban planners and civil society, for instance based on the Risk Assessment Tools for Diagnosis of Urban Areas against Seismic Disasters, which has proven successful in other cities around the world. Artists and school pupils could be involved in public writing and drawing contests, which would enhance the public awareness of seismic risks.

2. Knowledge Management

Second strategic outcome: Enhanced data collection and data analysis of risk management practices and risk reduction options

4) Conduct a global risk assessment

In order to strengthen the national capacity to collect and analyze data and promote evidence-based planning, the CPR team proposes to conduct a global (meaning all-hazard) risk assessment for Georgia, evaluating the relative importance of both man-made and natural hazards at specific locations. Special attention should be devoted to seismic risks, which appear largely unmeasured and underestimated. By linking scientific institutions with emergency planners, such intervention would not only constitute an important baseline for further investigations but also promote an informed approach to risk management and risk reduction.

The starting point is to summarize available statistical information on disaster occurrence, impacts and losses and identify possible gap-filling investigations. A methodology based on complex criteria including hazard analysis, population density, mortality data and economic damage assessments would need to be invented to establish the relative importance of various categories of risks in terms of probability and impact. This could trigger hazard-specific follow-up assessments, encourage high-risk counter interventions and contribute to national capacity building and enhanced collaboration between government and scientific institutions. If findings are shared with the Ministry of Internal Affairs and local government officials, it is likely to create a foundation for evidence-based risk mapping and contingency planning, which are currently critically missing.

5) Commission a study of extreme climate events and other implications of climate change

In collaboration with the Energy & Environment portfolio, the CPR team proposes to commission a study of the implications of climate variability in Georgia. The starting point could be an assessment of the development, economic and environmental implications of climate variability and build on studies already undertaken by the Energy & Environment portfolio. For the CPR team it would be important that such a study focuses on the increasing probability and intensity of extreme climate events as well as necessary counter measures. The study should guide further investigations of high-risk areas and potential preventive and preparedness measures including early warning and evacuation systems.

6) Conduct a feasibility study of early warning systems

The Indian Ocean tsunami in 2004 highlighted the importance of early warning systems. Early warning has ever since been promoted as an effective life-saving intervention if based on scientific data and combined with effective alerting mechanisms and training of at-risk populations. Since seismic risks cannot be predicted, early warning relates to hydrological and meteorological hazards. In the Georgian context it is likely to be a future intervention due to absence of reliable and detailed risk maps on which to base such a system. However, a feasibility study could be conducted and findings and recommendations disseminated to government authorities to sensitise them of the advantages of early detection and prompt alerting of populations at risks. It is critical to propose a people-centered system, where warnings are timely and understandable to those at risk, and which take into account the demographic, gender, cultural and livelihood characteristics of the target audiences. A comprehensive early warning system should include guidance on how to act upon warnings and support effective response operations by disaster managers and other decision makers.

7) Strengthen community-based risk assessment methodology

Although hazard mapping capability is available in Georgia, there is limited experience in risk mapping and incorporation of human vulnerabilities and capacities. Few – if any - applicable methodologies exist targeting communities with limited data and resources at hand. The current DRR interventions in Georgia are mainly technocratic and do not factor in population density, damage estimates, cost-efficiency and potential for replication. Since it will take time before comprehensive data is available at scientific institutions, the CPR team proposes to develop a 'quick and dirty' community-based risk assessment methodology together with partners and based on international experience.

The first step would be to review global, regional, national and local multi-hazard risk assessments tools, assess the feasibility of competing approaches and identify lessons learned / best practice. Based on the characteristics of specific municipalities in Georgia, a community-based methodology could be developed, reviewed, and field-tested in collaboration with municipal authorities, civil society and partner organizations. The final risk assessment tool should comprise hazard analysis, vulnerability assessment, capacity assessment and risk mapping, and – depending on time and resources - scenario building and risk management action plans based on local risk patterns and trends.

8) Introduce the ISDR global campaign on hospitals safe from disasters

Disasters often result in collapse of or damage to hospitals, which cause loss of life of patients and health workers and limited life-saving capacity at a time when it is urgently required. Making hospitals safe from disasters is a cost-effective investment, and also a social, moral and ethical necessity. In 2008, ISDR, World Bank and WHO introduced a global campaign on hospitals safe from disaster to raise awareness about the importance of this critical issue. In order to support and tap into this campaign, the CPR team considers implementing seismic assessments of hospitals in Georgia to raise awareness, promote seismic risks assessment methodology, and sensitize politicians and health officials of the importance of safety standards, compliance to building codes and policy options of retrofitting priority buildings. If combined with workshops for engineers, architects and masons such an intervention could contribute to improved building practices and have far-reaching consequences for the safety of the population.

3. Capacity Development

Third strategic outcome: Capacities of national and local actors for risk management and risk reduction strengthened

9) Establish a think-tank on disaster risk reduction

Think-tanks are useful to raise awareness, share analysis, promote joint approaches and secure political support and adequate funding to address priority issues. The CPR team proposes to establish a think-tank on DRR in collaboration with GNCDRR (see activity 16) in order to enhance UNDP's policy and programme influence. The team proposes to engage with key stakeholders to discuss the benefits of a holistic approach to risk management and enhance the commitment to risk reduction. Sharing of expertise, knowledge and skills among policy planners, programme managers and the scientific community is essential to address existing and future challenges in a comprehensive and evidence-based manner. Exchange of information on good practice, cost-effective and easy-to-use technologies, and sharing of lessons learned on policies, plans and measures are equally important. As stated in the *Hyogo Framework for Action*, the goal is to ensure that DRR is a national and local priority with a strong institutional basis for implementation.

10) Conduct training on disaster risk management

To enhance the risk management capacity of municipal officials and civil society representatives, the CPR team has developed a training package, which provides a starting point for enhancing the response-capacity of target municipalities. The overall objectives of this training package are to 1) Promote a preventive approach to risk management, 2) Increase the awareness of risk management tools and options in target communities, 3) Motivate municipal officials and civil society representatives to initiate community-based risk management (e.g. hazard mapping, risk analysis, contingency planning and emergency preparedness), 4) Develop capacity in disaster risk management, and 5) Promote integration of disaster risk management in planning and policy processes.

11) Enhance contingency planning

Contingency planning is an imperative risk management tool in countries exposed to significant and sudden-onset hazards, which require standing readiness. Evidence-based contingency planning is currently only partially applied by some UN and development agencies in Georgia. In order to prepare for future disasters, it is important to develop contingency plans based on a multi-hazard approach and specific planning scenarios (notably considering expected number of killed, injured, displaced, affected and economic damage) to consider all future options. Such planning assumptions should ideally be agreed upon in a participatory and transparent manner to encourage shared response guidelines and assessment procedures. Specific DRR-challenges lie in promoting contingency planning methodology and encouraging national partners and UN to develop inter-agency multi-hazard contingency plans. The re-establishment of a UN Disaster Management Team / Inter-Agency Standing Committee (see activity 17) is critical to the formulation of a UN Georgia emergency preparedness and response plan.

12) Introduce simulation exercises

Simulation exercises are essential tools to test response plans and improve standing operational procedures; they should generally only be implemented when response plans are developed and SOPs proposed. If simulations are combined with a public relations component they are likely to strengthen awareness and commitment to risk management. Three types of simulation exercises need to be considered: Desk-top exercises, mock drills and computer-based simulations. All types have advantages and disadvantages and the most appropriate modality depends on the timing and specific objectives of a simulation. Multi-sectoral and inter-active computer-simulation exercises have generated interest and dedication to risk management in other contexts and ought

to be seriously considered; perhaps even as an awareness-creating tool, which could enhance the commitment to risk management.

4. Institution Building

Fourth strategic outcome: National and local institutions for risk management and risk reduction strengthened

13) Strengthen community-based disaster risk planning

It is important to acknowledge that community-based disaster risk planning is the most effective and efficient tool to counter the increasing trend of emergencies. The August 2008 conflict heightened the awareness of the importance of disaster response capability. UNDP projects provide a golden opportunity to integrate risk management and risk reduction in municipal development strategies (e.g. Kvemo-Kartli) and recovery plans (e.g. Shida Kartli) and to field-test such approaches. Local initiatives include supporting hazard mapping and risk analysis, strengthening institution building and response capacity, promoting risk-related information management and coordination, and investing in labour-intensive mitigation options. Specific interventions should be based on perceived needs and planned in consultation with key stakeholders to create ownership. To the extent possible field-level activities must be coordinated with national institutions and authorities to facilitate capacity-building and policy adaptation.

14) Capacitate the Emergency Management Department

The Ministry of Internal Affairs is the designated emergency response institution in the country. It has developed the *National Emergency Response Plan*, which was approved by the President in August 2008, and is currently attempting to operationalize this plan. Despite the previously mentioned shortcomings of *NERP*, it is important to approach national emergency planners in a constructive manner, highlighting achievements and only gradually suggesting modifications to existing documents and a more comprehensive and systematic approach to risk management and risk reduction. Exchange of information and frequent interactions are the starting point for establishing a working environment characterized by mutual trust and willingness to benefit from each other's mandates and capabilities. Proposed interventions include an internal capacity assessment, risk mapping, rapid assessment methodology, field visits, external vulnerability / capacity assessments, training, simulation exercises and review of legislation, policies and plans. The ultimate goal is to broaden the Ministry's perspective on emergencies from response to prevention and from fire fighting and search & rescue to all humanitarian aspects of various hazards.

15) Capacitate fire, search & rescue and ambulance services in Georgia

Effective fire and search & rescue services are critical to respond to most man-made emergencies and sudden-onset natural disasters. Past assessments conducted by UN and SDC indicate that the capacity of these services (outside Tbilisi) is limited due to a combination of poor facilities, inadequate equipment, insufficient training and administrative challenges. Ad hoc assessments of ambulance services raise similar concerns of the emergency services' capacity to evacuate injured casualties from incident sites to hospitals. UNDP plans to further investigate urgent needs of these services and invest in targeted assistance in collaboration with other international agencies. The starting point is to undertake assessments of existing capacities as well as cost-effective gap-filling options.

16) Capacitate the Georgian National Committee for Disaster Risk Reduction

Closely linked to the proposal of establishing a think-tank on DRR, the CPR team intends to capacitate GNCDDRR, which was created in 2008. This committee comprises significant scientific expertise and has undertaken a promising hazard and risk mapping exercises of South Caucasus. Currently, the committee is confined within the scientific community with little capacity to reach

out to policy makers, emergency planners and civil society organisations. The CPR team believes it is important to conduct a capacity assessment of the committee and thereafter support it to effectively promote DRR approaches as suggested in the *Hyogo Framework for Action*.

17) Re-establish a UN Disaster Management Team / Inter-Agency Standing Committee

The *Inter-Agency Contingency Planning Guidelines* have recently been reviewed and simplified and may serve as a starting point to re-activate the UN Disaster Management Team (UNDMT) or an Inter-Agency Standing Committee (IASC) at country level. The upcoming UN contingency planning workshop is an opportunity to promote the UNDMT / IASC as a permanent entity in Georgia. In countries prone to frequent and serious emergencies, UN is expected to have such a body to ensure high-level commitment to contingency planning and coordinated emergency preparedness. A UNDMT / IASC can also enhance inter-agency coherence and contribute to sustainability of joint efforts to build national risk management capacities. In addition, a UNDMT / IASC might contribute to a proactive and preventive approach to risk management and thereby support UNDP's efforts to promote DRR. Joint UN approaches are particularly important for both national and international partners and often a precondition for successful fundraising.

5. Vulnerable Populations

Fifth strategic outcome: Disaster risk management and risk reduction supported with specific emphasis on vulnerable populations

18) Facilitate early recovery to communities in crisis

Humanitarian interventions are dictated by needs on the ground, which depends on the nature and the context of the crisis. Access and security concerns are other factors that need to be seriously considered. UNDP's field presence is a critical determinant to its strategic advantages in any crisis response. If UNDP project areas are directly affected, development assistance could be re-programmed to humanitarian assistance to meet urgent needs of beneficiaries. At central level, UNDP could consider providing assistance to the Ministry of Internal Affairs or other emergency responders in order to facilitate the delivery of humanitarian assistance. UNDP will in any crisis contribute to better coordination between national institutions and international agencies.

As UN's development agency, the organization has been tasked by the IASC to be the lead agency of the Early Recovery Cluster. Early recovery addresses a critical gap in coverage between humanitarian relief and long-term recovery, reducing reliance on externally-provided disaster relief and promoting human development. While working within a humanitarian setting, early recovery focuses on the future – assessing damages to infrastructure, property, livelihoods, and societies. Its goal is to enable a smoother transition to long-term recovery – to restore livelihoods, government capacities, shelter – and offer hope to those who survived the crisis. DRR must be promoted in all post-crisis scenarios in order to prevent future emergencies from occurring or mitigating their effects.

ANNEX 3: DRR NARRATIVE SECTION OF UN GEORGIA'S NEW UNDAF 2011-2015 (FINAL DRAFT FEBRUARY 2010 - SLIGHTLY EDITED FOR CONSISTENCY)

UNDAF thematic area 3 National Development Priorities: Disaster Risk Reduction to prevent or mitigate disaster risks; to effectively prepare for and respond to emergency situations through unified management and coordinated action; to work towards the full implementation of the United Nations *Hyogo Framework for Action 2005-2015*; to implement sustainable measures to manage and prevent the substantial depletion of natural resources and environmental pollution.

Disasters caused by natural and man-made hazards exert a significant economic and social cost, threatening the stability of nations and prospects for achieving development goals, including the MDGs. When a disaster occurs, countries often experience widely differing impacts, depending in large part on the kind of development choices they have made. While humanitarian efforts are important, there is growing recognition of the urgent need to reduce vulnerabilities for high risk populations by developing their own capacity to withstand potential disasters. Georgia is no stranger to the consequences of disasters – annual flooding, earthquakes, and the challenges of erosion, land management, food security and inadequate construction practices have highlighted the necessity to not only *react* expeditiously to disasters, but to implement *proactive* mechanisms that can work to prevent disasters and ameliorate their effects when they do occur.

Georgia has made substantial progress in the last years but more work is needed to create effective and sustainable systems, platforms and mechanisms to reduce disaster risk and disaster losses in lives and the social, economic, and environmental assets of the country and its communities. To this end, Georgia and other United Nations Member States have committed themselves to the *Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters*, and its accompanying priorities for action that States and other stakeholders should take into consideration in their approach to Disaster Risk Reduction (DRR).⁹ It encourages, and provides guidance for, the development and implementation of measures to strengthen capacity development in the most vulnerable regions, to address the social, economic and environmental factors that increase vulnerability, and to develop measures that will enable them to prepare for and cope with natural disasters, including those associated with earthquakes and extreme weather events. As provided by the *Hyogo Framework*, gender perspective should be integrated into all disaster risk management policies, plans and decision-making processes, including those related to risk assessment, early warning, information management, and education and training.¹⁰ The *UNDAF* therefore utilizes the recommendations of the *Hyogo Framework* to inform and guide DRR in Georgia through a strong partnership among the UN agencies, with the Government, civil society and other stakeholders. The *Hyogo Framework* compliments Georgia's current policies and approaches in its National Security Concept and relevant legislation and policies. The key outcomes and planned activities for this section closely follow the *Hyogo Framework for Action*.

Disaster risk reduction and environmental and natural resource management go hand-in-hand. Environmental and natural factors or processes, such as climate change, can increase the susceptibility of a country or community to the impact of hazards. The Government of Georgia has recognised that its national security depends *inter alia* on policies that address the sustainable protection of the environment and management of its natural resources. This is reflected in the UN system's action plans in this *UNDAF*: only through a comprehensive approach committed to sustainable development through poverty reduction, good governance – issues addressed in the first two *UNDAF* thematic areas – as well as environmental and natural resource management and protection, can disaster losses be prevented or significantly mitigated.

⁹ See *United Nations General Assembly Resolutions 63/216 and 63/217*, February 2009.

¹⁰ *Hyogo Framework for Action 2005-2015*, III. Priorities for Action 2005-2015, A. General Considerations, d). p. 4, see www.unisdr.org/wcdr

Outcome 1 – DRR is a national and local priority with an established, strong institutional basis for implementation. FAO, IOM, UNDP, UNHCR, UNICEF, WFP.

Countries that develop policy, legislative and institutional frameworks for DRR and are able to develop and track progress through specific indicators have a greater capacity to both manage risks and to receive widespread consensus for, engagement in, and compliance with DRR measures across all sectors of society.¹¹ Therefore, the first priority of a functioning, effective DRR system is the introduction of an inclusive national platform for DRR, accompanied by institutional, legislative and policy frameworks. The UN system will work with the Government, in cooperation with national and international organisations and actors, to integrate DRR concepts into national, regional and local development plans. In addition, it will support the Government in adopting or modifying legislation to support DRR, including regulations and mechanisms that encourage compliance and that promote incentives for undertaking risk reduction and mitigation. The UN system will undertake to assist Georgia on towards the full implementation of, and compliance with, relevant international agreements, conventions and treaties.

Outcome 2 – Disaster risks are identified, assessed and monitored and early warning is enhanced. FAO, IAEA, IOM, UNDP, UNHCR, UNICEF, WFP.

One important precondition to reduce disaster risk is to have detailed knowledge of hazards and vulnerabilities – physical, social, economic and environmental – that Georgia may face and how hazards and vulnerabilities change in the short- and long-term. This knowledge can be the basis upon which evidence-based action can be taken and policies formulated. Thus, the UN system will work with the Government and all stakeholders to establish and/or improve mechanisms by which disaster risks are identified and assessed on all levels – local to national – and how these risks are researched and monitored. Of particular importance is the impact of environmental and ecological disasters on internal migration and the UN will work with the Government to increase capacities to predict, assess and respond to ‘ecological migration’. The knowledge gained through joint activities will be put to use through the establishment of early warning systems that disseminate information in a timely and effective manner. Activities will support the improvement of institutional capacities as well as capacities of individuals in relevant Government organisations.

Outcome 3 – A culture of safety and resilience is built at all levels using knowledge, innovation and education. FAO, IOM, UNDP, UNICEF.

Disasters themselves, and their effects, may be significantly reduced if people are well-informed and are exposed to a culture of disaster prevention and resilience – this necessarily requires the collection, compilation and dissemination of relevant knowledge on hazards, vulnerabilities, and developing capacities. The UN system will promote a culture of safety and resilience in society and Government structures through education, innovation and increasing the knowledge base. It will support mainstreaming DRR in the national education curriculum, targeting children, youth and vulnerable groups and communities especially. Active cooperation and networking among all stakeholders – scientific communities, the Government, practitioners, environmentalists, managers and planners – is key to establishing a culture of safety and resilience. The UN system will assist in the establishment and development of expanded, productive mechanisms of cooperation with all stakeholders. Special emphasis will be on user-friendly systems of information dissemination and information to the public on risk reduction, including but not limited to disaster reduction options prior to construction, good practices, cost-effective and easy-to-use technologies and effective land use, and environmental and natural resource management methods.

Outcome 4 – Underlying disaster risk factors are reduced, focussing on sustainable environmental and natural resource management. FAO, IAEA, UNDP, UNICEF, UNIDO, WFP, WHO.

DRR can only be effective if disaster risks are mainstreamed in sector development planning and programmes. DRR is by necessity a cross-cutting concept that must be addressed in all core activities, plans and policies. Both the *Hyogo Framework* and other international conventions and agreements address overarching challenges, including climate change, in the reduction of risk factors. The UN in Georgia will work with the Government and other stakeholders – including

¹¹ Ibid, p. 6.

international organisations, donors and local and national organisations and stakeholders – to reduce the underlying risk factors for all types of crises, resulting in a safer environment for communities and the nation. This will be primarily through the development of sustainable environmental and nature resource management approaches and instruments which incorporate DRR. Climate risk management will also be addressed and climate change strategies and climate-proofing of core activities, plans and policies, based on qualified, comprehensive assessments and climate related analysis, are to be integrated in DRR. The topography, climate and geographical situation in Georgia are such that multi-sectoral approaches to risk mitigation are extremely important to overall risk reduction from the environmental perspective. The UN will work in partnership with government structures at all levels to work towards comprehensive environmental management and conservation planning and practices.

Outcome 5 – *Disaster preparedness for effective response is strengthened at all levels.* FAO, IOM, UNDP, UNFPA, UNHCR, UNICEF, WFP, WHO.

The impact of disasters as well as losses associated with them can be substantially reduced if authorities, individuals and communities in hazard-prone areas are prepared and ready to act to respond to eventualities. Thus, the UN system will promote the establishment of a functional and unified disaster management system at all levels, from local to national. Furthermore, it will assist in the elaboration and implementation of complementary national, regional and community disaster management strategies to improve local capacities to prepare for and respond to the adverse effects of disasters in Georgia. These will strategically link regional, national and community level activities, with particular emphasis on complementary actions by multiple stakeholders, whilst helping to ensure that these activities are institutionalized. The development of functional contingency plans that encompass preparedness planning for increasing response capacity and clear roles, responsibilities and chains of command will be supported at the local, regional and national levels. Coordination among the UN System, the Government, the international community, civil society and communities-at-risk will be promoted. The UN will work with key players to draft legislation which establishes a coherent national disaster management structure, staffed by employees with a high capacity to enhance preparedness and response, including in the health sector, as hospitals and other medical institutions are at the forefront of emergency response. Organisational capacity will be key to the success of DRR in Georgia, and the UN system will direct its efforts to expand nationally a multi-agency, coordinated approach that uses best practices.

ANNEX 4: LATEST SUMMARY PROGRESS REPORT SUBMITTED TO DONORS (AUGUST 2010)

Introduction

The UNDP project entitled 'Strengthening the Disaster Risk Reduction System in Georgia' is co-sponsored by SDC, UNDP and the UN Resident Coordinator's Office. The project document outlines nine targets from September 2008 to August 2010, which are indicated below together with main achievements until 19 August 2010 - that is with less than two weeks left of the initial implementation period.

The implementation was initially delayed by the August 2008 conflict, which turned attention from preparedness to response and from natural hazards to complex emergencies. Since the beginning of 2009, the project has experienced very positive developments and substantially contributed to turning the attention of the Government and the UN system a) from conflict to multi-hazard risks, and b) from response and preparedness to mitigation and prevention.

The most significant contributions of the project to enhanced disaster risk management in Georgia are:

- 1) Based on extensive inter-agency collaboration among 11 UN agencies, and a clear mandate from the UN Country Team, the DRR advisor took over the coordination of the UN Contingency Planning Focal Points Group in March 2009 and redrafted the UN contingency plan based on a multi-hazard, all-phase approach. This plan was approved by the UNCT during autumn 2009 and shared with Government and civil society on a contingency planning workshop in April 2010
- 2) UNDP played a key role in promoting the *Hyogo Framework for Action 2005-2015* and integrating disaster risk reduction (DRR) as one out of three priority themes in the new *United Nations Development Assistance Framework 2011-2015* (UNDAF), which was approved by the Prime Minister's Office at a validation workshop for UN, Government, international organizations and NGOs in February 2010

In July 2010, SDC and UNDP agreed to a three month no-cost extension of the project in order to fill the gap between the old and the new disaster risk reduction project, which is expected to begin towards the end of this year.

Strategic Considerations

- The key conceptual challenge remains to change the focus from response and preparedness (disaster management) to prevention and mitigation (disaster risk reduction)
- Another key challenge is to broaden the civil defense disaster management approach and focus on publicly known risk scenarios, humanitarian issues and collaboration with communities and civil society organizations
- The *UNDP DRR strategy for Georgia* (February 2009) has proven useful in guiding the implementation of the project by working through 1) communities at risk, 2) scientific institutions, and 3) international organizations to encourage policy change towards a proactive and preventive risk management approach

Achievements

The following list of achievements suggests that all targets will be achieved by the end of the project on 31 August 2010.

1. A functioning UN Disaster Management Team

- The UN's crisis response capacity was tested during and after the August 2008 conflict. The UN delivered a prompt and coordinated response based on the Inter-agency Standing Committee's humanitarian cluster approach. Due to the high-profile crisis, OCHA temporarily re-established itself in the country from August 2008 to March 2009 to support the UN Resident Coordinator in crisis management and crisis coordination functions
- After OCHA's departure, the DRR advisor took over the coordination of the UN contingency planning exercise. As part of this effort, a group of 12 representatives from 11 agencies agreed on a TOR, which was approved on a UN Country Team meeting in May 2009. The DRR Advisor functions as interlocutor between the UN Country Team and the UN Contingency Planning Focal Points Group
- In April 2009, the UN disaster response capacity was tested during the height of the H1N1 flu epidemic, which triggered several UN activities to alert staff and take precautionary measures
- The 8 September 2009 earthquake in Racha triggered a UN response to support and supplement the Government's efforts. The fact that the DRR advisor was tasked by the UN Resident Coordinator to coordinate the UN Country Team response with the group of UN emergency planners proved a valuable opportunity to test the draft UN contingency plan and enhance the visibility of the interlinked challenges of risk management and disaster management. UNDP translated and disseminated sitreps from the Emergency Management Department of the Ministry of Internal Affairs and organized a lessons learned meeting among UN Contingency Planning Focal Points on 15 September 2009
- Discussions with the UN Resident Coordinator to enhance crisis coordination are ongoing and a Humanitarian Country Team has been proposed based on newest Inter-agency Standing Committee guidelines

2. UN contingency plans available and relevant parties informed accordingly

- In December 2008, UN agencies initiated a new round of contingency planning, which aimed at learning from the August 2008 experience and improving existing emergency response plans. UNDP successfully promoted a multi-hazard contingency planning process targeting both natural and man-made hazards under a crisis heading and covering all planning phases
- The UNDP Crisis Prevention and Recovery (CPR) team took active part in the preparation, implementation and follow-up to the UN contingency planning workshop in February 2009 with 43 stakeholders from Government, donors, international and national organizations. The DRR team successfully lobbied for using UN contingency planning as a capacity development exercise based on scientific and publicly known risk scenarios
- Based on recommendations from the UN contingency planning workshop in February 2009 and a clear mandate from the UN Country Team, the DRR advisor coordinated the review and re-wrote the new UN contingency plan. A first draft was presented to the UN emergency focal points in May 2009 and a second draft was approved by the UN Country Team in October 2009. The revised plan was shared with Government and civil society at a UN contingency planning workshop in April 2010 and will soon be available on UN Georgia's website to promote transparency and inter-agency collaboration
- In collaboration with the UN Resident Coordinator, the UN Contingency Planning Focal Points and the British Embassy, the DRR team organized a UN contingency planning workshop / simulation exercise on 14-15 April 2010. The workshop gathered 74 participants - virtually all key players in disaster risk management in Georgia - and introduced real-time, computer-based simulations, which tested response mechanisms

and highlighted the necessity for better coordination among Government, UN, Red Cross / Red Crescent and NGOs. Please see:

http://www.undp.org.ge/index.php?lang_id=ENG&sec_id=22&info_id=884

3. Partnerships established with key stakeholders

- From August 2008 onwards, crisis response and recovery partnerships were strengthened through extensive inter-agency and cluster collaboration with UNDP chairing the Early Recovery Cluster
- Through bilateral meetings, the UN contingency planning process, the DRR think-tank and the Georgian Committee for DRR, UNDP has broadened its contacts with a long row of actors including a number of Government bodies (e.g. National Security Council, Ministry of Regional Development & Infrastructure, Ministry of Environment Protection & Natural Resources, Ministry of Economic Development, and Ministry of Refugees & Accommodation), civil society representatives (Red Cross movement, NGOs, IOs) and the scientific community. These new actors have proven receptive to DRR messages and approaches
- In close collaboration with SDC and the Georgian Committee for DRR, the DRR advisor and the SDC DRR Programme Officer conducted a DRR 'who does what where exercise', which included organizational profiles from 41 national and international organizations, including government institutions. A first draft was printed in September 2009 and published online on the UNDP Georgia website:
http://www.undp.org.ge/index.php?lang_id=ENG&sec_id=24&info_id=621
In March 2010, a second expanded version was prepared by the SDC DRR Programme Officer in collaboration with the UNDP DRR team and a UNDP GIS-mapping specialist. This publication was also printed and is available online:
http://www.undp.org.ge/index.php?lang_id=ENG&sec_id=24&info_id=853
- In March 2009, UNDP established a DRR think-tank, which gathers DRR practitioners in Georgia approximately every second month. After eight meetings, the think-tank has become an institution in Georgia where Government, scientists, UN, international organizations, Red Cross / Red Crescent and NGOs discuss prevention and mitigation in a thematic way
 - The first meeting in March 2009 focused on UNDP's DRR strategy and the National Committee for DRR and Sustainable Development (now: Georgian Committee for DRR)
 - The second and third meeting in May and July 2009 focused on risk assessment methodology
 - The agenda of the fourth meeting on 10 September was quickly changed to accommodate a panel discussion among representatives from the Emergency Management Department, UNHCR and the Georgian Red Cross Society regarding the ongoing earthquake response. This meeting triggered regional and national UNDP press releases:
<http://europeandcis.undp.org/cpr/governance/show/CC4AA6CB-F203-1EE9-B4B12F0695E7CCDA> and
http://www.undp.org.ge/index.php?lang_id=ENG&sec_id=22&info_id=627
 - The fifth think-tank meeting in November 2009 focussed on early warning systems
 - The sixth think-tank meeting in January 2010 discussed myths and realities of natural disasters, the *ISDR Global Assessment Report 2009* and community-based DRR approaches
 - The seventh meeting in March 2010 elaborated on National Platforms for DRR and introduced new DIPECHO-funded DRR projects
 - The eighth meeting in July 2010 was organized in collaboration with UN-ISDR Central Asia and Caucasus and focussed on the Hyogo Framework for Action, National Platforms for DRR, and national Hyogo Framework reporting to ISDR. See the following press release:
<http://www.preventionweb.net/english/professional/news/v.php?id=14911&a=email>

- UNDP continues its close collaboration with the Georgian Committee for DRR to promote DRR in the country. In 2009, UNDP conducted a capacity assessment of the Committee together with the Democratic Governance portfolio and developed a project proposal aiming at developing the Committee's institutional capacities; strengthen multi-stakeholder collaboration; and promoting DRR in Georgia by organizing external events. This project, co-funded by the DRR project and the UNDP Capacity Building Fund (CBF), began in October 2009 and runs until November 2010 (a three-month extension has been granted). A CBF/DRR project assistant and a strategic planner facilitated the development of the Committee's strategic plan, the organizational rules, and delivered trainings on strategic planning and resource mobilization. With additional pilot funding from SDC, the Deputy Chairman of the Committee attended the 3rd International Disaster and Risk Conference in Davos, Switzerland, 30 May - 3 June 2010
- The DRR team has put urban risk management high on its agenda. Main stakeholders from Government (e.g. Ministry of Economic Development), municipality (e.g. Tbilisi city council), research institutes (e.g. Institute of Structural Mechanics and Earthquake Engineering), NGOs and private companies have been consulted in order to assess current building codes, building practices and urban planning approaches. Further activities in this field are expected in the months to come as part of the ISDR 2010-2011 global campaign entitled 'Making Cities Resilient'

4. Relevant bodies are informed and preparedness improved according to the *National Emergency Response Plan (NERP)*

- In August 2008 - that is before the arrival of the DRR advisor - the President approved NERP. The implementation of this plan was reportedly initiated in November 2008 and ministries are currently reviewing 17 function plans and providing feedback to the Emergency Management Department. To what extent the operationalization of NERP will result in broader dissemination of the plan, standing operational procedures, simulation exercises and enhanced response capacity remains to be seen. UNDP stands ready to support the Emergency Management Department in the refinement, implementation and dissemination of the NERP as and when requested
- In March 2009 the National Security Council approached UNDP for technical input on contingency planning and risk analysis. The DRR team maintains close links with this high-level institution, which was mandated by the President to conduct a review of the crisis management system in Georgia. The Security Council has proven adaptive to DRR approaches and inter-agency collaboration, which is a promising event for the UN contingency planning process and for international agencies. In July 2010, the National Security Council publicly announced that the Council is about to establish a new Inter-ministerial Commission on Crisis Management, which has DRR as part of its mandate
- Together with representatives from the Ministry of Regional Development and Infrastructure, Deputy Governors and SDC, UNDP took part in a SDC study visit to Armenia, 20-23 July 2009, to evaluate the Armenian disaster management approach and specifically the SDC Ardzagank project. The study group developed a technical report with findings and recommendations, which was disseminated to members of the UNDP DRR think-tank. In August 2010, the DRR advisor participated in a SDC field trip to Racha to help develop a joint concept for how best to support the ongoing regionalization of the emergency management system in the country

5. Formulation of the Emergency Management Strategy completed according to the *Hyogo Framework of Action*

- UNDP has printed posters and publications in English and Georgian to effectively promote the *Hyogo Framework for Action 2005-2015*. The *Hyogo Framework* is also available online: http://www.undp.org.ge/index.php?lang_id=ENG&sec_id=24&info_id=642
- Following a recommendation from the UNDP DRR think-tank, UNDP translated and printed the *ISDR 2009 DRR terminology* booklet, which is also available online: http://www.undp.org.ge/index.php?lang_id=ENG&sec_id=24&info_id=619

With additional funding from SDC, a second batch of publications was printed by UNDP and disseminated through public events and recent UNDP DRR think-tank meetings

- UNDP ensured that a Georgian delegation attended the second session of the UN ISDR Global Platform for Disaster Risk Reduction in Geneva, 16-19 June 2009. UNDP co-funded the participation of the delegation, since it is considered an important strategic activity to learn from best international practice and build bridges between government and the scientific community in the country
- The DRR team continuously investigates entry points for mainstreaming DRR in all UNDP programme portfolios including Crisis Prevention & Recovery, Democratic Governance, Economic Development and Environment & Energy. In line with the new UNDAF, DRR is one out of three priority themes in the *UNDP Country Programme Document 2011-2015*
- In collaboration with the UNDP Environment & Energy portfolio, the CPR team has stepped up its collaboration with the Ministry of Environment Protection & Natural Resources to promote DRR in the country. At request of the Minister of Environment, UNDP conducted a feasibility study of a flood early warning system in Georgia with additional funding from SIDA. An international and national consultant conducted their assessment from September to December 2009. Findings and recommendations have been shared with think-tank members, key stakeholders in the MOE and the National Environment Agency. The comprehensive assessment report is currently being printed in English and a translated version is planned
- UNDP successfully lobbied for the incorporation of DRR and the *Hyogo Framework for Action* in the new UNDAF as one out of three thematic areas. This is a major opportunity to mainstream DRR in future development efforts in the country with far-reaching consequences for the Government, UN and UNDP. The new UNDAF was approved by the Prime Minister's Office at a UN, Government, international organization, NGO validation workshop in February 2010

6. Emergency Management Action Plan developed and implementation initiated

- Through municipal trainings in Kvemo-Kartli in 2008 and in Shida-Kartli in 2009, UNDP promoted community-based disaster risk management methodology in collaboration with the UNDP Democratic Governance portfolio and the UNDP FOSTER project
- During autumn 2009, municipal risk management action plans were developed in four municipalities in Shida Kartli in order to promote participatory approaches based on hazard ranking, risk analysis, and community-involvement in pilot projects
- Following severe flooding in the Pankisi Valley at the end of June 2010, UNDP added a DRR component to a district development project, which is being implemented in collaboration with UNHCR and the Gamgebeli in Akhmeta. Flood prevention works (river bed cleaning and embankment enforcement) are being designed based on a risk assessment. In collaboration with GCDRR, the DRR team is planning to conduct a workshop in September followed by community-based risk management action planning

7. External resources mobilized for implementation of Emergency Management Action Plan

- Apart from office space and administrative assistance, UNDP contributes to the implementation of the project by covering costs of training events, elaboration of municipal action plans, hiring of national and international experts (e.g. feasibility study of early warning system in Georgia) and capacity building of the Georgian Committee for DRR
- Parallel funding from SDC to support the DRR project has significantly increased the effectiveness of the DRR team by facilitating the implementation of important pilot projects
- UNDP has done substantial and systematic fundraising to support the implementation of the UNDP DRR strategy. Potential donors have been approached (including USAID, the British Embassy, OSCE, the European Commission and the World Bank) and efforts to mobilize internal resources within UNDP scaled up
- The DRR team took the lead in the development of a 50-page UNDP South Caucasus proposal to the European Commission's Humanitarian Office aiming at strengthening risk

management at regional, national and sub-national levels by linking knowledge, decision and action. This proposal was unfortunately not funded as it was considered too expensive

- A DRR project document for a new two-year project has been developed and submitted to SDC, UNDP BCPR, and UN RC for co-funding. Discussions have been underway for months and financing decisions are expected in the near future

8. Twelve capacity development initiatives, targeting some 150 persons, at local and national levels

- The DRR team has designed two training packages, which have been used at various training events around the country: One on disaster risk management and another specifically on DRR. UNDP has trained more than 100 municipal officials and civil society representatives from Kvemo-Kartli and Shida Kartli. In connection with the first training, UNDP issued the following press release: http://www.undp.org/ge/index.php?lang_id=ENG&sec_id=22&info_id=395
- The DRR team plays an important role in ensuring DRR is properly understood and conceptualized in the UN contingency planning process, the UNDP DRR think-tank and the UNDAF theme group on DRR based on *UN guidelines on integrating DRR into Common Country Assessments and UNDAFs*
- From February to August 2010, UNDP, SDC and the Georgian Committee for DRR conduct a seismic risk assessment of Tbilisi, which combines seismicity of the region with the vulnerability of the population and the elements of risk. From August to November 2010, UNDP, SDC and the Georgian Committee for DRR conduct another 3-month project to initiate a combined river bed analysis / risk assessment of a stretch of the Rioni river as preparation for a more comprehensive assessment. Findings will be shared with municipal and government authorities. The main objective of these initiatives is to promote risk assessment methodology and create awareness of urban and flood risks. Other risk assessment initiatives are in the pipeline, including a multi-risk assessment of the Telavi administrative region

9. Two disaster simulation exercises undertaken

- At the end of March 2009, the DRR advisor and the CPR team leader attended a UN Country Team simulation exercise in Armenia organized as part of an INSARAG regional earthquake simulation in Yerevan. Our presence at this event gave us important insights into Armenia's disaster management approach, which proved useful in Georgia
- In February 2010, the UNDP DRR team participated in an inter-ministerial simulation exercise organized by the National Security Council and the British Embassy
- At the end of March 2010, the UNDP DRR team participated in a table-top simulation exercise focusing on evacuation procedures. The exercise was organized by the Emergency Management Department and the Ministry of Refugees and Accommodation
- Courtesy the British Embassy, an experienced trainer from the British police facilitated a real-time computer-based simulation exercise (Kutaisi earthquake scenario), which was part of the UN contingency planning workshop in April 2010. This simulation exercise proved useful in highlighting coordination challenges in the country.

ADDITIONAL INFORMATION

- Please also see the following link on UNDP's website: http://www.undp.org/ge/index.php?lang_id=ENG&sec_id=40&pr_id=86

ANNEX 5: RISK AND MITIGATION MEASURES

The main risks of the project and proposed counter measures are as follows:

1. Lack of effective coordination mechanisms and clear division of labour between governmental agencies could create frictions in the process of elaborating disaster risk management policies and practices and ultimately delay the establishment of a National Platform for DRR.
2. Although the current interest in DRR among Government agencies is significant, it might be difficult to sustain their interest in establishing and running an inclusive and functional National Platform for DRR with active participation from civil society.
3. Lack of Government buy-in to disaster risk reduction and climate risk management strategies, as well as lack of support to upscaling local level disaster risk reduction approaches, may hamper the achievements of the project.

The DRR project team will ensure that the risks above will not hinder the effective implementation of the project by facilitating 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.

The UNDP Disaster Risk Reduction Think-tank is already functioning in this way and will continue to facilitate coordination and promote proactive and preventive risk management approaches until a Government-led National Platform for DRR is established. One of the proposed activities is to design a *Hyogo Framework for Action Implementation Plan for Georgia*, which is expected to increase the level of commitment and accountability of all actors involved in disaster risk management.

The fact that the UNCT has selected DRR as a priority in the new *UNDAF 2011-2015* is another important factor, which will help sustain interest in and commitment to DRR. The recently established close collaboration with ISDR is another contributing factor, which will help convincing the Government of the necessity of regular *Hyogo Framework* country reporting, a National Platform for DRR as well as of upscaling disaster risk reduction and climate risk management approaches.