

Annex I. Description of the Action

Project Title: Strengthening Disaster Risk Management (DRM) institutional frameworks and capacities.

Project Number: 00107733

Implementing Partner: United Nations Development Programme (UNDP)

Start Date: 2019 **End Date:** 2023 (48 months)

Brief Description
<p>The high level of vulnerability conditions combined with the climate variability that is characterized with periods of lack or excess of rain, result in an almost permanent disaster situation, or a cycle of droughts and floods episodes, in the Southern Region of Angola. Climate change is also exacerbating this chronic situation of disaster risk. The Overall Objective of the EU-financed FRESAN Programme 2018-2022 is to “contribute to the reduction of hunger, poverty and vulnerability to food and nutrition insecurity in the provinces of Angola most affected by climate change, namely Cunene, Huila and Namibe.”</p> <p>This UNDP Project for a period of 48 months from 2019 to 2023¹ will contribute to FRESAN’s Result 3.3. Disaster Risk Management (DRM) strategy and inter-institutional coordination mechanisms are implemented by the competent authorities. The Project aims to deliver on two Outputs at national and decentralized levels in the target provinces of Cunene, Huila and Namibe: 3.3.1 Promote the establishment and strengthen inter-institutional multi-level mechanisms for DRM; and 3.3.2 Develop and implement a risk information system and early warning system for DRM.</p>

<p>Contributing Outcome (UNDAF/CPD): <u>EU FRESAN Result (R):</u> 3.3. Disaster Risk Management (DRM) strategy and inter-institutional coordination mechanisms are implemented by the competent authorities. <u>UNDP Outcome:</u> 4. By 2019, the environmental sustainability is strengthened through the improvement of management of energy, natural resources, access to green technology, climate change strategies, conservation of biodiversity, and systems and plans to reduce disasters and risks. Indicative Output(s) with gender marker^{2,3}: 3.3.1 Promote the establishment and strengthen inter-institutional multi-level mechanisms for DRM (GEN2). 3.3.2 Develop and implement a risk information system and early warning system for DRM (GEN2).</p>	Total resources required:	US\$ 3,465,000		
	Total resources allocated:	UNDP TRAC:		
		Donor (EU):	US\$ 3,300,000 ⁴ (equivalent to EUR 3,000,000 at maximum)	
		Government:		
		(UNDP):	US\$ 165,000	
	Unfunded:			

¹ According to EUD Angola, the FRESAN programme implementation period is 60 months from 23 May 2017 till 22 May 2022. However, an arrangement can be made to allow for the implementation of UNDP Project for 48 months. See an email from EUD Angola to UNDP dated on 26 February 2019.

² The Gender Marker measures how much a project invests in gender equality and women’s empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender equality).

³ Specific output indicators on gender will be found in Section V. Results Framework.

⁴ EUR 3,000,000, equivalent to US\$ 3,300,000 at the UN Operational Rate of Exchange (UNORE) of January 2019, will be updated regularly.

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Abbreviations

AKZ	Kwanza
APCV	Avaliação Participativa de Capacidades e Vulnerabilidades
ARP	Agricultural Recovery Programme
AWP	Annual work plan
CDR	Combined Delivery Reports
CG	Coordination Group
CMPC	Municipal Civil Protection Commission
CNPC	National Civil Protection Commission
CO	Country Office
CPD	Country Programme Document
CPPC	Provincial Civil Protection Commission
CPR	Crisis Prevention and Recovery
CSO	Civil Society Organization
DRF	Disaster / Drought Recovery Framework
DRM	Disaster Risk Management
DRMKC	Disaster Risk Management Knowledge Centre
DRR	Disaster Risk Reduction
DSA	Daily Subsistence Allowance
EU	European Union
EWS	Early Warning Systems
FACE	Fund Authorization and Certificate of Expenditures
FAO	Food and Agriculture Organization
FARM	Multi-Sectorial Rapid Assessment Form
FNS	Food and Nutrition Security
FRESAN	Strengthening Resilience and Food and Nutrition Security in Angola
GDACS	Global Disaster Alert and Coordination System
GEF	Global Environment Facility
GEP	The Studies and Planning Office
GMS	General Management Support
GoA	Government of Angola
IATI	International Aid Transparency Initiative
IFAD	The International Fund for Agricultural Development
IFAL	Instituto de Formação da Administração Local
IFRC	International Federation of Red Cross
IGAC	Inspecção Geral das Actividades Comerciais
IGCA	Instituto Geográfico e Cadastral de Angola
INAMET	Instituto Nacional de Meteorologia e Geofísica
INDC	Intended Nationally Determined Contribution
INE	National Institute for Statistics
ITC-ILO	International Training Center – International Labour Organization
LD	Sustainable Local Development
LDC	Least Developed Country
LPAC	Local Project Appraisal Committee

MATRE	Ministério da Administração do Território e Reforma do Estado
MEP	Ministries of Economy and Planning
MINAGRI	Ministério da Agricultura e Desenvolvimento Rural
MINAMB	Ministerio do Ambiente
MINFIN	Ministry of Finance
MININT	Ministerio do Interior
MINSA	Ministério da Saúde
NAPA	National Adaptation Programme of Action
NIP	National Indicative Programme
NOB	National Officers 2nd grade
NOC	National Officers 3rd grade
NSPDRR	Strategic Plan for Prevention and Disaster Risk Reduction
OAI	Office of Audit and Investigations
OCHA	Office for the Coordination of Humanitarian Affairs
OGE	General State Budget
PCCR	Provincial Plan for Preparedness, Contingency, Response, and Recovery
PDNA	Post-Disaster Needs Assessment
PIP	Public investment programme
PND	National Development Plan
PNPCRR	National Plan for Preparedness, Contingency, Response, and Recovery
POPP	Programme and Operations Policies and Procedures
PSC	Programme Steering Committee
RR	Resident Representative
SBAA	Standard Basic Assistance Agreement
SDG	Sustainable Development Goals
SFP	Strategy to Fight Poverty
S.M.A.R.T	Specific, Measurable, Attainable, Relevant and Time-bound
SPCB	Serviço de Protecção Civil e Bombeiros
SSC/TrC	South-South and Triangular Cooperation
TG	Technical Group
ToC	Theory of Change
ToR	Terms of Reference
UNDAF	UN Partnership Framework
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNISDR	United Nations Office for Disaster Risk Reduction
UNSMS	United Nations Security Management System
UNU	UN University
UNV	UN Volunteer

I. DEVELOPMENT CHALLENGE

Risk and disaster, as a result of the combination of social, economic and environmental vulnerabilities and natural and socio-natural phenomena, are compromising the achievement of Angola's sustainable development objectives. Disaster impact is more frequent in areas and communities with the lower resilient capacities. Among these most vulnerable communities, existent gender inequities result in differentiated adverse impacts.

The high level of vulnerability conditions combined with the climate variability that is characterized with periods of lack or excess of rain, result in an almost permanent disaster situation, or a cycle of droughts and floods episodes, in the Southern Region of Angola, in particular in the provinces of Cunene, Huila and Namibe. Climate change is also exacerbating this chronic situation of disaster risk.

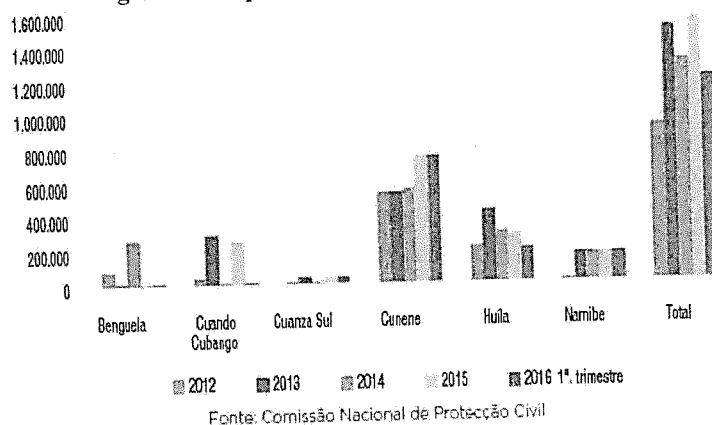
Recently, a protracted drought period – 2012 to 2016 – affected the Southern region, with severe effect and impact at different levels, namely⁵:

- According to GoA reports included in the Droughts Post-Disaster Needs Assessment (PDNA), by the first quarter of 2016, a total of 1,139,064 people was affected by drought in the three provinces: 755,930 are in Cunene, 205,507 in Huila, and 177,627 in Namibe.
- Total damage for the reviewed 9 sectors was estimated at over US\$297 million (AKZ 48.5 billion), while total losses at US\$452 million (AKZ 74 billion).
- The agriculture sector was by far the most affected. Total damage in the sector was estimated at US\$244.7 million (AKZ \$40 billion) which represents about 82 percent of all damage of the reviewed 9 sectors, while sector losses were estimated at US\$317 million (AKZ 52 billion) which is equivalent to 70 percent of all losses. After agriculture, the second greatest losses were in food security with US\$82 million (AKZ 13.3 billion), representing 18 percent of all losses.
- The droughts situation brought other type of effects, such as a rising trend in admission cases of malnutrition, family abandonment, domestic violence,⁶ charcoal production (as an alternative to agro-pastoral livelihoods), increased deforestation (due to increased charcoal production) and the continued depletion of water resources in the affected region.
- About 80 percent of the existing boreholes are non-functional due to water scarcity and disrepair (approximately 2,400 boreholes damaged). 20 percent of communities is estimated to be without access to safe water.

⁵ Droughts in Angola 2012-2016, PDNA Report.

⁶ See page 71 of Angola 2012-2016, PDNA report in English.

Figure 1: People affected by droughts 2012-2016



Based on the 2012-2016 Droughts PDNA, the government has developed a 2018-2022 Drought Disaster Recovery Framework (DRF) with a strategy with coordinated actions and means of financing to support the recovery of damages and losses caused by the droughts in the Southern provinces. In addition to short term recovery action, the Drought DRF recommended longer-term sustainable measures to reduce the vulnerability and associated risk of the local population to future droughts, floods and the growing impact of climate change.

Reducing disaster risk, and thus, adapting to climate change and variability is highly relevant for the Southern region and for the country. Working on the causes of vulnerability implies to address structural factors of socioeconomic stress in the communities, which will represent a direct contribution to sustainable development at both local and national levels. Main risk factors should be or have already been considered in sectorial development priorities, such as poverty reduction, gender equity, food and nutrition security, water management and others. Urgent measures must also be taken to address political and institutional vulnerability, which includes lack of governance capacities at different levels, reduced levels of knowledge and perception about disaster risk, and low resilience and coping capacities.

In order to improve disaster risk reduction (DRR) and adaptation capacities in the Southern region, it will be of utmost importance to reinforce institutional capacities in the provinces on the one hand, and simultaneously to develop resilience and coping capacities in the most vulnerable communities on the other. Key issues to be addressed are:

- Low level of knowledge and perception about risk and disaster at provincial and local scales.
- Provincial investment and development plans and activities implemented without considering their exposure to disaster risk.
- National and provincial preparedness, contingency, response and recovery plans outdated and without implementation action plans and budget allocation.
- Low quality or inexistent risk information systems, planning, and decision-making mechanisms.
- Planners and key provincial staff of the different sectors with insufficient or without training for planning and implementing DRR actions.
- Inadequate national and provincial capacities for monitoring of drought recovery and detection of future drought impact.

- Communities highly exposed to floods without early warning and response capacities and instruments.

This UNDP Project, as part of the EU-financed FRESAN (Strengthening Resilience and Food and Nutrition Security in Angola) Programme 2018-2022 that aims at addressing underlying causes of food and nutrition insecurity and DRM and Climate Change Adaptation in a comprehensive way, will focus on the previously presented institutional and organizational vulnerability factors. The following two sections, II Strategy and III Results and Partnerships, will explain the approaches that will be used to respond to the key challenges under the FRESAN programme, and in particular under the UNDP Project.

II. STRATEGY

Strategic approaches

The Overall Objective of the FRESAN Programme is to “*contribute to the reduction of hunger, poverty and vulnerability to food and nutrition insecurity in the provinces of Angola most affected by climate change, namely Cunene, Huila and Namibe.*”

Following FRESAN Programme’s holistic approach comprising four interconnected components⁷ (or Specific Objectives), this UNDP Project will **contribute to the third component for a period of 48 months starting from 2019:**

“Enhance institutional capacity and mechanisms for multi-sector Food and Nutrition Security (FNS) information management and data analysis, planning, coordination, monitoring, and reaction in areas of food insecurity, malnutrition and climate change. Prediction and early-warning systems and monitoring tools for risk management will be developed to cope with climate-induced crisis and the occurrence of natural disasters.”

More in detail, the FRESAN’s third component (or Specific Objective) aims to achieve five Results in “*compiling and re-organizing information and coordination mechanisms for food and nutrition security and climate change.*” This UNDP Project will **contribute to the achievement of the third Result of this component**, namely: “*Disaster Risk Management (DRM) strategy and inter-institutional coordination mechanisms are implemented by the competent authorities,*”. The other four Results will be under the responsibility of Portuguese bilateral cooperation agency, Camões, I.P, which signed a delegated agreement with the EU for the implementation of the overall FRESAN programme in the period 2018-2022. Accordingly, appropriate coordination and cooperation with Camões, I.P. will be ensured, as explained in the following sections, III Results and Partnerships, IV Project Management, and VIII Governance and Management Arrangement.

The FRESAN’s third component, in particular its third result, is fully in line with UNDP’s approach to DRM in the country, under which building of institutional and local capacities have been prioritized. Since 2012, UNDP has been assisting in enhancing the capacity of the National Civil Protection System, particularly that of the inter-sectorial National Civil Protection Commission (CNPC) for DRM and Resilience Building at national and decentralized levels.

The national institutional framework for Disaster Risk Management (DRM) in Angola was developed by the *Lei de Bases da Protecção Civil de 2003* with establishment of the National Civil Protection Commission (CNPC) and the Civil Protection and Fire Fighting Service (SPCB). The CNPC, which is under the Ministry of Interior, is the designated national commission with the responsibility to coordinate and promote activities for disaster preparedness, response and recovery, and risk management throughout the country. The Provincial Civil Protection Commission (CPPC) is an established provincial structure of the CNPC and it is chaired by the governor or vice-governor. The CNPC and the CPPC are

⁷ This programme is funded under the Sustainable Agriculture sector of the National Indicative Programme (NIP) for Angola, which is financed under the 11th EDF, comprising Component I. Resilience and Sustainable Family Farming Production; II. Improvement of nutrition through education and nutrition-focused social transfers; III. Institutional strengthening and multi-sector information management; and IV. Testing of cost-effective nutrition sensitive actions.

inter-sectoral commissions involving representatives of all ministries and relevant institutes and services.

For the last three years, UNDP support has been addressing three urgent DRM priorities of the government: 1) Decentralized contingency planning for disaster response and recovery; 2) Disaster Risk Information management; and 3) Integration of DRR into sustainable development planning.

For instance, within the executive framework established by the National Plan for Preparedness, Contingency, Response, and Recovery 2015-2017, Provincial Contingency Plans so far developed in 8 disaster-prone provinces, including Cunene, Huila and Namibe, have established necessary strategic frameworks, leading the provincial governments to allocate budgets and facilitate disaster preparedness and response at local level. The National Disaster Loss Database – DesInventar was launched by CNPC in 2016 to facilitate evidence-based policy decisions internally, but also reporting internationally against the targets set in the Sendai Framework on DRR 2015-2030 and the Sustainable Development Goals (SDG). The Angola Disaster Loss Database has been installed in the UNISDR server in Geneva, facilitating data entry in a single server, which has the maps, hazard list and indicators configured. The database administered by SPCB in Luanda is regularly updated and publicly available since May 2017. Furthermore, under the Strategic Plan for Prevention and DRR 2015-2017, which is aligned with the Sendai Framework, in 2017 CNPC started rolling out the national training Programme on DRM and Sustainable Local Development Planning.

In 2015 CNPC started developing its disaster recovery capacity, while providing support to the implementation of Pilot Strategies for Building Resilience developed in the aftermath of the 2013-2014 droughts in Cunene, Huila and Namibe. To date, 12 Municipal Strategies for Building Resilience have been prepared to enhance disaster resilience of vulnerable communities and municipalities in the three provinces. Over 700 officials of the inter-sectorial Civil Protection Commissions at all levels have been trained in planning, implementing and monitoring DRR and resilience-building interventions with a focus on knowledge transfer and national capacity building. In addition, in 2016-2017, while supporting disaster recovery planning, UNDP provided livelihood diversification grant of USD 450,000 to 6,800 women and men in a total of 9 municipalities in Cunene, Huila and Namibe in support of drought recovery and La Niña preparedness, facilitating social and economic empowerment including farming and non-farming activities.

Building upon the results achieved in partnership between UNDP and CNPC from 2012 to 2018, this Project will continue strengthening the capacity of CNPC for DRM and Resilience Building at national and decentralized levels in the target provinces of Cunene, Huila and Namibe with a **twofold strategy**:

- Development of technical capacities of **Provincial Civil Protection Commissions (CPPC)** in DRM and Resilience-Building.
- Reinforcement of resilient capacities in the most climate variability exposed and vulnerable **communities**, in particular for early warning. (Target communities will be selected by CPPCs in consultation with relevant stakeholders, including Camões, I.P. and its studies).

It is important to note that as in the past, this twofold strategy will be implemented at decentralized level in close coordination and collaboration between CNPC at national level and UNDP. Furthermore, coordination with Camões, I.P. and its partners will be ensured throughout under the FRESAN programme.

The past results

Under the seven targets of the Sendai Framework for Disaster Risk Reduction (DRR), as well as the Sustainable Development Goals (SDG) 1, 11 and 13, Angola aims at making substantial reduction in mortality, affected people, economic loss, and damage to critical infrastructures and basic services, while making an increase in national / local DRM strategies, international cooperation and access to early warning systems and risk information.

Since 2012, along with other development partners, the CNPC-UNDP cooperation in DRM and resilience-building has been contributing to Angola's advancement under the four Priorities of Action established under the Sendai Framework in pursuit of the seven Sendai targets. This UNDP Project will build upon the baselines set by the past results of the CNPC-UNDP cooperation around the four Priorities of Action of the Sendai Framework, as summarised below.

Priority 1. Understanding disaster risk

- In 2012-2013, a 6-month on-the-job training enhanced SPCB capacity on DRM information management, equipping 18 provincial SPCB offices with both hardware and software and the Multi-Sectorial Rapid Assessment Form (FARM) for data collection and analysis. Furthermore, CPPC of Cunene and Huila were equipped in 2014 with Action Plans for Coordination and Information Management (covering the period from July 2014 to December 2015) as part of the government's recovery efforts after the 2013/2014 droughts, utilizing the established FARM to orient the generation and use of unified and reliable national data to assess disaster impact. But further training on the use of the FARM and its adaptation at local level was not possible due to resource constraints, affecting the data collection through the FARM according to the Action Plans. The CNPC now prioritizes the revision of FARM to make it more applicable for field use and importantly in line with the indicators set by the Sendai Framework for DRR 2015-2030.

The CNPC is today committed to the use of a standardised data collection form, unlike the previous ones improvised by different provincial offices, as it is an indispensable tool for Angola to internationally report on its progresses against the Sendai and SDGs targets. According to the CNPC, information management equipment provided in 2013 had completed service life in all provinces, including Cunene, Huila and Namibe, and thus are no longer operational, requiring replacement. Support provided to DRR planning and budgeting under this Project will facilitate necessary allocation from the General State Budget for the maintenance of information management tools.

- A community outreach team of SPCB was trained in 2013-2014 in training and conducting the Participatory Assessment of Capacities and Vulnerabilities (APCV) for local Disaster Risk Reduction Planning.
- The National Disaster Loss Database – DesInventar was populated with historical and contemporary data on disasters impacts by the CNPC by May 2017 to facilitate evidence-based policy decisions nationally, but also reporting internationally on the progress in achieving the targets set in the Sendai Framework for DRR and the SDG. National capacity for data collection, entry, analysis and use of DesInventar at decentralized level needs to be enhanced under this Project.
- With UNDP’s financial, partnering and administrative support, 55 officials of the CNPC member ministries and SPCB at national level and from 18 provinces were trained by OCHA in DRM information management in January 2018, adopting recommendations for action to improve DRM information management.
- Based on disaster loss data generated by DesInventar and other technical analysis, the CNPC prepared Probabilistic Country Risk Profiles on Flood and Drought with the support of UNISDR and CIMA Research Foundation (Italy) in August 2018. Based on the UNDP’s technical advice and facilitation, in close consultation with the CNPC, the CIMA Research Foundation is updating the original probabilistic risk profile of Angola.

Priority 2. Strengthening disaster risk governance to manage disaster risk

- The two DRM strategic plans, namely the National Plan for Preparedness, Contingency, Response, and Recovery (<http://preventionweb.net/go/59242>) and the Strategic Plan for Prevention and Disaster Risk Reduction (DRR) (<http://preventionweb.net/go/59241>) were prepared for 2015-2017 period. The CNPC plans to renew these two national strategic plans for a new programming period of the government with the support of EU under this Project.
- 4 thematic groups of the CNPC’s sectorial ministries developed respective Work Plans with targets to achieve under the Strategic Plan for Prevention and DRR 2015-2017, which is aligned with the Sendai Framework. The CNPC plans to decentralize strategic planning for Prevention and DRR to provincial level in the new programming period of the government with the support of EU under this Project.
- As oriented by the National Plan for Preparedness, Contingency, Response, and Recovery, Provincial Contingency Plans 2015-2017 developed in 8 disaster-prone provinces have established necessary strategic frameworks, leading the provincial governments to allocate budgets and facilitate effective disaster preparedness and response at local level (2015: Cunene, Huila, Namibe, Uige, Cuanza Norte, Luanda; and 2016: Malanje and Benguela). Based on the Provincial Contingency Plans and available resources, the Provincial Civil Protection Commissions (CPPC) in Cunene, Huila and Namibe provided disaster response support to the local residents affected by droughts and floods from 2015 to 2017. Those plans are available at the CPPC in each province, but need to be renewed for the new programming period of the government. The National Civil Protection Commission (CNPC) continues its ongoing efforts to ensure sufficient budgeting of the DRM activities identified in the

National and Provincial Contingency Plans in the General State Budget for the sustainable implementation of the planned actions.

- In 2015-2016, with UNDP's financial, partnering and administrative support, 5 CNPC staff were trained at the International Training Center (ITC) of ILO/UNISDR on the Mainstreaming DRR into Sustainable Local Development Planning. Furthermore, 29 DRM practitioners from SPCB, IFAL and Ministries of Finance, Economy and Planning, and Local Administration and State Reform were trained by the ITC of ILO and UNDP in Luanda in 2017 for rolling out the national training program on DRR and Sustainable Local Development at decentralized level from the subsequent year.

Priority 3. Investing in disaster risk reduction for resilience

- 640 officials of the inter-sectorial Civil Protection Commissions at all levels were trained in 2015-2017 in planning, implementing and monitoring DRR and resilience-building interventions, with a special focus on preparedness for recovery.
- 12 Municipal Strategies for Building Resilience, covering the period from 2015 to 2017, were prepared based on risk analysis, vulnerable group mapping and improved inter-sectorial collaboration to orient interventions of municipalities and to identify coping mechanisms of vulnerable groups to enhance their resilience before and after the occurrence of disasters. The Strategies were prepared in Cunene, Huila and Namibe based on the Pilot Provincial Strategies developed in the aftermath of the 2013/2014 droughts, which comprised strategic and operational action for building resilience of vulnerable communities. (Bibala, Camucuo, Tombwa, and Virei in Namibe; Chibia, Matala, Humpata, and Gambos in Huila; and Cahama, Namacunde, Ombadja, and Cuanhama in Cunene). Both Pilot Provincial and Municipal Strategies for Building Resilience 2015-2017 are available at the respective Provincial and Municipal Civil Protection Commissions.
- Based on the drought PDNA conducted in July-August 2016 with the support of the United Nations, the European Union and the World Bank, the CNPC has prepared the 5-year Disaster Recovery Framework (DRF) with the proposed budget of USD 475 million for the 2012-2016 droughts-affected Southern provinces of Cunene, Huila and Namibe, indicating responses to adapt to the effect of such drought including recovery measures. Part of DRR measures, such as early warning system, defined in the DRF will be supported under this Project.

Priority 4. Enhancing disaster preparedness for effective response and to "Build Back Better" in recovery, rehabilitation and reconstruction

- 40 Disaster Risk Management practitioners from the Provincial Civil Protection Commission (CPPC), the UN and CSO partners trained in the flood simulation exercise in Ondjiva, Cunene in February 2017 in anticipation of La Nina-induced flooding, resulting in the timely evacuation of over 300 local residents from flooded areas in the subsequent month of March 2017.
- 83 DRM national practitioners were trained on the Post-Disaster Needs Assessment (PDNA) in 2015 and 2016, including members of the ministries constituting the

CNPC, SPCB, CPPC of Cunene, Huila, Namibe and Benguela. In 2017, 40 national practitioners were trained in the preparation of Disaster Recovery Framework (DRF).

- A Pilot Disaster Recovery Plan was prepared by the CNPC to support the flood-affected Province of Benguela in 2015. As it was a pilot initiative, the planning exercise was used by CNPC to learn how to conduct PDNA in the field to prepare a recovery plan. This practical exercise in Benguela effectively prepared the CNPC for the implementation of PDNA and the preparation of DRF for the drought-affected Southern region in the subsequent years.
- A Lessons-Learned document on the 2013/2014 drought recovery efforts was prepared by CNPC with the support of the UNDP to inform the recovery planning of the 2015/2016 El Nino-induced droughts in the Southern region, in particular the preparation of the Disaster Recovery Framework (DRF) 2018-2022.

Lessons learnt from the past experiences

Several lessons can be drawn from previous experiences in the target provinces of Cunene, Huila and Namibe. Such lessons will be incorporated in this Project:

- **Training and capacity development in the provinces and establishing conditions for tangible learning outcomes are a pre-condition for success.** Any development processes based on external capacities are not sustainable. Past interventions for the elaboration of provincial plans were sometime affected by a lack of financial resources. Experience demonstrated the importance to allocate such limited resources to carry out ad-hoc training sessions to ensure at least a basic level of understanding about problems and management needs, which are required in the planning exercise. Based on this lesson, this Project will support both the new development assistance processes (covering strategic planning, budgeting, contingency planning, early warning and risk information management) and the preceding formal training to provincial decision-making officials and technical staff under the national programme on DRM and sustainable development planning adopted by the CNPC in 2017 with the support of ITC/ILO and UNDP.
- **DRM planning process, which is not anchored in the national planning and budgeting process, is not sustainable.** The Ministries of Economy and Planning (MEP) and Finance (MINFIN) have specific process for the elaboration of development plans and public investment programme (PIP). This MEP/MINFIN planning process is mandatory to follow for all the sectors and also for the territorial authorities expecting to receive funds from the national budget annually. A lesson from past interventions is that the sustainability of DRM activities can be achieved only if DRM plans are incorporated in sectoral plans and programmes of each relevant Ministry at national or provincial levels. Failing this, DRM plans and activities are not included in the national budget, making it impossible for the relevant government departments to provide the required contribution to the actions undertaken with development partners. This failure will also risk the sustainability of results achieved with the support of development partners through technical assistance. The experience of elaborating provincial DRM plans, out of the MEP/MINFIN process in the past, has indeed faced this issue of sustainability of the results achieved through technical assistance. Thus, this Project will start by training

and organizing planning and budgeting teams, based on the Studies and Planning Office (GEP) that already exist in every province, as recommended by MEP and MINFIN. These teams, together with sectorial planners and Civil Protection actors, will ensure effective DRM planning and budgeting anchored in the established MEP/MINFIN process.

- **Strategic planning in DRM should be aligned with the National Development Plan (PND).** To this end, the planning for disaster risk prevention and reduction will be launched in alignment with the approved PND 2018-2022.
- **Disaster Risk Management includes Investments, Preparedness for Response and Recovery Planning which should be based on reliable data about hazards and vulnerability, as well as history of disasters' impact.** Previous planning processes were poorly informed due to lack of data and information; this has resulted in very general contingency plans. Modifying this condition will require investment in scientific research, monitoring capabilities and long enough time for creating credible series of data, which will not be feasible in the short time of the Project period. This weakness will be partially mitigated, by using socioeconomic and territorial information produced by deconcentrated sectorial institutions (such as agriculture, health and planning, among others), reinforcing provincial capacities for analysis of existing information and management of risk related data, i.e. disaster impact scenarios, consolidating exchange and articulation with other agencies producing remote sensing and GIS information that will be operating in the provinces, such as Camões, I.P. and UNDP Climate Change Projects. The implementation of local perception analysis based on APCV methodologies, which is utilised worldwide in areas with scarce information availability, will be also promoted to reinforce local preparedness and early warning capacities.
- **High technology for early warning requires technical and organizational conditions for functioning, frequently not available in the flood-prone areas.** Several experiences installing satellite technology showed little capacities for producing practical information for timely warning flood-prone communities. Like many other developing countries, the Angola's experience installing early warning systems based on this type of technology was never successful, and the investment has been lost. The main problem for this is the weaknesses of national and local institutions for ensuring the treatment of the information, the maintenance of the equipment and, more importantly, the timely delivery of good quality information to the communities exposed. The importance of Community-based early warning systems has been deeply studied and confirmed; *“Community-based early warning systems (CBEWSs), ...are people centric, helping communities use local resources and capacities to effectively prepare for and respond to flood events. This enables communities to reduce their vulnerability to flood risks. In a CBEWS the communities are active participants not just in the design but also in the ongoing monitoring and management. As outlined... community involvement at all levels in CBEWSs often entails an emphasis on end-mile dissemination and the use of sustainable and appropriate technology”*⁸.

⁸ Community-based early warning systems for flood risk mitigation in Nepal. Lancaster Environment Centre, Lancaster University, Lancaster, UK

Thus, the Project will assist communities selected by CPPCs in installing community-level flood Early Warning Systems (EWS), which include the installation and operation of low technology instruments, i.e. manual and automatic pluviometers, scales kits for measuring the level of the rivers, and emergency response kits, as well as the creation of local capacities for interpretation and autonomous issuing of local early warnings and implementation of evacuation plans. This type of technological solution has been considered as the most effective for countries and zones with low levels of technological capacities. Evaluations produced by the European Commission Humanitarian Office highlight the positive impact of low technology/community-based early warning⁹.

- Finally, **exchange of experiences has always proved to be a key driver for developing national capacities.** In 2015-2016, 5 CNPC officials participated in the international training and exchange of experience with over 30 countries on DRR and local development planning organized by ITC/ILO in Turin, Italy, resulting in the adoption of the national training programme on the same subject for rolling out nationwide from 2017. The Project will continue with this approach, and exchange missions and international training will be supported. Publications, lessons learned and technical documents based on this Project experience, including exchange of experiences, will be uploaded online to the Disaster Risk Management Knowledge Centre (DRMKC) (<https://drmkc.jrc.ec.europa.eu/>) which will be used as a way of disseminating Angolan experiences and learning outcomes from other countries and partners.

⁹ See

https://resourcecentre.savethechildren.net/sites/default/files/documents/early_warning_systems_wp_no_11_.pdf

III. RESULTS AND PARTNERSHIPS

Expected Results

FRESAN Programme's third Component addresses institutional strengthening and multi-sector information management for DRM. The achievement of the third Component results in the **third Specific Objective (SO3):** *to compile and re-organize information and coordination mechanisms for food and nutrition security and climate change.* The SO3 should be achieved through the following five expected Results:

- 3.1. Multi-sectoral coordination and management mechanisms for food and nutrition security developed by the competent authorities.
- 3.2. Government capacities to provide reliable statistic information and to manage information (quality and use of data, storage and analysis) on FNS reinforced.
- 3.3. Disaster Risk Management (DRM) strategy and inter-institutional coordination mechanisms are implemented by the competent authorities.
- 3.4. Institutional and extension services capacities in the field of resilience and climate change reinforced.
- 3.5. Response and recovery capacity of the Civil Protection Services and provincial governments enhanced.

While the four Results, namely Results 3.1, 3.2, 3.4 and 3.5, will be pursued by the Camões, I.P., this UNDP Project for a period of 48 months will contribute to:

FRESAN's Result 3.3. Disaster Risk Management (DRM) strategy and inter-institutional coordination mechanisms are implemented by the competent authorities.

The Project aims to deliver the **two Outputs** below, at national and decentralized levels in the target provinces of Cunene, Huila and Namibe:

- 3.3.1** Promote the establishment and strengthen inter-institutional multi-level mechanisms for DRM; and
- 3.3.2** Develop and implement a risk information system and early warning system for DRM.

Planned interventions of the Project are training at different levels (executive, technical, sectorial and community); support to planning processes in the three provinces; integration of these planning processes into the national planning and budgetary procedures; development of information management capacities, and specific products; social communications campaigns; and early warning management at local level. These interventions are expected to improve in a sustainable way the provincial and local management capacity for planning, implementing and monitoring DRM and Resilience-Building actions.

Below is the list of planned activities and products under the two Outputs of the UNDP Project. For more details, please refer to Section V Results Framework and Section VII Multi-Year Work Plan of this Project document.

General and Specific Activities and Products

<u>3.3.1 Promote the establishment and strengthen inter-institutional multi-level mechanisms for DRM</u>		
<u>General Activities (as stated in Annex III Budget of the Action¹⁰):</u>	<u>Specific Activities (as stated in Annex III Budget of the Action):</u>	<u>Products:</u>
<p>3.3.1.a. Develop and implement a gender sensitive Disaster Risk Management (DRM)¹¹ & Sustainable Local Development training program for the 3 provinces (in coordination with ITC-ILO and the Cuvelai project).</p>	<p>3.3.1.a.1 One (1) DRM & LD Regional executive training (3 days) for 30 Planning and Finance managers of the 3 provinces, with the participation of Governors in the opening. Year 1.</p> <p>3.3.1.a.2 Two (2) DRM & LD Provincial trainings (5 days) for 80 staff of provincial and municipal governments and SPCB of 3 provinces, using IFAL provincial facilities. Years 2 and 4.</p> <p>3.3.1.a.3 12 DRM & LD Municipal trainings (2 days) conducted by (5) provincial trainers for 360 municipal staff in 3 provinces. [1 training for 30 municipal staff, 1 training per year in each of 3 provinces x 4 years]</p>	<p>3.3.1.a.1 30 Planning and Finance managers of the 3 provinces trained on Disaster Risk Management & Local Development at executive training. Year 1.</p> <p>3.3.1.a.2 80 staff of provincial and municipal governments and SPCB of 3 provinces trained on Disaster Risk Management & Local Development at provincial training [40 in Year 2 and 40 in Year 4]</p> <p>3.3.1.a.3 360 municipal staff from 3 provinces trained on Disaster Risk Management & Local Development at municipal training [1 training for 30 municipal staff, 1 training per year in each of 3 provinces x 4 years].</p>

¹⁰ Annex II Budget of the Action also includes the Multi-Year Work Plan, with general and specific actions.

¹¹ Disaster risk management that takes into consideration different impacts of disasters on women, men, children and other vulnerable groups. The Project will integrate the strategies and approaches of the EU Gender Action Plan (GAP II - Link: <http://www.consilium.europa.eu/media/24467/st13201-en15.pdf>)

<p>3.3.1.b. Reinforce and consolidate DRM strategic planning and monitoring capacities in each of 3 provinces, reinforcing coordination and technical instruments of the provincial Studies and Planning Office (GEP), Finance Director, and coordinator of the Provincial Civil Protection Commission (CPPC).</p>	<p>3.3.1.b.1 One (1) Regional training course (2 days) for 15 provincial planners in the integration of “DRM measures” into Public Investment Projects (PIP), Year 2 [in preparation for Year 3 National Budgeting process included in 3.3.1.b.2].</p> <p>3.3.1.b.2 Implement 3 provincial meetings for the creation of DRM planning / monitoring teams and elaboration of TOR, and 3 annual planning session in April (starting on Year 2) (MINFIN process).</p> <p>3.3.1.b.3 Support to the elaboration of Provincial Annual Plans and Budgets for mainstreaming of DRM [3 Plans in Years 2, 3 and 4, thus Total 9; 3 Budgets to be approved in Year 3].</p> <p>3.3.1.b.4 One (1) National meeting per year for the integration and follow up of DRM plans (Prevention and DRR; Preparedness, Contingency, and Response; and Drought DRF 2018-2022) in the National Development Plan (PND) quarterly monitoring/reporting processes (coordinated by Ministry of Economy and Planning).</p>	<p>3.3.1.b.1 15 provincial planners trained on the integration of Disaster Risk Management measures into Public Investment Projects (PIP) at regional training in Year 2 [in preparation for Year 3 National Budgeting process included in 3.3.1.b.2].</p> <p>3.3.1.b.2 DRM Planning / Monitoring teams functioning in 3 provinces following the yearly budgeting process established by MINFIN.</p> <p>3.3.1.b.3 DRM mainstreamed in Provincial Annual Plans and Budgets in 3 provinces [Year 2 to 4].</p> <p>3.3.1.b.4 Progress reports of DRM plans (Prevention and DRR; Preparedness, Contingency, and Response; and Drought DRF 2018-2022) integrated in the National Development Plan (PND) quarterly reporting processes (coordinated by Ministry of Economy and Planning) [Year 1 to 4].</p>
<p>3.3.1.c Update National DRM plans, in a broad participation process that will include institutions at Central Level</p>	<p>3.3.1.c.1 Elaboration of the National Preparedness, Contingency, Response and</p>	<p>3.3.1.c.1 National Preparedness, Contingency, Response and Recovery Plan elaborated [Year 1, Semester 2].</p>

<p>(agentes da Protecção Civil), NGO and provincial representatives, in the framework of CNPC, and consistently with the National Development Plan (PND) for the period of 2018-2022.¹²</p>	<p>Recovery Plan [Year 1, Semester 2].</p> <p>3.3.1.c.2 Elaboration of the National Strategy for Prevention and Disaster Risk Reduction (DRR) in the framework of the new PND [Year 2, Semester 2].</p>	<p>3.3.1.c.2 National Strategy for Prevention and Disaster Risk Reduction elaborated [Year 2, Semester 2].</p>
<p>3.3.1.d. Update Provincial Preparedness, Contingency, Response, and Recovery (PCRR) Plans, including elements of the Drought Disaster Recovery Framework (DRF) for 2018-2022, with gender and inclusion measures in each of 3 provinces.</p>	<p>3.3.1.d.1 Implementation of 3 provincial workshops for updating Provincial PCRR Plans (3 days). Provincial trainers will prepare the first draft. [Year 2 after updating of the National PCRR plan].</p> <p>3.3.1.d.2 Elaboration of 2 Standard Operating Procedures (SOP) for disaster response at provincial level in Huila and Namibe. [15 persons, 2 days meetings - total of 60 persons of the 2 provinces] (Year 2, Semester 2)</p>	<p>3.3.1.d.1 Three (3) Provincial Preparedness, Contingency, Response, and Recovery plans prepared [Year 2 after updating of the National PCRR plan].</p> <p>3.3.1.d.2 Two (2) Standard Operating Procedures (SOP) for disaster response at provincial level elaborated in Huila and Namibe [Year 2, Semester 2].</p>
<p>3.3.1.e. Elaborate Provincial "Prevention and Disaster Risk Reduction (DRR)" Plans¹³, with gender and inclusion measures, in each of 3 provinces within the framework of the new PND and updated NSPDRR.</p>	<p>3.3.1.e.1 Elaboration of 3 Provincial "Prevention and DRR" Plans, integrating local Climate Change scenarios in 2 days meetings. [Year 3, after elaboration of the National Strategy for Prevention and DRR - NSPDRR].</p>	<p>3.3.1.e.1 Three (3) Provincial "Prevention and DRR" Plans with local Climate Change scenarios elaborated [Year 3, after elaboration of the National Strategy for Prevention and DRR - NSPDRR].</p>

¹² Two DRM plans of Angolan government are the National Plan for Preparedness, Contingency, Response, and Recovery (PNPCRR) and the Strategic Plan for Prevention and Disaster Risk Reduction (NSPDRR). Prevention and DRR are risk-oriented and cover Sendai Priorities 1. Understanding disaster risk, 2. Strengthening risk governance, and 3. Investing in DRR for resilience. Preparedness, response and recovery are oriented to disaster and cover Sendai Priority 4. Enhancing preparedness for response and recovery. Approaches, methodologies, and implementing actors are different for the type of plan.

¹³ Following the CNPC planning structure, issues related to prevention are addressed in a different planning instrument than preparedness, response and recovery. For this reason, two provincial plans should be elaborated, reflecting the structure at national level.

<p>3.3.1.f. Disseminate information on DRR at different levels in the provinces, with emphasis on communities with greater exposure to floods and droughts, including the presentation of the DesInventar results at national and provincial levels.</p>	<p>3.3.1.f.1 Elaboration and implementation by 3 CPPCs of 1 (one) Regional DRR Social Communication Strategy, targeting decision makers, private sector and communities. [Every year, starting in year 2]</p>	<p>3.3.1.f.1 A Regional DRR Social Communication Strategy elaborated and implemented by 3 CPPCs [Every year, starting in year 2].</p>
<p>3.3.1.g. General coordination of actions and strategic advice to the Provincial Civil Protection Commissions (CPPC).</p>	<p>3.3.1.g.1 Installation of the Project Office in Lubango and elaboration of the Work Plan, including coordination with other EU and UN implementing agencies.</p> <p>3.3.1.g.2 Technical support missions by (1) Project Office Staff; (2) CNPC/SPCB + UNDP Luanda; (3) Project Manager, and (4) Project assurance.</p>	<p>3.3.1.g.1 Annual Work Plans elaborated in coordination with other EU and UN implementing agencies.</p> <p>3.3.1.g.2 Support and backstopping missions implemented during project's life.</p>

Annex I. Description of the Action

3.3.2 Develop and implement a risk information system and early warning system for DRM:		
<u>General Activities (as stated in Annex III Budget of the Action):</u>	<u>Specific Activities (as stated in Annex III Budget of the Action):</u>	<u>Products:</u>
<p>3.3.2.a Evaluation of existing information systems¹⁴ at provincial level and identification of information needs for DRM, including for monitoring the implementation of the Drought Disaster Recovery Framework (DRF) 2018-2022.</p>	<p>3.3.2.a.1 Elaboration of a diagnosis of existing information systems; identification of data needs for DRM, including for drought indicators and DRF 2018-2022; and assessment of existing information management capacities in the provinces (public and private). Year 1</p>	<p>3.3.2.a.1 A diagnosis elaborated on existing information systems; identifying data needs for DRM, including for drought indicators and DRF 2018-2022; and existing information management capacities in the provinces (public and private). Year 1.</p>
<p>3.3.2.b Reinforcement of existing Provincial Information Systems, including software, hardware and analytical procedures for DRM information management with the participation of INE and IGCA.</p>	<p>3.3.2.b.1 Meeting at national level for discussing and elaborating the terms of a general agreement for inter-institutional exchange and integration of information (20 persons, 1 day). Year 1, by Month 10 or Year 2 by Month 4.</p> <p>3.3.2.b.2 1 (One) Refresher training seminar for 40 practitioners of the 3 provinces on the data collection, entry, analysis and use of DesInventar and the updated Multi-Sector Rapid Assessment Form (FARM). Year 2 and 4.</p> <p>3.3.2.b.3 Three (3) Provincial Risk Information Systems with GIS capability available and integrated into the</p>	<p>3.3.2.b.1 Terms of a general agreement for inter-institutional exchange and integration of information elaborated [Year 1, by Month 10 or Year 2 by Month 4].</p> <p>3.3.2.b.2 40 practitioners of 3 provinces trained on data collection, entry, analysis and use of DesInventar and updated Multi-Sector Rapid Assessment Form (FARM) [Year 2 and 4].</p> <p>3.3.2.b.3 Provincial Risk Information Systems with GIS capability fully functional</p>

¹⁴ The evaluation implies updating of the available information (in provincial INE, IGCA and other sectors), identification of information services providers (such as network and data storing companies, maintenance, internet providers, among others) existing at local level, and defining the needs for data and services not available locally that will need to be mobilized from Luanda or externally.

	<p>respective Provincial Information Systems. [Cunene, Namibe and Huila in Year 2]</p> <p>3.3.2.b.4 Risk information management processes and products, (such as risk scenarios, hazard forecast, vulnerability monitoring, land use restriction needs) fully designed and integrated in the systems, based on the needs assessment conducted in 3.3.2.a.1. Years 2, 3 and 4.</p>	<p>and integrated into the general Provincial Information Systems in 3 provinces [Cunene, Namibe and Huila in Year 2].</p> <p>3.3.2.b.4 An Integrated Risk Information Management system elaborated. Risk scenarios, hazard forecast, vulnerability monitoring, land use zonation produced and integrated in the provincial information systems [Years 2, 3 and 4].</p>
<p>3.3.2.c Community-based preparedness to implement Early Warning Systems (EWS).</p>	<p>3.3.2.c.1 Elaboration of 12 Community DRR Plans using APCV methodology (including Early Warning and Climate Change Adaptation modules) in communities (i.e. 4 in each province) exposed to flooding. (6 in Year 2; 6 in Year 3)</p> <p>3.3.2.c.2 Installation of 12 pluviometer and scales kits (or others river level measuring instrument) for local observation, and 12 emergency response kits. 1 set per community, total 12 sets. (6 communities in Year 2; 6 in Year 3)</p>	<p>3.3.2.c.1 12 Community DRR Plans with APCV methodology including Early Warning and Climate Change Adaptation modules elaborated in flood-prone communities [4 in each province; 6 in Year 2; 6 in Year 3].</p> <p>3.3.2.c.2 12 pluviometer and scales kits and 12 emergency response kits for local flooding observation installed in 12 communities [6 communities in Year 2; 6 in Year 3].</p>
<p>3.3.2.d Improve the Provincial Early Warning Systems (EWS) in Huila and Namibe (Cunene under the Cuvelai project).</p>	<p>3.3.2.d.1 Elaboration of 2 sets of EWS Standard Operating Procedures (SOP) [1 set per province] in Namibe and Huila. (Year 3 after 3.3.2.c.2)</p> <p>3.3.2.d.2 Implementation of 3 EWS simulation exercises at provincial level, 3 months before rainy season, with</p>	<p>3.3.2.d.1 2 sets of Early Warning Systems Standard Operating Procedures (SOP) elaborated in Namibe and Huila [Year 3 after 3.3.2.c.2].</p> <p>3.3.2.d.2 3 provincial Early Warning Systems simulation exercises carried out, 3 months</p>

	participation of the other provinces.	before rainy season, with participation of the other provinces [1 province per year, starting Year 2].
<p>3.3.2.e South-South cooperation in risk information management and local Early Warning Systems (EWS).</p>	<p>3.3.2.e.1 One (1) S-S exchange visit for 4 persons. 3 representatives of the 3 provinces and 1 from CNPC.</p> <p>3.3.2.e.2 Participation of 8 persons from CPPC in the ITC-ILO international DRM and Sustainable Local Development course [2 per year for 4 years]. Participant with higher level of performance in the local training will have priority.</p>	<p>3.3.2.e.1 One (1) South-South exchange visit for 4 persons. 3 representatives of the 3 provinces and 1 from CNPC [Year 2].</p> <p>3.3.2.e.2 8 persons from Provincial Civil Protection Commissions (CPPC) trained in the ITC-ILO international DRM and Sustainable Local Development course [2 per year for 4 years].</p>

Annex I. Description of the Action

The Project will contribute to the achievement of **Outcome 3.2. of the UN Partnership Framework (UNPAF) 2015-2019 or Outcome 4 of UNDP Angola's Country Programme Document (CPD) 2015-2019**, "*By 2019, the environmental sustainability is strengthened through the improvement of management of energy, natural resources, access to green technology, climate change strategies, conservation of biodiversity, and systems and plans to reduce disasters and risks.*" The Project will also support the **Program 6.2.3. Improvement of National Capacity for Prevention and Relief of Populations under the Policy XXIV on National and Citizens Security of the Angola's National Development Plan 2018-2022**, and the Signature Solution 3 of the UNDP Global Strategic Plan 2018-2021, "*Enhance prevention and recovery for resilient societies.*"

Within the strategic framework established between the GoA and UNDP, the Project will contribute to the implementation of **the overarching Theory of Change (ToC) of UNDP Angola's CPD 2015-2019**, which is "*Human development is possible only when people participate in decision-making and are empowered to contribute and share the benefits of economic growth in a sustainable environment*" and the *ToC of the successive CPD 2020-2023*. The Project will also contribute to the implementation of SDGs 1, 2, 11, & 13; the LDC Graduation Strategy of Angola, and help achieve the targets established in the Sendai Framework for DRR 2015-2030 and deliver on Angola's Intended Nationally Determined Contribution (INDC)¹⁵ in the framework of the National Strategy for the Implementation of UNFCCC and the Kyoto Protocol, the National Strategy for Climate Change 2018-2030, the Strategy to Fight Poverty (SFP), the National Adaptation Programme of Action (NAPA) and Long Term Strategy for Development of Angola (2025).

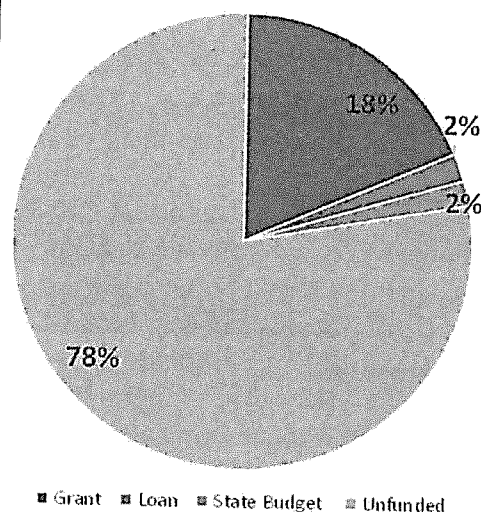
Last but not least, the Project shall build upon the results achieved by the CNPC in 2016-2017, in collaboration with the EU, the World Bank, and the UN, on the recovery of the drought-affected local residents in Cunene, Huila, and Namibe. This Project, and the entire FRESAN programme, will contribute to the implementation of **the Disaster Recovery Framework (DRF) 2018-2022**, which is led by the co-leadership of the Angolan Government, comprising CNPC, and Ministries of Economy and Planning (MEP), Finance (MINFIN), and Territorial Administration and State Reform (MATRE). It is worth noting that the DRF proposes USD 475 million recovery budget for the coming 5 years, of which USD 105 million or 22 per cent has been secured by mainly international cooperation partners. The EU's FRESAN programme makes the largest contribution to the DRF thus far.

¹⁵ An INDC is an intention – that is when a country has only signed the Paris Agreement. However, when a country has ratified the Paris Agreement – it becomes legally binding and now called an NDC. Angola has not yet ratified the Paris Agreement. Thus, it is still an INDC. See the UN Treaty Depository, https://treaties.un.org/Pages/ViewDetails.aspx?src=TREATY&mtdsg_no=XXVII-7-d&chapter=27&clang=en

1. Original funding of DRF 2018-22 by contribution type, In USD, as of 11 May 2018

Source	Grant	Loan	State Budget	Unfunded	Total
EU	74,826,000				74,826,000
IFAD		9,500,000			9,500,000
USAID	2,000,000				2,000,000
Germany	1,000,000				1,000,000
FAO	1,050,000				1,050,000
UNDP	590,000				590,000
UNFPA	897,444				897,444
JICA/Japan	200,000				200,000
PROMINT	4,000,000				4,000,000
RETESA	3,000,000				3,000,000
PNLCP	23,400				23,400
Gov't			8,540,982		8,540,982
Unfunded				369,507,369	369,507,369
Total	87,586,844	9,500,000	8,540,982	369,507,369	475,135,195
% of total	18	2	2	78	100

1. Original funding of DRF 2018-22 by contribution type, as of 11 May 2018



* \$ 105 million or 22 % of the total budget of \$ 475 million has been secured mainly by grants, as well as loans and state budget allocation.

Partnerships

A key element for success of the Project will be the development of solid partnerships at both international and national levels. As recognized through the previous experiences, both “whole of Government” and “whole of society” approaches are needed to address human needs in disaster-prone communities, thus inter-sectorial collaboration and partnership continues to be critical.

Considering that this UNDP Project is part of the EU’s FRESAN Programme 2018-2022, it will be crucial to ensure close coordination with other FRESAN implementing partners, especially Camões, I.P. who is responsible for four out of the five Results envisaged under FRESAN Programme’s third Component, which addresses institutional strengthening and multi-sector information management for DRM. Some of the activities implemented by Camões, I.P. and UNDP will be interdependent – such as development of risk information system and inter-sectorial coordination and management mechanisms. The overall success of the FRESAN Programme will be important for the two partners, and for the ultimate beneficiary of the Programme.

At national level, key partnerships will be forged with: CNPC/MININT; the Sector Ministries constituting the CNPC, especially Ministries of Economy and Planning, Finance, and Territorial Administration and State Reform; SPCB; IFAL; INE; IGCA; and INAMET.

At provincial level in the three target provinces, coordination and collaboration will be ensured with the Provincial Civil Protection Commission (CPPC); the Municipal Civil Protection Commission (CMPC); and select communities. All FRESAN Programme implementing partners will be based in Lubango, Huila and the permanent coordination between these partners is expected. Further information on coordination is contained in the Section VIII Governance and Management Arrangement.

In the target provinces, other initiatives are ongoing and/or under preparation and will be financed by the GEF, the World Bank, the International Fund for Agricultural Development (IFAD) and the African Development Bank. Thus, coordination will be ensured with both on-going and in-coming projects in this area, seeking synergies and complementarities to avoid duplication of initiatives and to foster the dissemination of good practices. Such projects include: UNDP’s Cuvelai project, which aims at promoting climate-resilient development and enhancing adaptive capacity to withstand disaster risks in Cuvelai River Basin, Cunene; and IFAD’s Agricultural Recovery

Programme (ARP) 2018-2021, targeting the droughts-affected provinces of Cunene, Huila and Benguela. The Cuvelai project is based in Luanda and Ondjiva and it has been implemented since 2016 with and will end in 2020. IFAD project is implemented by the Provincial Directorates of Institute of Agrarian Development (IDA) in each target province with the support of FAO.

In implementing the planned interventions to deliver on the two Outputs of the Project, as in the last years under the past UNDP-assisted DRM project, close collaboration will be pursued with international technical partners in their respective areas of expertise, such as the International Training Center (ITC) of ILO (DRM training); UNISDR (Risk knowledge system); OCHA (Coordination); and UNFPA (Gender in DRM). Cooperation with the resident and non-resident UN agencies is critical to ensure the coherence of the UN development system in advancing DRR and resilience agendas. Furthermore, new partnership may be pursued with the International Federation of Red Cross (IFRC) in community-based DRR planning, with the UN University (UNU) in the installation of flood early warning systems at local level, through the application of best practices into the Project. Collaboration will be pursued with the Global Disaster Alert and Coordination System (GDACS) on the use of disaster maps and satellite images. The Project shall involve the private sector, civil society and academia in DRM strategic planning, DRR social communication, and risk information management by ensuring their participation in Project activities such as planning, assessment, and preparation and dissemination of social communication on DRR.

Assumptions and Risks

Assumptions:

- Political instability or political changes could affect the commitment with the Project as well as the possibilities for articulation of the actions. Changes on the balance of political parties, and differences between ruling and opposition parties could also negatively affect the Project. UNDP will maintain the monitoring of the political environment, in close coordination with their national counterparts, to foresee relevant changes potentially affecting the process.
- The National Civil Protection Commission (CNPC) led by the Ministry of Interior (MININT) plays as leader and political champion for DRM, including droughts recovery in the Southern region. CNPC's continuous support and engagement will be critical for the successful implementation of the Project at all levels.
- CNPC at national level will continue its efforts to include DRM needs in the national and provincial budgets, in close consultation with the Ministry of Finance. Annual budget proposals must be sent to the Ministry of Finance by the sector ministries and provinces in April/May of the current year for consideration into the budget of the following year.
- CNPC will join the efforts with the National Institute for Statistics (INE) and IGCA in generating unified and reliable data on the effect and impact of disasters, be it droughts and floods, in order to effectively provide short-to-long term evidence-based support to the population affected by disasters.
- Decentralization and empowerment of municipal administrations in governance and development planning progress, creating conditions to build resilience and planning risk-informed activities.

Risks:

1. **Conflicts on mandate, overlapping responsibility, lack of coordination between institutions at central and provincial level.** Conflict between institutions at central level could arise, with potential impact on the Project viability and rhythm of implementation. DRM is a multisectorial issue, in which different institutions have partial mandates or

similar policies, i.e. climate change adaptation and local resilience building; agriculture, social affairs and disaster recovery, among others.

Mitigation measures: Establishing permanent coordination and facilitation mechanisms; carry out frequent coordination meetings amongst partners.

2. **Limited availability of public funds.** This situation may affect the functioning of the government partners at provincial and local levels.

Mitigation measures: A minimum-level of support to the staff participating into the implementation of the activities may be planned and budgeted in the Project (i.e mission costs). Coordination with and support to the CNPC will be critical to ensure that the state budgeting process is followed up.

3. **The impact of flooding and/or drought in the target region in early stages of the Project implementation.** Impact of disaster can distort the attention of Civil Protection entities and generate a change of focus, from prevention and preparedness to response.

Mitigation measures: This potential situation will be monitored permanently in order to manage possible impacts on the project implementation. Impact of disaster can be transformed into opportunities for reinforcement of political will and action in DRM.

OFFLINE RISK LOG

Project Title: Strengthening Disaster Risk Management (DRM) institutional frameworks and capacities.					Award ID: 00107733		Date:		
#	Description	Date Identified	Type	Impact Probability (I) & Probability (P) and Impact on a scale from 1 (low) to 5 (high) P = and I =	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Conflicts on mandate and field areas between institutions at central and provincial level.	October 2017	Organisational	Conflict between institutions at central level could arise, with potential impact on the Project viability and rhythm of implementation. P = 2 I = 4	Establishing permanent coordination and facilitation mechanisms; carry out frequent coordination meetings amongst partners.	Project Manager	Project Designer		
2	Limited availability of public funds	October 2017	Financial	This situation may affect the functioning of the government partners at provincial and local levels. Necessary minimum-level	Coordination and support to the national commission to ensure that the state budgeting process is followed up.	Programme Associate	Project Designer		

3	The impact of flooding and/or drought in the target region in early stages of the project implementation.	October 2017	Operational	Impact of disaster can distort the attention of Civil Protection entities and generate a change of focus, from prevention and preparedness to response. P = 3 I = 3	Impact of disaster can distort the attention of Civil Protection entities and generate a change of focus, from prevention and preparedness to response. P = 3 I = 5	support may be planned and budgeted in the project to ensure the implementation of the planned activities, at least mission costs.	This potential situation will be monitored permanently in order to manage possible impacts on the project implementation. Impact of disaster can be transformed into opportunities for reinforcement of political will and action in DRM.	Project Manager	Project Designer									
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Stakeholder Engagement

For the smooth implementation of the project activities, engagement with key stakeholders will be ensured by the project team by applying appropriate strategies.

Stakeholders	Engagement strategy
Ministries of Economy and Planning, Finance, and Territorial Administration and State Reform	Hold regular strategic consultation and follow up meetings, including with UNDP and CNPC authorities.
National Civil Protection Commission (CNPC) / Ministry of Interior	Facilitate leadership, support, and participation in the implementation and monitoring of the project activities.
Provincial Civil Protection Commissions (CPPC)	Ensure participation in the provincial-level decision-making processes under the Project (i.e. Programme Steering Committee, Coordination and Technical Groups, etc).
Governors of the provinces	Provide policy briefs, including advantages presented by the implementation of the Project vis-à-vis respective provincial development objectives.
Agencies and firms working in the implementation of related projects	Hold regular coordination meetings for synergy and complementarity.
Private sector in the provinces	Ensure close coordination and dialogue, demonstrating advantages of reducing disaster risk for business development and continuity.
Municipal Civil Protection Commissions (CMPC), community and traditional leaderships	Ensure regular dialogue and participation in the local-level decision-making processes under the project.

South-South and Triangular Cooperation (SSC/TrC)

The Project plans to employ South-South and Triangular cooperation to support the development of DRM institutional capacities and frameworks in Angola:

- In cooperation with the International Training Center (ITC) of ILO in Turin, Italy, selected DRM practitioners from the three target provinces of Cunene, Huila and Namibe and CNPC will participate in the international training course on DRM and Sustainable Local Development every year for four years. This course is in itself an internationally recognized platform for South-South and Triangular cooperation and a global network of DRM practitioners, considering the participants coming from a number of Latin American and African Countries at technical and political levels.
- Exchange of experience with Latin American or African countries will also be supported. This exchange will focus on learning from similar experiences in decentralized DRM and local early warning systems. Potential partner countries - to be confirmed – are Guatemala, Cuba, Costa Rica and Mozambique. This will also be coordinated with Camões, I.P. who will work closely with the Civil Protection of Portugal under the FRESAN programme.

Knowledge

The Project will place a focus on knowledge management and production. Among others, the main products will be:

- A gender sensitive Disaster Risk Management (DRM) & Sustainable Local Development (LD) training modules for integration by IFAL in its training programme.
- A regional study on information management capacities and DRM information needs. To be conducted at the beginning of the Project.
- Risk and disaster provincial databases, including DesInventar, in each of three target provinces. Software and specific information needs will be defined in the initial evaluation (see Activity 3.3.2.a) of existing information systems.
- Risk information management products, such as risk and disaster maps and scenarios.
- Communications materials, such as flyers, spots, and other.

Sustainability and Scaling Up

Activities supported under this Project are the core responsibility of national and provincial authorities in charge of DRM, in particular inter-institutional and multi-sectorial coordination, and management of risk information and early warning systems. In order to promote sustainability of results delivered under the Project, the Project will enhance the already existing national and provincial systems and mechanisms, namely the National Civil Protection Systems, national development planning, budgeting and monitoring processes, and information management systems, while avoiding the creation of unsustainable ad-on parallels. From the beginning, the Project will promote national and provincial leaderships and ownerships of DRM-related interventions. The approach foresees a transition of such interventions to an autonomous DRM structure, including a clear road-map of handing over processes and absorption criteria. Strategy to up-scale the interventions of the Project in the Southern provinces to other provinces of Angola will be also part of such approach.

One key intervention of the Project is the work that will be undertaken with the provincial authorities, in particular with the Studies and Planning Office (GEP) of provincial government in each of the three target provinces, in order to integrate DRR measures into the regular plans and budgets under the General State Budget (OGE).

At national level, regular coordination with Ministries of Economy and Planning, Finance, and Territorial Administration and State Reform, as well as the CNPC / Ministry of Interior will be maintained. This strategic coordination will be crucial in ensuring the continuity of DRM planning, budgeting and monitoring processes and the integration of DRM strategies into the PND and other national development strategies and programmes, and their respective monitoring and evaluation processes. To provide for a better sustainability, the Project will actively participate in the governance framework of the FRESAN programme, including the attendance to the Programme Steering Committee, and to the Coordination and Technical Groups.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

UNDP will ensure cost efficiency and effectiveness of the project interventions by building upon the existing technical capacities of Provincial Civil Protection Commissions (CPPC) in DRM, without creating parallel systems and structures that are significantly dependent upon costly external support. The DRM systems and structures introduced by the Project shall require affordable maintenance costs that will not be a burden for the CPPC to continue its activities after the end of the Project. For the development of risk information systems at provincial level free open-source software will be utilized. This approach is widely applied in similar disaster-prone countries. The selection of software will be made in close consultation and collaboration with INE and IGCA; the issue of information security will be duly addressed. Following best practices already in use in similar context, low-cost technologies will be used to establish community-level early warning system. In general, the Project shall ensure Value for Money in implementing its activities, cost-effective procurements, and cost-efficient administration.

The Project will use a portfolio management approach to improve cost effectiveness by leveraging activities and partnerships with other initiatives/projects, in particular the Cuvelai project and IFAD's ARP that are implemented in the same target region.

Close coordination and collaboration will be ensured with Camões I.P. who will be addressing institutional strengthening and multi-sector information management for DRM by delivering on four out of the five Results under FRESAN programme. Joint office and monitoring with partners will also be pursued for cost effectiveness.

Project Office

UNDP will install a project office in Lubango, Huila, covering the three targeted provinces, in order to ensure proximity with stakeholders, and provide better technical support at provincial and local levels. A functional and efficient project office in Lubango is essential for success, given that the project calls for close coordination with local authorities and communities.

A negotiation will be undertaken for hosting the project office in the FRESAN Implementation Unit of the Camoes I.P. in Lubango, Huila.

The Project team will work with the Provincial Civil Protection Commissions (CPPC) staff to cover interventions in the three targeted provinces of Cunene, Huila and Namibe. Reporting arrangements will be developed and clarified in the ToRs for the members of the Project team to ensure that they are seamlessly integrated (embedded) into the CPPC structure. The Project team will work with CNPC, CPPC, SPCB, INE and IGCA staff at national and provincial level.

UNDP Project Manager in Lubango will be responsible for managing inputs, delivering outputs and reporting on progress and results achieved by the Project under the overall oversight of UNDP staff in Luanda. S/he will be supported by an Information Management Specialist, a Programme Associate, an RBM and Communication Assistant, and a Project Driver, responsible for transport and logistics.

UNDP Project Manager along with Programme Associate and Information Management Specialist will report to the FRESAN Programme Steering Committee (PSC) in each focal province, and s/he will participate in the Coordination Group (CG) and Technical Group (TG) when needed.

For aspects related to Output 1, the Project Manager will be supported by a set of international senior consultancies.

Information Management Specialist will provide support to the implementation of actions for Output 2. The Specialist will conduct frequent support missions, both in the provinces and Luanda.

Provincial Planning Team (T1): This team will be organized, comprising members of GEP, Finance and MATRE provincial services as well as directors of relevant departments and institutional areas of the three provinces. Detailed composition will be defined at the beginning of the Project in consultation with CPPCs. It will work at regional level as a coordination group of the three target provinces. This group will be trained and assisted for assuming the responsibility for supporting the provinces in the elaboration and implementation of their respective DRM plans and the inclusion of DRM actions in the annual budgeting processes conducted by MINFIN.

The team will be coordinated by the Project Manager and its main task will be to coordinate and facilitate the planning and budgeting processes in the three provinces.

Information Management Team (T2): The Information Management Team will include information management staff from the main data producers, at least: Ministry of Agriculture, Ministry of Environment, INAMET, INE and IGCA represented at the three provinces. Detailed composition will be defined at the beginning of the Project in consultation with CPPCs. Directly supported by the Information Management Specialist, the main task of this group is to coordinate the implementation of the provincial information systems, particularly the process of risk information analysis.

Early Warning and Community Planning (T3): This team will work in close coordination with T2, mainly for the integration of the early warning information into the information management/IT systems. The team will provide support to the provinces, municipalities and communities in the implementation of local early warning systems, as well as in the implementation of APCV and the elaboration of community response plans. The group will include the SPCB coordinators of the three provinces as well as INAMET, INE and IGCA representatives from the three provinces, and will be coordinated by the Information Management Specialist. Detailed composition will be defined at the beginning of the Project in consultation with CPPCs.

Programme Associate stationed in UNDP Luanda will provide managerial (administration and finance) support to the Project at provincial and national levels. S/he will also participate in the FRESAN Programme Steering Committee (PSC) meetings and Technical Implementation Committee meetings.

RBM and Communication Assistant stationed in UNDP Luanda will support result-based reporting and external communications and visibility activities.

In accordance with the cost eligibility criteria referred to in Article 18.1 and 18.2 of Annex II General Conditions for PA Grant or Delegation Agreements, the project will finance the following:

- 1) Costs of the Project Team staff, including technical / management and administration / support staff, directly assigned to the operations of the project on a full-time or part-time basis. The latter will be charged to the project for the time spent directly attributable to the implementation of the Action.

The Project Team will comprise the following functions:

Title	Grade	Charge of cost	General Responsibilities
Project Manager	SB4	100%	<ul style="list-style-type: none"> ● Manage the realization of project outputs through activities at national, provincial and local levels according to the Project's Result Framework and Annual Work Plans. ● Provide direction and guidance to project team(s)/ responsible party (ies). ● Ensure preparation and updating of work plans and timely submission, as provided for in the Project Document and UNDP POPP for directly implemented projects. ● Coordinate with other strategic partners through establishing an appropriate technical coordination mechanism. ● Mobilize goods and services i.e. consultancies to implement activities, including drafting TORs and work specifications. ● Ensure successful implementation of Communication and Visibility plan established for the Project. ● Effectively manage the production of knowledge materials and share those nationally and internationally.
Programme Associate in charge of administration and finance.	G7	100%	<ul style="list-style-type: none"> ● Direct support to the implementation of the project at all the different scales (national, regional, provincial and local). ● Ensure timely and appropriate acquisition processes required for the implementation of the activities. ● Ensure the financial management and control of the resources allocated to the project. ● Support to the project office and project manager in Lubango, Huila in terms of administration and finance. ● Participate in the PSC and Technical Implementation Committee meetings. ● Carry out periodical follow up missions, at least 2 per year.
RBM & Communication Assistant	G5	20% of monthly cost of RBM & Communication Assistant will be charged to this project, as s/he will provide 20% of her/his time	<ul style="list-style-type: none"> ● Support the result-based reporting process of the project. ● Support to the implementation of Visibility and Communication Plan, as well as DRM Social Communication Strategy. ● Provide advice and support to the project office and project manager in Lubango, Huila, in terms of communication with authorities and communities.

Information Management Specialist	UNV	to the Project, while the rest will be allocated to the other projects of UNDP Angola. 100%	<ul style="list-style-type: none"> ● Directly responsible for the implementation of the information management and early warning systems activities. ● Advise provincial authorities and SPCB in the management of databases and Geographical Information Systems (GIS). ● Direct support to the provinces' Information Management Team (INE, IGCA, INAMET, Provincial government). ● Coordinate the implementation of the information diagnosis, studies, product design and delivery. ● Elaborate technical requirements, specifications and ToR for the contracting of consultants and information services providers. ● Coordinate and support Early Warning and Community Planning Team in particular the design of the early warning systems.
Project Driver	SBI	100%	<ul style="list-style-type: none"> ● Support transportation and logistics.

- 1) Travel and subsistence costs for the Project Team staff, the government partner officials and designated officials of UNDP Resident Representative directly assigned to the operations of the project to carry out technical support and monitoring missions between the target provinces. These also support the participation of UNDP Resident Representative and/or his/her delegate in the programme governing body such as PSC. The administrative circulars issued by the UN Angola will provide guidelines on the harmonized per diem (DSA) rates applicable to the government partner.
- 2) International travels will also be supported to facilitate South-South and Triangular cooperation and the government officials' participation in the international-level training.
- 3) Depreciation costs, purchase and rental costs or lease of equipment, vehicle and assets composing the project office established in Lubango, Huila.
- 4) Costs of maintenance and repair contracts specifically awarded for the operations of the project office in Lubango, Huila.
- 5) Costs of consumables, supplies, fuel, energy and water specifically purchased for the operations of the project office in Lubango, Huila.
- 6) Costs of IT, GIS and telecommunication equipment, software, services and materials specifically purchased for the operations of the project office in Lubango, Huila, and the project-supported facilities in the three target provinces for risk information management and early warning systems. The DRM systems and structures introduced by the Project shall require affordable maintenance costs that will not be a burden for the CPPC to continue its activities after the end of the Project. The Project will also help integrate DRR measures into the regular plans and budgets under the General State Budget (OGE).
- 7) Costs of facility management contracts including security fees and insurance costs specifically awarded for the operations of the project office and its equipment;
- 8) Costs of bank charges and additional operations services provided by UNDP such as human resource, finance and procurement, to support the operations of the project office. UNDP distinguishes between two types of costs in the implementation of its activities. These are: a. Direct costs of programme, administrative and operational support activities, that are part of the project input; and b. Costs that are in addition to direct project costs, representing the costs to the organization that are not directly attributable to specific projects or services, but are necessary to fund the corporate structures, management and oversight costs of the organization. These costs are recovered by charging a cost recovery rate, known as General Management Support (GMS) fee. GMS is indirect cost under the EU-financed project and the agreed rate is 7%. Based on this, the Country Office of UNDP Angola will provide additional operations services as detailed in this document, and these are charged to the project as direct cost.
- 9) Costs of consultancies by individuals and/or firms for the technical advisory services in analytical work, capacity building, strategic and operational planning and budgeting, risk information management, and early warning systems.
- 10) Costs of training, workshops and conferences for the implementation of Action, covering the themes such as DRR and sustainable local development, strategic and operational planning and budgeting, risk information system development, and early warning systems activation.
- 11) Costs of audio visual and print production related to the implementation of Action, in particular the operationalization of the Regional Social Communication Strategy and the Visibility Plan.

V. RESULTS FRAMEWORK¹⁶

EU FRESAN Overall objective:

Reduction of hunger, poverty and vulnerability to food and nutrition insecurity in the Southern Provinces of Angola affected by climate change.

EU FRESAN Overall objective indicators:

Indicator 1: Proportion of poverty incidence (people living below \$1,25 (PPP) per day) in the project intervention areas, by age and gender. BL: 39,5% (IBEP, 2011). T: Ideally, to be drawn from the country's strategy.

Indicator 2: Prevalence of stunting amongst children aged < 5 years. BL: 29% (National Nutrition Survey – 2007) 48.3 % and 35% for Huila and Cunene (ECHO SMART Survey 2016). T: 35% reduction in the areas of intervention.

Sources: Baseline, Endline

and project data (reports). Country statistics data (INE/IBEP).

Means: SMART Survey on project area.

EU FRESAN Specific Objective (SO):

SO3. To compile and reorganize information and coordination mechanisms for food and nutrition security and climate change.

EU FRESAN Specific Objective (SO) indicators:

Indicator: 3.1. Number of actions conducted to prepare an efficient and sustainable multi-sectoral information system on FNS at national and provincial levels. BL: None. T: Multi-sectoral mechanisms for FNS governance and a FNS Information System launched and functioning by the end of project.

Indicator: 3.2. Number of actions conducted to prepare an efficient and sustainable early warning system (EWS) to prepare for and confront natural hazards. BL: None. T: Multi-sectoral mechanisms for climate change risk management launched and functioning by the end of project.

Sources: Baseline, Endline and project data (reports). Country statistics data (MINAGRI, MINAMB, MINSA)

Means: Data analysis, interviews, news (at central and provincial levels).

¹⁶ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

EU FRESAN Result (R):

3.3. Disaster Risk Management (DRM) strategy and inter- institutional coordination mechanisms are implemented by the competent authorities.

EU FRESAN Result (R) indicators:

Indicator: 3.3.1. Provincial Contingency Plans are operational. BL: Each focal province has a contingency plan prepared in 2015 but not operational yet. T: 3 Contingency Plans are operational by 2020.

Indicator: 3.3.2. Climate change strategies developed and/or implemented with EU support. BL: Blank. T: At least 75% completed.

Sources: Baseline, Endline and project data (reports). Country statistics data at central and provincial levels (MINAGRI, MINAMB, MINSA)
Means: Data analysis, interviews, quantitative and qualitative surveys at central, provincial and household level.

UNDP Outcome as stated in the Country Programme Results and Resources Framework:

4. By 2019, the environmental sustainability is strengthened through the improvement of management of energy, natural resources, access to green technology, climate change strategies, conservation of biodiversity, and systems and plans to reduce disasters and risks.

UNDP Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:

Indicator: 4.2. # of national and provincial institutions capable of identifying and monitoring disasters, risks, and implementing the National Contingency Plan 2015-2019. BL: Only one province has a Contingency Plan (Cunene). T: At least 10 provinces with a Contingency Plan.

UNDP Output as stated in the Country Programme Results and Resources Framework

4.2. Preparedness systems in place to effectively address the consequences of and response to risks posed by natural and man-made disasters at all levels of government and community.

UNDP Output indicators as stated in the Country Programme Results and Resource Framework, including baselines and targets

Indicator: 4.2.1. # of innovative systems for prevention, early warning and preparedness to effectively address disasters and risks. BL: One Provincial Contingency Plan operational. T: At least 5 gender-responsive Provincial Contingency Plans prepared and operational. Data Source: MININT, MINARS.
Frequency: Annual
Indicator: 4.2.2. # of newly established EWS. BL: 0. T: 2. Data Source: MININT, MINAGRI, MINARS. Frequency: Annual

Applicable Key Areas (from the UNDP Global Strategic Plan 2018-2021):

Signature solution 3: Enhance prevention and recovery for resilient societies.

Project title and Atlas Project Number: Strengthening Disaster Risk Management (DRM) institutional frameworks and capacities. 00107733

OUTPUT ¹⁷	OUTPUT INDICATORS	DATA SOURCE	Intervention (MYWFP)	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
				Value	Year	Year 1	Year 2	Year 3	Year 4	
3.3.1 Promote the establishment and strengthen inter-institutional multi-level mechanisms for DRM.	Indicator 1. Number of new or updated national and provincial disaster and/or climate risk reduction and preparedness plans or strategies.	(2) National plans and strategies approved and published in the official journal. (3) Provincial plans approved by Governors.	Activities 3.3.1.a. 3.3.1.c 3.3.1.d 3.3.1.e	-	2019	-	5	5	5	5
	Indicator 2. Number of plans that are informed by risk assessments that differentiate impact on men and women.	National and Provincial DRR and PCRR plans approved. Report on the application of differentiated impact elaborated by the project team. (National plans establish executive framework for planning at provincial level).	Activities 3.3.1.c 3.3.1.d 3.3.1.e 3.3.2.b	-	2019	-	5	5	5	5

¹⁷ For details on General and Specific Activities and Products, see section III Results and Partnerships.

OUTPUT ¹⁷	OUTPUT INDICATORS	DATA SOURCE	Intervention (MYWP)	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS	
				Value	Year	Year 1	Year 2	Year 3	Year 4		FINAL
	Indicator 3. Number of additional budgeted national/sub-national development/investment and key sectorial plans that explicitly address disaster and/or climate risk management.	General State Budget (OGE) elaborated by the Ministry of Finance. Provincial plans and budgets approved by the 3 Provincial Governments.	Activities 3.3.1.b	-	2019	-	-	1	2	2	
	Indicator 4. The proportion of the target people reached by behavioural change communication as a result of DRR Social Communication activities, disaggregated by sex and gender.	DRR Communication Strategy. Campaign presented by the consultancy firm or person selected, including lists of people attending communication activities or receiving DRR information.	Activities 3.3.1.f	0%	2019	25%	50%	75%	100%	100%	
	*Indicator 5. N# of project monitoring reports per year that include an assessment of impact on women and girls.	Project reports		0	2019	-	1	2	3	3	
	*Indicator 6. Number of gender responsive budgets at provincial	Project reports Provincial budgets		0	2019	-	1	2	3	3	

OUTPUT ¹⁷	OUTPUT INDICATORS	DATA SOURCE	Intervention (MYW/P)	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS	
				Value	Year	Year 1	Year 2	Year 3	Year 4		FINAL
	level										
3.3.2 Develop and implement a risk information system and early warning system for DRM.	Indicator 1. Number of provinces having comprehensive information systems for DRM and risk-informed development, capable of producing hazard maps and risk scenarios.	Technical reports produced by the Regional Project Team. Maps and scenarios published by Provincial Information Systems, comprising software and analytical procedures. Provincial governments Websites.	Activities 3.3.2.a 3.3.2.b	-	2019	-	1	2	3	3	
	Indicator 2. Number of provinces having standardized damage and loss accounting information systems (DesInventar) in place with sex and age disaggregated data collection and analysis, including gender analysis.	Reports produced by the project team. Provincial Information Systems available online at provincial governments Website. DesInventar international Website and national SPCB Website.	Activities 3.3.2.a 3.3.2.b	-	2019	-	1	2	3	3	

OUTPUT ¹⁷	OUTPUT INDICATORS	DATA SOURCE	Intervention (MYWP)	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS	
				Value	Year	Year 1	Year 2	Year 3	Year 4		FINAL
	Indicator 3. Proportion of population at risk of flood covered by community-level flood EWS in selected communities of Cunene, Huila and Namibe.	Technical reports elaborated by Project Team. Simulation reports elaborated by Project Team. Post-disaster impact reports elaborated by CPPC in Cunene, Huila and Namibe.	Activities 3.3.2.c 3.3.2.d	0%	2019	0%	25%	50%	100%	100%	
	*Indicator 4. N# of activities for building awareness of local and national media on gender issues	Technical reports elaborated by Project Team.		0	2019	0	1	2	3	3	

* Indicators adapted from the EU Gender Action Plan (GAP II - Link: <http://www.consilium.europa.eu/media/24467/st13201-en15.pdf>)

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:
[Note: monitoring and evaluation plans should be adapted to project context, as needed]

Monitoring Plan					
Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analyzed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	CNPC, CPPC, Camões I.P.	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	CNPC, CPPC	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	CNPC, CPPC	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	CNPC, CPPC, EU, Camões I.P. and other relevant partners.	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	CNPC, CPPC, EU, Camões I.P. and other relevant partners.	
Project	A progress report will be presented to the Project	Annually, and at		CNPC, CPPC	

Report	Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	the end of the project (final report)		
Project Review	The project board will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Twice a year	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	CNPC, CPPC, EU, Camões I.P. and other relevant partners.

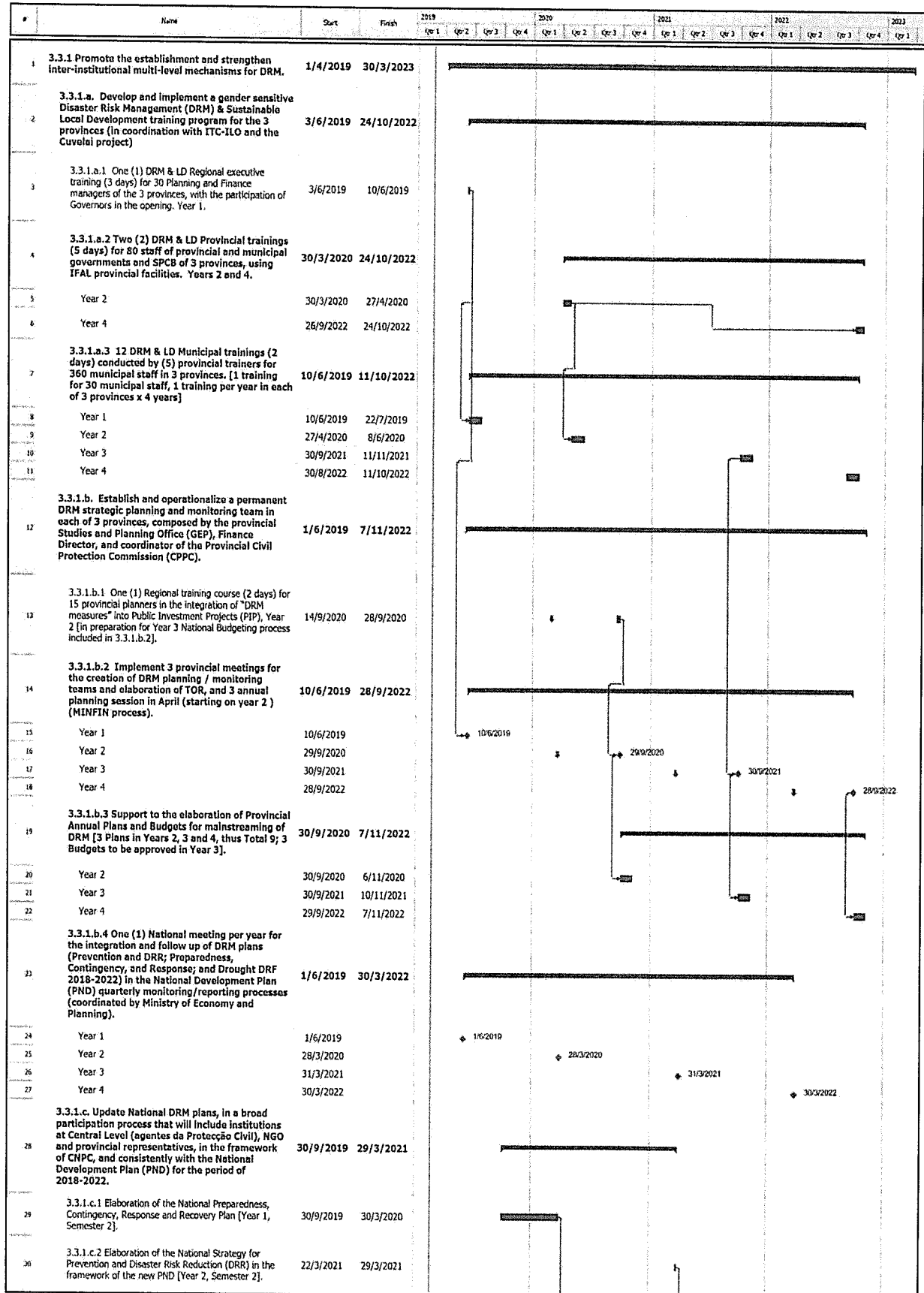
Evaluation Plan¹⁸

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	CNPC, CPPC, EU, Camões I.P. and other relevant partners.	Signature solution 3: Enhance prevention and recovery for resilient societies.	CPD Outcome 4	Per the EU FRESAN Programme Evaluation Plan	CNPC, CPPC, EU, Camões I.P. and other relevant partners.	These evaluations will be commanded by the EU (in line with Art. 10 of the General Conditions) and these will be funded directly by the EU outside the budget of this "action".
Final Evaluation	CNPC, CPPC, EU, Camões I.P. and other relevant partners.	Signature solution 3: Enhance prevention and recovery for resilient societies.	CPD Outcome 4	Per the EU FRESAN Programme Evaluation Plan	CNPC, CPPC, EU, Camões I.P. and other relevant partners.	

¹⁸ Optional, if needed

VII. MULTI-YEAR WORK PLAN

Gantt Chart: Strengthening Disaster Risk Management (DRM) institutional frameworks and capacities

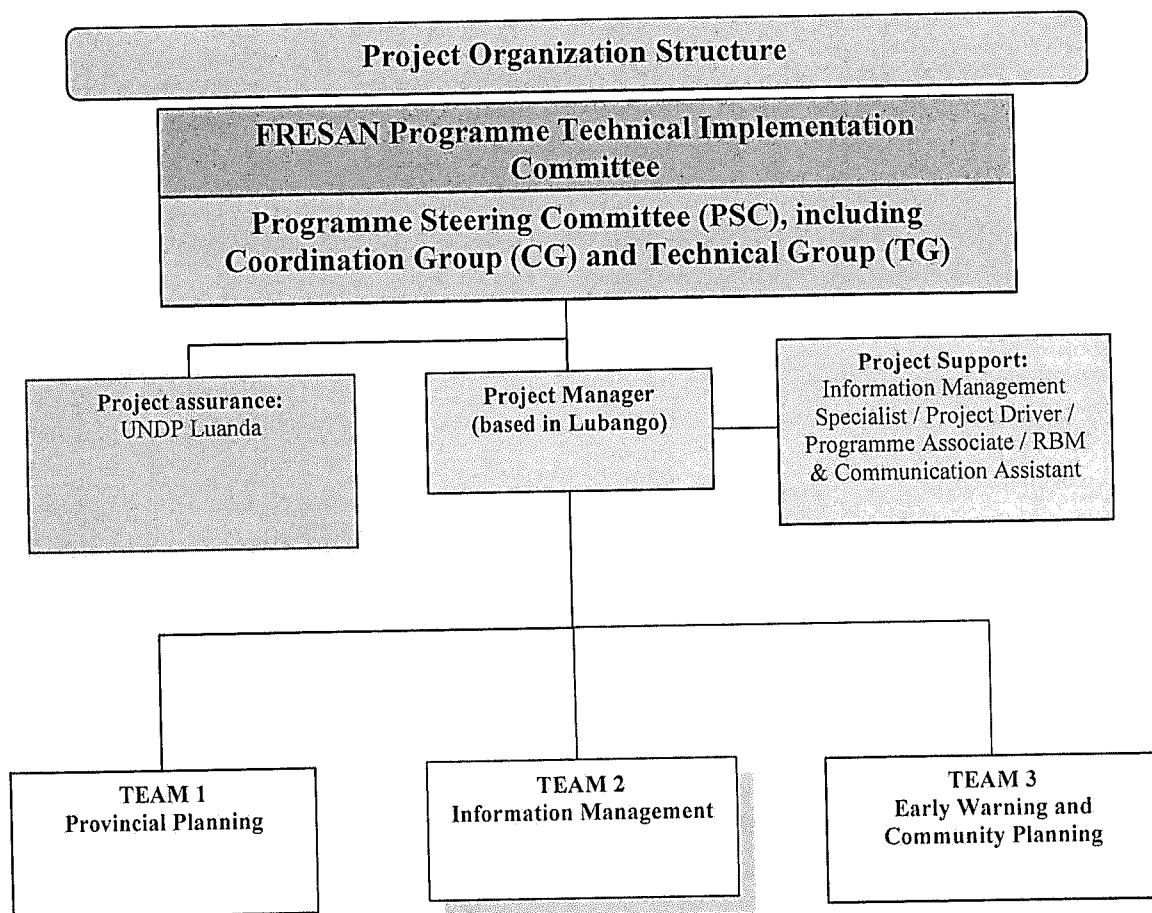


#	Name	Start	Finish	2019				2020				2021				2022				
				Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
31	3.3.1.d. Update Provincial Preparedness, Contingency, Response, and Recovery (PCRR) Plans, including elements of the Drought Disaster Recovery Framework (DRF) for 2018-2022, with gender and inclusion measures in each of 3 provinces.	27/4/2020	3/3/2021																	
32	3.3.1.d.1 Implementation of 3 provincial workshops for updating Provincial PCRR Plans (3 days). Provincial trainers will prepare the first draft. [Year 2 after updating of the National PCRR plan].	27/4/2020	8/6/2020																	
33	3.3.1.d.2 Elaboration of 2 Standard Operating Procedures (SOP) for disaster response at provincial level in Huila and Namibe. [15 persons, 2 days meetings - total of 60 persons of the 2 provinces] (Year 2, Semester 2)	31/8/2020	3/3/2021																	
34	3.3.1.e. Elaborate Provincial "Prevention and Disaster Risk Reduction (DRR)" Plans, with gender and inclusion measures, in each of 3 provinces within the framework of the new PND and updated NSPDRR.	30/3/2021	30/3/2022																	
35	3.3.1.e.1 Elaboration of 3 Provincial "Prevention and DRR" Plans, integrating local Climate Change scenarios in 2 days meetings. [Year 3, after elaboration of the National Strategy for Prevention and DRR - NSPDRR].	30/3/2021	30/3/2022																	
36	3.3.1.f. Disseminate information on DRR at different levels in the provinces, with emphasis on communities with greater exposure to floods and droughts, including the presentation of the DesInventar results at national and provincial levels.	4/5/2020	1/9/2022																	
37	3.3.1.f.1 Elaboration and implementation by 3 CPPCs of 1 Regional DRR Social Communication Strategy, targeting decision makers, private sector and communities. [Every year, starting in year 2]	4/5/2020	1/9/2022																	
38	Year 2	4/5/2020	31/8/2020																	
39	Year 3	3/5/2021	1/9/2021																	
40	Year 4	9/5/2022	1/9/2022																	
41	3.3.1.g. General coordination of actions and strategic advice to the Provincial Civil Protection Commissions (CPPC).	1/4/2019	30/3/2023																	
42	3.3.1.g.1 Installation of the Project Office in Lubango and elaboration of the Work Plan, including coordination with other EU and UN implementing agencies.	1/4/2019	30/3/2023																	
43	3.3.1.g.2 Technical support missions by (1) Project Office Staff; (2) CNPC/SPCB + UNDP Luanda; (3) Project Manager, and (4) Project assurance.	1/4/2019	15/2/2023																	
44	3.3.2 Develop and implement a risk information system and early warning system for DRM.	3/6/2019	3/3/2023																	
45	3.3.2.a. Evaluation of existing information systems at provincial and regional levels and identification of information needs for DRM, including monitoring of Drought Disaster Recovery Framework (DRF) 2018-2022.	3/6/2019	12/7/2019																	
46	3.3.2.a.1 Elaboration of a diagnosis of existing information systems; identification of data needs for DRM, including for drought indicators and DRF 2018-2022; and assessment of existing information management capacities in the provinces (public and private). Year 1	3/6/2019	12/7/2019																	
47	3.3.2.b. Reinforcement of existing Provincial Information Systems, including software, hardware and analytical procedures for DRM information management with the participation of INE and IGCA.	2/9/2019	3/3/2023																	
48	3.3.2.b.1 Meeting at national level for discussing and elaborating the terms of a general agreement for inter-institutional exchange and integration of information (20 persons, 1 day). Year 1, by Month 10 or Year 2 by Month 4	2/9/2019	8/7/2020																	
49	Year 1	2/9/2019	16/1/2020																	
50	Year 2	23/1/2020	8/7/2020																	
51	3.3.2.b.2 1 (One) Refresher training seminar for 40 practitioners of the 3 provinces on the data collection, entry, analysis and use of DesInventar and the updated Multi-Sector Rapid Assessment Form (FARM). Year 2 and 4	4/5/2020	3/3/2023																	
52	Year 2	4/5/2020	3/11/2020																	
53	Year 4	1/9/2022	3/3/2023																	

#	Name	Start	Finish	2019				2020				2021				2022				2023
				Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1
54	3.3.2.b.3 Three (3) Provincial Risk Information Systems with GIS capability available and integrated into the respective Provincial Information Systems. [Cunene, Namibe and Huila in Year 2]	2/4/2020	2/10/2020																	
55	3.3.2.b.4 Risk information management processes and products, (such as risk scenarios, hazard forecast, vulnerability monitoring, land use restriction needs) fully designed and integrated in the systems, based on the needs assessment conducted in 3.3.2.a.1. Years 2, 3 and 4.	3/2/2020	31/10/2022																	
56	3.3.2.c. Community-based preparedness to implement Early Warning Systems (EWS).	6/4/2020	3/2/2022																	
57	3.3.2.c.1 Elaboration of 12 Community DRR Plans using APCV methodology (including Early Warning and Climate Change Adaptation modules) in communities (i.e. 4 in each province) exposed to flooding. (6 in Year 2; 6 in Year 3)	6/4/2020	3/2/2022																	
58	Year 2	6/4/2020	1/2/2021																	
59	Year 3	8/4/2021	3/2/2022																	
60	3.3.2.c.2 Installation of 12 pluviometer and scales kits (or others river level measuring instrument) for local observation, and 12 emergency response kits. 1 set per community, total 12 sets (6 communities in Year 2; 6 in Year 3)	6/4/2020	5/7/2021																	
61	Year 2	6/4/2020	2/7/2020																	
62	Year 3	8/4/2021	5/7/2021																	
63	3.3.2.d. Improve the Provincial Early Warning Systems (EWS) in Huila and Namibe (Cunene under the Cuvelai project).	3/9/2020	1/12/2022																	
64	3.3.2.d.1 Elaboration of 2 sets of EWS Standard Operating Procedures (SOP) [1 set per province] in Namibe and Huila. (Year 3 after 3.3.2.c.2)	6/7/2021	5/1/2022																	
65	3.3.2.d.2 Implementation of 3 EWS simulation exercises at provincial level, 3 months before rainy season, with participation of the other provinces. [1 province per year, starting Year 2]	3/9/2020	1/12/2022																	
66	Year 2	3/9/2020	3/12/2020																	
67	Year 3	2/9/2021	2/12/2021																	
68	Year 4	1/9/2022	1/12/2022																	
69	3.3.2.e. South-South cooperation in risk information management and local Early Warning Systems (EWS).	2/1/2020	27/1/2023																	
70	3.3.2.e.1 One (1) S-S exchange visit for 4 persons. 3 representatives of the 3 provinces and 1 from CNPC. Year 2	1/10/2020	29/1/2021																	
71	3.3.2.e.2 Participation of 8 persons from CPCC in the ITC-ILO international DRM and Sustainable Local Development course [2 per year for 4 years]. Participant with higher level of performance in the local training will have priority.	2/1/2020	27/1/2023																	
72	Year 1	2/1/2020	29/1/2020																	
73	Year 2	31/12/2020	27/1/2021																	
74	Year 3	3/1/2022	28/1/2022																	
75	Year 4	2/1/2023	27/1/2023																	



VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



Organizational set-up and responsibilities¹⁹

Considering that this Project is part of a wider programme, it will integrate the governance structure foreseen for the FRESAN programme.

To ensure ownership the management of this Project will be decentralised at provincial level. A **Programme Steering Committee (PSC)** will be constituted to direct and to review the operations of the Programme and validate the overall direction and work-programmes. The Programme Steering Committees will bring together government stakeholders, the implementing parties and the EU (as observer). UNDP Resident Representative or his/her delegate is a member of PSC. Other stakeholders, including CSOs and donors may be invited in order to improve coordination and complementarity of interventions.

The PSC meetings will be held in each focal province and shall meet at least twice a year and ad hoc as might be required. The Governor or his delegate may chair the Steering Committee. The PSC will form the **Coordination Group (CG)** and the **Technical Groups (TG)**, one for each component of FRESAN programme, i.e. Component III. Institutional strengthening and multi-sector information management. All these groups will be located in one of the focal provinces and will work in close cooperation with the concerned departments of the provincial governments.

¹⁹ 5.7. Organizational set-up and responsibilities, Action Document for FRESAN, EU.

The CG will be composed by the coordinators of the TGs for each component and implementing partners. It will be responsible for the implementation of the programme following the orientations of the PSC.

The TGs will consist of members of the implementing partners and concerned departments of the provincial governments and stakeholders involved in the activities. The TG for each component will meet monthly to define, follow and monitor the project activities.

A **Technical Implementation Committee** meeting will be held in Luanda, two times per year, between Government (provincial and central level), implementing partners and EU. UNDP Resident Representative or his/her delegate is a member of the Technical Implementation Committee in Luanda.

As necessary, coordination meetings will be held between UNDP and the National Civil Protection Commission (CNPC) in Luanda to ensure the effective implementation of the planned activities and monitoring of the expected results and risks in view of the approved Project Document and Annual Work Plans.

IX. ANNEXES

ANNEX 1: TORs of key management positions

1. Project Manager

Overall responsibilities:

The Project Manager is responsible for day-to-day management and decision-making for the project based at the Project Office in Lubango, Huila. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the Project Document, to the required standard of quality and within the specified constraints of time and cost.

Along with Programme Associate and Information Management Specialist, s/he will report to the FRESAN Programme Steering Committee (PSC) in each focal province. S/he will participate in the Coordination Group (CG) and Technical Group (TG) when needed.

Specific responsibilities:

Project management and coordination:

- Manage the realization of project outputs through activities at national, provincial and local levels according to the Project's Result Framework and Annual Work Plans;
- Provide direction and guidance to project team(s)/ responsible party (ies);
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with any suppliers in close coordination with Programme Associate and procurement staff;
- May also perform Team Manager and Project Support roles;
- Ensure preparation and updating of work plans and timely submission, as provided for in the Project Document and UNDP POPP for directly implemented projects;
- Coordinate with other strategic partners through establishing an appropriate technical coordination mechanism;
- Coordinate and facilitate meetings and work programmes of the Provincial Planning team;
- Mobilize goods and services i.e. consultancies to implement activities, including drafting TORs and work specifications;
- Ensure successful implementation of Communication and Visibility plan established for the Project;
- Effectively manage the production of knowledge materials and share those nationally and internationally;
- Monitor event as determined in the Monitoring Plans, and update the plan as required;
- Manage request for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the UNDP for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log;

- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the UNDP and Project Assurance;
- Prepare the Annual Review Report, and submit the report to the UNDP;
- Report to the FRESAN Programme Steering Committee (PSC) in each focal province and participate in the Coordination Group (CG) and Technical Group (TG) when needed;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required;
- Monitor project outputs and manage progress against the outcomes defined in CPD;
- Facilitate outcome evaluation involving the Project;
- Ensure that the overall integrity of the project is maintained;
- Prepare Final Project Review Reports to be submitted to the UNDP;
- Identify follow-on actions and submit them for consideration to the UNDP;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries; and
- Prepare final CDR/FACE for signature by UNDP.

Qualifications:

1. Strong knowledge and experience on project cycle management.
2. Knowledge on civil protection and Disaster Risk Management.
3. Good interpersonal, networking and team building skills.
4. Computer literacy, in particular with Microsoft Office products and project management software.
5. Full time availability.

Reporting:

Report to UNDP Luanda staff and liaise closely with GoA staff and other relevant partners.

2. Information Management Specialist

Overall responsibilities:

The Information Management Specialist is responsible for coordinating the evaluation, development, implementation, maintenance and review of the provincial information management and community-based early warning systems activities according to the Multi-Year Work Plan and Results Framework of the project (Output 2).

He/she will provide direct support to the provinces' Information Management Team (INE, IGCA, INAMET, Provincial governments) and will coordinate and give support to the Early Warning and Community Planning Team.

Specific responsibilities:

- Advise provincial authorities and SPCB in the management of databases and Geographical Information Systems (GIS);
- Coordinate the implementation of the information system diagnosis, studies, product design and delivery;
- Elaborate technical requirements, specifications and ToR for the contracting of specialized consultants and information services providers;
- Recommend appropriate solutions and implementation strategies based on needs, requirements and resources and ensures consideration of best practices in the development of the information systems;
- Assume direct involvement in the all the other activities related to information management.
- Supervise the well-functioning of the DRM Information systems in the three provinces and the integration with the provincial and national systems.
- Manage information management processes;
- Review project deliverables and ensures sound quality assurance processes are followed.
- Analyze, develop, implement and maintain processes for enhancing the utilization of GIS technologies and solutions to support provincial Disaster Risk Management planning requirements and GIS initiatives.
- Review cartographic products and geographic analyses by provincial staff to ensure accuracy and completeness.

Qualifications:

1. Strong knowledge of information systems design and management of databases and Geographical Information Systems (GIS).
2. Good interpersonal, networking and team building skills.
3. Full time availability for the project management.

Reporting:

Report to the Project Manager and liaise closely with GoA staff and other relevant partners.

ANNEX 2. UNISDR terminology based on the 2016 update

Adaptation	<p>The adjustment in natural or human systems in response to actual or expected climatic stimuli or their effects, which moderates harm or exploits beneficial opportunities.</p> <p>Comment: This definition addresses the concerns of climate change and is sourced from the secretariat of the United Nations Framework Convention on Climate Change (UNFCCC). The broader concept of adaptation also applies to non-climatic factors such as soil erosion or surface subsidence. Adaptation can occur in autonomous fashion, for example through market changes, or as a result of intentional adaptation policies and plans. Many disaster risk reduction measures can directly contribute to better adaptation.</p>
Contingency planning	<p>A management process that analyses disaster risks and establishes arrangements in advance to enable timely, effective and appropriate responses.</p> <p>Annotation: Contingency planning results in organized and coordinated courses of action with clearly identified institutional roles and resources, information processes and operational arrangements for specific actors at times of need. Based on scenarios of possible emergency conditions or hazardous events, it allows key actors to envision, anticipate and solve problems that can arise during disasters. Contingency planning is an important part of overall preparedness. Contingency plans need to be regularly updated and exercised.</p>
Disaster	<p>A serious disruption of the functioning of a community or a society at any scale due to hazardous events interacting with conditions of exposure, vulnerability and capacity, leading to one or more of the following: human, material, economic and environmental losses and impacts.</p> <p>Annotations: The effect of the disaster can be immediate and localized, but is often widespread and could last for a long period of time. The effect may test or exceed the capacity of a community or society to cope using its own resources, and therefore may require assistance from external sources, which could include neighbouring jurisdictions, or those at the national or international levels.</p>
Disaster Risk	<p>The potential loss of life, injury, or destroyed or damaged assets which could occur to a system, society or a community in a specific period of time, determined probabilistically as a function of hazard, exposure, vulnerability and capacity.</p> <p>Annotation: The definition of disaster risk reflects the concept of hazardous events and disasters as the outcome of continuously present conditions of risk. Disaster risk comprises different types of potential losses which are often difficult to quantify. Nevertheless, with knowledge of the prevailing hazards and the patterns of population and socioeconomic development, disaster risks can be assessed and mapped, in broad terms at least.</p>

	<p>It is important to consider the social and economic contexts in which disaster risks occur and that people do not necessarily share the same perceptions of risk and their underlying risk factors.</p>
Disaster Risk Management	<p>Disaster risk management is the application of disaster risk reduction policies and strategies to prevent new disaster risk, reduce existing disaster risk and manage residual risk, contributing to the strengthening of resilience and reduction of disaster losses.</p> <p>Annotation: Disaster risk management actions can be distinguished between prospective disaster risk management, corrective disaster risk management and compensatory disaster risk management, also called residual risk management.</p>
Early Warning System (EWS)	<p>An integrated system of hazard monitoring, forecasting and prediction, disaster risk assessment, communication and preparedness activities systems and processes that enables individuals, communities, governments, businesses and others to take timely action to reduce disaster risks in advance of hazardous events.</p> <p>Annotations: Effective “end-to-end” and “people-centred” early warning systems may include four interrelated key elements: (1) disaster risk knowledge based on the systematic collection of data and disaster risk assessments; (2) detection, monitoring, analysis and forecasting of the hazards and possible consequences; (3) dissemination and communication, by an official source, of authoritative, timely, accurate and actionable warnings and associated information on likelihood and impact; and (4) preparedness at all levels to respond to the warnings received. These four interrelated components need to be coordinated within and across sectors and multiple levels for the system to work effectively and to include a feedback mechanism for continuous improvement. Failure in one component or a lack of coordination across them could lead to the failure of the whole system.</p>
Hazard	<p>A process, phenomenon or human activity that may cause loss of life, injury or other health impacts, property damage, social and economic disruption or environmental degradation.</p> <p>Annotations: Hazards may be natural, anthropogenic or socionatural in origin. Natural hazards are predominantly associated with natural processes and phenomena. Anthropogenic hazards, or human-induced hazards, are induced entirely or predominantly by human activities and choices. This term does not include the occurrence or risk of armed conflicts and other situations of social instability or tension which are subject to international humanitarian law and national legislation. Several hazards are socionatural, in that they are associated with a combination of natural and anthropogenic factors, including environmental degradation and climate change.</p> <p>Hazards may be single, sequential or combined in their origin and effects. Each hazard is characterized by its location, intensity or magnitude, frequency and probability. Biological hazards are also defined by their infectiousness or toxicity, or other characteristics of the pathogen such as</p>

	dose-response, incubation period, case fatality rate and estimation of the pathogen for transmission.
Preparedness	<p>The knowledge and capacities developed by governments, response and recovery organizations, communities and individuals to effectively anticipate, respond to and recover from the impacts of likely, imminent or current disasters.</p> <p>Annotation: Preparedness action is carried out within the context of disaster risk management and aims to build the capacities needed to efficiently manage all types of emergencies and achieve orderly transitions from response to sustained recovery.</p> <p>Preparedness is based on a sound analysis of disaster risks and good linkages with early warning systems, and includes such activities as contingency planning, the stockpiling of equipment and supplies, the development of arrangements for coordination, evacuation and public information, and associated training and field exercises. These must be supported by formal institutional, legal and budgetary capacities. The related term “readiness” describes the ability to quickly and appropriately respond when required.</p>
Prevention	<p>Activities and measures to avoid existing and new disaster risks.</p> <p>Annotations: Prevention (i.e., disaster prevention) expresses the concept and intention to completely avoid potential adverse impacts of hazardous events. While certain disaster risks cannot be eliminated, prevention aims at reducing vulnerability and exposure in such contexts where, as a result, the risk of disaster is removed. Examples include dams or embankments that eliminate flood risks, land-use regulations that do not permit any settlement in high-risk zones, seismic engineering designs that ensure the survival and function of a critical building in any likely earthquake and immunization against vaccine-preventable diseases. Prevention measures can also be taken during or after a hazardous event or disaster to prevent secondary hazards or their consequences, such as measures to prevent the contamination of water.</p>
Prospective disaster risk management	Prospective disaster risk management activities address and seek to avoid the development of new or increased disaster risks. They focus on addressing disaster risks that may develop in future if disaster risk reduction policies are not put in place. Examples are better land-use planning or disaster-resistant water supply systems.
Recovery	The restoring or improving of livelihoods and health, as well as economic, physical, social, cultural and environmental assets, systems and activities, of a disaster-affected community or society, aligning with the principles of sustainable development and “build back better”, to avoid or reduce future disaster risk.
Resilience	The ability of a system, community or society exposed to hazards to resist, absorb, accommodate, adapt to, transform and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions through risk management.

Response	<p>Actions taken directly before, during or immediately after a disaster in order to save lives, reduce health impacts, ensure public safety and meet the basic subsistence needs of the people affected.</p> <p>Annotation: Disaster response is predominantly focused on immediate and short-term needs and is sometimes called disaster relief. Effective, efficient and timely response relies on disaster risk-informed preparedness measures, including the development of the response capacities of individuals, communities, organizations, countries and the international community.</p> <p>The institutional elements of response often include the provision of emergency services and public assistance by public and private sectors and community sectors, as well as community and volunteer participation. "Emergency services" are a critical set of specialized agencies that have specific responsibilities in serving and protecting people and property in emergency and disaster situations. They include civil protection authorities and police and fire services, among many others. The division between the response stage and the subsequent recovery stage is not clear-cut. Some response actions, such as the supply of temporary housing and water supplies, may extend well into the recovery stage.</p>
Technological hazard	<p>Technological hazards originate from technological or industrial conditions, dangerous procedures, infrastructure failures or specific human activities.</p> <p>Examples include industrial pollution, nuclear radiation, toxic wastes, dam failures, transport accidents, factory explosions, fires and chemical spills. Technological hazards also may arise directly as a result of the impacts of a natural hazard event.</p>
Vulnerability	<p>The conditions determined by physical, social, economic and environmental factors or processes which increase the susceptibility of an individual, a community, assets or systems to the impacts of hazards.</p> <p>Annotation: For positive factors which increase the ability of people to cope with hazards, see also the definitions of "Capacity" and "Coping capacity".</p>