



**GOVERNMENT OF THE ISLAMIC REPUBLIC OF IRAN
UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)**

**Strengthening Capacities for Disaster Risk Management in the Islamic
Republic of Iran**

Brief Description:

In the aftermath of the Bam earthquake, there has been a renewed commitment on behalf of various Government and UN agencies in Iran to intensify efforts towards securing Iran against future disaster risks. While such efforts are being initiated with increased momentum, it should be reiterated that the high susceptibility to disaster risk experienced across the country needs to be countered by *strategic* programmes which address disaster risk reduction *across sectors*, thus overcoming disciplinary confines and standardised policy approaches. While identifying such strategies, the intention is to be able to translate national policies into local and intermediate level *practices* towards sustained risk reduction.

UNDP's extant support to the Government of Iran is well placed in this regard. In order to achieve deeper engagement at the local level and *sustain practices* towards risk reduction, UNDP's attempt will be to focus on reducing risks associated with one natural hazard (earthquakes) in an urban context. UNDP proposes to engage in this process through the following three objectives: initiate a pilot Earthquake Risk management Program in two demonstration cities, and subsequently replicate it to other cities across Iran; concretise and apply the national level plan/ program strategy document, to the intermediate and local levels; and successively combine the demonstration exercise initiated in the two selected cities, with a process of creating benchmarks which employ these pilots as a means to standardise and regulate building codes across the country.

These objectives are aligned with the broad outcomes identified by the UNDP Country Programme for the Islamic Republic of Iran (2005-2009) in the area of disaster risk management. The latter's emphasis on building strong disaster risk management capacities, especially through garnering community awareness and participation; enhancing coordination mechanisms amongst stakeholders at the local and national levels; and developing systems for effective disaster risk management at all levels, suggest the succinct relevance of the program objectives being proposed herein to developing a strategy for reducing disaster risk in Iran. Three main components of the programme are to develop and make disaster risk and risk management information easily accessible for advocacy and decision making in Iran, to link disaster risk management policies to practice, by working at the local and intermediate level and demonstrating how disaster risk management actions are implemented, and to pilot risk management projects across horizontal (across sectors) and vertical risk management stakeholders (national, intermediate and local level) with a focus on one natural hazard (earthquake) in an urban context, and finally to facilitate knowledge networking in the area of disaster risk management in the Central and Southwest Asian region.

Management and Planning Organization, Deputy for Technical Affairs will execute the programme. Various line ministries including Ministry of Housing and Urban Development, Ministry of Interior, and the City Governors will implement the project with technical and programming support from UNDP.

**SIGNATURE DATE
21 December 2005**

Country: Islamic Republic of Iran

UNDAF Outcome(s)/Indicator(s): 4.2 Strengthened disaster risk management at national and local levels

(Link to UNDAF outcome, if no UNDAF, leave blank)

Expected Outcome(s)/Indicator (s): Increased access to information on disaster risk management in Iran, urban earthquake risk reduction, and sub-regional knowledge network management on disaster risk management

(Those that are linked to the project, are extracted from the CP and are linked to the SRF/MYFF goal and service line)

Expected Output(s)/Indicator(s): National Disaster Risk management portal, Inventory and Report, earthquake risk management plans, minimum standards for earthquake risk management in two cities to be replicable for all cities in Iran, knowledge network for disaster risk management in Central and South West Asia

and are linked to the SRF/MYFF goal and service line)

Implementing partners: MPO (Designated Lead and Executing Agency), Ministry of Interior at City levels (City Governors)

(Designated institution)

Other Partners: BHRC, Association of Engineers, IIEES, ADPC, NSET, MOE, MOH&ME, IHF, IRCS, IRIB, local NGOs (see annex 3 for stakeholders and full names)

(formerly implementing agencies)

Programme Period: CP 2005-2009

Programme Component: Strengthening Capacities for Disaster Risk Management in the Islamic Republic of Iran

Project Title: **Strengthening Capacities for Disaster Risk Management in the Islamic Republic of Iran**

Project Code: TBA

Project Duration: five years 2005-2009

Total budget: \$ 6,000,000
Allocated resources: \$ 1,000,000 UNDP TRAC 1
\$ 1,600,000 Govt. CSs.

Resources to be mobilized:
\$ 3,400,000 Govt. CSs,
TPCS, UNDP TRAC 1.1.3
(to be raised)

Agreed by (Executing Agency): Mehdi Tafazoli, Deputy of Technical Affairs, Management and Planning Organization

Agreed by (UNDP): Yuxue Xue, Resident Representative a.i.

M. Tafazoli
Yuxue Xue
21/12/2005

Section I

Part I: Situation Analysis

The Islamic Republic (I.R.) of Iran is situated in Southwest Asia and covers an area of 1,648, 000 square kilometres. Located in the world's dry belt, about 60 percent of Iran's landscape is mountainous and the remainder comprises of desert and arid land. Iran's exposure to multiple natural hazards, in combination with a host of vulnerability factors makes it one of the most disaster prone countries in the world. Among the 40 different types of natural disasters observable in different parts of the world, 31 have been identified in Iran. Major natural disasters include frequent earthquakes of high intensity, various flood related hazards, severe droughts, occasional landslides and sand storms; magnified by on-going anthropogenic processes of deforestation, desertification, emergent migration trends and resultant population concentration in urban areas.

A. Vulnerability Profile:

The disaster risk experienced by Iran can be described as high in general. In particular, earthquakes, floods and droughts are hazards that have cumulatively affected Iran's coping capacities due to their frequency and severity of impact.

Earthquakes

Historical data suggests that on an average, Iran is exposed to a major earthquake every 2-3 years, causing extensive loss of human lives and damage to economic assets. On the Global Seismic Hazard Map, Iran stands out as one of the most earthquake prone countries in the world (see Fig. 1)¹. The entire country is exposed to moderate to very high seismic hazards (see Fig. 2)² due to its position within the Alpine-Himalayan mountain range. There is in fact a growing probability of future earthquake related mega-disasters in the major metropolitan areas of the country, with a corresponding risk of extensive loss of human lives, and physical and economic damages. Rapid urban growth, high rates of migration and displacement of rural populations due to drought, combined with inadequately regulated building structures and a trend towards congested urban development, are factors that have led to the accumulation of earthquake disaster risks in Iran (See Annex 1 for details on Iran's seismotectonic provinces).

Droughts

Drought has been a recurrent phenomenon in Iran for the last several decades. Located in a semi-arid zone, Iran receives an annual rainfall of 240 mm – approximately one-third less than the world's average. Compounding the implications of its location in a dry belt, the country has also witnessed a rise in annual mean temperatures due to an impinging process of climate change over the past several years. The implications of such compounding factors were witnessed in 1998-2001, wherein a 'significant' drought condition was experienced across almost two-thirds of the country; with its severity being most evident in the South eastern and central parts. The effects of persistent drought conditions have had visible implications; on diminishing agricultural and livelihood options, increasing migratory population trends and associated congested living conditions witnessed in the urban and peri-urban centres of the country.

Floods

Extensive damage has been incurred due to floods across Iran. According to the Water Resources Management Organization of the Ministry of Energy for the I. R of Iran, the mean annual flood damage has increased by almost eight times since the 1960s. There seems to be a broad consensus on the closely linked factors, which translate flood hazards into disaster events. These factors include flood plain encroachment, followed by deforestation, extensive gravel mining, and improper design of infrastructure along riversides and lack of public awareness on disaster risk mitigation.

¹ Figure 1: Global Seismic Hazard Map

Source: Global Seismic Hazard Mapping Programme (downloaded from <http://seismo.ethz.ch/gshap> on 19 July 2002)

² Figure 2: Seismic Hazard Map of Iran

Source:

B. Disaster Risk Management context in Iran and emerging institutional arrangements:

Given its susceptibility to experiencing high to moderate disaster risk, Iran has developed considerable experience in dealing with the impact of natural disasters over the past decades. Notably, Iran's increased efficiency in developing national disaster response strategies; coordinated by the Government authorities and the Iranian Red Crescent Society, have been duly recognised by international observers.

Institutional context:

In 1991, the responsibilities and functions related to disaster management were formally assigned to the Ministry of Interior. Under the Ministry of Interior, there are two organisations that play an important role in disaster management: the Bureau for Research and Coordination of Safety and Rehabilitation Activities (BRCSR) and the National Disaster Task Force (NDTF). BRCSR conducts research on safety measures; formulates preparedness and mitigation plans; and collects, analyses and disseminates information on disaster management. The NDTF is an inter-organisational body chaired by the Ministry of Interior, whose activities vary during different phases in the aftermath of disasters. When a sudden disaster occurs, the NDTF assumes the task of coordinating relief operations carried out by technical ministries and relief organisations. At other times, NDTF is concerned with coordination of preparedness and mitigation activities. A Disaster Task Force headed by the provincial Deputy Governor General is also positioned in each province and district of the country.

The role of the Ministry of Interior is enforced by the National Committee for the Reduction of Natural Disasters (NCRND) that includes various Ministries, research institutes, and the IRCS. Of the technical ministries involved, the Management and Planning Organisation (MPO) has a unique role as it has the power to ask government agencies to observe disaster mitigation and preparedness measures. The Iranian Red Crescent Society with 360 branches throughout the country, 3,700 heavy and light vehicles, and 8,000 fully trained volunteers is the most important non-governmental partner in disaster management in Iran.

With support from the United Nations Development Programme (UNDP), an Integrated National Disaster Management Plan (INDMP) was developed and was approved by the Cabinet in April 2003. The INDMP provides a framework for emergency management at the national, provincial and local levels during preparedness, mitigation and recovery phases. A stricter building code has also been put into effect since 1990.

Emerging arrangements:

Following the Bam earthquake in December 2003, with a view to facilitate coordination of all organizations involved, and to efficiently manage responses to the crisis, a Prevention and Management of Natural Disasters High Task Force was instituted. Its regulations were approved by the cabinet and the appointment of the chairmanship of the First Vice President made it a functional body with effect from 27 June 2004. According to the Task Force regulations the members are as follows: the Ministers of Interior, Housing and Urban Development, Defence and Army, the Head of Army Forces Task Force, the President of Management and Planning Organization, the Head of Iran TV and Radio Organization, the President of Iran Red Crescent, and two experts to be selected by the Head of the Task Force. A secretariat has been established since, to follow up the approvals of the Task Force in the presidential office. The execution of the task Force's approvals is obligatory for all organizations in the three forces (executive, judiciary, and legislation), the organizations and the army forces, which are under the leadership of the Supreme Leader.

Contexts to be addressed:

While there are strong existing and emerging institutional arrangements at the national level, the capacities at the local and intermediate level remain relatively weak. Significant technical capacity on all aspects of disaster risk detection and management is being consolidated at the national level, with a relatively limp rate of its implementation at the local level. Policy making processes and budget allocation are largely 'top down' and are as yet incapable of eliciting the requisite level of participation by developing satisfactory consultative mechanisms to engage with local level authorities.

Further, despite the serious implications of natural disasters on the pace and scope of achieving sustainable development in Iran, the existing governmental and non-governmental bodies have focused mostly on relief and response. Relatively inadequate attention has given so far to disaster risk management in addressing linkages on the disaster – development continuum.

C. Development challenges and the role of UNDP in an evolving Disaster Risk Management strategy in Iran

UNDP has been involved in different aspects of disaster risk management in Iran for more than ten years now. A crucial component of the UNDP's role in this process has been to build strategic alliances with other UN bodies, in order to achieve synchronised efforts in the sustained reduction of disaster risks across Iran.

After the Manjil earthquake of 1990, UNDP collaborated with UN Habitat and the Government of Iran to support the development of detailed guidelines for earthquake risk reduction in the country. Further, in the immediate aftermath of the Bam earthquake, all UN bodies worked closely with the government in coordinating the relief and rescue operations. In accordance with the mandate of the UN Development Assistance Framework for 2005 to 2009, the UN Strategy for Bam was developed to support a Government-led sustainable reconstruction and risk management programme that sought to reduce future natural disaster risks and maximize development gains.

Technical inputs to drought and flood risk management have also been provided intermittently, with focussed support for assessments. Additionally, UNDP and other UN agencies have supported the establishment of some of the premier research institutions in the country such as the Building and Housing Research Centre (BHRC), the International Institute of Earthquake Engineering and Seismology (IIEES) and the Yazd International Centre for Living with the Desert (YICLD). In recent years, UNDP has also been involved in the development of a National Disaster Management Plan and in strengthening the capacities for National Disaster Response and Coordination with the Iranian Red Crescent Society (IRCS). UNDP's existing partnerships with a range of national institutions in Iran will be crucial in realising the "how to" aspect of disaster risk mitigation.

From a regional perspective, UNDP Iran with its counterparts - the Disaster Task Force, Ministry of Interior, Red Crescent Society of the I.R. of Iran and the Ministry of Foreign Affairs, is facilitating a Preparatory Assistance (PA) Sub-regional initiative on disaster reduction in Central Asia. Pertaining to ten countries—Afghanistan, Azerbaijan, I.R. Iran, Kazakhstan, Kyrgyzstan, Pakistan, Tajikistan, Turkey, and Turkmenistan—its focus has been on supporting national capacity building, improving co-ordination and resource mobilisation and adding value to national disaster reduction programming. It also aims to promote sharing of knowledge through the creation of knowledge networks between the concerned countries. Such sharing will result in developing common approaches to training and capacity building based on the identification of 'best practices' in the sub-region and on building joint policy platforms.

In addition to the generation of useful databases on disaster events, hazard risk and vulnerability profiles, also required are databases that assess current capacities and compile an inventory of potential disaster risk reduction resources. The PA will also help to draft a follow-up programme proposal for the Sub-Regional Risk Management Initiative. Such a programme will have much potential for addressing UNDP Iran's national and cross-boundary regional disaster management concerns.

Overall, although UNDP is a small player in the field of disaster risk management in Iran and the Central Asia region, its past experience, current partnerships and future strategy of building local and intermediate capacity for risk reduction offer it the potential to carve a strategic role for itself.

Part II: Programme Strategy and Objectives

In the aftermath of the Bam earthquake, there has been a renewed commitment on behalf of various agencies of the Government of Iran to intensify efforts towards securing Iran against future disaster risks. Under the UN Disaster Assistance Framework (UNDAF 2005-09), different UN agencies are also likely to initiate new programs in their niche sectors, to contribute to the Disaster Risk Management framework in Iran. While such efforts are being initiated with increased momentum, it should be reiterated that the high susceptibility to disaster risk experienced across the country needs to be countered by *strategic* programmes which address disaster risk reduction *across sectors*, thus overcoming disciplinary confines and standardised policy approaches. While identifying such strategies, the intention is to be able to translate national policies into local and intermediate level *practices* towards sustained risk reduction.

UNDP's support to the Government of Iran is well placed in this regard. Its emphasis on strategic planning of disaster risk management programs displays a well developed focus; which addresses issues of critical importance in achieving a trend towards progressive disaster risk reduction.

In reviewing UNDP's strategic role in Iran for the past decade, it becomes evident that it has much to contribute to the conceptualisation and implementation of such a program in two crucial ways. One, UNDP has consolidated an in-depth technical understanding of the key issues involved in reducing disaster risk in Iran's context, and two, given the fact that it has forged many strategic partnerships in the past, its capacity to effectively operationalise and review the components of the proposed program stand at a distinct advantage. To reiterate, its strategic role is enhanced by its well-developed focus on broaching disaster risk management with a view to reducing disaster risks in a sustainable manner, throughout the country and across all possible levels of engagement.

In order to achieve deeper engagement at the local level and *sustain practices* towards risk reduction, UNDP's attempt will be to focus on reducing risks associated with one natural hazard (earthquakes) within the stipulated program time period, instead of dissipating efforts by dealing with a number of hazard areas. Technical inputs to developing drought and flood management systems will of course be continually extended to the Government of Iran.

UNDP proposes to engage in this process through the following three objectives, which will direct the program strategy and rationalise its outputs:

- Initiate a pilot Earthquake Risk management Program in two demonstration cities, and subsequently replicate it to other cities across Iran. There will thus be an attempt to create a 'multiplier effect' with regard to successful management practices in this field.
- Concretise and apply the national level plan/ program strategy document, to the intermediate and local levels -- where result based indicators for the determined outputs will be most visibly achieved and monitored.
- Successively combine the pilot exercise initiated in the two selected cities, with a process of creating benchmarks, which employ these pilots as a means to standardise national laws for building codes.

These objectives are aligned with the broad outcomes identified by the UNDP Country Programme for the Islamic Republic of Iran (2005-2009) in the area of disaster risk management. The latter's emphasis on building strong disaster risk management capacities, especially through garnering community awareness and participation; enhancing coordination mechanisms amongst stakeholders at the local and national levels; and developing systems for effective disaster risk management at all levels, suggest the succinct relevance of the program objectives being proposed herein to developing a strategy for reducing disaster risk in Iran.

In operationalising these broad objectives and envisioned outcomes, the proposed UNDP programme for 2005-2009 will focus on 'Strengthening *Capacities for Disaster Risk Management in the Islamic Republic of Iran,*' by observing the following strategic directions:

I. Develop strategies to enhance dissemination capacities which make disaster risk and risk management information easily accessible for the purpose of advocacy and decision making in Iran

II. Strengthen capacities at the city and community levels for effective earthquake risk management by developing management plans for two selected cities and their hinterlands. The intention will be to replicate these management arrangements on a larger scale and operationalize it across other cities of Iran, in accordance with national codes and building standards developed during the pilot.

III. Facilitate knowledge networking for Disaster Risk Management in Central and South West Asia. This would involve consolidating sub-regional linkages for effective disaster risk management and strengthening coordination amongst UN agencies during disasters and in their aftermath for organising strategic reconstruction programmes.

Part III: Management Arrangements

In line with the prevailing rules and regulations observed UNDP country office and on the basis of indicators and required capacities, the Technical Affairs Deputy of the Management and Planning Organization (MPO) will be the only one **executing agency** responsible for the overall accountability, management and administration of the programme. In accordance with its appointment by the President of the High Task Force as the programme's executing agency, the MPO will report each quarter to the High Task Force on the developments in the programme, along with its impacts through a systematic evaluation and monitoring system.

A **Steering Committee** will be established in the office of Deputy of Technical Affairs of MPO, which will be supported by an equipped and staffed **Secretariat**. The Deputy of Technical Affairs will preside the Steering Committee meetings. The Deputy of Technical Affairs will appoint one **National Project Coordinator / Director (NPC/NPD)**, who will assist the Deputy in overseeing the IMPs' NPMs, the Secretariat and the programme staff. The Programme will be implemented in partnership with the Management and Planning Organization, the High Task Force in the First Vice President Office, Ministry of Interior, the Housing Foundation of the Islamic Revolution, Ministry of Housing and Urban Development, Iran Red Crescent Society, Association of Engineers, Building and Housing Research Centre, International Institute of Earthquake Engineering and Seismology at the national level. At the provincial and district level the implementing agencies will be the Governor General Offices and/or City Governor Offices and local NGOs. Horizontal and vertical partnership arrangements will be built with government and local organisations working on reducing disaster risk, especially risks associated with earthquakes. Regional and sub-regional partnership will be encouraged both in the follow-up to the sub-regional PA for disaster risk management in Central and West Asia, as well as with actors in South west Asia. Some international technical bodies and well-known consultants in the field of disaster risk management like Asian Disaster Preparedness Centre; National Society of Earthquake Engineering will provide technical services to the implementing agencies. If necessary and approved by the Steering Committee, implementing agencies should select an **NPM** for the concerned outputs and activities of the programme through a transparent, legal and competitive process in consultation with the programme Technical Coordination Committee to be approved by the Steering Committee and to be cleared by the President of the Steering Committee.

A **Technical Coordination Committee** will be set up as the technical arm of the steering committee and will meet whenever the Steering Committee identifies a need for technical/advisory inputs prior to any decision. Annex II displays a diagram for management arrangement of the programme.

For coordinating and, managing the urban earthquake risk management programme in the two "demonstration" cities, **City Project Management Committees** will be established. These will be constituted with membership of all involved sectors, organizations in the District Task Force and the project's NPMs under the chairmanship of the Governor General/City Governor. The Committee will follow up and coordinate the project's activities for smooth implementation of the programme in the cities and will ensure the necessary resources for the programme. A Secretariat in each City will be established in the city Governor's Office for supporting the City Governor (NPM) in liaising with the

Secretariat of the Steering Committee and TCC, in directing the, administration, financial management, monitoring and evaluation of the city projects. The project coordinator and other consultants and experts of the city projects (outputs 2.1 and 2.2) will be stationed in the **city project secretariat i.e. Emergency Operations Centres**. The governor should provide the secretariat, necessary support staff if it is needed.

The programme will be managed under UNDP's National Execution (NEX). National Execution result-based management, and operational, practical and targeted coordination are the main management arrangements followed under this programme.

It is expected that a participatory modality will be used as a capacity building initiative to enhance the teamwork spirit demonstrated throughout the formulation phase, and strengthened during the course of a number of consultations and structured key interviews held with key national partners. This participatory and horizontal management practice will be used to address the impeding implementation issues encountered under separate/stand-alone projects previously. The list of selected key stakeholders is attached as Annex 3.

While maintaining their independence in decision making and setting policy goals, the management committee of each city project and implementing agency of the different components and activities of the project will share their experiences with other partners, to maximise overall programme impact. This mechanism is based on "best practice" templates in management strategies, which have been previously used under other UNDP-supported programmes. With such practices, this programme is expected to achieve greater transparency, and accountability while sharing mutually agreed responsibilities.

A. Setting Up of a Project Steering Committee

In line with UNDP country office prevailing rules and regulations and on the basis of indicators and required capacities, Management and Planning Organization will be the only one executing agency responsible for the overall accountability, management and administration of the programme. A high level Project Steering Committee will be set up to steer the project right from its inception to completion stage in the office of Deputy of Technical Affairs of MPO. The Deputy will preside the Steering Committee of the Programme and will designate National Project Directors for different programme areas/activities from implementing agencies based on the proposals made by the Steering Committee. However, there will be several main Implementing Partners (IMPs) proactively involved as equal partners together with the lead agency and will be responsible for overall project management. While the main Implementing Partners (IMPs) have been identified through lengthy consultative process in the course of the identification and formulation phases of the programme, the management modality has been designed with enough flexibility to accommodate additional IMPs who will be called upon according to circumstantial requirements and the basis of a consensus within the Steering Committee.

The composition of the Committee shall include:

- Deputy of Technical Affairs, MPO (President of the Steering Committee)
- Secretary of high Task Force for Disaster Management, First Vice President Office
- Head of NDTF, Ministry of Interior
- Deputy of Architecture and Urban development, Ministry of Housing and Urban Development
- The Housing Foundation of the Islamic Revolution
- National Association of Engineers
- Building and Housing Research Centre
- International Institute of Earthquake Engineering and Seismology
- Mayors and Governors of the targeted cities
- Bureau for Economic Studies and International Cooperation, MPO
- Bureau for Urban Development, MPO
- Bureau of Technical Specifications, Criteria Codification and Earthquake Risk Reduction, MPO
- The NPM's of different components of the project to be selected by the Steering Committee
- Representatives from other relevant sectors (such as health, education, relief etc), CBOs, NGOs, to be invited if the agenda of the steering committee meeting requires their presence.
- The Bureau for International Economic Affairs & Specialized Agencies, MFA
- UNDP, Programme Officer for Disaster Risk Management

The Steering Committee shall meet fortnightly and/or where there is an urgent need (at the request of any of its members) to monitor the project activities and provide guidance and direction to project implementation. UNDP will appoint a Disaster Management Expert/Coordinator to liaise with government departments and support the institutional framework for leading the programme. Staff will also be appointed in the two demonstration cities and their hinterlands to set up a Secretariat for Emergency Operations Centres and also for facilitating preparation of the local and intermediate level preparedness plans and training programs.

Refer to Annex 2 to view the Terms of Reference for the Steering Committee.

B. Setting Up of a Project Technical Coordination Committee

The **Technical Coordination Committee (TCC)** will be established to coordinate and link networks across the three components of the program, with a greater emphasis on technical integration and synergy. TCC will act as the technical arm of the Steering Committee and will meet whenever the Steering Committee identifies a need for technical/advisory inputs prior to any impending decision. Such an arrangement will avoid "the overemphasis on individual project performance, achievements and successes", which is considered the root cause for creating an unfavourable "competitive" atmosphere (e.g. "trying to be the best to get the most"). Instead, with a win-win mechanism and appropriate responsiveness (e.g. either the entire group of actors involved in the programme win or they will all lose"), together with "setting common goals involving all the key players, without whom the overall goal of the programme will be unattainable" establishes the basis for the sustained and targeted coordination required for this programme's success.

The proposed composition of TCC consists of a coordinating authority at senior policy making level (e.g. High Task Force, Ministry of Foreign Affairs - Management and Planning Organization); the national programme officer from UNDP Country Office responsible for the Crisis Prevention and Recovery Programme; project coordinators, managers, and a selected representation by the implementing partners (IMPs) from each of the projects and the members of the Prevention commission of the High Task Force.³ On a case-by-case basis, the TCC will obtain the technical and managerial backstopping of other partners (e.g. at the provincial levels). To get a sense of sharing of responsibility, the Secretary and the Chair of the TCC meeting will rotate and each member with an equal vote will be able to elect the new chair and the secretary based on a majority vote for a period of one month.

The proposed tasks and terms of references (TORs) of the TCC are listed in Annex II. These correspond with lessons learned and from previous experiences of UNDP-supported initiatives in Iran. They exhibit the following main features, using a consensus building approach:

- Deriving **commonalities** to retain distinctive principles and well targeted objectives;
- Aligning **complimentary** performances and actions in a way that achieves the intentions of the programme strategy instead of duplicating what others are doing;
- Achieving **convergence** of different approaches towards the same end/goal;
- Working towards achieving **Collaboration** and mutual reinforcement of practices by jointly identifying gaps and deciding on who might best address the gaps; and
- Arriving at a **unification** and uniformity of approaches in order to gain the intended overall **Integration**.

³ The exact number of IMPs membership is flexible and will vary on the basis of the decision reached by the CTT as required. There will be however, at least one of the key IMPs from each of the programme accompanying the CPMs.

C. Contractual Modalities for reviews, trainings and workshops, and contract details for personnel required to manage the same.

Modalities will have to be drafted by UNDP for developing workshops, trainings and consultations with partners into useful and relevant events for all stakeholders involved. Also, terms of reference will be drafted by UNDP for personnel to be recruited as human resource inputs for the entire duration of the programme.

D. Contractual Modalities and Procurement of Equipment for Infrastructure Projects

All contracts issued and equipment procured for the execution of infrastructure projects/activities shall be in full compliance with UNDP established procedures and guidelines under National Execution for programme areas one and two. The project will encourage maximum participation of the communities and will give priority to community contracting in the implementation of the work. Wherever community contracting is sought, the project will encourage participation of women. Under community contracting, the aim is that at least 30% of the immediate beneficiaries will be women.

Direct payment and other financial management tools in UNDP NEX manual will be followed by all implementing agencies and NPMs. All payments will be subject to providing all necessary background documents and the conditions of the contracts for every activity of the programme. UNDP will have the right to stop any payment, which is not supported by necessary documents, is against the terms of references and conditions of the contractors, or the evaluation/monitoring report of the concerned activities is not satisfactory. Based on the experiences of the previous projects, for certain activities (e.g. study visits, and recruitment of international consultants and purchase of equipment), direct UNDP involvement country office support or proactive backstopping by UNDP's regional support centres will be required in making the project cost-effective and timely.

E. Partnerships

- *Partnership with the Management and Planning Organization, Government of Iran*

The Management and Planning Organization (MPO) was formally formed in July 2000, by an amalgamation of two vital organizations of the Iran government, namely, the Planning and Budget Organization (PBO) and the State Organization for Administrative and Employment Affairs (SQAE). The MPO is entrusted with a comprehensive framework of responsibilities in the sectors of - *planning* for sustainable development of the country, *budgeting* for proposed policies, *monitoring and evaluation* of the annual progress made in national policy plans and the efficiency and performance of the executive bodies of the country along with overseeing *technical affairs* such as construction of buildings and infrastructure projects. The range of regulatory and financial powers bestowed upon the MPO makes it the key partner for UNDP to ally within sustaining reduced disaster risk and mainstreaming in long-term development process in Iran.

- *Partnership with other sectors, organizations, institutions and CBOs/NGOs.*

MPO will build and maintain a strong partnership with all concerned line ministries especially the Ministry of Interior, Ministry of Housing & Urban Development and other members of the steering committee for executing and implementing the programme throughout its chartered course. Whenever it will be possible, the implementing agencies can enter into MOUs with CBOs/NGOs, academia, research and technical institutions and professional bodies for implementing various activities of the programme.

- *Partnerships with the Private Sector*

UNDP and the implementing agencies will enter into Memorandum of Understanding (MOU) with Private Sector Companies when and where a need is identified. The purpose of the MOU will be to

provide a framework of cooperation and facilitate collaboration between the Parties, on a non-exclusive basis, in areas of mutual interest.

Part IV: Monitoring and Evaluation:

Monitoring and evaluation reports are valuable sources of information that form the basis for decision-making and learning at the project level. A secretariat will be established within MPO for supporting the monitoring, evaluation and other administration support to the programme. Reports will be prepared for all monitoring actions. This will include field visits and stakeholder meetings. The monitoring of activities on a monthly basis will be carried out by the Projects' Steering Committees using standard UNDP templates for reporting. In addition, periodic progress reports and final reports will be prepared by the implementing agencies. All financial reports backed by documents should be submitted to UNDP in accordance with NEX modality rules and regulations and audit requirements.

Overall results monitoring and reporting to donors and UNDP headquarters will be conducted by UNDP. All programme activities and the relevant documents are subject to audit and the UNDP audit reports will be an evaluation tool for the performance of different implementing agencies. TCC will be responsible for preparing a framework for evaluation of the performance of all involved organizations to be agreed upon in the programme's Steering Committee. It will present the Steering Committee with the evaluation reports after every three months.

Based on past NEX experiences of partnerships with the UNDP, monitoring and evaluations have basically reviewed the delivery of inputs/activities instead of the end result. They have also tended to be a description of activities completed instead of being analytical and conclusive, thus lacking realistic recommendations and conclusions on lessons learned. Also needs-specific and updated indicators were neither identified nor applied systematically and the methodology used was not holistic with each project being monitored separately and not as a part of an overall programme. Thus, the required integration needed to enhance synergic impact within and among projects was not necessarily targeted and monitoring and evaluations became the Achilles Heel of the development efforts. These exercises were mostly considered as a compulsory and fault finding events with minimal follow up. To adequately address these issues, the disaster risk management programme envisions the following mechanism:

Monitoring and Evaluation Core (MEC): Under the direct supervision of the president of the Steering Committee, the MEC will facilitate systematic result-oriented and participatory monitoring and performance evaluation as well as ensuring transparency and accountability through compliance with the auditing requirements. It will aim to synchronise these continuous processes to enhance sustainability of programme impact. The MEC will maintain close liaison with the programme implementing agencies, contractors, NPMs, MPO, and UNDP. For this purpose five coordinators will be recruited for the total duration of the programme to serve as the core MEC staff. The projects coordinators will have several functions.

- While aiming to achieve targeted coordination within and between projects, MEC staff will help the NPD and NPMs and managers to arrange for regular assessments and monitoring of the projects.
- MEC staff will extend support for undertaking of evaluations and follow-ups. They will assist the NPD and NPMs and implementing agencies in the preparation and dissemination of the reports required for these participatory exercises and other related activities detailed in UNDP's National Execution (NEX) guidelines.
- These MEC coordinators will be also responsible for backstopping the effective undertaking of these exercises for all the five main outputs of the programme, both in terms of timing and content.
- They will facilitate timely arrangement for the joint programming and planning as well as self-assessments and the auditing requirements (which maybe once every year), and evaluations (as required at midpoint and prior to the completion of the projects).

- The coordinators will help to ensure utilisation of lessons learnt to enhance programme impact.
- Other support activities expected by these coordinators will be detailed once the Steering Committee and TCC have been established.

In order to set up the MEC coordinate its schedules for these processes, the required budgetary allocations for the recruitment of these coordinators and the consultant/facilitators for the self-assessment, joint programming and planning, monitoring and review visits, as well as the evaluations will be made within each annual work plan. The amounts earmarked for such purposes will need to be utilised prior to release of additional funds for each programme output. To ensure timely implementation of these activities, amounts budgeted for monitoring and evaluation will not be shifted to other activities to maintain programme relevance and impact, avoiding any delays or leaving them for the last year of the project. Annex II provides additional details and lists the critical issues to be addressed by the MEC.

Auditing Requirement: Another major task of project coordinators will be to facilitate timely adherence of the project management to auditing requirements of each of the programme as it is mandatory under NEX that all UNDP-supported projects be audited at least once after their implementation. There are several issues related to NEX audit requirements (e.g. the timing of the completion of mandatory NEX annual audits is 30 April which coincides with the Iranian New Year holidays⁴) and financial management of the projects (e.g. maintenance of separate bank accounts, taxation, insurance, penalties on items not released timely from customs, etc.). To facilitate smooth project implementation, prior to the commencement of the project operation, NEX-Result Based Management focussed group discussions (FGDs) will be arranged to brief key project stakeholders on the present rules and procedures with special attention to UNDP's new ATLAS financial system.⁵ Also, in these FGDs the principles of result-based management (RBM) will be introduced.

In conclusion, using such participatory mechanisms, management, coordination, monitoring and evaluation processes are a capacity development tool in themselves- at the individual, organization/institution (entity) and system levels, focus will be on building effective and lasting partnership, networks and linkages to ensure sustainability of project results (i.e. output, outcome and impact) during and after project completion. They will also contribute to promoting a culture of "teamwork and cooperation".

It should be noted that the required additional support in terms of qualified human resources to ensure proper implementation, monitoring and evaluation of the activities and impacts of the different activities of the programme should be provided to the NPMs of implementing agencies, and to the Disaster Risk Management of UNDP Country Office of Iran.

Part V: Important assumptions/ risks associated with achieving the program strategy:

Important assumptions in achieving outputs for Objective 1: Information Management -

While detailing the strategy for the first objective, through output 1 (establishing a National Disaster Management portal), an important assumption is that the existing institutional framework will be able to facilitate close interactions and liaising between key stakeholders participating in an information hub/ portal. For instance, it would be important to consider, if NGO's/ CSO's are likely to be recognised by the Government, in their potential role as active, contributing partners in such a hub. Pre-empting such structural issues will help address potential areas of inefficiency and exclusion of some levels, at the outset.

⁴ While official holidays are only for 5 days commencing from 1st day of spring - 21st of March, most offices are closed up to the mid April). Also, another related audit-related issue is ensuring written notification on changes of instructions and timely designation of financial authority. As experienced in the past, due to high turnover rate in national staff under some projects, achievement of delivery targets are hindered, negatively impacting project financial performance. For this purpose, a financial manager will be recruited for the total duration of the project.

⁵ NEX guidelines developed by the UNDP country office will be used as the working document for these sessions.

An assumption associated with achieving the second output (increased capacity for analysing disaster trends) is that information sources will be easily identified for creating disaster inventories, and moreover, that they will be uniformly accessible throughout the country. A recurrent problem associated with collecting information for a disaster inventory is a lack of consensus over the sources of information to be employed. It is common for government sources to emerge as the only accepted source, with the media being disfavoured as a reliable source by most government implementing agencies. It would be worth exploring if there is a huge discrepancy in the availability and reliability of sources of such information (government or other public sources) across Iran.

Another problem could also possibly lie in feeble agreement amongst stakeholders over the definition of different disasters, as their interpretation may vary at the local level. Here, the role of researchers will prove crucial in interpreting the data correctly, in line with the agreed definitions, so as to ensure the creation of a standardised inventory format at the national level.

Important assumptions in achieving outputs for Objective 2: Urban Earthquake Risk Management

With regard to achieving output 1, an important consideration is that financing sources will be identified in coordination across levels and finalised sector by sector. It will be important to consider this in order to ensure that the program is implemented in tandem with sectoral interaction and complementarity, towards the achievement of Objective 2.

An assumption related to Output 2, is that the risk communication and media strategy to be employed for public education and awareness generation reaches out to the intended target groups and is relevant to them. It might be useful to consider a pilot across different contexts, to pre-determine what communication strategy has a greater probability of being effective across spatial and socio-economic sections of Iran.

For the broader program objective to be successfully achieved, it will be crucial to multiply the pilot city initiative to other cities as well. This will be greatly facilitated by the creation of a national benchmark for building codes derived from the pilots conducted in the selected demonstration cities.

Part VI: Legal Framework

The Islamic Republic of Iran is not one of the signatories of the Standard Basic Assistance Agreement (SBAA). This Project Document shall be the instrument envisaged in the "Supplemental Provisions to the Project Document" attached hereto (see annex 4).

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only provided he or she is assured that the other signatories of the Project have no objections to the proposed changes:

- Revisions of or additions to any of the annexes of the Project Document;
- Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project but are caused by the rearrangement of inputs already agreed to, or by cost increases due to inflation; and
- Mandatory annual revisions, which re-phase the delivery of agreed project inputs or reflect, increased expert costs or other costs due to inflation or take into account agency expenditure flexibility.

Sections II- Results and Resources Framework

Programme Areas

As a component of the strategic directions assumed by the UNDP programme strategy and its objectives, the programmatic focus will be on the following three major areas:

- i. Improving access to reliable information on disaster risk and disaster risk management
- ii. Developing an Urban Earthquake Risk Reduction Programme with a focus on local and intermediate levels.
- iii. Facilitating Knowledge Networking for Disaster Risk Management at the Sub-regional level.

The framework within which the rationale, focus, inputs, outputs and activities will be realised for these programmes are highlighted below.

Programme Area 1: Improving access to information on disaster risk and disaster risk management

Information on disaster risk, which is reliable, accessible, timely and appropriately packaged, is a prerequisite to any disaster reduction effort. Iran has significant scientific and technical capacities on different aspects of disaster risk management. The country is host to a number of fine institutions of international repute, which frequently compile and have access to a range of relevant data and information that could help decipher the 'missing links' in Iran's context of risk management. Their expertise is however, fragmented and needs to be brought together in a coordinated manner. This may assume the form of a systematic baseline on disaster risk (while factoring hazards, vulnerabilities and capacities) to address specific problems associated with risk reduction. In the absence of such a systematic baseline and an adequate risk profile of the country, the government policies and programs have so far, not been able to prioritise risk reduction activities.

UNDP is uniquely positioned to help address this gap. On the one hand UNDP can facilitate information and knowledge sharing on different aspects of disaster risk management and on the other hand it can help set up a system to continually track existing and emerging patterns of disaster risk across space and time. This will require multi-institutional partnerships among a range of scientific and technical institutions in the country working on different aspects of disaster risk management. Good practice on disaster information management in the region will be used to develop this part of the programme.

Component 1.1: National Disaster Risk Management Information Portal

The first key element of the programme will be to collect and consolidate existing information on disaster risks in Iran from a range of dispersed institutions through developing an information hub. Once collected, this information will be housed in and disseminated through an information portal, which links local, intermediate, national and international partners in risk reduction.

Component 1.2: National Disaster Database/Inventory

National disaster databases and inventories are a cornerstone of any risk information management system. These inventories should systematically capture geo-referenced disaster loss data of small, medium and large scale disaster events, at various administrative levels within the country (national, provincial and local) to facilitate informed decision making for risk reduction.

Following recent successful experiences of developing such inventories, such as using the Desinventar Methodology in South Asia, UNDP is well placed to extend support to the development of a similar national disaster database in Iran. This methodology will involve development of a historical database on past natural disaster events in Iran and extend support in building an institutional framework within the government that will ensure the maintenance and regular updating of the database. This data will be made available to stakeholders to analyse risks in their specific areas of operation and inform the design of individual and collective risk reduction interventions.

Component 1.3: Iran Disaster Risk Report

The Iran Disaster Risk Report, analogous to the recent global report 'Reducing Disaster Risk: a Challenge for Development,' (2004) developed by UNDP/BCPR, is an important output to be planned for. This national report would be produced on the basis of the outputs of the risk information components 1.1 and 1.2 (outlined above). The report will map the existing and emerging spatial and temporal patterns of disaster risk in the country for all/some natural hazards. The main purpose of this report will be to:

- a. Support advocacy efforts for greater integration of disaster risk management in development

processes and

- b. To provide baseline information on disaster risk in Iran.

Its importance would lie in both the *process* (encouraging dialogue amongst national institutions and the construction of an objective vision of disaster risk in Iran) and the *product* of providing a definitive UNDP endorsed analysis of risk trends in the country. The risk report will be produced in both Farsi and English, with a view to target stakeholders across all levels.

Programme Area 2: Urban Earthquake Risk Management Programme with a focus on local and intermediate levels

At the national level, Iran has strong institutional arrangements to deal with different aspects of disaster risk management. However, especially in the aftermath of the Bam earthquake, substantial discussion has been encouraged in search of more effective linkages between the national level *institutional arrangements* and local and intermediate level *capacities* for risk reduction.

Most of UNDP's work in the area of disaster risk management over the past fifteen years has been focused on development of appropriate policies, programs and capacities at the national level. While this has certainly helped develop appropriate national policies, and legal and institutional arrangements, it has not necessarily led to risk reduction at the local level. For example, the country has well developed building codes for earthquake resistant construction. But at the local level—such as in small to medium sized cities and many of the provincial capitals—there is a perceptible lack of institutional mechanisms, capacities and public awareness to ensure compliance to these codes. Similarly, in the area of disaster response, where the country has impressive disaster response capacities at the national level, the capacities of local governments and communities to respond to large-scale disasters are limited. The massive devastation caused by the Bam earthquake and the rescue, relief and recovery efforts that followed, point towards the need for greater focus on all aspects of disaster risk management system at the local and intermediate levels.

In the aftermath of the Bam earthquake, it is likely that there will be yet another wave of efforts to further refine policy, legal and institutional arrangements at the national level. It is important that these efforts are matched by local and intermediate level efforts that demonstrate tangible linkages between policy and practice. Such local or intermediate level efforts when anchored into national level processes will also ensure that future policies are supportive of local level action. UNDP is well positioned to concretise such a plan for Iran, in collaboration with the Government.

A key element in the programme would be an earthquake risk reduction programme in 2 medium sized cities in Iran to be selected against a set of agreed standard criteria by a multisectorial consultation committee to be assigned by the executing agency. The objective of this programme would be to demonstrate the application of earthquake risk reduction tools in the protection of existing public assets, disaster preparedness and development planning. This is intended to be a medium scale programme, whose results can be demonstrated, in a five-year period. Such an initiative would enable existing national policies and tools to be applied in practice and if successful, it could lead to a full fledged national level programme.

Component 2.1: Developing detailed earthquake risk management plans in two cities

This component will deal with consultatively drafting project designs for the two selected demonstration cities. The relevance of these designs will lie in developing detailed and sector by sector earthquake risk management action plans, which will include local level projects such as enhancing awareness and safety levels in schools, improving compliance with building codes, and organising community based preparedness projects. Further, the demonstration of specific earthquake mitigation activities in schools, hospitals and other public buildings will also be a crucial part of this component. Also included, will be developing earthquake emergency response plans for the two demonstration cities.

This campaign shall entail regular collection and processing of key program outputs, to the needs of strategic stakeholders (the government, commercial and voluntary organizations, CSO's). This collection strategy shall eventually result in developing an information dissemination strategy across the five year period, to ensure timely communication of information on earthquake risk reduction, between the two cities.

Component 2.2: Establishing minimum standards for earthquake risk management in selected earthquake prone cities

a). Public Education and Awareness

An awareness campaign for Urban Earthquake Risk Reduction in the two demonstration cities will be designed. Through collaboration with media houses and relevant media sources, relevant information will be disseminated to different stakeholders. The strategy is intended to serve as a model action plan for enhancing public awareness of earthquake risk which can be made replicable across other cities in Iran. This will be concretised by the setting up of Community Information Centres that will serve as information kiosks on different aspects of earthquake risk reduction.

b). Disaster Management Plans

This component will result in preparing simple guidelines for preparedness by local and intermediate stakeholders as a model for planning in Iran at city level, through real preparation of disaster preparedness plans in two target cities. It will also help to train a pool of local government officials and UN volunteers in facilitating the preparation of disaster preparedness plans at the city level.

c). Capacity building for earthquake risk management

This component will also deal with developing an assessment of capacity building needs of strategic actors for earthquake risk management in the two demonstration cities. Amongst the outputs of such an assessment, the program will benefit from developing training programs on 'earthquake risk management in urban areas' for city managers. A key output will also focus on building local level capacities through developing a UNV program, which will be effective at the local and intermediate levels of activity.

d). Institutional arrangements for enforcement of building codes

A key part of establishing minimum standards for earthquake risk management in the selected cities will begin by undertaking a stock taking exercise of existing institutional arrangements for the enforcement of building codes. Based on the above, guidelines for appropriate institutional arrangements will seek to be developed, with a view to standardise the codes nationally, so as to apply it to other vulnerable cities. Subsequently, these guidelines will be disseminated to the most vulnerable cities in the country and trainings will be organised for city engineers to effectively deal with the associated earthquake risk.

Programme Area 3: Facilitating Knowledge Networking for Disaster Risk Management at the Sub-regional level

The immediate neighbouring countries of Iran as well as many other countries of the region face similar disaster risks. The Government of Iran has shown considerable interest in working towards the anchoring of a sub-regional initiative on disaster reduction in the region. A UNDP supported Preparatory Assistance project for such a sub-regional initiative is already underway. This project has the same coverage of countries as that of the Economic Cooperation Organization whose secretariat is based in Iran. In March 2003, a sub-regional meeting of experts (heads of national disaster management agencies, Red Cross/ Crescent societies, UNDP disaster management focal points and academia) brought together over 40 experts from 10 countries to identify possible areas of regional cooperation. Setting up of a regional knowledge network, earthquake risk reduction and drought management were identified as the priority areas where regional activities could be initiated. The PA project is already taking steps towards initiating a regional knowledge network. UNDP will be well placed to pursue some of the follow up activities identified in the follow up phase to the PA.

Budget [USD 6,000,000]

The cost of this programme is initially estimated at USD 5 – 6 million over 5 years. UNDP Iran will invest approximately USD1 million of TRAC in the programme in the context of the 2005-2009 CP.

The CP (2000-2004) suggested that, ' future support in this critical area (of natural disaster management) will depend on the ability of UNDP to generate additional multilateral funds in this way, core funds could focus strictly on poverty alleviation and governance.'

The government will allocate USD 1.6 million, which will be transferred to UNDP according to the aforementioned schedule of payments, to be disbursed during the chartered course of the programme.

The budget allocation to each main programme areas is as follows:

1. Information Management: (USD 700,000)

- a. Establishing National Disaster Risk Management Portal: USD 150,000 UNDP Trac 1 for 2005-2006
 - b. Increasing capacity for analysing disaster trends: USD 250,000 UNDP Trac 1 for 2005-2006
 - c. Iran Disaster Risk report: USD 300,000 UNDP Trac 1 for 2005-2006
- All funds have been secured.

2. Urban Earthquake Risk Management: (USD 4,400,000)

- a. Developing Disaster Risk Management plans for two selected cities: USD 800,000 Government Cost Sharing and 300,000 USD UNDP Trac 1 for 2005-2007 have been secured
- b. Establishing minimum standards for earthquake risk management: USD 800,000 Government Cost Sharing has been secured. USD 2,500,000 to be raised for 2006-2009 from different resources including Third Party, Government or UNDP Trac 1.1.3 for 2006-2009.

3. Sub-regional knowledge management: (USD 900,000)

To be raised from UNDP Trac 1.1.3, Government Cost sharing or Third Party Cost sharing for 2005-2009.

Resource mobilization strategy and schedule of payments

UNDP has earmarked USD1 million of TRAC 1 for components one (USD 700,000) and two (USD 300,000) to be spent during the first two years of the programme. The government has confirmed to allocate USD 1.6 million, which will be transferred to UNDP according to the payment schedule below, after signing the programme document to be disbursed during the chartered course of the programme for outputs 2.1 (USD 800,000) and 2.2 (USD 800,000). This has secured the necessary funds for outputs 1.1, 1.2, 1.3, and 2.1 by the end of 2007. The remaining required fund for output 2.2, which is USD 2.5 millions, should be raised from either the government or the third party cost sharing by the end of 2006. The possible donors that showed interest so far are SDC, Italy and DFID. Once the document is signed, a campaign for mobilising more resources will be started. The programme has the potential to be funded from various resources as a multi-donor programme- even more than its total budget- through addendums and budget modifications.

Three components will not be given the same weight in allocating further resources. The third component will have the least priority and in case of receiving more resources it will be implemented. Possible donors could include UNDP/BCPR, bilaterals and the Government. In the second component the indicative activities have a logical sequential order therefore, the implementation and allocation of funds will follow the set order as in the programme document.

The government will transfer the first instalment of USD 500,000 to the UNDP treasury in maximum two months after signing the document. The second and third instalments USD 550,000 of each will be transferred to UNDP Iran account by September 2006 and September 2007.

Results Framework

<p>Intended Outcome: Strengthened disaster risk management capacity including enhanced community awareness and participation and enhanced coordination mechanisms among all stakeholders at local and national levels Development and application of early warning systems and hazard mapping for effective disaster risk management at all levels</p>
<p>Applicable MYFF Service Lines: Crisis Prevention and Recovery</p>
<p>Applicable Strategic Areas of Support:</p>
<p>Partnership Strategy: The Programme will be implemented in partnership with the Management and Planning Organization, Ministry of Interior and the High Task Force on disaster risk management of the Islamic Republic of Iran. The programme will also actively build partnerships with a range of sectoral ministries, departments and agencies such as the Ministry of Housing and Urban Development, Islamic Housing Foundation etc.</p> <p>The programme will actively build partnership with the existing government structures at the provincial and local levels in selected areas in order to ensure ownership of disaster risk reduction efforts at the local level and emphasize the need for building disaster risk management capacities at the local level. The programme will actively involve a range of scientific and technical institutions including the Building and Housing Research Centre, International Institute of Earthquake Engineering and Seismology (IIEES), National Society of Earthquake Engineering, Asian Disaster Preparedness Centre (ADPC) etc.</p> <p>UNDP and its government counterparts will also build on their ongoing development and environment programmes in the country including the Area Based Development Programme, the Small Grants Programme under the Global Environment Facility.</p> <p>UNDP will draw upon its existing programmes to foster exchange with similar initiatives in countries of the region. In the context of Objective 3 of this programme, building on earlier efforts on developing a sub-regional initiative for disaster risk management, UNDP will facilitate partnerships with disaster risk management institutions of selected countries of the region.</p>
<p>Project title and ID (ATLAS Award ID): Capacity Development for Disaster Risk Management in the Islamic Republic of Iran</p>

Objective 1: Improving access to information on disaster risk and disaster risk management			
Intended Outputs	Output Targets	Indicative Activities	Responsible parties
<p>1.1 National Disaster Risk Management Portal Established and made functional by 2006.</p>	<ul style="list-style-type: none"> ▪ Information on different aspects of disaster risk management delivered to development planners and disaster risk management practitioners ▪ Improved/updated disaster risk management plans at the national, provincial and local levels ▪ 600 number of users across sectors/administrative levels of this information portal to be achieved ▪ Linkages with the ongoing development Information systems to be established 	<p>1.1.1 Organize a consultation workshop with government and non-government actors to define the scope of disaster risk management information portal concept</p> <p>1.1.2 Undertake selected review of ongoing (development or disaster risk management) information management efforts in the country such as GIS systems capturing information on development indicators</p> <p>1.1.3 Develop a preliminary design brief (what, who, location) of Iran Disaster Risk Management Information Portal</p> <p>1.1.4 Establish an initial network of institutions and individuals that will contribute to and benefit from the Information Portal</p> <p>1.1.5 Develop a management arrangement to build and maintain the information hub/ portal.</p> <p>1.1.6 Establish partnerships with appropriate IT companies/ government institutions to develop and maintain the information portal</p> <p>1.1.7 Conduct training of personnel as required.</p> <p>1.1.8 Institutionalise the portal within the government framework to ensure maintenance, further development and sustainability of the portal.</p>	<p>MPO</p>
			<p>Inputs</p> <ul style="list-style-type: none"> ▪ Information Manager (4 months) ▪ Development/ disaster risk management programming Expert (4 months) ▪ Consultation Workshop ▪ Survey of existing information systems ▪ Training of personnel maintaining the portal ▪ Software Development <p>Budget (USD 150,000) UNDP Trac 1</p> <p>Personnel [USD 15,000]</p> <ul style="list-style-type: none"> • Information Expert: • Development/ disaster risk management Expert <p>Workshops and consultations [USD 40,000]</p> <p>Training activities [USD 20,000]</p> <p>Surveys, contractual services for portal [USD 30,000]</p> <p>Publications, reports [USD 5,000]</p> <p>Equipment [USD 10,000]</p> <p>Travel [USD 15,000]</p> <p>Misc. [USD 15,000]</p>

Intended Outputs	Verifiable Indicators	Indicative Activities	Responsible Parties	Inputs
<p>1.2 Increased capacity for analyzing disaster trends and their application in decision-making achieved by 2006</p>	<ul style="list-style-type: none"> ▪ A pool of experts in place with ability to maintain inventories. ▪ Disaster loss inventories established within relevant government departments. ▪ Regular reports on disaster trends produced and applied for decision-making. 	<p>1.2.1 Conduct orientation workshop on methodologies for systematic disaster loss inventories for operators, policy people and managers.</p> <p>1.2.2 Conduct training on ICT tool for inventories.</p> <p>1.2.3 Identify appropriate institutional and design collaborative arrangements for hand-over.</p> <p>1.2.4 Collect historic research and analysis of data sources on past disaster losses.</p> <p>1.2.5 Build historical database for past 20-30 years.</p> <p>1.2.6 Make the data available to potential users through the Iran Disaster Risk Management Information Portal</p> <p>1.2.7 In collaboration with development and disaster risk management experts develop analytical reports on spatial and temporal patterns of disaster risk</p> <p>1.2.8 Formulate a plan to institutionalise the database/inventory system within the government's disaster management framework for informed decision making and sustainability.</p>	<p>MPO/MOI/ IHF/IRCS</p>	<ul style="list-style-type: none"> ▪ UNVs or researchers (2 for 4 months) ▪ International Consultant (3 months) ▪ Workshop ▪ Training ▪ Software adaptation ▪ Historic research ▪ Analysis on disaster trends in Iran <p>Budget (USD 250,000) UNDP Trac 1</p> <p>Personnel [USD 60,000]</p> <ul style="list-style-type: none"> • UNV/researchers • International consultant <p>Workshops and consultations [USD 25,000]</p> <p>Equipment, ICT Tools [USD 10,000]</p> <p>Training activities [USD 25,000]</p> <p>Contractual services for database in portal [USD 30,000]</p> <p>Research and analysis inputs for reports [USD 40,000]</p> <p>Publications [USD 5,000]</p> <p>Travel [USD 30,000]</p> <p>Misc. [USD 25,000]</p>

Intended Outputs	Targets/Indicators	Indicative Activities	Responsible Parties	Inputs
<p>1.3 Increased understanding of linkages between development and disaster risk (Risk Report produced within 18 months from date of commencement of program).</p>	<ul style="list-style-type: none"> ▪ Iran Disaster Risk Report ▪ Specific opportunities identified for integration of disaster risk concerns in sectoral development planning and implementation 	<p>1.3.1 Identify the scope of Iran Disaster Risk Report through a consultative process</p> <p>1.3.2 Constitute a core group of development and disaster risk management experts to prepare the Report.</p> <p>1.3.3 Organize a mid-term consultation to share preliminary findings with relevant stakeholders and seek inputs on further development of the report.</p> <p>1.3.4 Launch the report in Iran from an appropriate platform to reach strategic stakeholders in Iran. These will include actors representing the development and disaster risk management sectors streams in the government, international voluntary sector, media and civil society.</p> <p>1.3.5 Organize sectoral workshop and consultations to identify specific opportunities for incorporating disaster risk management concerns in development planning and vice versa</p>	<p>MPO</p>	<ul style="list-style-type: none"> ▪ Report coordinator (6 months) ▪ UNVs (2 for 6 months) ▪ International Consultant (3 months) ▪ Project outputs 1.1, 1.2, 1.3 monitoring and evaluation coordinator ▪ Workshop(s) <ul style="list-style-type: none"> ○ Planning ○ Mid-term consultation ○ Sectoral (housing, health, urban development etc.) <p>Budget (USD 300,000) UNDP TRAC 1</p> <p>Personnel [USD75,000]</p> <ul style="list-style-type: none"> • Report coordinator • UNV's • International consultant • Project evaluation coordinator 1 x 18 months <p>Workshops/consultations, events for the launch of report in Iran [USD 75,000] Publication/contractual services [USD 100,000] Travel [USD 30,000] Misc. [USD 20,000]</p>

Objective 2: Urban Earthquake Risk Management To strengthen capacities at the city and community levels for effective earthquake risk management.			
Intended Outputs	Targets/Indicators	Indicative Activities	Responsible Parties
2.1 Detailed earthquake risk management plans developed for two selected cities and their hinterlands by 2007	<ul style="list-style-type: none"> ▪ Detailed risk profile (including earthquake scenarios) developed for two selected cities ▪ Earthquake risk communicated to communities at risk through popular media and to functionaries of Urban Local Bodies. ▪ Detailed work plans developed (and financing sources identified) sector by sector for the implementation of earthquake risk management action plans for the two selected cities. 	<p>2.1.1 Identification of demonstration cities in consultation with the national counterparts and based on an agreed set of criteria.</p> <p>2.1.2 Project designs for the two selected demonstration cities</p> <p>2.1.3 Identification of six to eight potential replication cities</p> <p>2.1.4 Earthquake scenarios for two selected (demonstration) cities in Iran written in easily understandable format.</p> <p>2.1.5 Risk analysis of key public utilities, and prioritisation of the same in terms of need for retrofitting and resource need plan.</p> <p>2.1.6 Earthquake risk management action plans developed for two demonstration cities including local level projects such as:</p> <ul style="list-style-type: none"> • Projects for enhancing earthquake safety of schools • Projects for safety of medical infrastructure 	<p>MPO</p> <p>MPO</p> <p>MPO</p> <p>City Governors will designate the NPMs from following organizations/IIES/NSET</p> <p>City Governors/IIES/NSET</p> <p>City Governors/IIES/NSET/Tehran Disaster Management Centre</p> <p>MOE</p> <p>MOH&ME</p>
			<p>Inputs</p> <ul style="list-style-type: none"> ▪ Project Coordinator (two years) ▪ City Project Coordinators (2 x two years) ▪ Earthquake Risk Assessment Expert (6 months) ▪ Public education and awareness generation expert (6 months) ▪ Admin assistant (one year) ▪ Programme associate (one year) ▪ Financial manager (one year) ▪ Consulting inputs (3 months per city per sector for health, education and housing sectors) ▪ International consultant ▪ Inter-sectoral meetings ▪ Training workshops for engineers <p>Budget (USD 1,100,000), USD 800,000 Government Cost Sharing and USD 300,000 UNDP Trac 1</p> <p>Personnel [USD 200,000]</p> <ul style="list-style-type: none"> • Project Coordinator • City project coordinators • ERA expert • Public education and awareness generation expert • Admin assistant • Programme associate • Financial Manager • Consulting inputs • International consultant

		<p>Infrastructure</p> <ul style="list-style-type: none"> Project for improving compliance with building codes Community-based earthquake preparedness education projects <p>2.1.6 Demonstration of specific earthquake mitigation activities like</p> <ul style="list-style-type: none"> School Earthquake Safety Hospital Earthquake Safety <p>2.1.7 Action Plan for Improvement of building permit process</p> <p>2.1.8 Earthquake safety of emergency response infrastructure</p> <p>2.1.9 Earthquake emergency response plans developed for two demonstration cities</p> <p>2.1.10 Methodology for undertaking urban earthquake risk management assessment and mitigation measures in Iranian cities.</p> <p>2.1.11 Regular collection and processing of key programme outputs, through IEC, audio-visual material, to the needs of strategic stakeholders (government, commercial and voluntary organizations, civil society)</p>	<p>MPO, BHRC, Association of Engineers, IIEES, MOH&UD</p> <p>ADPC, UNDP, SHAHAB NGO Network</p> <p>MOE MOH&ME</p> <p>MPO, BHRC, Association of Engineers, IIEES, MOH&UD</p> <p>IIEES</p> <p>City Governor, IRCS</p> <p>MPO, NSET, ADPC</p> <p>MPO, IRIB, National Association for Public Affairs</p>	<p>Inter-sectoral meetings [USD 100,000]</p> <p>IEC materials [USD100, 000] UNDP Trac 1</p> <p>Workshops [USD 100,000] UNDP Trac 1</p> <p>Consultancy services for project designs [USD100, 000]</p> <p>Travel [USD 50,000]</p> <p>Publication [USD 100,000] UNDP Trac 1</p> <p>Equipments for demonstration projects [USD 150, 000]</p> <p>Reports, Audiovisuals [USD100, 000]</p> <p>Misc. [USD 50,000]</p> <p>F&A [USD 50,000]</p>
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		<p>organisations, civil society organisations).</p> <p>2.1.12 Develop an information dissemination strategy across the five year period to ensure timely communication of information for earthquake risk reduction in the two cities.</p> <p>2.1.13 Workshops, consultations and public forums at regular intervals to share the findings and facilitate discussions to facilitate the programmes risk reduction initiatives.</p>	<p>MPO, IRIB, National Association for Public Affairs</p> <p>MPO, City Governors</p>	
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Intended Outputs	Targets/Indicators	Indicative Activities	Responsible Parties	Inputs
<p>2.2 Minimum standards established for earthquake risk management in selected earthquake prone cities by 2009</p>	<ul style="list-style-type: none"> ▪ Public education and awareness generation campaigns in selected cities ▪ Disaster management plans (at city and neighbourhood levels) in selected cities ▪ Disaster preparedness capacity assessments in selected cities ▪ City level institutional arrangements for enforcing building codes in selected cities 	<p>Public education & awareness generation</p> <p>2.2.1 Design a Campaign for Urban Earthquake Risk Reduction in the two demonstration cities.</p> <p>2.2.2 A model action plan for enhancing public awareness of earthquakes to be replicable throughout the country.</p> <p>2.2.3 Public awareness programs in the two cities, which are a combination of information outreach (dissemination) and in-reach.</p> <p>2.2.4 Set up Community Information Centres in the two cities that will serve as clearing house of information on different aspects of earthquake risk reduction.</p> <p>Disaster management plans</p> <p>2.2.5 Prepare simple guidelines for preparation of city disaster preparedness plans</p> <p>2.2.6 Train a pool of local government officials and UN volunteers in facilitating the preparation of disaster</p>	<p>MPO, City Governors, NSET</p> <p>MPO, NSET, IRIB, National Association for Public Affairs</p> <p>MPO, City Governors, IRIB, National Association for Public Affairs</p> <p>City Governors, National Association for Public Affairs</p> <p>IRCS, NSET, ADPC</p> <p>City Governors, UNDP, IRCS</p>	<ul style="list-style-type: none"> ▪ Project Manager (1x two years) ▪ UN Volunteers (40 x two years) ▪ Training Curriculum Developer (6 months) ▪ International consultancy for preparedness plans ▪ Training Manager (1x two years) ▪ Public education and awareness generation expert (one year) ▪ Admin assistant (1x three years) ▪ Programme associate (1x three years) ▪ Financial manager (1 x three years) ▪ Inter-sectoral meetings ▪ Training workshops for engineers <p>Budget (USD 3,300,000) of which USD 800,000 Govt. CS has been secured. USD 2,500,000 shortfall should be raised from TPCS/Government Cost Sharing/ UNDP Trac 1.1.3.</p> <p>Personnel [USD 650,000]</p> <ul style="list-style-type: none"> ▪ Project Manager ▪ UN Volunteers Training Curriculum Developer ▪ Training Manager ▪ Public education and awareness generation expert ▪ International consultant ▪ Admin assistant ▪ Programme associate

		<p>preparedness plans at the city level</p> <p>2.2.7 Prepare plans at the city level</p> <p>Disaster preparedness capacity assessments</p> <p>2.2.8 Assess capacity building needs of strategic actors (across horizontal and vertical levels) for earthquake risk management in the two cities.</p> <p>2.2.9 Develop training programmes for strategic target groups</p> <p>2.2.10 Conduct training programs on 'earthquake risk management in urban areas' developed for city managers.</p> <p>2.2.11 Developed specialized training programs on specific aspects (structural and non-structural) of earthquake risk management</p> <p>2.2.12 Deliver the above training programs to a focused target group in selected cities.</p> <p>2.2.13 Develop a UNV Programme with a Local Level Risk Management Capacity Building as a prominent focus in UNDP Iran.</p>	<p>City Governors, IRCS</p> <p>City Governors, IIEES</p> <p>City Governors, ADPC</p> <p>City Governors, ADPC</p> <p>City Governors, NSET</p> <p>City Governors, ADPC</p> <p>UNDP</p>	<ul style="list-style-type: none"> ▪ Financial Manager <p>Inter-sectoral meetings [USD100,000] Training [USD200, 000] Workshops [USD200, 000] Equipment [USD 300,000] IT materials [USD 200,000] Surveys, Contractual services [USD400, 000] Publications [USD 500,000] Travel [USD 150,00] Reports [USD 300,000] Misc. [USD 150,000] F&A [USD 150,000]</p>
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		<p>Institutional arrangements for enforcement of building codes</p> <p>2.2.14 Review and amendment of the existing zoning regulations, building codes and by-laws; and sensitisation of building experts fro the same.</p> <p>2.2.15 Undertake a stock taking exercise for the existing institutional arrangements for the enforcement of building codes in selected cities.</p> <p>2.2.16 Based on the above develop guidelines for appropriate institutional arrangements</p> <p>2.2.17 Disseminate above guidelines to the most vulnerable cities in the country</p> <p>2.2.18 Organize training programmes for city engineers, building workers</p>	<p>BHRC, Association of Engineers, IIEES, MOH&UD</p> <p>City Mayors, MOH&UD, BHRC, Association of Engineers, IIEES, MPO</p> <p>BHRC, MPO</p> <p>MPO</p> <p>BHRC</p>	
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Objective 3: Sub-regional knowledge management To facilitate knowledge networking in the area of disaster risk management in the Central and Southwest Asian region			
Intended Outputs	Targets/Indicators	Indicative Activities	Responsible Parties
3.1 Knowledge Networking for Disaster Risk Management in Central and South West Asia.	<ul style="list-style-type: none"> ▪ Regional reports on specific common disaster risk management issues ▪ Specific instances of knowledge exchange for application in addressing specific disaster risk management problems 	<p>3.1.1 Identify key activities in follow-up to the PA for Sub-Regional Initiative for Disaster Risk Management in Central and Southwest Asia.</p> <p>3.1.2 Develop and strengthen two regional knowledge network(s) -- on earthquake risk management and drought risk management respectively.</p> <p>3.1.3 Develop regional reports on disaster risk management with a focus on different hazards/sectors.</p> <p>3.1.4 Establish specific linkages with other national initiatives on disaster risk reduction like workshops as a follow-up of this sub-regional effort.</p>	<p>UNDP, National disaster management agencies, academic institutions and disaster risk management agencies in some of the selected countries of the region</p>
			<p>Inputs</p> <ul style="list-style-type: none"> ▪ Network facilitator 1 x 36 months ▪ International Consultant 1x6 months ▪ Website developer 6 months ▪ Workshop(s) coordination associate <p>Budget (USD 900,000) UNDP TRAC1.1.3, TPCS, Government Cost Sharing (To be raised)</p> <p>Personnel [USD150,000]</p> <ul style="list-style-type: none"> ▪ Network facilitator ▪ Website developer ▪ Workshop(s) coordination associate ▪ International consultancy services for sub-regional reports <p>Workshops [USD 200,000] Publications [USD 100,000] Travel [USD 150,000] Equipment [USD 150,000] Reports [USD50,000] Misc. [USD 50,000] F&A [USD 50,000]</p>

Annexure:

Annex 1: Details on Iran's seismotectonic provinces:

The Iranian plateau can be characterized by active faults, recent volcanic and high surface elevation along the Alpid earthquake belt. Tectonic studies indicate that the Iranian plateau has a very high density of active and recent faults. Earthquake data of Iran show that most activity is concentrated along the Zagros fold thrust belt while less activity is observed in central and eastern Iran. Thus, several regions are vulnerable to destructive earthquakes. The preparation of an earthquake hazard map is the delineation of the seismotectonic province and the assessment of the associated maximum earthquake potentials. They can be defined as a geographic region of some geological, geophysical and seismological similarity with the assumption of uniform earthquake potential. Earthquakes are assumed to occur randomly throughout the seismotectonic provinces even though the earthquake record may indicate some clustering at preferred locations. The seismotectonic province of Iran is defined as an area bounded by geological features which mark a difference in seismic characteristics of one province from its neighboring provinces. Each province has equal seismic potential and uniform geological structure and trends.

The seismotectonic structure of Iran was studied by several investigators in the past. Stoklin(1968), Takin(1972), and Berberian (1976) have suggested simplified divisions consisting of only nine, four, and four regions, respectively. A more elaborated division, consisting of twenty-three seismotectonic provinces was suggested by Nowroozi (1976). In the present work, a modified and updated catalogue of large and damaging Iranian earthquakes has been prepared to provide a based for the correlation between seismic activity and seismotectonic provinces. On this basis, the new seismotectonic provinces have been proposed by Tavakoli (1996).

The boundaries of the provinces are established through analysis of seismic history, relocated epicenter for the past several decades, tectonic environments, active faults, regional geomorphology, and plate boundaries. Tavakoli (1996) has divided Iran into 20 seismotectonic provinces, as it has been shown in Figure(2). The activity faults are located in parts of twenty known seismotectonic provinces of Iran.

<http://www.seismo.ethz.ch/gshap/iran/report.html> (refer for figures)

Annex 2: Terms of Reference for the Steering Committee:

(Subject to review and update)

- Supervising the Secretariat and Monitoring & Evaluation Core staff has to be conducted by the president of the steering committee directly
- Staffing the secretariat and ensuring the necessary funds for recruiting one admin assistant, one finance manager, four evaluation coordinators in each annual work plan
- Approve detailed annual work plans developed for each programme output submitted by the Project Managers, NPDs/IMPs subsequent full consultation with Monitoring and Evaluation Core (M&E Core) and TCC.
- Monitoring, evaluation, and determining the tasks of the projects and supervising the performances of NPMs/IMPs.
- Every decision of the steering committee including assignments and changes in the members of the Programme's Steering Committee has to be cleared by the President of the Steering Committee.
- Approve any necessary change in the structure and the procedures of the Cities' Project's Management Committees.
- Review the annual resources allocation plans for internal consistency within and between the programme's outputs under the programme as a whole.
- Once approved, make recommendations to UNDP regarding annual resource allocation plans and release of funds (i.e. advances, direct payments, etc.) that are based on convincing evidence,

Justification and reports of projects' coordinators, managers and NPMs received on the performance of each of the outputs and projects for UNDP's consideration, approval and earmarking of funds. The process of funds allocation & release of annual funds should not take more than two weeks.

- Decide on the continuation or termination of activities undertaken to produce expected outputs that have proven to be seriously jeopardizing the progress of each of the outputs in achieving the outcomes and make recommendations for UNDP's consideration and approval of continuing or terminating the funds as appropriate. A majority vote will suffice to undertake the decisions as required. However, a consensus decision will be preferred. This will facilitate maintaining the programme's cost-effectiveness while ensuring quality performance and relevance.
- Facilitate and support critical reviews of achievements and outcomes. At least once per annum or as required.
- Ensure documentation of the programme process, achievements of outputs of the programme as they relate to the overall outcome as well as lessons learnt for each programme outputs.
- Facilitate intra and inter coordination among and within the programme's activities as per annual work plans of each of the projects as well as synergise with other related programmes envisaged under the UNDAF to maintain relevance. Here, proactive participation of the other relevant UNDP programmes as well as the UN agencies (i.e. WHO, UNOCHA, UNFPA, UNICEF and the World Bank) partners and senior authorities from different ministries and organizations to maintain complementarities, avoiding duplications and parallel work. To maintain practicality, their participation will be requested as and when required. Such practical and operational coordination will be in line within the overall strategic programme vision as well as with the strategic plans and work plans to be formulated by the NPMs jointly with other IMPs in the TCC and submitted for approval by each of the NPMs/IMPs to the steering committee to be followed under all UNDP-supported activities.
- Ensure quality performance of the programme through participatory joint programming and strategic planning exercises in each project operation and throughout programme duration as and when required to come up and up-date:
 - Tailor-made self assessment mechanisms
 - Practical indicators & verifiers
 - Identify critical issues/concerns
 - Specific results
 - Doable & durable strategies, approaches, and recommendations
- The Steering Committee will meet preferably every fortnight. It will devote its gatherings also to follow up on overall programme performance instead of separate projects. These follow up initiatives will be reported by the NPMs/IMPs in full collaboration of the designated TCC and MEC and distributed to other actors and key players. It will be also available both at the central and field levels for intended users including the City projects Management Committees.

Monitoring and Evaluation Core (MEC) & Role of Project Coordinators

Under the direct supervision of the TCC, an MEC is to be set up to facilitate timely monitoring, reviews and evaluation of each of the projects. For this purpose and in order to maintain close liaison with the TCC, four project coordinators (one for first programme area, two for each cities' projects and one as the chief coordinator) will be recruited. These coordinators who would assist the NPMs/IMPs to facilitate the regular monitoring of the projects and assist them in the preparation and dissemination of the reports required for these purposes. The MEC will be also responsible to synchronise these processes for all the programme projects, both in terms of timing and content. They would also facilitate timely arrangement for the self-assessment (once every year) and evaluation (as required at mid-point and prior to the completion of the duration) of the projects. The project coordinators will also ensure utilisation of lessons learnt.

Other support activities expected by these project coordinators will be detailed once the steering committees have been established as required. In order to set up the MEC and maintain it within the scheduled M & E activities, the required budgetary allocations for the recruitment of the project

coordinators and the consultant/facilitators for the self-assessment and evaluations will be made within each annual work plan and the amounts earmarked for this purpose will not be shifted to other budget lines and will have to be utilised preferably every year before earmarking for the further years of the project implementation.

Critical issues addressed by MEC

1. **Partnership:** The MEC coordinators should liaise and link with technical and proficient government institutions (both at city, provincial, national and international levels) as well as with the academia, civil society organizations (CSOs), community-based organizations (CBOs), other United Nations agencies and programmes, international and bilateral partners, and consultants with expertise in the focus area of the programme projects to enhance the quality of the programme both technically and substantively. It should also proactively involve the intended users and inform them of the results of monitoring and evaluation exercises;
2. **Budgets:** Realistic budgeting at the time of resource allocations with specific earmarking to cover the costs of both monitoring and evaluation. The earmarking for these activities and the operational cost of the core should be made on the basis of need and in such a way that it would keep allocated resources for these critical activities instead of shifting them to other components.
3. **Clear guidelines and guidance:** Advance planning for these activities should be made and the scheduling agreed upon by consensus of selected programme beneficiaries and stakeholders so that minimal changes are made and the schedules are adhered to avoid last minute cancellations and postponement.
4. **Programme results and targets:** In contrast to the earlier UNDP-supported initiatives in Iran, in addition to outcomes and outputs specified and reflected under the Country Programme document, specific and measurable results and targets have been defined by the present actors together with new UNDP partners for the M & E processes that will have to be revisited and updated as required maintaining their result-orientation.
5. **Set of indicators:** While standard indicators (QQT or SMART & SPICED) needs-specific, demand-driven and tailor-made indicators to suit the prevailing conditions and with a futuristic but practical orientation have been developed by the actors, they will need to be frequently reviewed for suitability, applicability and updating.
6. **Data collection, analysis and dissemination mechanisms:** Cost-effective mechanisms are put in place to use data already available to maintain pre-project status and to avoid re-inventing the wheel. Furthermore, several organizations in the country (e.g. NDTF, BHRC, IIEES, IRCS, IHF, MOH&UD, Geophysics Institute, Ministry of Mine and Industry) have developed formal and informal mechanisms (e.g. Geoscience database of Iran by Ministry of Mine and Industry) to gather data. There are also several other potential institutions to be used among many of such renowned national sources that the MEC can rely on.
7. **Reviews/Evaluations for achievement of programme results:** The impact of monitoring reviews and evaluations are maximised if they are not considered as periodic and time-bound. Instead, they are an integral part of and outcome-oriented participatory management. As participatory processes, they will facilitate achievement of programme results with greater sense of ownership. One of the mechanisms to enhance their multiplier effect is to create an enabling environment for self-assessment initiative by those involved in programme management and implementation from the onset.
8. **Project progress reports:** In addition to the analytical orientation suggested under the UNDP M & E procedures, a method to compile all such reports centrally and accessible to all actors and beneficiaries of the project will facilitate sustainability of the progress and can serve as an excellent working document for the regular monitoring reviews and performance evaluation.
9. **Meetings:** In practice, it has proven that formal meetings for monitoring and evaluations have not been highly effective. Many invitees tend to treat such meetings as compulsory events. Due to these reasons, those whose inputs are instrumental for quality performance of the projects have to be responsive as main contributors to such events. Informal meetings, networks, forums and focused group discussions as well as retreats when possible, have proven to be much more effective in getting everyone proactively involved, in building teamwork and in contributing to a "sense of sharing responsibilities".

The results of such informal consultations and exchange have shown to generate more doable and durable solutions. There is a need to bring together key players, managers, policy makers and planners as well as donors with selected beneficiaries and project staff. It is under such circumstances that "ownership" and "internalisation" vital to this processes, are created and or enhanced. The venue of such informal gatherings has to rotate so that actors at the provinces/cities would have an opportunity to meet the team working at headquarters in Tehran as well.

10. **Centralised database:** In addition to progress reports referred above, all other data, pre – mid – end situation analyses, and need-driven operation research, rapid appraisal, structured interviews as well as updated indicators and the findings together with recommendations of such exercises have to be systematically accessible to all intended users by placing such information on the programme's website, available to all.

All the above considerations have been fully incorporated under this programme. The "Dos" to watch for in participatory and empowering monitoring and evaluation exercises are:

- Allocate adequate budget for monitoring and evaluation right from the start of the project operation
- Regularise self-assessment;
- Enhance ownership by using participatory methods;
- Tackle issues and challenges;
- Involve key stakeholders;
- Use an action-oriented approach instead of just tracking progress
- Be futuristic and result orientated;
- Ensure learning from past experiences; and
- Make evaluation as an Integral part of joint programming

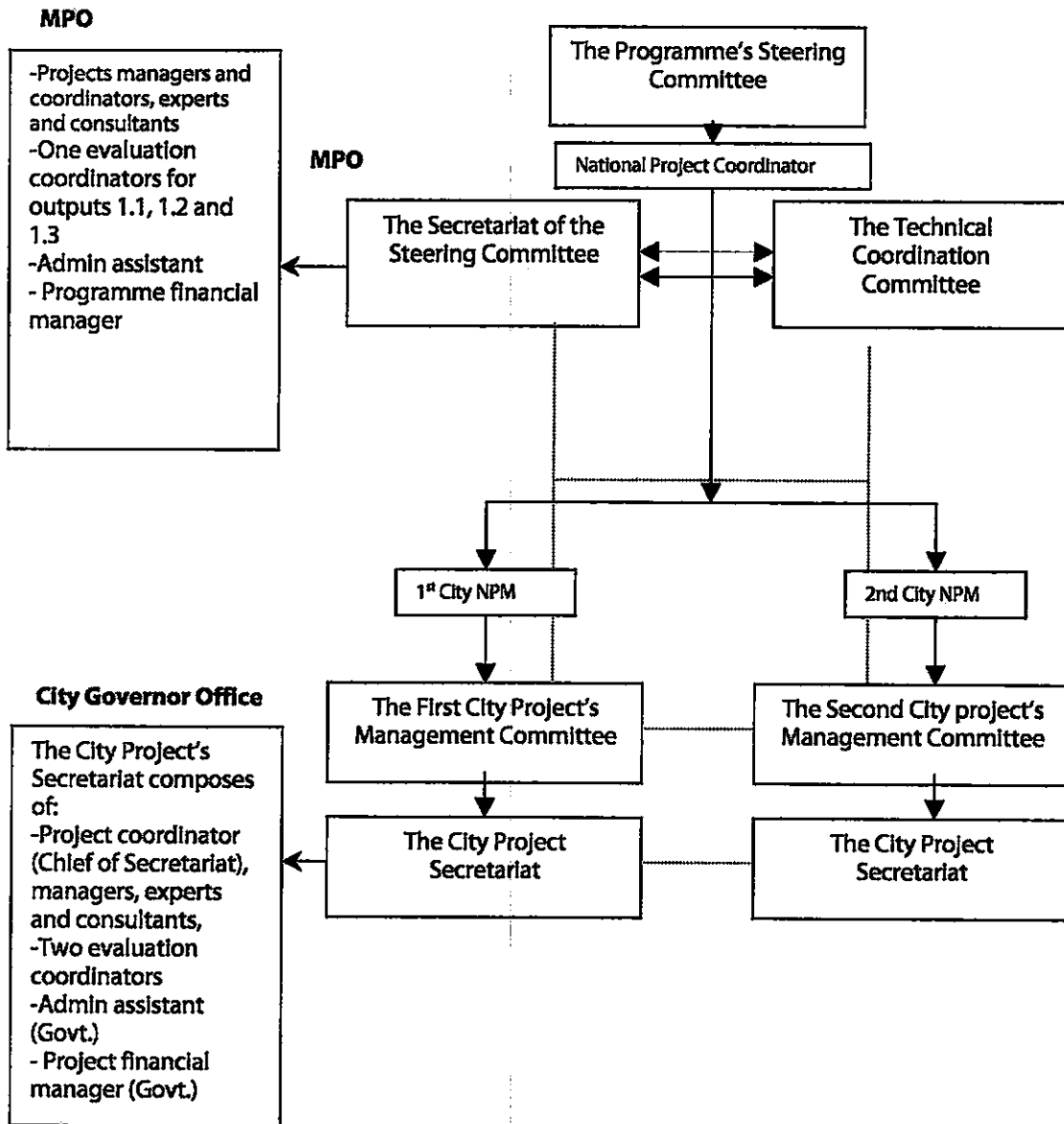
Several impeding factors that were identified by project management of UN-supported projects and key UNDP partners are relevant to project operation and are the lessons learnt from the previous practices. These are:

Major Operation Issues

- There is an urgent need to find a unified system to financially manage and tackle the operation issues encountered under the projects based on existing best practices (e.g. using national coordinators to oversee conformity to the unified system avoiding loopholes and ad hocism).
- Greater reliance on a coordinating authority at a senior policy making level who would be directly involved throughout the operation of the programme to facilitate rectifying macro-level issues (e.g. maintenance of separate bank accounts, taxation, penalties on not conducted set activities in all contracts, items not released in a timely manner from customs, etc.).
- Enhancing delegation of authority particularly to CSOs/CBOs as equal implementing partners.
- With proper delegation of authority and with proper and sufficient checks and balances mechanisms and transparency and accountability mechanisms in place, avoid generating excessive additional workloads for UNDP finance section for lengthy internal consistency checks.
- Channelling all financial transactions through project management designated by the lead agency in full consultation with the steering committee, use direct payment modality (direct payments to contractors), avoid advance payments as much as possible, and to a separate bank account for each of the programme projects.
- Making additional release of funds subject to satisfactory performance and providing all supporting documents and a report on the last instalments/payments.
- Come up with a mechanism to adequately satisfy the audit requirements.

All the above issues are fully addressed under this programme.

Diagram for Programme Management Arrangement



Annex 3: List of stakeholders who were involved/consulted in formulating the programme:

- High Task Force for Prevention and Management of Disasters, Secretariat, the First Vice President Office
- Management and Planning Organization (MPO), Deputy for Technical Affairs, Head of Prevention Commission of the above-mentioned High Task Force
- Bureau of Technical Specifications, Criteria Codification and Earthquake Risk Reduction, MPO
- Bureau for Social Security, MPO
- High Council for Reducing Earthquake Risk, MPO
- National Disaster Task Force, Secretariat, Ministry of Interior (MOI)
- The Organization of Municipalities, Ministry of Interior, MOI
- Deputy for Architecture and Urban Planning, Ministry of Housing and Urban Development
- Bureau for Urban Management and Inspection, Ministry of Housing and Urban Development (MOH&UD)
- Secretariat of High Council of Architecture and Urban Development, Ministry of Housing and Urban Development (MOH&UD)
- The Housing Foundation of the Islamic Revolution (IHF)
- International Institute of Earthquake Engineering and Seismology (IIEES)
- Building and Housing Research Centre (BHRC)
- National Association of Engineers
- Natural Disaster Research Institute of Iran (NDRII)
- Tehran Disaster Management Centre affiliated to Tehran Municipality
- Ministry of Health and Medical Education, the Secretariat of the Specialized Working Group for Disaster Reduction
- Iran Red Crescent Society, Bureau for International Co operations
- Iran Red Crescent Society, Deputy for Relief and Rescue
- Ministry of Power, Bureau for River Engineering the Secretary for Reducing the Risk of Floods
- Iran Meteorological Organization, Secretary of the Specialized Group for Reducing Drought
- Department of Environment, Specialized Working Group for Reducing Air Pollution
- Ministry of Jihad-e-Agriculture, the Secretaries of the Specialized Working Groups for Reducing Desertification, Frost Bite and Agricultural Pest
- Kerman Province Task Force and Disaster Management Centre, Governor General Office, Deputy for Development
- Iran confederation of Industry
- SHAHAB NGOs Network for Disaster Management including 14 local NGOs.
- WHO
- UNICEF
- UNFPA
- WFP
- UNDMT
- A number of donors including DFID, Swiss, Australia, Italy etc

Annex 4. Legal Context

Standard Text

Supplemental Provisions to the Project Document: The Legal Context

(The standard legal context text to be attached)

STANDARD TEXT

Supplemental Provisions of the Project Document:

The Legal Contexts:

General Responsibilities of the Government, UNDP and the Executing Agency

1. All phases and aspects of UNDP assistance to this project shall be governed by and carried out in accordance with the relevant and applicable resolutions and decisions of the competent United Nations organs and in accordance with UNDP's policies and procedures for such projects, and subject to the requirements of the UNDP Monitoring, Evaluation and Reporting system.
 2. The Government shall remain responsible for this UNDP assisted development project and the realization of its objectives as described in this Project Document.
 3. Assistance under this Project Document being provided for the benefit of the Government and the people of the Islamic Republic of Iran, the Government shall bear all risks of operations in respect of this project.
 4. The Government shall provide to the project the national counterpart personnel, training facilities, land, buildings, equipment and other required services and facilities. It shall designate the Government Cooperating Agency named in the cover page of this document (hereinafter referred to as the "Cooperating Agency"), which shall be directly responsible for the implementation of the Government contribution to the project.
 5. The UNDP undertakes to complement and supplement the Government participation and will provide through the Executing Agency the required expert services, training, equipment and other services within the funds available to the project.
 6. Upon commencement of the project the Executing Agency shall assume primary responsibility for project execution and shall have the status of an independent contractor for this purpose. However, that primary responsibility shall be exercised in consultation with UNDP and in agreement with the Cooperating Agency. Arrangements to this effect shall be stipulated in the Project Document as well as for the transfer of this responsibility to the Government or to an entity designated by the Government during the execution of the project.
 7. Part of the Government's participation may take the form of a cash contribution to UNDP. In such cases, the Executing Agency will provide the related services and facilities and will account annually to the UNDP and to the Government for the expenditure incurred.
- (a) Participation of the Government
1. The Government shall provide to the project the services, equipment and facilities in the quantities and at the time specified in the Project Document, budgetary provision, either in kind or in cash, for the Government's participation so specified shall be set forth in the Project Budgets.
 2. The Cooperating Agency shall, as appropriate and in consultation with the Executing Agency, assign a director for the project on a full-time basis. He shall carry out such responsibilities in the project as are assigned to him by the Cooperating Agency.
 3. The estimated cost of items included in the Government contribution, as detailed in the Project Budget, shall be based on the best information available at the time of drafting the project proposal. It is understood that price fluctuations during the period of execution of the project may necessitate an adjustment of said contribution in monetary terms; the latter shall at all times be determined by the value of the services, equipment and facilities required for the proper execution of the project.

4. Within the given number of man-months of personnel services described in the Project Document, minor adjustments of individual assignments of project personnel provided by the Government may be made by the Government in consultation with the Executing Agency, if this is found to be in the best interest of the project. UNDP shall be so informed in all instances where such minor adjustments involve financial implications.
5. The Government shall continue to pay the local salaries and appropriate allowances of national counterpart personnel during the period of their absence from the project while on UNDP fellowships.
6. The Government shall defray any customs duties and other charges related to the clearance of project equipment, its transportation, handling, storage and related expenses within the country. It shall be responsible for its installation and maintenance, insurance and replacement, if necessary, after delivery to the project site.
7. The Government shall make available to the project-subject to existing security provisions – any published and unpublished reports, maps, records and other data, which are considered necessary to the implementation of the project.
8. Patent right, copyrights and other similar rights to any discoveries or work resulting from UNDP assistance in respect of this project shall belong to the UNDP. Unless otherwise agreed by the Parties in each case, however, the Government shall have the right to use any such discoveries or work within the country free of royalty and any charge of similar nature.
9. The Government shall assist all project personnel in finding suitable housing accommodation at reasonable rents.
10. The services and facilities specified in the Project Document, which are to be provided to the project by the Government by means of a contribution in cash shall be set forth in the Project Budget. Payment shall be made to the UNDP, in accordance with the Schedule of Payments by the Government.
11. Payment of the above-mentioned contribution to the UNDP on or before the dates specified in the Schedule of Payments by the Government is a prerequisite to commencement or continuation of project operations.

(b) Participation of the UNDP and the Executing Agency

1. The UNDP shall provide to the project through the Executing Agency the services, equipment and facilities described in the Project Document. Budgetary provision for the UNDP contribution as specified shall be set forth in the Project Budget.
2. The Executing Agency shall consult with the Government and UNDP on the candidature of the Project Manager who, under the direction of the Executing Agency, will be responsible in the country for the Executing Agency's participation in the project. The Project Manager shall supervise the experts and other agency personnel assigned to the project, and the on-the-job training of national counterpart personnel. He shall be responsible for the management and efficient utilization of all UNDP-financed inputs, including equipment provided to the project.
3. The Executing Agency, in consultation with the Government and UNDP, shall assign international staff and other personnel to the project as specified in the Project Document, select candidates for fellowships and determine standards for the training of national counterpart personnel.
4. Fellowships shall be administered in accordance with the fellowships regulations of the Executing Agency.

5. The Executing Agency may, in agreement with the government and UNDP, execute part or all of the project by subcontract. The selection of subcontractors shall be made, after consultation with the Government and UNDP, in accordance with the Executing Agency's procedures.
6. All material, equipment and supplies which are purchased from UNDP resources will be used exclusively for the execution of the project, and will remain the property of the UNDP in whose name it will be held by the Executing Agency. Equipment supplied by the UNDP shall be marked with the Insignia of the UNDP and of the Executing Agency.
7. Arrangements may be made, if necessary, for the temporary transfer of custody of equipment to local authorities during the life of the project, without prejudice to the final transfer.
8. Prior to completion of UNDP assistance to the project, the Government, the UNDP and the Executing Agency shall consult as to the disposition of all project equipment provided by the UNDP. Title of such equipment shall normally be transferred to the Government, or to an entity nominated by the Government, when it is required for continued operation of the project or for activities following directly therefrom. The UNDP may, however, at its discretion, retain title to part or all of such equipment.
9. At an agreed time after the completion of UNDP assistance to the project, the Government and the UNDP, and if necessary the Executing Agency, shall review the activities continuing from or consequent upon the project with a view to evaluating its results.
10. UNDP may release information relating to any investment oriented project to potential investors, unless and until the Government has requested the UNDP in writing to restrict the release of information relating to such project.

Rights, Facilities, Privileges and Immunities

1. In accordance with the Agreement concluded by the United Nations Development Programme (UNDP) and the Government concerning the provision of assistance by UNDP, the personnel of UNDP and other United Nations Organizations associated with the project shall be accorded rights, facilities, privileges and immunities specified in said agreement.
2. The Government shall grant UN volunteers, if such services, are requested by the Government, the same rights, facilities, privileges and immunities as are granted to the personnel of UNDP.
3. The Executing Agency's contractors and their personnel (except nationals of the host country employed locally) shall:
 - a. Be immune from legal process in respect of all acts performed by them in their official capacity in the execution of the project;
 - b. Be immune from national service obligations;
 - c. Be immune together with their spouses and relatives dependent on them from immigration restrictions;
 - d. Be accorded the privileges of bringing into the country reasonable amounts of foreign currency for the purposes of the project or for personal use of such personnel, and of withdrawing any such amounts brought into the country, or in accordance with the relevant foreign exchange regulations, such amounts as may be earned therein by such personnel in the execution of the project;
 - e. Be accorded together with their spouses and relatives depended on them the same repatriation facilities in the event of international crisis as diplomatic envoys.

4. All personnel of the Executing Agency's contractors shall enjoy inviolability for all papers and documents relating to the project.
5. The Government shall either exempt from or bear the cost of any taxes, duties, fees or levies which it may impose on any firm or organization which may be retained by the Executing Agency and on the personnel of any such firm or organization, except for nationals of the host country employed locally, in respect of:
 - a. The salaries or wages earned by such personnel in the execution of the project;
 - b. Any equipment, materials and supplies brought into the country for the purposes of the project or which, after having been brought into the country, may be subsequently withdrawn therefrom;
 - c. Any substantial quantities of equipment, materials and supplies obtained locally for the execution of the project, such as, for example, petrol and spare parts for the operation and maintenance of equipment mentioned under (b) above, with the provision that the types and approximate quantities to be exempted and relevant procedures to be followed shall be agreed upon with the Government and, as appropriate, recorded in the Project Document; and
 - d. As in the case of concessions currently granted to UNDP and Executing Agency's personnel, any property brought, including one privately owned automobile per employee, by the firm or organization or its personnel for their personal use or consumption or which after having been brought into the country, may subsequently be withdrawn therefrom upon departure of such personnel.
6. The Government shall ensure:
 - a. Prompt clearance of experts and other persons performing services in respect of this project;
 - b. The prompt release from customs of:
 - i. Equipment, materials and supplies required in connection with this project; and
 - ii. Property belonging to an intended for the personal use or consumption of the personnel of the UNDP, its Executing Agencies, or other persons performing services on their behalf in respect of this project, except for locally recruited personnel.
7. The privileges and immunities referred to in the paragraphs above, to which such firm or organization and its personnel may be entitled, may be waived by the Executing Agency where, in its opinion or in the opinion of the UNDP, the immunity would impede the course of justice and can be waived without prejudice to the successful completion of the project or to the interest of the UNDP or the Executing Agency.
8. The Executing Agency shall provide the Government through the Resident Representative with the list of personnel to whom the privileges and immunities enumerated above shall apply.
9. Nothing in this Project Document or Annex shall be construed to limit the rights, facilities, privileges or immunities conferred in any other instrument upon any person, natural or juridical, referred to hereunder.

Suspension or Termination of Assistance

1. The UNDP may be written notice to the Government and to the Executing Agency concerned suspend its assistance to any project if in the judgment of the UNDP any circumstance arises which interferes with or threatens to interfere with the successful completion of the project or the accomplishment of its purposes. The UNDP may, in the same or a subsequent written notice, indicate the conditions under which it is prepared to resume its assistance to the project. Any such suspension shall continue until such time as such conditions are accepted by the Government and as the UNDP shall give written notice to the Government and the Executing Agency that it is prepared to resume its assistance.
2. If any situation referred to in paragraph (1) above, shall continue for a period of fourteen days after notice thereof and of suspension shall have been given by the UNDP to the Government and the Executing Agency, then at any time thereafter during the continuance thereof, the UNDP may by written notice to the Government and the Executing Agency terminate the project.
3. The provisions of this paragraph shall be without prejudice to any other rights or remedies the UNDP may have in the circumstances, whether under general principles of law or otherwise.