



UNITED NATIONS DEVELOPMENT PROGRAMME

Country: KENYA

Disaster Risk Reduction Project Document

<b>Project Title</b>	Disaster Risk Management for Kenya
<b>UNDAF Outcome(s):</b>	UNDAF Outcome 2.2 Humanitarian impact and Risk of Natural and Human – Made Disasters Reduced.
<b>Expected CP 2.2.2 Outcome(s):</b>	Disaster Risk Reduction effectiveness enhanced at national, provincial and district levels
<b>Expected CP Output(s):</b>	<ul style="list-style-type: none"> <li>▪ Disaster Risk Reduction strengthened and supported at all levels National and district levels</li> <li>▪ capacity for Preparedness, Response and Early Recovery programming strengthened</li> <li>▪ National Platform for Disaster Risk Reduction Strengthened and supported at provincial and district levels.</li> </ul>
<b>Implementing Partner:</b>	UNDP, Government of Kenya-Ministry of State for Special Programmes.
<b>Collaborating Agencies:</b>	Ministry of State for Development of Northern Kenya and Arid Lands, Ministry of Provisional Administration, and Internal security and the Metrological department.

**Brief Description**

The overall objective of the project is to contribute to the substantial reduction of disaster losses in lives and in the social, economic and environmental assets of communities. Achievement of the objective will contribute to the broader CPAP outcome of Effectiveness of Emergency Preparedness. The programme objective will support National Plans and Policies for Disaster Management operationalisation and Capacity development at National and District Levels. The Project will produce 4 outputs to achieve its objective : i)National Policy and strong institutional framework for Disaster Risk Reduction established ii)Disaster preparedness, contingency planning and community involvement in risk reduction strengthened, iii) Risks identified, assessed, monitored and early warning mechanisms and systems strengthened ,iv) Knowledge and education built into a culture of resilience. The inputs required to produce the outputs above will include training, advocacy, assessment, sensitization of partners, coalition building, equipment and contractual services, logistics, tools for addressing Disaster Risk Reduction .

Programme Period: 1 year  
 Key Result Area (Strategic Plan): 3.1: Enhancing conflict and disaster risk management capabilities PROJECT ID: 00071619  
 Atlas Award ID: 00057861 3KEN09003  
 Start date: 1/05/09  
 End Date: 1/05/10  
 PAC Meeting Date: 6/05/2009  
 Management Arrangements: NEX

Total resources required	<u>USD 1 Million</u>
Regular	440,000
Other:	
o Donor	_____
o Donor	_____
o Donor	_____
o Government	_____
Unfunded budget:	<u>USD 560,000</u>

<b>Agreed by (Implementing Partner MOSSP)</b>	<b>Signature</b>	<b>Date</b>
<b>Name/Title</b>		
Ali Mohammed Permanent Secretary, Ministry of Special Programmes.		<u>04/06/09</u>
Joseph K. Kinyua Permanent Secretary, Ministry of Finance		<u>19/6/09</u>
Tomoko Nishimoto Country Director		<u>25/06/09</u>

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## I. SITUATION ANALYSIS

In the last two decades, Kenya has continued to face a rising degree of vulnerability to disaster risk. This risk is the probability of a hazard turning into a disaster, with households or communities being affected in such a manner that their lives and livelihoods are seriously disrupted beyond their capacity to cope or withstand using their own resources, with the result that affected populations suffer serious widespread human, material, economic or environmental losses. Communities are predisposed to disasters by a combination of factors such as poverty, aridity, settlement in areas prone to perennial flooding or areas with poor infrastructure and services such as the informal urban settlements or even living in poorly constructed buildings. In the recent past these hazards have increased in number, frequency and complexity. The level of destruction has also become more severe with more deaths of people and animals, loss of livelihoods, destruction of infrastructure among other effects resulting in losses of varying magnitudes.

These factors, coupled with naturally occurring hazards such as droughts, floods, HIV and AIDS, landslides and epidemic outbreaks, among others, and currently propelled by climatic change phenomena, pose extremely high and increasing disaster risks to the Kenyan society. Kenya's population is estimated at 36.6 million today. Out of this 78.5% is rural, the rest being in the urban setups. Urbanization and rural to urban migration is increasing rapidly. Many of the urban dwellers are settled in informal settlements that are vulnerable to hazards such as fires, floods, landslides, diseases and conflict. In Nairobi the capital city alone, 60% of the population lives in slums. This is the population that is most affected when disaster strikes. Poverty remains the main development concern with over 46% of Kenyans living below the income poverty line of US\$1/day. The high poverty thresholds in Kenya are probably the key underlying cause to the increased vulnerability of majority of Kenyans. Extreme vulnerability in parts of the country creates a tendency for minor hazards to turn into humanitarian emergencies as that which occurs every rain season during which tens of thousands get displaced due to floods or during drought seasons.

Drought is the most prevalent natural hazard in Kenya, with almost 70 % of Kenya affected covering most parts of Rift Valley, North Eastern and Eastern provinces, therefore classified as arid and semi-arid land. The country covers a total area of 582, 644 sq kilometres of which less than 3% of the total is forest. 75% of Kenya's population earns its living from agriculture which in turn depends on rainfall. Due to the vast areas prone to drought, Kenya's vulnerability to food insecurity is highest among the pastoralists and small-scale agriculturalists in the arid and semi-arid lands (ASALs) of the country. This influences the entire economy, which depends mostly on agricultural products like cash crops, food crops and animals. Drought, despite its seasonal recurrence has not been easy to manage in Kenya, most communities affected depend on relief supplies during severe drought and their productivity decreased each time.

The recurrent droughts and floods cause food insecurity through loss of crops. Further, due to overuse and degradation, the carrying capacity of the land in most places, has been reached, in the context of current technological practices and know how. Water management has its limits too, as do the raising of incomes through diversification to other sectors of the economy due to high costs of raw materials, transport and other inputs. Even the farmers who have more reliable water access tend to lack knowledge, finance and access to markets. Another major causes of food insecurity include depressed price of agricultural commodities, at the international level that is further compounded by the occasionally ill-timed dumping of food surpluses, deleterious effect of HIV/AIDS on the productive and purchasing power of the afflicted. The ultimate is a mutually reinforcing downward spiral of food insecurity that is exacerbated by incessant series of conflicts in some areas.

Capturing of this suffering by the media for the purpose of mobilizing relief donations has also eroded national pride, dignity and presented Kenyan's as destitute. Weak, over centralized and sometimes corrupt governance makes it difficult to provide effective basis for sustained food production. Environment constraints and neglect of rural marginal areas have also contributed to food insecurity.

As described, although Kenya's economy and by extension its population could be classified as highly vulnerable to natural and man-made disaster risks, the country does not have a comprehensive disaster management framework and strategies guided by appropriate policy and legislative provisions. The country is fortunate to have been able to sort of manage from one emergency to another, without an effective disaster management system, albeit with a very high level of support from the international community. But this has not been without its costs. For example, the 1999-2001 drought, considered to be one of the worst droughts in the recent past, affected 4.5 million people, decimated nearly 60-70% of livestock in the Arid and Semi Arid areas, caused crop failure in most parts of the Rift Valley, Coast, Eastern and Central Provinces, and resulted in substantial agricultural and industrial losses, costing the national economy billions of shillings.

It is estimated that the Government, together with development partners and other stakeholders such as the UN agencies, civil society and the private sector spent a colossal USD 340 million to respond to this drought. A study entitled, "The Cost of Delayed Response" carried out by disaster management experts in 2002 estimated that only USD 171million was required to effectively respond to this drought had there been an effective disaster management system in place. The extra amount was a cost to the national economy attributed to poor preparedness and delayed response to this drought episode. A big lesson from this is that managing disasters is expensive. But not managing disasters is even much more expensive. A fully-fledged and operational disaster management system will take time to establish. However, in the short-term existing capacity must be strengthened whilst the foundations for effective disaster management are created.

### Past Disaster Events in Kenya

NO	TYPE OF DISASTER	Vulnerable Population	PAST INCIDENCES	Effects	
				Population affected	Socio-Economic impacts
1.	Drought	North Eastern Province, Eastern Province, Part of Rift valley Province, Coast Province	1971- Widespread 1983/4 Widespread 1991/2 1995/6 1999-2000 2004-2006 2008-	150,000 200,000 1.5m 1.41m 4.4m 11m 900,000	6.7 Billion (Food ) 33.8 Billion
2.	Floods	Nyanza, Coast, North Eastern, Western Provinces	1982-Nyanza 1985-Nyanza 1997/8-wide spread 2002-2003 – Nyanza, Western and NEP	4,000 10,000 1.5 M 24000- Displaced	Lives and property lost worth Billions of shillings.
3.	Earthquake	Major Towns	July 2007 Earth tremors	Nairobi, Mombassa, Nakuru	Public scare.

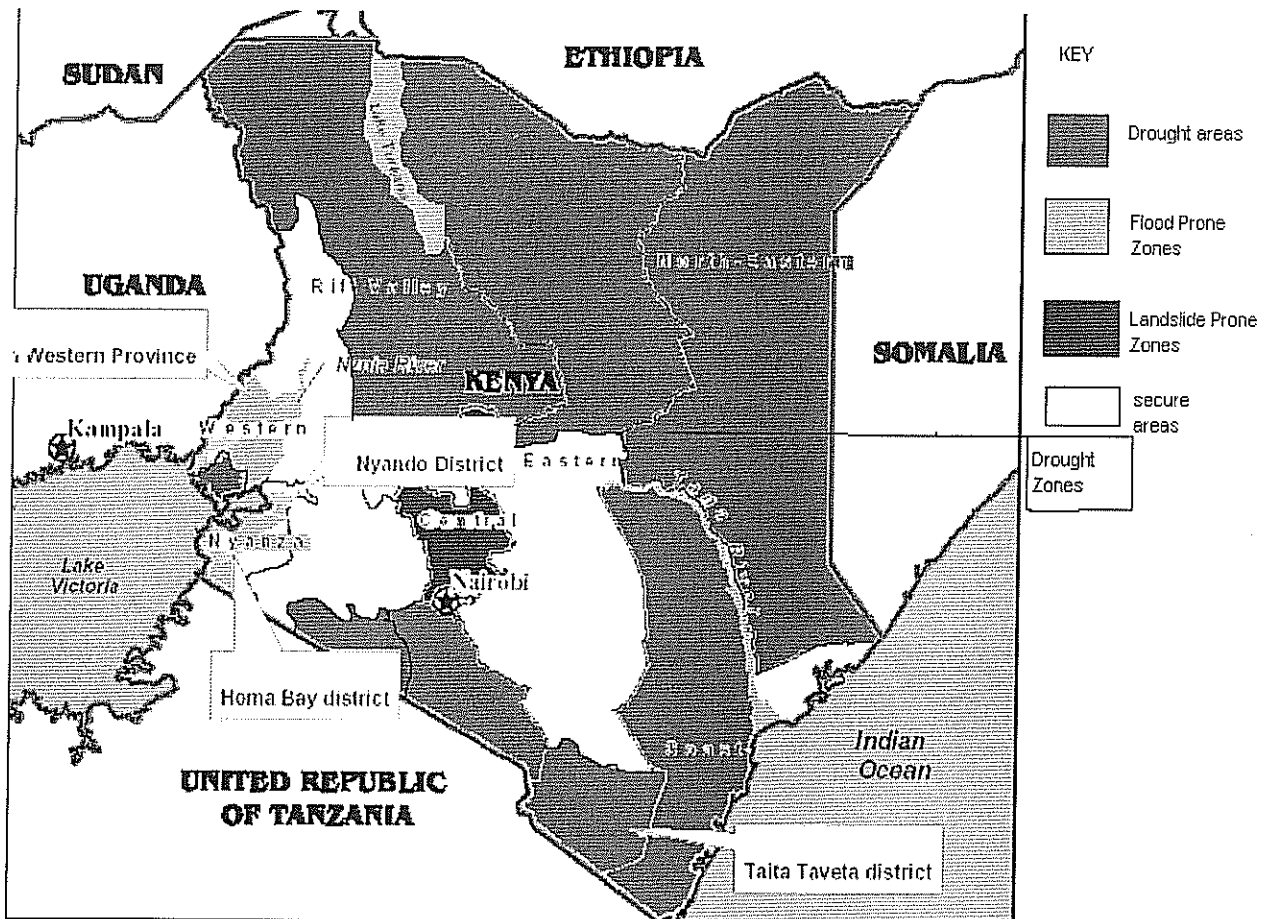
4.	Human Conflict	Rift Valley, N/Eastern, Urban areas and parts of Eastern	2007 – Post election violence, inter communal conflict and cattle rustling	1139 dead and over 200,000 displaced	Lives and property lost worth Billions of shillings.
5.	Terrorist Bomb	Urban Areas and Strategic Areas	1998-Nairobi	250-Death 5,000-Injured	Lives and property lost worth Billions of shillings.
6.	Livestock diseases Outbreak	NEP, Rift-Valley, Eastern, Central and Nairobi provinces	2006 2008	RVF outbreak PPR	Millions of Shillings of property lost.
7.	Locust Invasion	Wide spread	Late 2007	Mandera, Wajir and Moyale	Wide spread loss of pasture and crops.
8.	Road Accident	All Major Highways	Wide spread	Wide spread	Lives and property lost worth Billions of shillings.
9.	Fire	All Urban Areas	1982-Nairobi 1990-Lamu 2004-Nairobi 2005-Kyanguli School	10,000 20-Death 67-Death	Lives and property lost worth Billions of shillings.
11.	Train Accident	Along Railway line	1992-Mtito Andei	31-Death 207-Injured	Lives and property lost worth Billions of shillings.
12.	Ferry Accident	Indian Ocean and lake Victoria	1994-Mtongwe Mombasa	270-Death	Lives and property lost worth Billions of shillings.
13.	Air Accidents	All	1992 - Nairobi 2003 - Busia 2006 - Marsabit 2007 – Cameroon 2008 - Narok	52 dead 3 dead 9 dead 149 dead 4 dead	Lives and property lost worth Billions of shillings.
14.	HIV/AIDS	All	1984-2008- Widespread	2.2m dead so far and 700 die daily	Current Prevalence rate of 5.7%

### Common Hazards by Province

Province	Population	Number of Districts	Main Hazards in Province	Main Livelihood Activities
<b>Nyanza</b>		21	Floods, Road Accidents, Aviation Accidents, Water Accidents, Urban Fires, Landslides, epidemics, conflicts, Lightening	Farming, Fishing, Formal / Informal Employment, Casual workers, business, informal sector.
<b>Western</b>		19	Floods, Road Accidents, Aviation Accidents, Water Accidents, Urban Fires, Landslides, epidemics,	Farming, Fishing, Formal / Informal Employment, Casual workers, business, informal sector.

			Lightening, conflicts	
<b>Rift Valley</b>		42	Floods, Road Accidents, Aviation Accidents, Water Accidents, Urban Fires, Landslides, epidemics, Lightening, drought, conflicts, volcanic eruptions, land-subsidence	Farming, Fishing, Formal / Informal Employment, Casual workers, business, informal sector.
<b>Central</b>		11	Floods, Road Accidents, Aviation Accidents, Water Accidents, Urban Fires, Landslides, epidemics, Lightening	Farming, Fishing, Formal / Informal Employment, Casual workers, business, informal sector.
<b>Eastern</b>		28	Floods, Road Accidents, Aviation Accidents, Water Accidents, Urban Fires, Landslides, epidemics, Lightening, drought, conflicts	Farming, Formal / Informal Employment, Casual workers, business, informal sector.
<b>North Eastern</b>		11	Drought, Floods, Epidemics, conflicts	Pastoralism, agro-pastoralism, trade.
<b>Coast</b>		13	Floods, Road Accidents, Aviation Accidents, Water Accidents, Urban Fires, Landslides, epidemics, Lightening, drought, conflicts, Terrorist Attack, Structural Failure	Farming, Fishing, Formal / Informal Employment, Casual workers, business, informal sector.
<b>Nairobi</b>		3	Conflicts, Urban/Industrial Fires, Fires, Road Accidents, Terrorist Attack, Structural Failure	Formal / Informal Employment, Casual workers, business, informal sector.

# Kenya Hazard Map



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## II. STRATEGY

### **Disasters and Development**

The response to high levels of vulnerability cannot merely be in the form of emergency aid once a disaster has struck. Presuming that the overall objective of disaster management is progressively to minimise the impact of disasters on populations, vulnerability to disasters can only be decreased if the factors that contribute to it are tackled. This means trying to make buildings and locations safer, to increase incomes and make livelihoods more secure. It means creating the structures and institutions that capacitate communities in the recognition that decreasing vulnerability is the same as increasing capacity. It also means going right to the heart of the problem by tackling poverty itself. Thus vulnerability reduction activities are central to sustainable development and conversely, sustainable development is vulnerability reduction. Hence, disaster management and development are inextricably linked.

It is important to stress sustainable development because so often what passes for development has a negative effect on communities. Development is about building capacity at all levels of society. The relationship between disasters and development can be both positive and negative. Obviously there is a negative relationship when disasters destroy the gains that development has made. However, development programmes can be questioned when they have not explicitly taken account of disaster risks in their planning. Any activity that actually increases the vulnerability of populations whether knowingly or not cannot be development. Sustainable development means assisting the building of capacity in communities to protect against disasters. Disasters also, when they occur, can have a positive impact on vulnerability reduction. Disasters provide a window of opportunity to highlight vulnerabilities, as heightened awareness encourages people to look for causes and possible solutions.

A central goal of any disaster management programme is to integrate development planning with disaster reduction. As a continuous programme aimed at reducing vulnerability and increasing capacity, especially among communities where such capacity is lacking, disaster management has clearly apparent developmental priorities. Unfortunately development programmes have rarely been implemented in the context of disasters that have occurred or might occur in the future. And communities under regular disaster stress have not always been viewed as receptive to the long-term vision inherent in development planning.

The causal relationship between disaster occurrence and the lack of development has often been ignored. Now, however, there is a much greater understanding of this relationship. Increasingly, development programmes seek to integrate disaster management, perhaps as a protection of the benefits that sustainable development should bring.

### **The Challenge and way forward: From Crisis to Development: Need to shift from humanitarian mode and platform to sustainable recovery.**

Humanitarian interventions and provision are indeed positive in saving lives, but they do not address the root causes of disasters and often fosters dependency. There is an urgent need for a holistic response that ensures due consideration of the root causes, best engagement of the GOK, UN and all other partners, development of a strategic marshal plan and programme of action and guiding principles covering but not limited to the following:

- Identifying the underlying causes of food insecurity particularly problems specific to flood and drought prone areas;
- Reviewing types and status of ongoing national and local projects related to food security and disaster management;
- Development of infrastructure including investing in upstream dams, irrigation, improving transport, and institutions;
- Rehabilitation of vegetation cover in water catchments in upland areas;
- Broadening sustainable livelihoods;
- Protecting the needy with better famine preparedness food reserves or protected budgetary allocations;

- Measures to enhance political will and strengthening national and international governance and having sustainable disaster management as a priority national agenda;
- Put in place proactive monitoring and early warning systems and indicators including coping capacity to provide critical information needed to prevent natural, political and economic shocks from becoming humanitarian disasters;
- Dependable resource mobilization with a shift from the current focus on emergencies and targeting long-term development;
- Developing partnerships and joint programmes that must adopt a decentralized participatory approach so as to garner widespread support and commitment. Such programmes should reduce bureaucratic delays, improve funding, enhance coordination and improve logistics.

**Goal:**

The substantial reduction of disaster losses in lives and in the social, economic and environmental assets of communities.

**Overall objective:**

To achieve a common understanding and approach to hazard-specific disaster risk management among the broad development community (policy-makers, politicians, technical specialists, NGO personnel, bureaucrats, community leaders and others).

**Specific objectives and priorities for action:**

**1. Ensure disaster risk reduction is a national policy with a strong legal and institutional basis for implementation.**

- There should be reference to inclusion of disaster risk reduction within national sustainable development planning frameworks and poverty reduction strategies.
- Adopt or modify legislation to support disaster reduction, including regulations and mechanisms to enforce compliance where required, a ministry assigned for ministerial co-ordination, and the designation of a senior public officer or organisation for overseeing its implementation.
- Identify and allocate decentralized responsibilities for implementing disaster risk management and risk reduction to sub-national and regional authorities, and local communities.
- Integrate risk management and risk reduction into development policy and planning and into sector policy and plans.

**2. Identify, assess and monitor risks and enhance early warning.**

- Allocate necessary resources for disaster risk management and risk reduction in the relevant sections of the national budget and local administrative budgets.
- Support the infrastructure and mechanisms needed to observe, analyze and predict disastrous hazards.
- Develop and disseminate best practice in disaster risk identification, assessment and monitoring. Increase the acquisition, reliability and availability of hazardous natural phenomena information and knowledge to monitor risks at acceptable levels.

**3. Use knowledge and education to build a culture of resilience.**

- Use education to increase the disaster risk reduction knowledge base.
- Develop a procedure for systematic learning from disasters and crisis to increase understanding of how disaster losses occur and to ensure institutional learning within local and national agencies.
- Support disaster research that is aimed at developing procedures to determine acceptable risk.

**4. Reduce the underlying risk factors**

- Enhance the control of land use changes and development activities that can result in increases of disaster risk, such as deforestation and the destruction of wetlands and other eco-systems including reference to provision of land since laws and policies on land issues can increase vulnerability to disaster.
- Protect and improve critical public facilities, particularly schools, clinics, hospitals, communications and transport lifelines, and private housing and buildings, through proper design, retrofitting and re-building.



### III. RESULTS AND RESOURCES FRAMEWORK.

<p><b>Intended outcome as stated in the Country Programme Results and Resource Framework:</b> National plans and policies for conflict and Disaster Management operationalised and Capacity strengthened at national and district level.</p> <p><b>Outcome indicators as indicated in the Country Programme Results and Resources Framework, including baseline and targets</b></p> <p>National plans and policies for conflict and disaster management operationalised and capacity developed at national and district level.</p> <p><b>Baseline</b> Draft disaster Management policy and Legal framework, No Strategic Plan, DRR not mainstreamed into national and local development policies, plans and strategies including sector ministries; 1% national teams trained in DRR.</p> <p><b>Targets.</b> National DRR policy and legal framework developed and finalised; DRR operationalisation implemented; DRR Strategic Plan produced, finalised and distributed to all sector ministries and districts; officers at national and district levels trained in DRR; Early warning systems/mechanisms in place and disaster risk reduction indicators improve annually. Increased capacity and participation of local communities in DRR.</p> <p><b>Applicable Key Result Area (from 2008-11 Strategic Plan):</b> Enhancing conflict and disaster risk management capabilities</p> <p><b>Partnership Strategy:</b> UNDP, Government of Kenya-Ministry of State for Special Programmes.</p> <p>Partners: Ministry of State for Development of Northern Kenya and other Arid Lands, Ministry of Provincial Administration and Internal Security, and the Metrological Department.</p> <p><b>Project title and ID (ATLAS Award ID):</b></p>				
INTENDED OUTPUTS	OUTPUT TARGETS FOR YEARS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1:</b> National Disaster Management Policy, legal and institutional framework Enacted and operational.</p> <p><b>Baseline:</b> -draft Disaster Management policy -No Disaster Management</p>	<p><b>Targets (Yr 1-2009/10)</b> -By September 2009 National Disaster Management Policy finalized -By March 2010 Disaster Management Legal framework (Bill) developed and presented to parliament for approval and adoption -By September 2009 guidelines and</p>	<p>- Facilitate the finalization of the draft disaster management policy document. -Facilitate the development of the disaster legal and institutional framework (Bill). -Support advocacy for approval and Enactment of DRR Policy and Bill by both Cabinet and Parliament.</p>	<p>Ministry of Special programmes. UNDP Development partners. Cabinet.</p>	<p>International local experts. Technical Assistance support. Consultative meetings and forums.</p>

<p>Bill(legal framework)</p> <ul style="list-style-type: none"> <li>-Disaster Management not mainstreamed in sector ministries and districts.</li> </ul> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>- number of districts/local authorities with DRR strategic plans</li> <li>-number of districts/local authorities setting up DRR units for implementation of DRR strategic plans</li> <li>- finalized disaster management policy.</li> <li>-finalized legal framework (Bill).-</li> </ul>	<p>protocols for mainstreaming disaster in key sectors developed</p>	<p>-Support development of guidelines and protocols for mainstreaming disaster in key sectors and local authorities/districts.</p>	<p>National Assembly.</p>	<p>Parliamentary Session Committee meetings Management services. Publications. Miscellaneous expenses.</p>
<p><b>Output 2:</b> Disaster preparedness, contingency planning and community involvement in risk reduction strengthened.</p> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>-draft DRR strategic plan</li> <li>- &lt;1% national teams trained in DRR</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- DRR Strategic Plan.</li> <li>- Number of officers at national and district level trained in DRR.</li> <li>-Number of schools and professional training institutions incorporate DRR into their curriculum.</li> <li>-Number of DRR resource centres established.</li> </ul>	<p><b>Targets (year 1 -2009/10)</b></p> <ul style="list-style-type: none"> <li>- By October 2009 National DRR strategic plan finalised</li> <li>- By May 2010 structures and mechanisms for mainstreaming DRR in place</li> <li>- By February 2010 400 copies of DRR Strategic Plan produced and distributed to all districts.</li> <li>-By April 2010 100 officers at national and district levels trained in DRR.</li> <li>- By August 2009 systems for inter-sectoral coordination of DRR at national level functional</li> <li>- By September 2009 DRR information resource centre establishment at MoSSP in place</li> <li>By March 2010 DRR coordination and operational committees at National and district level established and functioning.</li> </ul>	<ul style="list-style-type: none"> <li>-Develop National DRR Strategic Plan with the objective of mainstreaming DRR into national and local development policies and strategies.</li> <li>-Carry out capacity needs Assessment of sector ministries and districts on DRR/R.</li> <li>- Mobilize resources for national and District DRR/R fund to respond to and manage disasters, <ul style="list-style-type: none"> <li>- Sensitize sector ministries, Parliamentarians, security forces, the media, private sector and Districts on DRR.</li> </ul> </li> <li>-Train and equip selected sector ministries and districts officials to acquire skills indentified in strategic plan and on DRR capacity needs assessment.</li> <li>-Produce and distribute DRR Strategic plan and manuals to sector ministries</li> </ul>	<p>Ministry of Special programmes. UNDP District and Ministry technical staff. Development partners. CSOs NGOs</p>	<p>TOR and National consultants. Capacity Needs Assessment Resource persons Contractual services Training Manuals Supplies. Miscellaneous Consultative and joint meetings/forums. Communication costs. Training costs. Logistics.</p>

<p>- Number of copies of DRR Strategic Plan distributed to ministries and districts</p>	<p>- By May 2010 National and District disaster funds created.</p>	<p>and districts. - Community sensitization on early warning and disaster preparedness. -Establish and equip National and selected district DRR resource centres.</p>		
<p><b>Output 3:</b> Disaster Risks identified, assessed, monitored and early warning mechanisms and systems strengthened. <b>Baseline</b> -Weak early warning systems. -No adequate data and information <b>Indicators</b> -Systems and mechanisms established and strengthened to manage disaster risk reduction and recovery. -Number of DRR resource centres established and functional. - National DRR data base in place</p>	<p>-By September 2009 early warning systems and mechanisms reviewed and revised to meet DRR needs - By September 2009 Disaster Risk indicators reviewed and revised for clarity in management DRR projects and programme across board. -By March 2010 partnership and networking developed for information sharing among actors in disaster management. -By December 2009 effective infrastructure and mechanisms that observe analyze and predict disastrous hazards are established. -By March 2010 evidence based data and information that inform policy and implementation is being generated, analysed and used for programme management. -By May 2010 best practices in disaster risk identification, assessment and monitoring documented and disseminated.</p>	<p>-Carry out risk and hazard mapping. -Vulnerability and Capacity Assessment. -Conduct a baseline survey of existing early warning systems in various institutions and agencies. -Harmonization and Integration of all existing early warning systems into a comprehensive national early warning system. -Establish and strengthen early warning systems of units in all sector ministries, institutions and districts. -Establish, equip and strengthen national and district emergency communications control centres where all emergency calls are received and disseminated. - Facilitate and conduct innovative research on scientific and indigenous early warning systems and copying mechanisms with academic institutions and research bodies. -Develop a monitoring and evaluation strategy. -Develop and sustain of DRR data base.</p>	<p>Ministry of Special programmes, Ministry of Northern Kenya and ASAL, UNDP District and Ministry technical staff. CSOs NGOs Development partners. The media</p>	<p>TOR International and National consultants. Training Needs Assessment Resource persons Contractual services Supplies. Miscellaneous Contractual services. Logistics. Research costs. Technical expertise. Equipping costs. Software costs.</p>
<p><b>Output 4:</b> Knowledge and education built into a culture of resilience. <b>Baseline</b> -Lack of awareness among communities on DRR issues. -Limited capacities to prepare</p>	<p><b>Year (year 1 -2009/10)</b> - By September 2009 reader friendly materials on community based guidelines for disaster preparedness and mitigation developed and distributed - By December NGOs/CBO trained in mainstreaming DRR in community</p>	<p>- Community sensitization on early warning and disaster preparedness. - Media and Advocacy campaigns on DRR issues. -Support education of the public and training to increase disaster risk reduction knowledge base.</p>	<p>Ministry of Special programmes. The Media District and Ministry technical staff.</p>	<p>Resource persons Contractual services Supplies. Training Miscellaneous Logistics.</p>

<p>and respond to disasters.</p> <ul style="list-style-type: none"> <li>- High level of vulnerability among communities</li> </ul> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>- % of population who are aware and with knowledge on DRR preparedness and related interventions</li> <li>- Number of NGOs with capacity for prevention, response and mitigation of disasters</li> <li>- Number of NGOs and community groups involved in DRR interventions and mitigation of disasters</li> <li>- Level of reduction of vulnerability</li> </ul>	<p>based development projects awareness and.</p> <ul style="list-style-type: none"> <li>-By December 2009 the role of communities and women in DRR activities is defined and being applied.</li> <li>-By March 2010 information, education and communication strategy for DRR is developed and in use</li> </ul>	<p>- Support introduction of Disaster issues in school curriculum and professional training institutions.</p>	<p>Development partners. UNDP</p>	<p>Awareness costs. Learning costs. Communication costs.</p>
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IV. ANNUAL WORK PLAN

Year: 2009 -2010

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Year 1				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description	Amount (USD)
<p><i>And baseline, indicators including annual targets</i></p> <p><b>Output 1: National Disaster Policy, legal and institutional framework Enacted and operational.</b></p> <p><b>Baseline:</b> -Draft Disaster Management Policy -No Disaster Management Bill (legal framework) -DRR not mainstreamed in sector ministries and districts.</p> <p><b>Indicators:</b> -DRR policy.</p>	<p><i>List activity results and associated actions</i></p> <p>1. National Disaster Management Policy finalised and Enacted. Facilitate the finalization of the draft DRR Policy document for presentation to Cabinet and Parliament. Facilitate the development of the Disaster Management Legal and institutional framework (DM Bill) including Budgetary allocation. Support the approval and Enactment of DRR Policy and Bill by both Cabinet and Parliament</p>		X				Ministry of Special programmes. UNDP	National and international experts.	15,000
		X					Ministry of Special programmes. UNDP	National and international experts. Contractual services	20,000
				X			Ministry of Special programmes. UNDP	Technical Assistance. Professional services.	30,000

<p>-DRR legal framework (Bill). - Number of districts in which DRR operationalisation is implemented. - National policies, programmes and budget sensitive to disaster/risk reduction.</p>	<p>Support the mainstreaming and operationalisation of DRR Policy into sector ministries and districts</p>	<p>National DRR Strategic Plan developed and operationalisation implemented.</p>	<p>Develop National DRR Strategic Plan with the objective of mainstreaming DRR into national and local development policies and strategies.</p>	<p>Carry out capacity needs Assessment of sector ministries and districts on DRR/R.</p>	<p>Develop training modules for DRR mainstreaming in key sector ministries.</p>	<p>Mobilize resources for national and District DRR/R fund to respond to and manage disasters.</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>Ministry of Special programmes. UNDP</p>	<p>Ministry of Special programmes. UNDP</p>	<p>Ministry of Special programmes. UNDP</p>	<p>Ministry of Special programmes. UNDP</p>	<p>Ministry of Special programmes. UNDP</p>	<p>Ministry of Special programmes. UNDP</p>	<p>Ministry of Special programmes. UNDP</p>	<p>BCPR/UNDP</p>	<p>BCPR</p>	<p>BCPR</p>	<p>BCPR</p>	<p>UNDP</p>	<p>UNDP</p>	<p>UNDP</p>	<p>Technical Assistance National and International professional staff.</p>	<p>Consultancy Contractual services. Professional/mgt services</p>	<p>Consultancy Contractual services. Professional/mgt services</p>	<p>Consultancy Contractual services. Professional/mgt services</p>	<p>Training Facilitators. Consultancy. Contractual services Professional services Miscellaneous.</p>	<p>Logistics Technical services. Professional services</p>	<p>135,000</p>	<p>50,000</p>	<p>30,000</p>	<p>70,000</p>	<p>60,000</p>
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<p><b>Output 3:</b> Disaster Risks identified, assessed, monitored and early warning mechanisms strengthened.</p> <p><b>Baseline</b></p> <ul style="list-style-type: none"> <li>-Weak early warning systems.</li> <li>-No adequate data and information.</li> </ul> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>-Systems and mechanisms established and strengthened to manage disaster risk reduction and recovery.</li> <li>-Number of DRR resource centres established functional.</li> <li>- Data-base of all key partners and potential disasters.</li> </ul>	Produce and distribute DRR Strategic plan and manuals to sector ministries and districts			<b>X</b>	<b>X</b>	Ministry of Special programmes. UNDP	<b>UNDP</b>	Logistics. Technical services. Professional services.	70,000
	Community sensitization on early warning and disaster preparedness.	<b>X</b>	<b>X</b>	<b>X</b>	Ministry of Special programmes	<b>UNDP</b>	Logistics media	80,000	
	<ul style="list-style-type: none"> <li>- Early warning systems and mechanisms strengthened and Disaster Risk indicators improve annually.</li> <li>- Early warning systems and mechanisms strengthened and Disaster Risk indicators improve annually.</li> </ul>								
	Carry out risk and hazard mapping.	<b>X</b>	<b>X</b>	<b>X</b>	Ministry of Special programmes. UNDP	<b>BCPR</b>	Consultancy. Professional services	30,000	
	Vulnerability and capacity assessment.	<b>X</b>	<b>X</b>	<b>X</b>	Ministry of Special programmes. UNDP	<b>BCPR</b>	Consultancy. Professional services. International and Local consultants.	30,000	
	Review existing early warning systems in various institutions and agencies.	<b>X</b>	<b>X</b>	<b>X</b>	Ministry of Special programmes. UNDP Ministry of Northern Kenya and ASAL	<b>BCPR</b>	Consultancy. Professional services. Research	30,000	

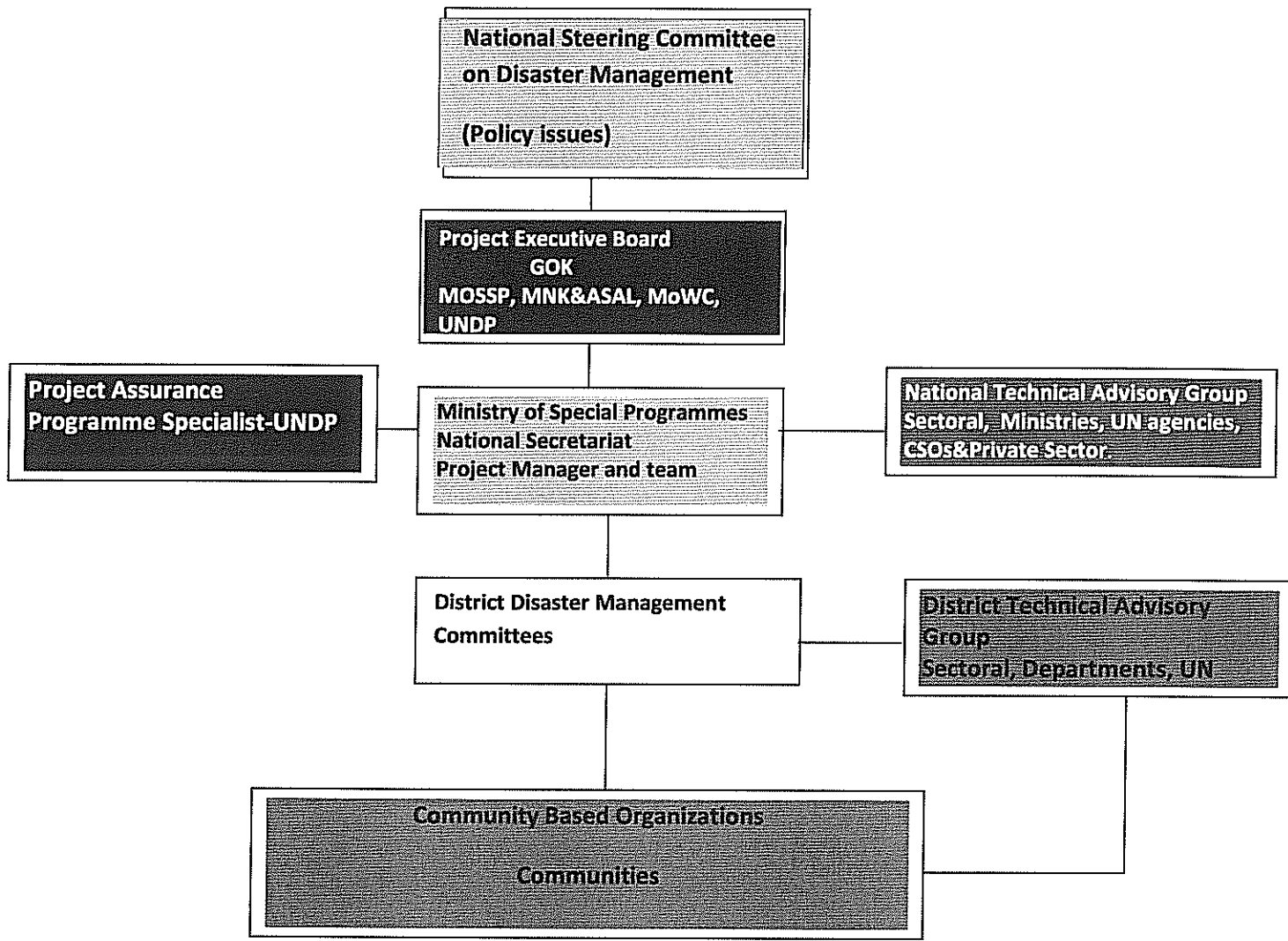
<p>-Different kinds of infra-structure and mechanisms that prevent and respond to disasters.</p> <p>-Increased availability and access to reliable information on DRR/R.</p>	Harmonization and strengthened integration of the early warning systems into a comprehensive national early warning system of various existing early warning systems.				X	X		Ministry of Special programmes. UNDP Ministry of Northern Kenya and ASAL.	<b>BCPR</b>	Consultancy. Professional services. Technical assistance	175,000
	Facilitate and conduct innovative research on scientific and indigenous early warning with academic institutions and research bodies.		X	X	X		Ministry of Special programmes. UNDP Ministry of Northern Kenya and ASAL.	<b>BCPR</b>	Consultancy. Professional services. Technical assistance. Research	50,000	
	Develop and maintain a data base of disasters and stakeholders.		X	X			Ministry of Special programmes. UNDP Ministry of Northern Kenya and ASAL.	<b>BCPR</b>	Consultancy. Professional services. Technical assistance	30,000	
	Develop a monitoring and evaluation strategy.		X	X			Ministry of Special programmes. UNDP Ministry of Northern Kenya and ASAL.	<b>BCPR</b>	Consultancy. Professional services. Technical assistance.	20,000	



<p><b>Output 4:</b> Knowledge and education built into a culture of resilience.</p> <p><b>Baseline</b></p> <ul style="list-style-type: none"> <li>-Lack of awareness among communities on DRR issues.</li> <li>-Limited capacities to prepare and respond to disasters.</li> <li>- Increasing and high level of vulnerability among communities.</li> </ul> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>- Strengthened role of communities and increased level of awareness on DRR.</li> <li>-Enhanced capacity at all levels to prevent, respond and mitigate disasters.</li> </ul>	<p>Community awareness and Capacity enhanced as a foundation for DRR preparedness response and management.</p> <ul style="list-style-type: none"> <li>-Strengthened role of communities and women in DRR activities.</li> <li>-Local and National ownership consolidated.</li> </ul> <p>DRR Media and Advocacy campaigns.</p>				<p><b>X</b></p>	<p><b>X</b></p>	<p>Ministry of Special programmes, UNDP Ministry of Northern Kenya and ASAL.</p>	<p><b>BCPR</b></p>	<p>Supplies. Logistics</p>	<p>25,000</p>
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Support introduction of Disaster issues in school curriculum and professional training institutions.						X	X				Ministry of Education Ministry of Special programmes. UNDP Ministry of Northern Kenya and ASAL.	BCPR	Supplies. Logistics.	50,000
TOTAL														1,000,000

**V. MANAGEMENT ARRANGEMENTS**



This proposal recognises the existence of disaster management structures in Kenya. However, it is also recognised that much of the current structure is ad hoc. The disaster management structure approved for Kenya should be built upon an unhindered flow of appropriate information both up from community level and down from the national level. Whereas the whole programme should be driven by the needs and priorities of those groups and organisations that are vulnerable to disaster threats, the process of developing and updating knowledge about these needs and priorities must be reinforced by technical support, resources and manpower as necessary from other levels of the structure. Similarly, flows of information down to community level from above should reflect community needs and the requirements of implementing programmes on the ground. The use of existing bodies and institutions is proposed throughout. The only addition to government bureaucracy is the secretariat, although this is intended to be small and streamlined. No attempt is made here to develop an organigram for new and recommended structures. Instead, the recommended elements of a national disaster management structure are discussed.

### **Inter-ministerial Co-ordination**

This is the level for policy formulation and the definition of regional, ministerial and departmental responsibilities. Normally governments have inter-ministerial co-ordination mechanisms and disaster management could be incorporated. The practical application of policy discussions at inter-ministerial level could be assigned to a body of senior civil servants who will ensure that policy and strategy formulation is multi-sectoral in scope whilst promoting and facilitating high-level government sanction for such an approach. Discussions on disaster management at the inter-ministerial level also ensure continuing acceptance of the need for approval at the highest level of government authority. Apart from setting out policy and strategy, inter-ministerial bodies will also be responsible for:

- Co-ordination of the disaster management content of development plans
- Supervision of the preparation of a national disaster management plan and other administrative and sectoral plans and the monitoring and regular review of these.

### **National Secretariat**

This is the principal functional body for disaster management at national level. It serves as the secretariat for policy and strategy formulation bodies at inter-ministerial level. It will have a director and technical staff with skills and experience relevant to the needs of national disaster management programmes and objectives. Chiefly, the national secretariat is the government's implementor of disaster management activity at national level. It oversees and facilitates the directives of the national policy and national disaster management plan and other plans and will co-ordinate all activity in this area. It should also have responsibility for ensuring the effective implementation of major cross-sectoral programme elements, as listed below:

- The preparation of national disaster management plans and complementary plans at all other administrative levels
- The drafting of accompanying regulations and procedures and appropriate legislation
- Programmes of training and capacity building. Such training is designed to operationalise responsibilities that are set out in the national disaster management plan and other plans, and the institutionalisation of these responsibilities
- Information management – the establishment of an information cell responsible for the collection, analysis and dissemination of information related to disaster management programmes. This information cell need not necessarily be located within the OP.
- Public awareness – promotion of disaster management principles and plans within communities, at different administrative levels and among politicians, the media, and other groups.

The secretariat is a permanent body and a department of government. However, it is very important to ensure that the secretariat remains tightly focused and technically relevant. Its function is facilitation, co-ordination and enablement, not implementation. It should gain access to much of the technical expertise it requires through advisors.

### **Advisory Groups:**

These are technical working groups that provide the secretariat with the technical input it requires on disaster management issues. It is likely that the membership of advisory groups will be largely technical officers from the sectoral ministries, together with relevant expertise from UN agencies, non-governmental organisations, the private sector, etc. Apart from giving specific technical advice, the advisory groups should also assist in the drafting of disaster management plans, provide inputs to training and awareness raising and assist in the review of policies and programmes. Advisory groups will represent particular sectors or aspects of disaster management; for example, advisory groups could be formed covering health, water and sanitation, food security, logistics, the urban context, training, etc. Each of the sectoral ministries could appoint a senior officer to act a disaster management focal point and

who will represent the ministry on relevant advisory groups. The focal points will also play the role of facilitator and co-ordinator of each ministry's sectoral arrangements and plans.

### **District Disaster Management Committees**

As the most important operational level of government, the districts are the focus for the implementation of actual programmes. The committees should be chaired by district administrators and the membership will include sectoral officers functioning at district level and representatives of NGOs, community based groups, religious groups, and the private sector, as appropriate. The opportunity exists also for the formation of district advisory groups. The structures at district level should be designed to extend up from the village level, thereby reinforcing localized capacity building. The district committees facilitate the preparation of plans and procedures for the district. It is possible to consider the presence of a representative of the national secretariat at district level, although it is important to ensure cost effectiveness as far as possible.

In the urban context, municipalities should have the responsibility of forming disaster management committees that mirror those at district level, together with advisory groups as necessary. An additional requirement in the urban context is the formation of a civil protection function, bringing together all departments, bodies and organisations that will be required to respond to major incidents and civil emergencies.

### **Traditional Leaders, Community Groups, Religious Groups, etc.**

Community level groups and institutions in various forms are at the level for which the programme exists in the first place. This is the front line of disaster management where actual projects are implemented within the context of development and poverty reduction. This is also the front line for ensuring disaster response activities are targeted where need is clearly identified. Projects should be largely community driven and based primarily upon community priorities and objectives. Plans, procedures, programmes and responsibilities that are approved and resourced at other levels should be focused towards the needs of individual communities and groups of communities. This focus is ensured through procedures that allow and enable community-based planning. Community level groups should thus be entitled and supported so they can interact effectively on a regular basis with relevant structures at district level.

### **Emergency Management Structures**

When disaster strikes, during the immediate aftermath or emergency period, rapid action is essential to respond to the immediate needs of those affected. The declaration of an emergency, already enshrined in legislation, can be made by the President at either national or district levels in order to expedite management systems devised for rapid response. When this is deemed necessary, the disaster management structures described above can reconstitute themselves into emergency management structures to implement procedures related to the activation of emergency plans prepared at each level. These procedures in their turn will activate the resources and manpower required for immediate response and give responsibilities to specific technical groups required to implement expert tasks (such as logistics, search and rescue, etc.).

The national focal point for emergency management and the facilitator of emergency programmes, from the national perspective, is the reconstituted secretariat, brought into existence by the President and relevant inter-ministerial groups enacting emergency powers. Similarly the DDMC is reconstituted as an emergency committee at district level. The same approach applies down to community level. Advisory functions should also become available under emergency regulations. All emergency activity, like disaster management activity generally, is aimed at supporting communities to overcome immediate problems.

## **Disaster Management Responsibilities at National and District Levels**

### **National:**

- Creation of the political will to take disaster management forward as an integrated element in the process of development and poverty reduction;
- Leadership in the attainment of national objectives;
- Liaison with neighbouring government authorities and regional bodies;
- Preparation of the framework and legislation covering policies, plans and guidelines to develop effective standards of disaster management;
- Ensuring the implementation of national policy through the National Disaster Management Plan and disaster and emergency management plans at district and ministerial levels;
- Identification of responsibilities and preparation of ministerial plans;
- Ensuring that plans and procedures are consistent with community priorities and objectives and reflect the vulnerabilities and risks faced by communities on the ground;
- Ensuring and monitoring the preparation of district disaster and emergency management plans;
- Analysis and dissemination of information in support of the implementation of disaster management programmes;
- Promotion and implementation of disaster management training at all levels;
- Promotion and implementation of programmes of public awareness and information at all levels;
- Declaration of an emergency situation at national or district levels;
- Mobilisation of national resources for disaster management, including the armed forces, in support of district resources;
- Seeking UN and/or international and/or bi-lateral assistance; and
- In any post-disaster situation or development project, evaluation of the effectiveness of disaster management planning and co-ordination.

### **District**

- Ensuring a flow of information from communities to the national level and back on community risks and vulnerabilities, objectives and priorities;
- Preparation of district disaster and emergency management plans;
- Implementation of district disaster and emergency management plans;
- Mobilisation of district resources for disaster management;
- Implementation of a district disaster management training programme; and
- Implementation of public information and awareness programmes;

### **Responsibilities of Specific Groups**

In disaster management, complimentary roles are performed by government departments at all levels, by government agencies and institutions, by the private sector, by non-governmental and inter-governmental organisations, and by community groups down to family units. These complimentary roles relate to all phases of disaster and not merely disaster response. Ultimately disaster management is the responsibility of all citizens, not just those with responsibilities defined by statute.

### **The Armed Forces**

The armed forces can make significant contributions to national development and to the full range of disaster management activities. The armed forces are a major source of mobile, well-organised and managed labour, capable of operating in the field independently and with their own logistics capability. They are able to provide engineering, transport and logistics support and emergency communications, and

can assist with the evacuation of threatened populations and ensure the security of public and private property.

### **Parastatal and Private Enterprises**

Parastatal and Private Enterprises are responsible for taking measures to ensure, as far as possible, the safety of their plant and operations against the threat of possible disasters. They must also ensure that their industrial, transport and other activities do not pose risks either to their workers, the population at large or the environment and that they are capable of taking appropriate precautionary or remedial measures in the event of any emergency or accident. They are responsible for observing any regulations enacted through Government or a relevant Government agency. This is particularly relevant to multi-national companies operating in Kenya whose operations must observe their parent companies' standards of practice and provide examples of good practice for Kenya. The private sector also provides channels of access to resources and skills needed under national disaster management provisions. Some parastatals hold resources that are vital for effective disaster management, such as TELECOM. If these parastatals are de-regulated then some attention must be given to the establishment of regulatory frameworks that are consistent with the requirements of the national disaster management programme.

### **Local Communities and Individual Families**

Local Communities and Individual Families are responsible for taking measures, within their own capacities, to protect their own lives and property. It is expected and it is implicit within every aspect of the disaster management system that measures taken by individual families and communities will form part of an integrated approach to disaster management that will include the development of community and family capacities and a reduction in their vulnerability to disasters over time. Because the national disaster management programme is aimed principally at the reinforcement of community capacities to withstand disaster threats, communities and families have a responsibility to ensure that their attitudes to and understanding of those threats, their perceptions and normal ways of countering the risks, are known to those whose role is to convert local knowledge into national programming. Clearly, communities need support to ensure they are able to meet these responsibilities, just as all other levels need support. Training, for example, is not only needed by public administrators.

### **Non-governmental Organisations**

Voluntary organisations, professional bodies, church groups and national and international charitable agencies are able to make most valuable contributions to all aspects of disaster reduction through management of prevention, preparedness, mitigation, response and recovery. Their activities are often most effective at the district and community levels through the promotion of public awareness of the threat and its effects, of governmental responsibilities and plans and through training aimed at developing self-help and self-reliance.

### **The Kenya Red Cross**

The Kenya Red Cross has a special role to play in disaster management as an auxiliary to Government capability. Unlike other non-governmental organisations, the Kenya Red Cross was originally formed by Government statute because of the role the national society has to play in monitoring the Geneva Conventions and international humanitarian law as a member of the International Red Cross movement. Thus, although a non-governmental organisation, the responsibilities of the Kenya Red Cross are defined under law.

### **Government Departments**

Government Departments at all levels are chiefly responsible for the implementation of disaster management programmes that require the professional or technical expertise that they can supply. The identification of the roles and responsibilities in each case should be defined in the national disaster

management plan and similar plans at district level. Individual ministries should also generate plans concerning their involvement in disaster management activities. Government departments (or ministries) should appoint an official who acts as disaster management focal point and who is responsible for the promotion and co-ordination of a ministry's defined roles and responsibilities.

### **Multi-lateral and Bi-lateral Agencies and Donors**

United Nations agencies provide chiefly technical support to the GoK's disaster management structures and programmes within the constraints of each agency's mandate and objectives. Multi-lateral and bi-lateral donors can (and are invited to) provide both resources and technical support for specific aspects of the national programme.

### **The Police and Emergency Services**

The Police and Emergency Services have specific roles, particularly in preparedness and response and particularly in an urban context. Such responsibilities will include search and rescue, evacuation planning and management, crowd control, fire fighting, security, emergency medical support and communications. It is the police and emergency services who will form the backbone of the civil protection systems recommended for urban areas.

### **The Media**

The press, radio and television have an important role to play in national disaster management in two specific ways – in the documentation and reporting of disaster management activity as a whole (rather than just emergency programmes, a traditional focus for the media), and in assisting public awareness programmes. The disaster management programme itself should encourage and promote access to the media by all citizens of Kenya.

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## **VI. MONITORING FRAMEWORK AND EVALUATION**

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

### **Within the annual cycle**

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events



## Annually

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

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## VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on (date).

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

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution

1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.