

PROJECT OF THE GOVERNMENT OF FYR MACEDONIA

Assisted by the

UNITED NATIONS DEVELOPMENT PROGRAMME

STRENGTHENING OF THE CAPACITIES OF THE CRISIS MANAGEMENT CENTER

IN PARTNERSHIP WITH THE GOVERNMENT OF JAPAN

Executive Summary

The recent flood and forest fires have revealed a lack of a coordinated response to an emergency situation by authorities at all levels mainly due to unclear divisions of responsibilities and limited resource availability. This has been identified as a critical risk to the country's ability to effectively manage disasters. Therefore, the need to establish a streamlined and unified management system, which would efficiently mitigate and respond to both natural and man-made disasters in FYR Macedonia while also recognizing pre-existent physical and social vulnerabilities, is more than evident.

The main objective of this project is to assist the Government of FYR Macedonia to strengthen the recently installed system for crisis management through which it also aims to promote the multifaceted human development approach, by further developing national capacities for identifying potential disasters, implementing appropriate preventive measures and ensuring effective and timely response to both natural and man-made disasters. This type of support is seen as a crucial priority for enhancing human development, including gender equality, and improving the overall disaster management capacity of the country.

More specifically, the project will achieve its objective through 1) identification of capacity-building needs of the Crisis Management system; 2) formulation of a National Crisis Management Plan; 3) improving hazard monitoring capacities of the Crisis Management Center; 4) strengthening the capacities and resilience of local authorities and communities; and 5) public awareness-raising.

During the process, the project will take advantage of some of the outputs of the recent concluded GIS and remote-sensing projects of the Japan International Cooperation Agency (JICA), which produced 1:25,000 scale maps covering about a half of Macedonia's terrain through the State Authority for Geodetic Works. Use of such geographic information will help enhance the country's ability to systematically assess and monitor disaster risks and situations against the backdrop of environmental, social and economic variables across the country. It will also help demonstrate exemplary cooperation and knowledge transfer between Government agencies.

1. SITUATION ANALYSIS

1.1. BACKGROUND

Following its independence in 1991, FYR Macedonia initiated a long and complex transition process to reform its political, economic and social systems and institutions. This led to the creation of institutional gaps in many areas, one of which being the state's capacity to address potential crises¹ in a coordinated and efficient manner. Very little was invested in establishing institutional mechanisms for coordination and management of potential crises, subsequently leading to inadequate and poorly coordinated domestic responses to both natural and man-made disasters affecting the country.

The recent flood of 2004 affected nearly 100,000 citizens and 400,000 hectares of fertile grazing land, leaving many roads submerged under water and closed due to landslides. Severe impacts were felt by all citizens but the poorest and most vulnerable groups were most harshly affected, namely women, youth, elderly, disabled and ethnic minorities. Moreover, the unprecedented number of forest fires during July and August this year induced by severe heat waves have had many negative impacts not only on the country's environment and economy but also on its population. In one municipality, the fires have badly affected an illegal Roma minority settlement and permanently displaced many residents. In both cases, a lack of a coordinated response to an emergency situation by authorities at all levels due to unclear divisions of responsibilities and limited resource availability has been identified as a weakness as well as a critical risk to the country's ability to effectively manage disasters. Furthermore, in the country, issues of gender, age, class and location (rural vs. urban) are additional determinants of vulnerability.

The need to establish a streamlined and unified management system, which would efficiently mitigate and respond to both natural and man-made disasters in the country while also recognizing pre-existent physical and social vulnerabilities, is more than evident.

In 2004, the Government adopted the Law for Protection and Rescue, establishing provisions for the protection and rescue of people from both natural and man-made disasters and other accidents at the more or less operational and local levels. In the following year, the Government adopted the Law on Crisis Management² setting the basis for establishing a system for prevention, early warning and crisis management at the central level. Based on these two Laws, the overall responsibility on crisis management rests with the central Government, but, in line with the ongoing decentralization processes in the country, the mayors of municipalities are also responsible for ensuring local level coordination of the actors in crisis management.

To this end, pursuant to the Law on Crisis Management, 35 regional crisis management centers have been established to install coherent local crisis management structures. These 35 centers are now clustered into 8 sub-regions covering the entire country, and within each sub-region, one regional center is delegated to coordinate its sub-region. The establishment of coherent local crisis management structures has no doubt presented a tremendous opportunity for municipalities to customize the centrally defined crisis management approaches and systems base on its needs in partnership with various local players such as local forestry public enterprises, agricultural and community associations and civil society organizations in environment, peace building, gender and

¹ For the sake of clarity the definition of the term "Crisis" is adopted from the national law on Crisis Management whereas "Crisis is a phenomenon which endangers the basic values, and the permanent and vital interests and objectives of the state, i.e., which threatens the maintenance of constitutional order and security of the Republic"

² With this law, Macedonia has become the first country in the region to have established this kind of system. The system is described in section 1.3.

social inclusion. The Law on Crisis Management has also called for further building of capacities and systems at both national and local level in a most coherent manner.

1.2. PROBLEM ANALYSIS – INSTITUTIONAL MECHANISM

Under the current Laws, the Crisis Management Center (CMC) operating under the Law on Crisis Management is designed to coordinate crisis prevention, early warning and response activities at the central level, whereas the Directorate for Protection and Rescue (DPR) operating under the Law for Protection and Rescue is accountable for crisis response operations in the field.

Despite this, the country's recent experience with the flood and forest fires has revealed a critical issue in the institutional structures prescribed by those two Laws. There are areas of duplication in the mandates and responsibilities of CMC and DPR, which have caused considerable confusion in the country's crisis management system. At the central level, the same issue has posed a great challenge for the Government in ensuring effective internal and external coordination and communications. CMC and DPR independently report to the Government in a non-crisis situation; however, the Directorate is designed to report to and be coordinated by CMC in a crisis situation. Nonetheless, several revisions to these Laws, particularly in the Law on Crisis Management have been recently proposed to the Government to resolve this issue.

Given the particular focus of this project document on the Law on Crisis Management due to its emphasis on institutional coordination and advisory roles, the existing institutional and system gaps together with weak coordination at the national and local levels pose risks for the effective implementation of the system prescribed by the Law on Crisis Management.

This is combined with challenges posed by the on-going decentralization process. The further division of the country into 84 municipalities plus the nation's capital from its original 34 municipalities plus the nation's capital has stretch the capacity of each regional crisis management center further towards its limit and left many municipalities without clear supporting systems.

Furthermore, weak human resource capacities along with the lack of technical knowledge affect the Government's ability to prevent and manage disasters. This can be exacerbated with the persisting lack of proper communication and information channels among key players in the event of a crisis both from "bottom-up" and "top-to-bottom" aspects.

Issues of the country's disaster coordination and management are as follows:

- ❖ Lack of coordination at both the national level (inter-ministerial, interdepartmental) and local level (municipalities), and between the national and the local levels (central government-region-municipalities);
- ❖ Lack of resources (human resources, equipment);
- ❖ Weak technical knowledge (training);
- ❖ Lack of public awareness about disaster prevention and response and for the crisis management system (awareness raising);
- ❖ Persistence with the traditional approach in the crisis management, viewing it strictly as a technical issue and focusing mainly on the activities during an emergency and immediate recovery after a disaster; and
- ❖ Lack of understanding of varying needs of different locations and population groups during capacity-building/awareness-raising, prevention and response (e.g., rural vs.

urban, men vs. women, children vs. elderly, minority vs. majority, etc.). In particular, gendered discrimination exacerbates vulnerability; females in each population group are more likely to face unfavourable conditions during a disaster than males.

Given these weaknesses and insufficient resources and capacities, it would be fair to say that risks and potentials for mismanagement of a crisis are high in the country. Removing those risks and potentials for mismanagement through directly strengthening the existing institutional capacities should be one of the most fundamental and immediate needs of the country in order for it to provide effective and reliable services to its citizens.

Furthermore, the number of professionally trained government and local officials in key areas of crisis management, such as disaster planning, information analysis, stakeholder coordination, training and public awareness and communications is insufficient. There is also an apparent need for upgrading technical equipments and skills to take advantage of a state of the art technology to increase the country's capacity in monitoring and anticipating disasters effectively.

1.3. PROBLEM ANALYSIS – SUBSTANTIVE APPROACH

The scope of crisis management in the country should be extended to address social aspects of a crisis so as to harness a more comprehensive and inclusive approach in managing both natural and man-made disasters.

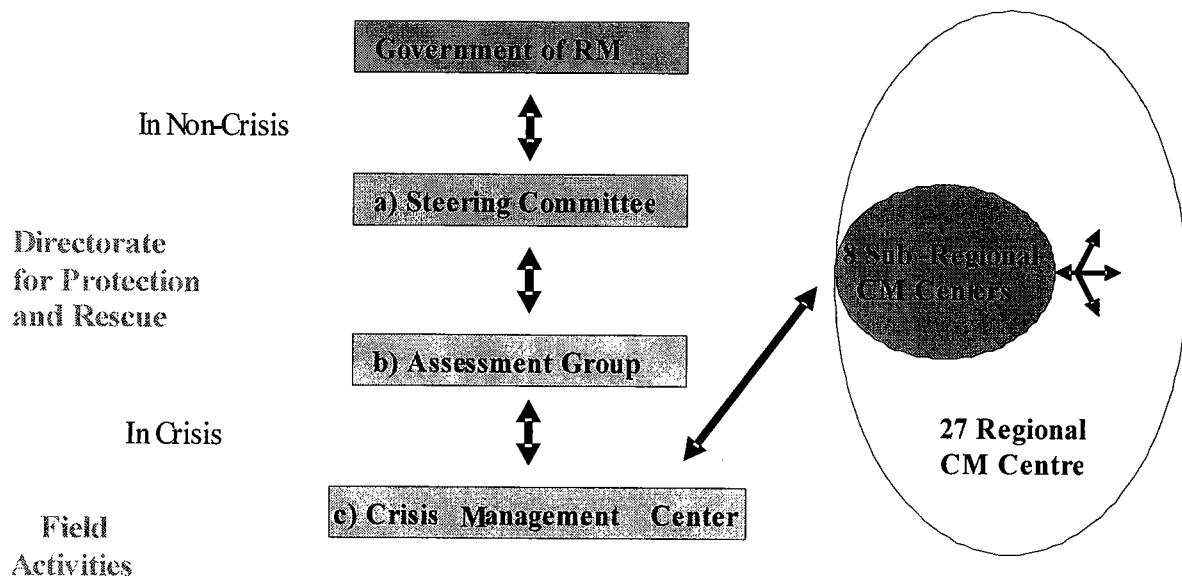
In particular, the issue of gender is of critical importance since gender is the fundamental division in all population groups such as children, elderly, disabled and ethnic minorities. Women in rural and ethnic minority communities deserve special attention since they tend to bear the major burden of any crisis situation in all stages. This burden can take many forms. Firstly, deep-rooted stereotypes about the role of women and men often lead to a lack of representation by women in decision-making, which means their needs are overlooked in the planning process of crisis management. This also reduces their ability to proactively participate in crisis prevention and response in which they could play a major role. Secondly, women's access to public information such as disaster early warning and information addressing women specific needs seem limited, particularly in rural settings and among ethnic minorities in which gendered seclusion is the norm. Thirdly, women are more vulnerable to being hurt or killed if a disaster strikes, as their mobility may be limited by cultural values requiring women to be accompanied by male relatives in public, particularly among ethnic minorities in rural areas. Such seclusion may serve as deterrence for women to conduct timely evacuation of their families without male leadership.

Furthermore, in general, a lack of safe areas and shelters and provision of secure personal hygiene and sanitation for women during a disaster contributes to their increased vulnerability to sexual exploitation by men, who often react to crisis with increased violence. Additionally, during and after a crisis situation, girls and young women are often deprived of their rights to education in order to take care of household tasks and subjected to the existing culture of early marriage among ethnic minorities in rural areas.

Therefore, there is an evident need for widening the scope of the current crisis management system to be more accountable for the protection of human safety and security of all citizens. As mentioned above, removing such impediment faced by women would help improve the level of disaster preparedness among women and ultimately their household members and the quality of services provided to those women and their household members.

1.4. STRUCTURE OF THE CRISIS MANAGEMENT SYSTEM

As prescribed in the Law on Crisis Management, three Governmental bodies have been established to carry the mandate of crisis management and provide professional support to the Government for effective crisis management. These bodies are designed to provide decision-making and inter-sectoral coordination support to the Government within the subject matter. The central structure of the current Crisis Management System³ is depicted in the diagram below, and the function of each newly established Governmental body a), b) and c) is described further below, while also depicted in a rather inconspicuous fashion is the parallel structure of the Directorate for Protection and Rescue although as indicated earlier that the focus of this project goes to the Law on Crisis Management for the particular reason already mentioned.



a) Steering Committee

The Steering Committee consists of the Ministers of Interior, Health, Transport and Communications, Foreign Affairs, and the Head of the Assessment Group. The role of the Committee is to coordinate and manage the system for crisis management and recommend to the Government to declare a state of national emergency, and to indicate national crisis areas when necessary. Also, the Committee recommends to the Government the activation of measures for crisis response. The Steering committee members are pre-selected in the Law on Crisis Management; however, it consults closely with relevant ministries that are not presently represented in the committee such as the Ministry of Environment and Physical Planning and the Ministry of Agriculture, Forestry and Water Economy.

b) Assessment Group

The Assessment Group conducts permanent assessment of national risks and dangers and proposes measures and activities for prevention, early warning and crisis response to the Steering Committee. The Assessment Group consists of the Directors of Public Safety Bureau, Agency for

³ The entire structure of the Crisis Management System include other actors such as the Macedonian Armed Force, Directorate for Protection and Rescue, municipalities and City of Skopje, while private businesses, NGOs, Macedonian Red Cross and other civil society organizations also take part in the system on either a contract or voluntary basis.

Intelligence, Security and Counterintelligence Administration, Director and Deputy Director of the Crisis Management Center and Director and Deputy of the Directorate for DPR. Also, members of the Group are Chief of Staff of the country's Army and the Head of Security and Intelligence Service of the Army. These Assessment Group members are also pre-selected in the Law on Crisis Management.

c) Crisis Management Center (CMC)

CMC is a permanent independent public administration body with responsibilities to ensure continuity in the inter-sectoral and international cooperation for, and coordination of the country's crisis management system.

CMC represents an organizational and administrative body supporting the Steering Committee and the Assessment Group and is designed to be a carrier of the professional, organizational, administrative and other support capacities and resources. CMC undertakes its responsibilities centrally at its headquarters and locally through its 8 sub-regional centers and 27 regional centers.

The responsibilities of the CMC are described below:

- Providing crisis management decision-making support to the Steering Committee;
- Coordinating the country's disaster prevention, response and recovery activities;
- Collecting, processing, and analysing information (environmental, social, economic, security, etc);
- Providing advice and proposing measures and activities for crisis management (demographic approach based on age, gender, ethnicity, religion, location, etc, etc);
- Developing and maintaining a collated list of risks and threats;
- Mapping of resources to be deployed in the event of a crisis for increased crisis preparedness;
- Conducting public training and awareness-raising activities;
- Providing early-warning information; and
- Other activities.

The CMC has also established sub-units for

- Information gathering and analysis of potential risks and threats;
- Crisis response planning ;
- Communications and IT (including the provision of the crisis hotline and support services for the victim/missing person database maintenance), and
- Administration.

Although CMC has been in operation since July 2006 along with its 35 regional centers, the Center has not been fully operational due to a lack of both operational and technical resources and capacities together with other external and internal factors.

1.5. UN ASSISTANCE

Since the phase-out of the Office for Coordination of Humanitarian Assistance (OCHA) in 2003, the principal role of the UN Assistance for crisis management has been placed under the UN Resident Coordinator (RC) system. The UN RC system has been approached by national and local

authorities as well as affected inhabitants for emergency assistance and to help establish preventive structures and mechanisms for the country. The UN RC has responded to those requests by providing support for preventative measures and emergency aid for humanitarian assistance.

UNDP in particular under the UN RC system assisted the Government to draft the Law on Crisis Management through providing technical inputs and knowledge based on its past experiences in the country and around the world. Now, UNDP has been requested by CMC to assist the development of a national strategy/programme, capacity strengthening of its operations and establishment of an improved risk monitoring system, in order to handle both natural and man-made disaster situations more effectively. For this, UNDP's experience and expertise in crisis management as well as natural disasters prevention and recovery around the world makes the organization relevant in the subject area to respond to such a request, and the area of assistance will certainly fit the sustainable human development objective of the organization at both the global and local levels.

With its focus on sustainable human development, UNDP will be able provide additional support to CMC in increasing the quality of its services by introducing a multifaceted human development approach to crisis management, as an added value to the basic capacity building assistance. Such an approach should also mean that various human demographic factors such as age, gender and ethnicity along with numerous environmental and socio-economic factors will be taken into account while assessing risks and vulnerability factors, preventing and responding to a crisis and in recovery. This would help ensure the effectiveness and responsiveness of the country's crisis management system by responding to varying needs of different sectors and groups, particularly those who are in a more vulnerable position.

2. OVERALL OBJECTIVE

The core objective of the project is to support the effective implementation of the Law on Crisis Management through providing technical assistance to strengthen both institutional and operational capacities and mechanisms of CMC, in order to enable the Center to play better coordination and service provider roles in crisis management, while building the Center's capacity to promote the human development approach⁴ to crisis management among its partners.

3. STRATEGY

3.1 PROJECT APPROACH

The overall responsibility of CMC to coordinate disaster prevention and response activities at both the central and local levels makes it a best entry point for the project to effectively enhance the operational and technical capacities of the Crisis Management System in the country.

The project aims to assist CMC to strengthen its capacity in anticipating potential natural and man-made disasters, implementing appropriate preventative measures, as well as providing effective and timely responses to disasters, while enabling the Center to promote the human development approach among its partners to address varying needs of different sectors and demographic groups, particularly those who are likely to become vulnerable during a crisis, through the country's Crisis Management System.

⁴ Human development approach focuses on the genuine needs of both men and women, particularly the poor, and fosters the preservation and protection of elements and various rights that are essential to conducting healthy livelihood such as water, food, housing, jobs, education, security, natural resources, participation in decision-making, etc.

Therefore, UNDP FYR Macedonia, in partnership with the UNDP Bureau of Crisis Prevention and Recovery (BCPR) in Geneva and Japan International Cooperation (JICA), will provide technical assistance to CMC. The existing global structures – the Hyogo Framework for Action 2005-2015, and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)⁵ – will be used as fundamental guidelines during the project implementation to install a gender and human rights responsive Disaster Risk Management system in the country. Additionally, BCPR will assist in developing a gender responsive crisis management strategies, in line with its own “8 Point Agenda on Gender Equality” (see Annex II), to promote women as active agents in early warning and overall crisis management in the country, while UNDP FYR Macedonia will apply its Gender Mainstreaming Strategy principles, which have recently been developed as part of the UNDP’s Global Gender Mainstreaming Initiative, in project management. The project will also aim to explore ways in which gender responsive budgeting could be incorporated in the country’s crisis management so as to ensure that appropriate resources will be put aside to meet the needs of both men and women equally, and to build women’s competence in this arena.

Moreover, paying due attention to gender issues is crucial in making the country’s Crisis Management System work effectively for its all citizens since gender is the most basic but distinctively unique and fundamental division across the country’s population. Therefore, a strong emphasis will be put on identifying and responding to the needs of men and women differently as its primary approach to addressing varying needs of its citizens. To do so, the project will also consult closely with the Ministry of Labour and Social Policy, which has a special unit handling gender and minority issues.

The project will pursue its capacity-building objectives at both the national and local levels:

- At the national level, the project will support CMC to strengthen the current Crisis Management System through: (i) reviewing the existing legislations, relevant planning documents and institutional framework along with the Standard Operating Procedures (SOP) presently developed by the Crisis Management Center to identify capacity-building needs within the System; (ii) formulating a gender responsive national crisis management plan to install coherent guidelines and strategies across the System for enhanced effectiveness in crisis management; and (iii) nation-wide awareness raising campaigns to improve the public disaster preparedness and public access to available citizen support services provided by CMC.
- At the local level, the project will pursue its capacity-building objective to increase the levels of disaster awareness and preparedness among local authorities and communities, particularly those who are most vulnerable such as women, youth, elderly, disabled and ethnic minorities, through participatory vulnerability assessment, localized hazard identification and removal, armed violence prevention programmes, disaster prevention planning and training at a number of pilot municipalities to enhance their resilience against disasters. Furthermore, all planning and training activities will be designed and conducted to address varying needs of different sectors and population groups in each pilot municipality to achieve best possible results.
- The project will also support the Crisis Management Center to improve its hazard monitoring capacities with the aid of the Geographical Information Systems (GIS) in order to make the Center more effective in hazard monitoring, forecasting, planning and providing decision-making support for mitigation and response. The use of GIS will allow the Crisis Management Center to assess and monitor disaster risks and forecast potential threats, based on various environmental, social and demographic (i.e. age, gender, ethnicity, etc) conditions in the

⁵ Macedonia acceded to the Convention by succession of the former Yugoslavia without any reservations. It signed the Optional Protocol on October 17, 2003. The combined reports are available at <http://daccessdds.un.org/doc/UNDOC/GEN/N04/463/31/IMG/N0446331.pdf?OpenElement>

country. This will also enable further and systematic integration of gender- and socially-based vulnerabilities along with others such as environmental and economic factors in crisis management.

3.2. SPECIFIC OBJECTIVES AND OUTPUTS

OBJECTIVE 1: Identification of Capacity-building Needs of the Crisis Management System

The project will facilitate a process of revision of the existing legislations concerning crisis management and institutional framework of the Crisis Management System including a Standard Operating Procedures (SOP) – currently prepared by CMC – which indicates specific roles, responsibilities and lines of communication and command among various stakeholders, in order to identify capacity building needs of the Crisis Management System coordinated by CMC for enhanced system effectiveness and sustainability based on a human development approach. In this process, relevant national- and local-level development plans and strategies will also be reviewed to identify potential areas where greater synergy between the current development planning processes and Crisis Management System could be built. This will be an initial step towards changing the belief that crisis management is strictly a technical field, which seldom incorporates in-depth socio-economic and human development factors in disaster prevention, response and overall management. The result of this exercise will be directly fed into the planning activities and capacity building trainings foreseen under subsequent Objectives and Outputs.

This exercise will also be beneficial in validating the adequacy and relevance of the recently revised Law on Crisis Management and proposed amendments in institutional arrangements within the Crisis Management System against the backdrop of challenges and opportunities, which the country faces in this particular area and its policy alignment with the European Union Directives.

Output 1.1 Review of the existing legislative frameworks, institutional arrangements and SOP in the Crisis Management System.

Output 1.2 Review of the current national- and local-level development planning processes to identify potential areas where greater synergy between the development processes and Crisis Management System could be built (this will be used as an input under OBJECTIVE 2)

Output 1.3 Identification of capacity building, training and learning needs as well as potential training partners based on the current Crisis Management System including SOP developed by CMC.

OBJECTIVE 2: Formulation of the Gender Responsive National Crisis Management Plan

The project aims to strengthen the overall strategic planning capacities of key players of the Crisis Management System led by CMC through preparatory planning seminars among key players for the preparation of the gender and human rights responsive National Crisis Management Plan. The Plan will incorporate the SOP currently prepared by CMC to constitute a mechanism through which institutions will come together with their agreed levels of responsibility and capacities. Furthermore, the plan will also incorporate the elements of Output 1.2 to further increase its effectiveness and functionality through exploring ways to establish greater synergy with the currently on-going national and local development planning processes. Although a concrete output

envisaged under this objective is the draft Plan, the Plan is intended to be kept relevant through periodic revisions and updates based on the outcome of situation assessment, stakeholder consultation and training activities held periodically during the project lifetime and beyond.

Additionally, a stakeholder consultation process is critical both during the development and revision periods of the Plan in order to reinforce the human development approach to the Plan and the country's overall crisis management. Some stakeholder groups, particularly those who are socially disadvantaged such as rural women and minorities may be consulted separately from others to ensure that their voices and opinions are equally heard and reflected during this process, so as to avoid having any external pressure and restrictions exerted on them. Such consultation should involve various stakeholders including authorities, environmental, human rights and gender NGOs, community organizations, businesses and independent experts in relevant areas such as emergency response, environment, mining, forestry, farming, gender, human rights, Roma, defence, etc.

Output 2.1 Facilitation of preparatory planning seminars/discussion meetings among key players to explore ways in which the current Crisis Management System can be improved and linkages between crisis management and sustainable human development including gender so as to establish the necessary foundation for the development of the National Crisis Management Plan.

Output 2.2 Development of the gender and human rights responsive National Crisis Management Plan, which incorporates SOP prepared by CMC and also defines a common approach to risk and vulnerability assessment, awareness-raising and training, prevention and response planning, damage/loss assessment and information management through a participatory process.

Output 2.3 Development of a gender responsive Action Plan to finalise development of the Crisis Management Plan.

Output 2.4 Support the implementation of the national training programmes (expected to be implemented by CMC) at technical and operational levels to test the validity of the National Crisis Management Plan.

OBJECTIVE 3: Improving Hazard Monitoring Capacities of the Crisis Management Center

The project will draw on the scientific expertise from the country and abroad to review the existing hazard monitoring capacities of CMC to identify a most cost-effective approach to establishing a national risk assessment and monitoring platform. In doing so, the project will explore ways to best utilize the outputs of the recent JICA projects – “The Study for Establishment of Base Map for GIS in FYR Macedonia” and “Digital Ortho-photo Mapping” – that have produced 1:25,000 scale Geographic Information Systems (GIS) maps for approximately 50% of the country's terrain, and this coverage will be increased gradually by the JICA project beneficiary of the State Authority for Geodetic Works (SAGW) of the country.

This will allow the project to incorporate the latest mapping technologies and techniques to systematically collect and monitor hazardous and disaster prone conditions, as well as varying demographic and socio-economic conditions relevant to crisis management, in order to further supplement decision-making and strategic planning processes within the National Crisis Management System and by the Government and use it as a support tool for capacity building training.

Furthermore, this will also allow CMC to systematically incorporate a human development approach into its disaster monitoring activities by collecting, maintaining and analysing sex-, age- and other demographic and social factor-disaggregated data together with environmental and economic variables and incorporating analysis results into various crisis management interventions, awareness-raising, training, prevention, preparedness and response.

Output 3.1 Review of the current hazard monitoring capacities to identify a most appropriate approach to establishing a national risk assessment and monitoring platform

Output 3.2 Establishment of a system based on GIS maps produced by JICA projects to begin collecting and monitoring hazardous and disaster prone conditions, as well as varying demographic and socio-economic conditions relevant to crisis management in the country.

The expert will be brought to work with CMC and SAGW to determine the best way to utilize the GIS-based maps generated through JICA's "The Study for Establishment of Base Map for GIS in FYR Macedonia" and "Digital Ortho-photo Mapping" as a means to collect, maintain and analyse various data on hazards, demographic, social and other relevant conditions for disaster risk monitoring. A multi-aspect disaster database should be built and linked to GIS for monitoring of risks, threats and damages and deriving strategies and approaches for effective awareness-raising, training, prevention and response for different physical and social conditions within the country. Moreover, through CMC, a JICA expert might be requested to support this process.

Output 3.3 Outline of a national risk assessment and monitoring platform. The risk assessment will focus on identifying physical and social vulnerabilities to disasters, and varying needs of vulnerable and marginalised groups will be given due attention through assessing various disaggregated data and a participatory process among representatives of those vulnerable and marginalized groups such as the National Gender Machinery led by the Ministry of Labour and Social Policy, Roma Decade 2005-2015 Initiative by EU, women's and human rights organizations, etc.

Output 3.4 Initiation of a design process for a national disaster warning system as a source of systematic baseline information and scenarios for preparedness and contingency planning.

OBJECTIVE 4: Strengthening the Capacities and Resilience of Local Authorities and Communities through CMC Regional Centers (This component will be funded by UNDP/BCPR at US\$100,000 initially)

In order to achieve risk reduction results at the local level in the high-risk areas for disasters, the project proposes a local-level risk management programme to be piloted in at least three high-risk municipalities through respective regional CMCs, with a plan for subsequent expansion to 9 additional municipalities. This output would cover four core crisis management elements at the local level:

- Local risk profile identifying hazards, human vulnerabilities and potential sex- and age-disaggregated impacts at the local level;
- Organization and preparedness of authorities, communities and particularly vulnerable/marginalised groups – special attention should be paid to rural women and minorities who may face additional risks and have specific needs during and after crises;
- Capacity building of local authorities in crisis preparedness and risk reduction planning and programming with a special focus on the situation and special needs of marginalised and vulnerable groups by offering trainings on gender analysis and gender responsive budgeting; and
- Identification and implementation of small-scale risk reduction works such as clearing waterways, terracing and landslide control works. To promote equal livelihoods opportunities among men and women, specific attention will be paid to challenge stereotypical gender ideologies about appropriate forms of work for women and men to promote gender equality.

For this component, the project will benefit from a partnership with the Macedonian Red Cross. Furthermore, this component will be financed by UNDP's Bureau for Crisis Prevention and Recovery (BCPR) with its initial investment of US\$100,000.

Output 4.1 Local-level risk management project designed and implemented in at least 3 high-risk municipalities with a strong capacity-building element.

Output 4.2 Plan for the project expansion to 9 additional municipalities formulated and agreed.

Output 4.3 A set of community-friendly and gender, age, ability and ethnicity aware training materials developed and reproduced including application demonstration in order to ensure operational functionality.

OBJECTIVE 5: Public Awareness-raising

The project aims to build public trust for the Crisis Management System as well as awareness and capacities of the population to actively participate in crisis preparedness and response. This will be achieved through the design of permanent public awareness campaigns, production of education materials and advocating for the inclusion of crisis issues in the formal education curriculum. Recognising varying needs and situations of different groups, the campaigns will involve women, men, youth, the elderly, minorities and disabled from different sectors and social groups in the country to develop appropriate messages in local languages, targeting separately different groups depending on their situations and needs. The campaigns also will strongly support the participation of both women and men to strengthen outreach programmes. The project will seek partnerships with the Government (relevant line-ministries) and other relevant stakeholders to organize special events for public participation such as the World Disasters Day.

Output 5.1 Public education materials on hazards, risks and public behaviours to prevent, prepare and respond to crises, with culturally and social appropriate and gender responsive messages. These materials would be designed, in cooperation with the local NGOs, including women's and human-rights NGOs, in order to facilitate distribution and outreach all segments of population, particularly the most vulnerable and marginalised ones.

Output 5.2 Permanent public awareness campaigns to increase awareness and confidence of the population, with special focus on vulnerable groups (women, elderly, youth, physically disadvantaged and ethnic minorities)

Output 5.3 Public awareness programmes within the school curriculum to effectively reach out to young girls and boys, and through them, their parents.

4. CMC Contributions

CMC will be the executing Government agency of this particular project. To ensure the implementation of all envisaged activities of this project, it will provide all necessary support to the project, which include the provision of relevant materials produced by CMC such as the recently revised Law on Crisis Management, Standard Operating Procedures (SOP), existing training programmes, and existing data required for hazard monitoring and risk assessment.

5. Partnership with Japan

The project will take strategic advantage of the on-going bilateral assistance of the Government of Japan to FYR Macedonia, and to help further expand such a partnership. More specifically, UNDP has already consulted with the JICA team that has provided its mapping assistance through its recently completed “The Study for Establishment of Base Map for GIS in FYR Macedonia” and “Digital Ortho-photo Mapping” projects to explore way in which those various types of mapping data produced by the JICA projects could be utilized to enhance the country’s disaster preparedness. A local JICA representative has also agreed to seek for ways in which JICA might be able to support the project in this area.

While JICA has orthophotographed the entire country at a quality that is good to produce 1:5,000 scale maps, the actual maps it has produced are limited to 1:25,000, covering about 50% of the country’s territory. While 1:5,000 scale maps are considered adequate for municipal-level planning, 1:25,000 scale maps are utilized for national level hazard mapping and perhaps sufficient for this particular project, as JICA itself has provided similar assistance in Guatemala. As such, a JICA GIS expert may be brought to this project upon request by CMC to examine best professional ways to utilize the available JICA maps to enhance hazard planning by CMC – or, if not, to at least propose such ways forward. Information on medical facilities will also be fed into the capacity building efforts at the local level (Objective 4), utilizing among others JICA’s grant aid to 33 health centers in the country.

Furthermore, the project will assist the Crisis Management Center to submit an official request for the deployment of a JICA expert on disaster preparedness, who would complement the work that will have begun under this project. A JICA representative will be invited to take part in the Project Board, while measures (public event, plaques and stickers, etc) will be taken to ensure visibility of the donor contribution for the project.

6. Risks

Risks	Risk Ratings	Mitigation Measures
Provision of the existing and currently produced materials by CMC such as the revised Law on CM, SOP and training programs	MEDIUM (Likelihood: Low; Impact: High)	UNDP will ensure the provision of these critical materials by CMC to the project, prior to starting the project through agreement documents signed at the beginning of the project.
Active stakeholder involvement and support for the project activities	HIGH (Likelihood: Medium; Impact: High)	The project and CMC will inform and update all stakeholders of the project objectives, activities, expected support and stakeholder involvement opportunities in the project from the initial stage.
GIS data (produced through JICA assistance) transfer from SAGW to CMC	MEDIUM (Likelihood: Low; Impact: High)	Prior to starting of the project, UNDP will request JICA to help with the smooth transfer of GIS data produced by SAGW with JICA assistance

7. Management Arrangement

The Project will be executed according to the National Execution Modality (NEX), under the overall responsibility of the national Government. UNDP (CO and BCPR) will provide support to the execution of the project both as an implementing partner and technical assistance provider. Both the Crisis Management Center (CMC) and UNDP will be primarily responsible for the overall management of the project activities, reporting, monitoring and evaluation. The Government will entrust UNDP Country Office to provide all services related to procurement, recruitment, contracting, and direct payments to sub-contractors on the terms to be agreed in separate agreement documents between the Government and UNDP.

Specific Implementation Roles are as follows:

- 1) Project Board (PB) serves as a main project coordinating body, to formally steer the implementation of the project.

The core responsibilities include:

- Facilitation of the institutional arrangements that are necessary for effective project implementation;
- Approval of work plans and ensuring of their adherence to project priorities;
- Periodic oversight of financial activities and programme achievements; and
- Review of quarterly reports including financial and progress reports.

PB should be comprised of the Director of CMC, the Deputy Resident Representative of UNDP, a representative of JICA, a representative of UNDP Bureau of Crisis Prevention and Recovery (BCPR) upon special request, and an additional representative from other stakeholders.

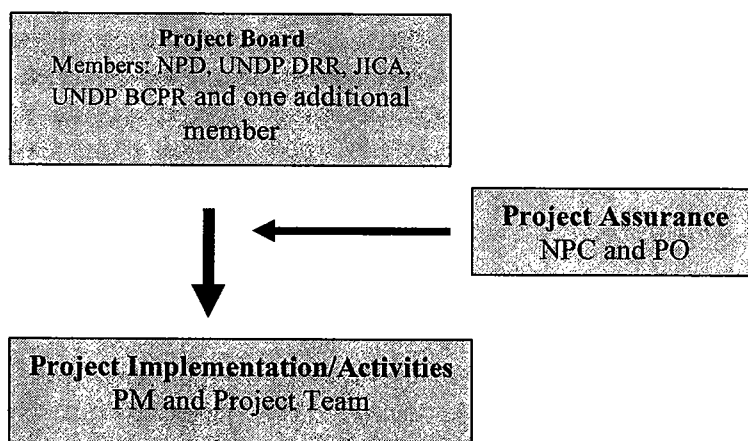
- 2) National Programme Director (NPD) – usually the Director of CMC –, whose primary responsibility is to serve as a principal focal point for the overall coordination of the project through PB.
- 3) National Project Coordinator(s) (NPC) from CMC, under the overall guidance of NPD, serves as a focal point to coordinate activities with the UNDP Programme Officer (PO) (also the UNDP Gender Focal Point) to provide a technical assurance role and inputs to the day-to-day implementation of the project.
- 4) Project Manager (PM) under the guidance of PB (operationally NPC and PO) provides an oversight role for the day-to-day implementation of the project activities and reporting to PB

The core responsibilities of PM include:

- Preparation and implementation of work plans;
- Ensuring timely translation of inputs into outputs;
- Management of funds and delivery of outputs in line with the work plan approved by PB;
- Recording and resolving project issues occurring during the implementation within the tolerance level initially defined by PB;
- Reporting of issues to PB with recommendations to seek for solutions to project issues that exceed the defined tolerance level;
- Day-to-day management of project personnel;
- Production of project reports; and
- Oversight to ensure consistency and integrity of envisaged project activities during the implementation.

The Government will provide the project with an office space, equipped with three working stations, data communication facilities (telephone and internet connectivity), and cover office communications, utility and maintenance costs (i.e. telephone, internet, electricity, heating and water). Additionally, the management of project budget will be carried out according to the UNDP financial rules and regulations by UNDP. The funds from the project shall not be used for paying any taxes. The Government will bear all charges of this kind.

Figure: Management Arrangement Structure



8. Monitoring and Evaluation

Monitoring and evaluation will be conducted by NPC and PO, who will ensure the submission of both monthly and quarterly reports to PB through direct monitoring of the implementation of work plans and performance of PM.

A six-month progress report will be submitted to the Programme Manager of UNDP/Japan WID Fund.

At the end of the project, a full external evaluation of the project will be conducted with the support of the Regional Bureau for Europe and the CIS (RBEC), UNDP / BCPR and the donor or relevantly appointed evaluation mission.

9. LEGAL CONTEXT

This project document shall be the legal instrument as referred in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of FYR Macedonia and the United Nations Development Programme, signed by the parties on 30 October 1995. The host country-implementing agency shall, for the purpose of the SBAA, refer to the government-cooperating agency described in that agreement.

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 document have no objections to the proposed changes:

- Revisions in, or addition of, any of the annexes of the project document.
- Revisions which do not involve significant changes in the immediate objectives, outputs or activities of a project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation.

10. RESULTS AND RESOURCES FRAMEWORK

Project Title: STRENGTHENING OF THE CAPACITIES OF THE CRISIS MANAGEMENT CENTER						
Project Outcome: Coordinated and timely national cross-sectoral response to natural man-made disasters and sudden crisis enhanced						
Intended Outputs	Outputs Targets	Indicative Activities (ACTIVITIES below correspond to OBJECTIVES under 3.2 OBJECTIVES AND OUTPUTS)	Partners	Timeframe (01/08 - 06/09)	Project Budget (USD)	Modality of Delivery
<p>1. Overall Capacities of CMC developed to provide better crisis management services to its citizens</p> <p>Baseline: Law on Crisis Management was recently updated, CMC is currently developing a SOP based on the current crisis management system, CMC</p>	Capacity building, training and learning needs identified (2008)	<p><u>Activity One: Identification of Capacity-building Needs of the Crisis Management System</u></p> <p>1.1 Desk review on existing legislation and relevant planning documents to determine applicability, gaps, overlaps and contradictions, as a minimum on the following legal instruments:</p> <ul style="list-style-type: none"> - Crisis Management Law (currently in process of revision) - Civil Protection and Rescue Law (currently in process of revision) - Fire Protection Law - Decentralization law and regulations for relations with local governments - National Emergency Strategy (verify title) - Relevant EU Directives - UN Contingency Plans - Relevant national- and local-level development plans and strategies <p>1.2 Data collection and desk review on institutional arrangements, roles and responsibilities of National and Local Authorities and other institutions and different levels (central, regional, local) –SOP</p> <p>1.3 Identification of potential linkages between the national- and local-development processes and Crisis Management System</p> <p>1.4 Identification of capacity building, training and learning needs of the system's institutions to perform their duties as required. Identification of potential partners and support mechanisms.</p>	CMC	1 st Quarter 2008	<p>5,000 USD (1.1)</p> <p>5,000 USD (1.2)</p> <p>5,000 USD (1.3)</p> <p>Total: 15,000 USD (Japan)</p>	<p>Project manager, and 2 short-term consultancy (1 international +1 national experts)</p> <p>UNDP project management and implementation oversight</p> <p>Provision of basic materials by CMC (i.e. SOP, Law documents)</p>

Project Title: STRENGTHENING OF THE CAPACITIES OF THE CRISIS MANAGEMENT CENTER			
Project Outcome: Coordinated and timely national cross-sectoral response to natural man-made disasters and sudden crisis enhanced			
<p>The Gender and Human Rights Responsive National Crisis Management Plan, which incorporates SOP prepared by CMC developed (2008)</p> <p>The Action Plan for the National Crisis Management Plan implementation developed (2008)</p> <p>CMC training programmes implementation supported (2008 – 2009)</p> <p>The Plans tested and updated through CMC training programme implementation (2009)</p>	<p>Activity Two: Formulation of the Gender Responsive National Crisis Management Plan</p> <p>2.1 Facilitate a series of preparatory seminars/discussions among key institutions within the Crisis Management System to set the necessary foundation for preparation of the crisis management plan.</p> <p>Topics:</p> <ul style="list-style-type: none"> - Risk, damage and vulnerability assessment and information management approach and techniques - Crisis management planning and coordination - Linkages between crisis management and human development such as gender <p>2.2 Draft Gender and Human Rights Responsive Crisis Management Plan finalised after the first year of the project. The Plan will contain:</p> <ul style="list-style-type: none"> - Clear indication of the roles, responsibilities and scope of participation of involved institutions and stakeholders - Clear indication of lines of communication and command/control functions as necessary - SOP (currently prepared by CMC) - Strategies to link the plan in areas where possible with the national- and local-development plans and strategies - Common approach (i.e. the IASC Cluster Approach) to risk and vulnerability assessment, awareness-raising and training, prevention and response planning, damage/loss assessment and information management <p>2.3 Draft Action Plan finalised after the first year of the project.</p> <p>2.4 Support at least one simulation exercise for activation of response system conducted in 2008</p> <p>2.5 Support at least one <i>significant</i> training event to test the CM Plan implemented before the end of 2008 and at least 2 programmed for 2009</p> <p>2.6 Revise plan as per results of the test in 2.4 and 2.5</p> <p>2.7 Lessons-learnt reviews conducted systematically after every significant activation of the CM system.</p>	<p>CMC</p>	<p>2nd Quarter 2008 – 2.1 to 2.5 (half)</p> <p>3rd Quarter 2008 to 2nd Quarter 2009 – 2.5 (rest) to 2.7</p> <p>5,000 USD (2.1) 10,000 USD (2.2) 8,000 USD (2.3) 2,000 USD (2.4) 5,000 USD (2.5) 5,000 USD (2.6) 2,500 USD (2.7)</p> <p>Total: 37,500 USD (Japan)</p>
			<p>Project manager and Short-term consultancies for 2.1.1 to 2.3.1 and 2.4.2. to 2.4.3(1 international +1 national experts)</p> <p>UNDP project management & implementation oversight</p> <p>CMC Provision of basic materials by CMC (i.e. training programmes)</p>

Project Title: STRENGTHENING OF THE CAPACITIES OF THE CRISIS MANAGEMENT CENTER

Project Outcome: Coordinated and timely national cross-sectoral response to natural man-made disasters and sudden crisis enhanced

<p>A hazard monitoring system based on GIS established for data collection (2008)</p> <p>A outline of a national risk assessment and monitoring platform developed (2009)</p> <p>A design process for a national early warning system initiated (2009)</p>	<p>Activity Three: Improving Hazard Monitoring Capacities of CMC</p> <p>3.1 Conduct desk review and take an inventory of the existing capacities for risk assessment and monitoring, including the State Base Maps in FYR Macedonia produced with the JICA project.</p> <p>3.2 Consultations to identify cost-effective measures and complementary technical requirements to bring the existing assessment and monitoring capacities and JICA produced GIS maps together to a level that can serve the purposes of GIS-based risk assessment/hazard monitoring</p> <p>3.3 Establish a GIS-based monitoring system to feed and monitor risks, threats and damages against relevant variables such as demographic and social conditions (to monitor risks, threats and damages in a sex-, age- and other demographic and social factors-disaggregated fashion)</p> <p>3.4 Prepare an outline of a national risk assessment and monitoring platform for the systematic collection and monitoring of data on hazards for the country, as a permanent tool to define scenarios and inform strategic planning, preparedness and contingency planning processes. The platform will include:</p> <ul style="list-style-type: none"> - Mechanisms for statistic information collection on hazards and vulnerability patterns, including gender concerns and those of other disadvantaged groups (sex- and age-disaggregated). - A outline of permanent risk monitoring mechanisms <p>3.5 Prepare an outline of a national disaster warning system</p> <p>3.6 Suggest an outline of a preliminary National Risk Profile as an interim tool to inform the strategic planning exercise. The systematic revision of the profile and the complementary analyses of vulnerability patterns will constitute the core elements of the national platform described in the 3.4 above.</p>	<p>CMC, JICA, SAGW, and others</p>	<p>2nd Quarter 2008 – 3.1 to 3.2</p> <p>3rd Quarter 2008 – 3.3 to 3.4</p> <p>1st Quarter 2009 – 3.5 to 3.6</p>	<p>2,000 USD (3.1) 5,000 USD (3.2) 34,000 USD (3.3) 8,000 USD (3.4) 8,000 USD (3.5) 7,000 USD (3.6)</p> <p>Total: 64,000 USD (Japan)</p>	<p>Project manager and Short-term consultants (1 international +2 national experts)</p> <p>UNDP Project management and implementation oversight</p> <p>Provision of basic materials by CMC (i.e. existing hazard data)</p>
--	---	------------------------------------	---	---	--

Project Title: STRENGTHENING OF THE CAPACITIES OF THE CRISIS MANAGEMENT CENTER

Project Outcome: Coordinated and timely national cross-sectoral response to natural man-made disasters and sudden crisis enhanced

<p>A local-level risk management project designed and implemented in at least 3 high-risk municipalities (2008)</p> <p>Plan for LLRM expansion to 9 municipalities formulated and agreed (2009)</p> <p>A set of community-friendly training materials developed and reproduced (2008)</p>	<p>Activity Four: Strengthening the Capacities and Resilience of Local Authorities and Communities through CMC Regional Centers</p> <p>4.1 Generate and/or complement existing information on the risks affecting the selected communities:</p> <ul style="list-style-type: none"> - Deriving the information pertaining to each municipality from the national hazard/risk mapping - Conducting or complementing Vulnerability and Capacity Assessment based on Red Cross/Crescent methodology - Special focus on the particular needs of women and other disadvantaged social groups. <p>4.2 Increase levels of preparedness and response of authorities and communities. Support for the organization of communities through exercises, drills and training of "natural" and formal community leaders such as school teachers. Give special focus on the potential of women as community organizers and the special needs of vulnerable groups.</p> <p>4.3 Capacity building of local authorities in disaster preparedness and risk reduction planning and programming, through the provision of targeted training, tools and methodologies.</p> <p>4.4 Identification and implementation of small-scale risk reduction projects/works such as clearing of irrigation canals, drainage-ways and dams, afforestation for erosion controls, drought reduction, terracing and landslide control works. Partnership with line ministries (Ministry of Agriculture, Forestry and Water Economy, Ministry of Transport and Communications, Ministry of Environment and Physical Planning) will be sought through CMC.</p> <p>4.5 Develop and test a training package for local authorities and community representatives including: early warning methodologies and appropriate post-warning early action; the basic concepts of crisis preparedness and strategies that communities can apply to reduce the impacts of natural and man-made hazards. The course will include disaster terminology, identification of risks, and impacts on vulnerable and disadvantaged groups in disasters.</p> <p>4.6 Explore potential of including disaster preparedness and response concerns in the training packages of on-going decentralization and local development programmes in various portfolios including local governance and the environment.</p>	<p>CMC, Selected Municipalities, citizens groups, NGOs from those municipalities, and Red Cross/Crescent Society</p>	<p>3rd Quarter 2008 – 4.1 to 4.5 (first 3 municipalities)</p> <p>1st Quarter 2009 – 4.1 to 4.5 (expansion to 9 municipalities)</p> <p>3rd Quarter 2008 – 4.6 to 4.7</p>	<p>Total: 100,000 USD (UNDP BCPR)</p> <p>20,000 (4.1) 20,000 (4.2) 20,000 (4.3) 20,000 (4.4) 10,000 (4.5) 10,000 (4.6 – 4.7)</p> <p>(In-kind Macedonian Red Cross/Crescent)</p>	<p>UNDP BCPR Geneva technical support through MOU/Subcontract with Macedonian Red Cross/Crescent Society</p> <p>UNDP Project management and implementation oversight</p> <p>Provision of basic support by CMC (i.e. coordination with its Regional Centers and municipalities)</p>
---	---	--	--	--	--

Project Title: STRENGTHENING OF THE CAPACITIES OF THE CRISIS MANAGEMENT CENTER

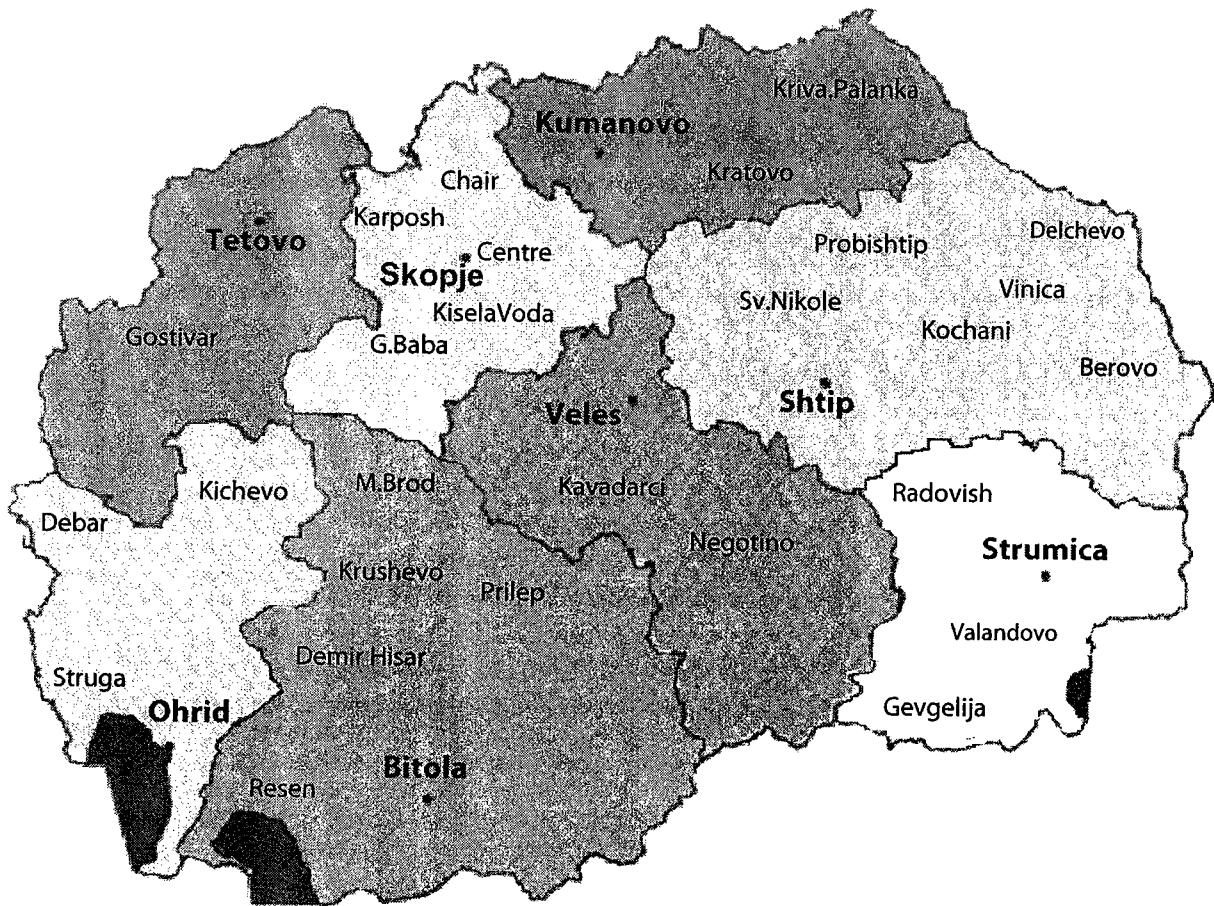
Project Outcome: Coordinated and timely national cross-sectoral response to natural man-made disasters and sudden crisis enhanced

	<p>Public education materials on hazards, risks and public behaviours to prevent, prepare and respond to crises, developed (2009)</p> <p>A public awareness campaign to increase awareness and confidence of the population launched (2009)</p> <p>School curriculum elements on crisis management designed (2009)</p>	<p>Activity Five: Public Awareness-raising</p> <p>5.1 Design and reproduce printed materials to enhance knowledge and confidence on the crisis management setting in the country.</p> <p>5.2 Design and reproduce public training materials on hazards, risks and expected behaviours.</p> <p>5.3 Launch public awareness campaigns using the outputs from 5.1 to 5.2</p> <p>5.4 Assess interest/feasibility of developing curriculum elements on crisis preparedness and response for inclusion in the formal school system.</p>	<p>CMC</p>	<p>1st Quarter 2009 – 5.1 to 5.2</p> <p>2nd Quarter 2009 – 5.3 to 5.4</p>	<p>3,000 USD (5.1) 2,000 USD (5.2) 5,000 USD (5.3) 3,000 USD (5.4)</p> <p>Total: 13,000 USD (Japan)</p>	<p>Project manager and Short-term consultants (2national experts)</p> <p>UNDP Project management and implementation oversight</p> <p>Provision of basic materials by CMC (i.e. existing promotion materials and knowledge products</p>	
<p>Quality Assurance</p>	<p>Evaluation of project achievement, effectiveness, and lessons learned</p>	<ul style="list-style-type: none"> Conduct external auditing Produce a project end-result report including achievements, lessons learnt and ways forward) 	<p>UNDP</p>	<p>1st Quarter 2009</p>	<p>3,000 USD (Auditing) 3,000 USD (Reporting)</p> <p>Total: 6,000 USD (Japan)</p>	<p>Consultancy to be secured by UNDP, and UNDP project management</p>	
<p>Project Management</p>	<p>A. Project Management and Operation B. UNDP General Management Fee (7% of Donor Contribution) C. UNDP Communication Fee (1% of Donor Contribution)</p>		<p>UNDP</p>	<p>1st Quarter 2008 to 2nd Quarter 2009</p>	<p>49,500 USD (A) 13,000 USD (B) 2,000 USD (C)</p> <p>Total: 64,500 USD (Japan)</p>		
<p>Total Contribution by UNDP BCPR</p>							<p>100,000 USD</p>
<p>Total Contribution by the Government of Japan</p>							<p>200,000 USD</p>
<p>Total Cost of the Project</p>							<p>300,000 USD</p>

Annex I:

**REPUBLIC OF MACEDONIA
CRISIS MANAGEMENT CENTER**

**SUB-REGIONAL AND REGIONAL CRISIS
MANAGEMENT CENTERS**



Red: 8 Sub-regional Crisis Management Centers

Black: 27 Regional Crisis Management Centers

Annex II:

UNDP's Eight-Point Agenda for Women's Empowerment and Gender Equality in Crisis Prevention and Recovery

1. Strengthen Women's Security in Crisis.

Work to end personal and institutional **violence against women**. Strengthen the **rule of law**. Increase the gender responsiveness of **security institutions**, disarmament, demobilization and **reintegration**, and small arms reduction initiatives.

2. Advance Gender Justice.

Increase women's **access to justice**. Ensure the protection of women's **economic, social, political and cultural rights**. Bring a gender perspective into transitional justice, constitutional, electoral, legislative, judicial, institutional and **security sector reforms**.

3. Expand Women's Citizenship, Participation and Leadership.

Build women's **skills and confidence**. Support **women's representation** in the social, political, and economic spheres. Develop **women's networks and institutions** for conflict prevention, disaster risk reduction, peacebuilding, and post-conflict/post-disaster reconstruction.

4. Build Peace with and for Women.

Ensure women's meaningful participation in formal and informal **peace processes**. Bring a gender perspective to the design and implementation of **peace missions and peace agreements**.

5. Promote Gender Equality in Disaster Risk Reduction.

Incorporate **gender analysis** in the assessment of disaster risks, impacts and needs. Address **women's unique needs** and value **women's knowledge** in disaster reduction and recovery policies, plans and programmes. Strengthen **women's networks and organizations** to facilitate women's active engagement.

6. Ensure Gender-Responsive Recovery.

Infuse **gender analysis** into all post-conflict and post-disaster **planning tools and processes**. Ensure recovery efforts provide equal economic opportunities for women including access to assets, such as land and credit. Promote **social protection and sustainable livelihoods**. Prioritize women's needs in **key sectors** such as transportation, shelter and health care.

7. Transform Government to Deliver for Women.

Build capacities and promote accountability within government **institutions and processes**. Engage women and men to foster gender-equitable relations within these institutions. Ensure gender-sensitive **resource mobilization, aid coordination, budgeting and funds allocation**.

8. Develop Capacities for Social Change.

Build the **skills and the will of men and women** to: prevent and respond to **violence**; reduce **vulnerability** to natural hazards; achieve equitable **post-crisis reconstruction**; and build **social cohesion**.

Achievement of this Eight- Point Agenda will require:

Supporting full **implementation of Security Council Resolution 1325**;
Incorporating gender equality priorities into **advocacy and strategic planning** in the development, humanitarian, peace, and security spheres;
Strengthening **human resources, policies and programmes** to ensure responsiveness and accountability on gender issues;

Building **partnerships** to maximize impact on gender priorities;
Developing gender-responsive **funding mechanisms and resource mobilization strategies**;
Supporting **data collection** that counts women, counts what women value,
and values what women count; and
Advancing **intellectual leadership**, knowledge management, monitoring and evaluation
on gender and CPR issues.

Annex III:

Terms of Reference

Functional Title: Project Manager

Duty Station: Skopje

DUTIES AND RESPONSIBILITIES

Under the direct supervision of the National Project Coordinator (NPC) and UNDP Programme Officer (PO) and the overall guidance of the Project Board (PB), the Project Manager will assume the following responsibilities:

S/he will:

- Ensure timely preparation and submission of yearly/quarterly project work plans and reports;
- Manage funds and delivery of results in line with the work plan approved by PB;
- Record and resolve project issues occurring during the implementation within the tolerance level initially defined by PB;
- Report issues to the Project Board with recommendations to seek for solutions to project issues that exceed the defined tolerance level;
- Discuss and deal with local and national authorities on matters pertaining to activities described in the project document;
- Deepen substantive partnership with the bilateral development support carried out by the Government of Japan, primarily through interaction with local/regional JICA offices;
- Identifies areas which require support of consultants or support staff, and recruits them in accordance with UNDP rules and regulations;
- Supervise and manage other project staff, including identification and organization of training activities, performance evaluation; and
- Analyze and evaluate achieved results regularly to ensure that the project is meeting the target beneficiaries' needs, and communicating them to all PB members.

QUALIFICATIONS

Knowledge and Skills

University degree in related field (higher an asset). Excellent computer literacy (MS Office; Windows XP), excellent communication, negotiation, report writing and analytical skills.

Experience:

Five years of professional experience in project management and the related administrative and/or financial operations, preferably on similar projects.

Languages:

Language proficiency in both written and oral English and Macedonian. Knowledge of Albanian language will be an asset.

Annex IV:

Terms of Reference

Functional Title: Project Assistant

Duty Station: Skopje

DUTIES AND RESPONSIBILITIES

Under the supervision of the International Project Manager (PM), the Project Officer will assume the following responsibilities:

S/he will:

- Collect, register and maintain information on project activities by reviewing reports and through firsthand sources;
- Contribute to the preparation of a variety of progress reports through providing administrative and ground information, preparing budget tables and etc.;
- Monitor project activities by reviewing a variety of records, including control plans, project inputs, budgets and financial expenditures;
- Advises all project counterparts on applicable administrative procedures and ensures their proper implementation;
- Support the preparations of project work-plans and operational and financial planning processes;
- Initiate procurement process and assists the preparation of Receiving Reports for the procurement of equipment, other goods and services for the project;
- Assist in the preparation of Payments requests (RDP's) for operational expenses, salaries, insurance, etc. against project budgets and work plans;
- Assist in logistical organization of meetings, trainings, workshops;
- Maintaining general project files;
- Translate, both orally and in writing from local language into English and reverse; and
- Perform any other duty as may be assigned by PM.

QUALIFICATIONS

Knowledge and skills

Secondary education (university degree is an asset), Excellent computer literacy (MS Office; Windows), Additional commercial training in bookkeeping, business or accounting desirable, Excellent interpersonal skills, action oriented and ability to operate under pressure.

Experience:

Three years of general accounting clerical experience.

Languages:

Language proficiency in both written and oral English and Macedonian. Knowledge of Albanian language will be an asset.

SIGNATURE PAGE

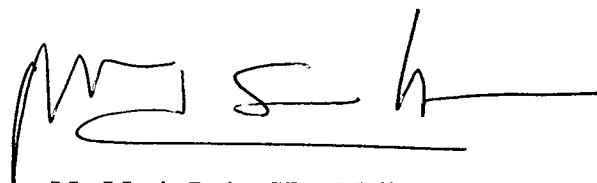
Country: Former Yugoslav Republic of Macedonia	
UNDAF Outcomes/Indicators:	The project supports the following UNDAF Outcomes: a) Models and practices shared and adopted for transparent and accountable provision of decentralized public services through supporting CMC regional centers b) Equal Access to quality basic services (health, education, Social welfare, HIV/AIDS prevention) especially for socially excluded groups mainstreamed through vulnerability assessments and trainings targeting specific groups, awareness raising, and planning c) Effective and equitable management of natural resource and environment protection based on principles of sustainable development ensured through natural disaster prevention assessment and monitoring based on GIS
Expected Outcomes/Indicators:	The implementation of the Law on Crisis Management supported and strengthened through providing technical assistance to strengthen both institutional and operational capacities and mechanisms of the Crisis Management Center, in order to enable the Center to play better coordination and service provider roles in crisis management, while promoting the human development approach to crisis management among its partners.
Expected Outputs/Indicator:	<ul style="list-style-type: none"> • Capacity building and training needs of CMC along with a clearer blue-print of the National CM System (SOP) identified through legal and institutional framework review • National Crisis Management Plan and Action Plan developed • National disaster risk monitoring systems developed through risk assessment and capacity mapping using GIS • Capacities and resilience of local authorities, communities and vulnerable groups increased through pilot projects and risk management planning at regional CMCs • Public awareness-raised through campaigns, educational material development and distribution, introduction of specific curriculum in the school system
Implementing partner:	UNDP
Other Partners:	Crisis Management Center, JICA,
Project Period: 2008-2009 Programme Component: Environment Project Title: Strengthening of the capacities of Crisis Management Center Project Duration: April 2008 – December 2009 Management Arrangement: NEX	Total Project Budget: \$ 300,000.00 Allocated Sources: 1. Government of Japan: \$ 200,000.00 Including: General Management Support Fee: \$ 13,000.00 Communication Support Fee: \$ 2,000.00 2. UNDP BCPR: \$ 100,000.00 In-kind Contribution by Crisis Management Center: Office Space & utility costs, and others to be decided

Agreed by Government:

Dr. Pande Lazarevski
Director of Crisis Management Center

Date: 8 April 2008

Agreed by UNDP:



Ms. Maria Luisa Silva Mejias,
UNDP Resident Representative/ UN
Resident Coordinator

Date: 8 April 2008

ВЛАДА НА
РЕПУБЛИКА МАКЕДОНИЈА



GOVERNMENT OF
THE REPUBLIC OF MACEDONIA

ЦЕНТАР ЗА УПРАВУВАЊЕ СО КРИЗИ

CRISIS MANAGEMENT CENTER

Skopje, 8 April 2008

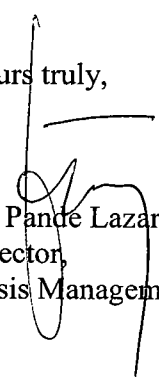
LETTER OF ACCEPTANCE

With reference to the United Nations Development Programme Project Document titled "**Strengthening of the Capacity of the Crisis Management Center**", I hereby confirm, on behalf of the Government of the Republic of Macedonia, that the Government of the Republic of Macedonia agrees to be bound by the aforementioned Project and accepts the rights and duties stipulated in the said Project.

This acceptance of the Crisis Management Center on behalf of the Government of the Republic of Macedonia that the Project Document is concluded by the Letter of Acceptance does not prejudice that the Government of the Republic of Macedonia accepts to refer to itself otherwise than its constitutional name of our country - Republic of Macedonia.

Hereby the Government of the Republic of Macedonia understands that the aforementioned Project as attached to this Letter of Acceptance constitute an agreement to be obligatory for the both parties to this Project.

Yours truly,


Dr. Pande Lazarevski
Director,
Crisis Management Center

To: Ms. Maria Luisa Silva Mejias
Resident Representative
United Nations Development Programme

