

UNITED NATIONS DEVELOPMENT PROGRAMME

Empowered lives.
Resilient nations.**PROJECT DOCUMENT****[Republic of Serbia]****Project Title:** EU for Civil Protection and Disaster Risk Resilience Strengthening in the Republic of Serbia**Project Award Number:** 00126724**Project Output Number:** 00120703**Implementing Partner:** UNDP**Start Date:** March 20, 2020 **End Date:** March 19, 2024 **PAC Meeting date:** April 5, 2020**Brief Description**

Disasters affect Serbia's economic and environmental standing; diminish country's development potential, pose a risk to social stability and jeopardize EU investments. The effectiveness of the disaster risk management system relies on the adequate human, physical and financial capacities for planning, preparation, responding and post-disaster recovery, as well as on proper vertical and horizontal coordination between all the relevant institutions. Over the past two decades, droughts, floods, exceptionally harsh winters and other weather-related extreme events have caused major physical damage, financial losses and even deaths, and at the same time had significant impacts on the economy.

2019 Global Crisis Severity Index with the average score of 3.5 places Serbia in the group of medium-risk and rather stable countries. Although the applied INFORM methodology assesses Serbian vulnerability as moderately low, it still recognises institutional and governance shortcomings (scored with 5.2) and DRR (5.7) as having undermining impact on the overall coping capacity. The key problem of the Serbian Disaster Risk Reduction and Emergency Management System is the fragmentation of the institutional framework, procedures and insufficient capacities at the central and local level for adequate prevention, preparation and response to disaster risk needs of the communities and population.

The action is designed to overcome administrative hierarchy of institutions and to improve coordinated response and coherence of national and local policies and approaches. Holistic approach brings together continuous efforts of beneficiary institutions in establishing an all-encompassing and effective disaster risk management system and synergetic effect of well-coordinated and sequenced donor funded initiatives. The action shall contribute to the effective management in emergencies by aligning civil protection and disaster risk resilience approaches with the EU standards, thus enabling realization and implementation of the **Sendai DRR Framework**. Improved disaster risk management system in Serbia will also bolster the national contribution to the EU Civil Protection Mechanism.

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| Contributing Outcome (UNDAF/CPD): UNDAF 2016-2020 Outcome.8: By 2020, there are improved capacities to combat climate change and manage natural resources and communities are more resilient to the effects of natural and man-made disasters; Indicative Output(s) with gender marker: GEN 1 Degree of compliance with EU requirements and practices in the area of prevention, preparedness and response to disasters; Serbian disaster management system is established and functional in municipalities; | Total resources required: | EUR 7,499,996.00 (As per March 13 th , 2020 UNORE: USD 8,484,158,39) | |
| | Total resources allocated: | UNDP TRAC: | |
| | | Donor: EU | EUR 7,499,996.00 |
| | | Government: | |
| | | In-Kind: | |
| Unfunded: | | | |

Agreed by (signatures):

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| UNDP |
| Francine Pickup, Resident Representative <i>Francine pickup</i> |
| Date: 08-Apr-2020 |

I. DEVELOPMENT CHALLENGE

Disasters affect Serbia's economic and environmental standing; diminish country's development potential, pose a risk to social stability and jeopardize EU investments. The effectiveness of the disaster risk management system relies on the adequate human, physical and financial capacities for planning, preparation, responding and post-disaster recovery, as well as on proper vertical and horizontal coordination between all the relevant institutions. Over the past two decades, droughts, floods, exceptionally harsh winters and other weather-related extreme events have caused major physical damage, financial losses and even deaths, and at the same time had significant impacts on the economy.

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The action is designed to overcome administrative hierarchy of institutions and to improve coordinated response and coherence of national and local policies and approaches. Holistic approach brings together continuous efforts of beneficiary institutions in establishing an all-encompassing and effective disaster risk management system and synergetic effect of well-coordinated and sequenced donor funded initiatives. The action shall contribute to the effective management in emergencies by aligning civil protection and disaster risk resilience approaches with the EU standards, thus enabling realization and implementation of the Sendai DRR Framework. Improved disaster risk management system in Serbia will also bolster the national contribution to the EU Civil Protection Mechanism. In designing the action, both UNDP and beneficiary institutions applied 360° whole-government and whole-society approach through community engagement and inclusion of the vulnerable groups. Implementation of the action will have a significant impact on the improvement of capacities at the central and local level for preparedness and response in case of incidents and disasters through upgrading physical, social and human capacities. It will improve institutional coordination at the horizontal and vertical level, improve technical and operational capacities for prevention and reaction. Each of the activities, outcomes and outputs responds directly to the specific needs and contributes to advanced cooperation across sectors and enables a faster, better-coordinated and more effective response to natural and man-made disasters. This action complements the regional IPA Programme on flood prevention and forest fires risk management managed by DG ECHO and builds upon a number of on-going activities funded by the EU, Swiss Cooperation and the Government of Japan. Additional convergences with regional initiatives and programmes will be taken into account during the implementation of this action. Such cross-sectoral, multi-dimensional and dynamic understanding of resilience will have a valuable impact on national efforts in achieving some 25 disaster resilience targets of the 2030 Sustainable Development Agenda including: building the resilience of the poor and their exposure to risks (target 1.5), strengthening capacities for early warning, risk reduction and management of national and global health risks (3.d), ensuring inclusive and equitable quality education and lifelong learning (4) protection of water-restored ecosystems including forests (6.6), facilitate sustainable infrastructure development (9.a), increasing the number of cities and communities implementing integrated policies in line with Sendai Framework (11.5), improving education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation and impact reduction (13.3) and combating deforestation (15.3).

The overall objective of the Action is to contribute to the reduction of vulnerability to disasters and increase the country's resilience to climate change. The overall objective is based on the identified gaps in the DRR sector, namely the limited technical capacities and weak cooperation between different stakeholders. **Specific objective of the Action** is to put in place the capacities for emergency management and disaster risk resilience at the national and local level.

II. STRATEGY

Entire strategy including specific activities and interventions (purchase of equipment, construction of infrastructure, provision of services and trainings) are developed following the logic and requirements of the Action Document IPA 2019//Serbia/EU for Civil Protection.

Commencement of the project coincides with the outbreak COVID 19 global pandemic. Upon identification of the first cases of infestation in the Republic of Serbia on March 15th, 2020, national authorities have officially declared the State of Emergency on the entire territory of Serbia. To mitigate the impact of the epidemiological crisis by supporting national emergency response to the COVID- 19 related challenges, the EU and UNDP agreed to apply specific emergency clause which would allow necessary flexibility to respond to any emergency measures. Therefore, UNDP will also support national government with aerial transport operations for delivering equipment/supplies or purchase of equipment in the context of national emergencies of any kind (e.g. natural disasters, pandemics, man-made and technological disasters). In agreement with the EU, UNDP will prioritise emergency driven interventions with regard to other activities and any budgetary implications and funding shortfalls. UNDP and the EU Delegation will jointly assess and mitigate any adverse impact to the scope of the action presented herein.

The extent of the action is also subject to availability of complementary funding within the EU for Civil Protection Mechanism grant scheme. Mobilisation of CPM resources for technical and preparatory activities envisaged under the Action would enable procurement of additional quantities of equipment and services as per agreement with the EU and national counterparts.

To reduce Serbia' vulnerability to disasters UNDP will apply the result chain approach as presented in the following table:

| IF | THEN | BECAUSE |
|--|--|---|
| The Central building of the Sector for Emergency Management (SEM) is rehabilitated and equipped, firefighting equipment and vehicles procured, Central Platform for real-time data established and into operation, protective uniforms, equipment and vehicles delivered to medical institutions | Serbia' capacity for disaster management will be improved sufficiently to establish responsive system at national and local level. | More efficient data collection and processing, information-based decision-making, effective emergency responses and full application of the safety protocols are enabled |
| Capacities for civil protection are improved, Education Centre in Kraljevo is reconstructed, furnished and equipped, local stakeholders and MRSS staff members are trained and equipped, the most relevant awareness raising thematic areas are identified and supported, Disaster Risk Register is established and functional | | Operational, technical and human capacities of the front-line emergency responders are enhanced, disaster risk governance strengthened, and risk-informed decision-making process enabled |

UNDP will work closely with the beneficiary institutions of the Project: Ministry of Interior, Sector for Emergency Management (SEM), Project Investment Management Office of the Republic of Serbia (PIMO), Ministry of Health (MoH) and Ministry of European Integration on increasing efficiency of emergency management, enhancing capacities of the civil protection structures, enabling risk-informed decision making process and strengthening disaster risk governance through dialogue, cooperation and partnership of public and civic sector in the DRR.

III. RESULTS AND PARTNERSHIPS

Implementation of the action shall contribute to the UNDAF Output 8 (Pillar IV): *By 2020, there are improved capacities to combat climate change and manage natural resources and communities are more resilient to the effects of natural and man-made disasters* and corresponding CPD Output 5: *The National Disaster Risk Management System is implemented at central and local levels*. The Action shall bolster national efforts in achieving some 25 disaster resilience targets of the 2030 Sustainable Development Agenda including: building the resilience of the poor and their exposure to risks (target 1.5), strengthening capacities for early warning, risk reduction and management of national and global health risks (3.d), ensuring inclusive and equitable quality education and lifelong learning (4) protection of water-restored ecosystems including forests (6.6), facilitate sustainable infrastructure development (9.a), increasing the number of cities and communities implementing integrated policies in line with Sendai Framework (11.5), improving education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation and impact reduction (13.3) and combating deforestation (15.3). Furthermore, the action shall enhance capacities for civil protection emergency response as prescribed by the Law on Natural and other Hazard Risk Reduction and Emergencies and efficiently address vulnerabilities recognised by the Plan for the Implementation of the National Risk Management Programme. Furthermore, the action shall support transposing of the EU INSPIRE Directive and the EU Initiative to Enhance Data Interoperability into national disaster risk management system. Moreover, UNDP realised activities shall enhance cross-border and international cooperation, coordination of activities of international protection and rescue forces within the EU Civil Protection Mechanism.

Results of the actions are as follows¹:

Result 1.1 Sector for Emergency Management central building including the Republic Information Centre reconstructed and equipped

Upon verification of SEM produced technical documentation, UNDP will proceed with execution of works procurement procedure and engagement of an independent supervision body. In consultation with SEM and following the recommendation and technical specification developed within the “Designed efficient emergency support system 112 for the Republic of Serbia” Project, UNDP will develop tendering documentation for equipping the Republic Information Centre, media and conference room premises.

The designated 50-year-old facility, located in Belgrade, Jovana Avakumovica Street, belongs to the Ministry of Interior of the Republic of Serbia. By the Decision of the Minister of Interior, first three floors of the facility are designated as the SEM HQ. Existing technical documentation foresees partial reconstruction of the three out of six floors of the facility with the total area of 2,946.35m². During the preparation of the technical documentation, special attention will be paid to the design of elevators suitable for disabled persons, as well to the extension of the porch, at the entrance to the building and the construction of a new staircase and ramps for access of persons with disabilities. UNDP will support the responsible designer in recognising and properly addressing gender related specificities through viable technical solutions. Wherever feasible, UNDP will insist on application of eco-friendly materials and processes. To maximise energy efficiency, UNDP will equip the facility with digital electricity meters, water meters, calorimeters, energy monitors and connect it to EMIS (Energy Management Information System in Serbia). EMIS can perform as a computer program or an internet application which serves as a basic tool which supports the energy management system in public and commercial buildings. The system is developed by UNDP and the Ministry of Energy and Mining. Introduction of EMIS will enable the beneficiary to easily monitor energy, energy raw materials and water consumption along the system – resulting in the effective costs control. UNDP will introduce additional waste and carbon footprint reduction measures through establishment of the recycling system, installation of the led lighting and motion sensor control in common premises.

¹ Results of the actions are subject to change pending the scope of prioritized COVID-19 emergency response measures and availability of supplementary funding.

Existence of the central command and control facility represents the main precondition for effective risk management and coordinated emergency responses.

Following the Rulebook on the content and manner of conducting professional supervision UNDP will engage an independent supervising body responsible for oversight of works, including preparatory works; construction works; installation of equipment and works performed during the construction of the facility. Company for the independent supervision of works, which can be neither the designing company, nor the company which has performed the technical control, will be present at the construction site daily. Additionally, UNDP Project Engineer will resume the responsibility for overarching works supervision, implementation of the dynamic plan and monitoring of supervisory related tasks. In agreement with SEM, MoI will appoint a qualified technical focal point to act in the capacity of beneficiary supervision and ensure compliance with the beneficiary specific needs. Furthermore, UNDP will introduce additional layer of environmental impact control and fulfilment of waste management legal requirements.

Purchase of equipment for SEM Central building Procurement of IT and data processing equipment and furniture for the media room, conference room, Republic Information Centre RCO (112) and SEM regional offices will facilitate the coordination process in emergencies among a number of responsible entities and emergency services' responses.

Result 1.2 Firefighting equipment and vehicles procured, delivered and used by the beneficiary

Notwithstanding the crucial role in conducting everyday rescue and prevention activities, SEM is faced with a number of limitations both in terms of human and technical capacities. SEM operates with insufficient number of 3,300 firefighters covering 88,361 km² of Serbian territory. Despite the obvious understaffing, SEM invests considerable efforts in fire fighters' and rescuers' trainings as a requirement of the annual certification process. However, outdated firefighting and safety equipment, specialized vehicles, protective clothing and tools compromise the service's ability to perform. SEM' vehicle fleet is in average 26,5 years old, with 70% of vehicles being older than 20 years. Despite regular maintenance, level of depreciation undermines their reliability whilst incompliance with traffic, safety and environment protection regulations additionally aggravate SEM' response capacities. Despite the number of obstacles, during the last five years, SEM firefighting units counteracted 78,208 wild and forest fires with 59 fatalities and 132 injured persons (114 civilians and 19 firefighters). Vulnerability of this particular sector is recognized by the Action Plan for the Implementation of the National Risk Management Programme which prioritizes improvement of the capacities for timely response of firefighters. Still, the available assistance to firefighting and rescue units remains quite limited to the date. Combating forest and wildfires represent a particular challenge due to high forest coverage of 30% of the Serbian territory. A total of 50% of forests are privately owned and their proprietors have the sole responsibility for implementation of fire protection measures as defined by the Law on Forests. According to the Ministry of Forestry's official data, since 2002, a total of 39.08% (37.565 acres) of forests have been destroyed in forest fires. The lack of effective mechanisms for implementation of fire protection measures in privately owned forests along with climate change implications (estimated temperature increase in 4-6°C and decreased rainfall) will significantly increase forest fires risks in the coming years.

The list of procured equipment shall contain at least 20 Pickup single cab vehicles with UHPS pump, 10 ATV vehicles, ATV trailers, protection suits for ATV drivers, rubber water tanks, fire rakes, forest fire uniforms, delivery hoses and nozzles, thermal cameras, etc.

Result 1.3 Emergency medical vehicles procured, delivered and used by the final beneficiary

Institutes for Emergency Medicine do not have sufficient quantities of properly equipped ambulance vehicles suitable for transportation of patients exposed to the biological and chemical incidents to the closest healthcare institution. To addresses this challenge, UNDP will deliver 12 ambulance vehicles equipped for cardiopulmonary resuscitation (CPR) to the Institutes of Emergency Medicine in Novi Sad (3 vehicles), Belgrade (4 vehicles), Kragujevac (2 vehicles) and Nis (3 vehicles), thus ensuring better regional coverage and timely medical transports in the case of the incidents.

Result 1.4 Decontamination vehicles procured, delivered and used by the final beneficiary

Medical system of Serbia has no decontamination vehicles, whilst Serbian Army forces have quite limited number of such type of vehicles under their auspices. Although the national DRM mechanism envisages engagement of military capacities in the event of the larger scale incidents, inability of the front-line emergency medical teams to timely implement decontamination protocols could result in severe personal and public health threats and increase adverse environmental impact. Procurement of two vehicles equipped with appropriate sprayers and mobile equipment will be among the first steps in strengthening the health system to diminish consequences of exposure to biohazard and chemical incidents. Due to the scarcity of this resource, the procured vehicles will be placed in Nis and Belgrade (Batut) Institutes of Emergency Medical Care, maximising their geographical coverage and prompt mobilisation to the potential scene of accident.

Result 1.5 Protective uniforms sets delivered to medical teams

Serbian health system is not capacitated to obey the safety regulations whilst responding to the mass incidents, biological threats or terrorist attacks. Absence of specialized equipment for a timely response, fast detection and safety protection could cause primary and secondary contamination of medical personnel and endanger public health in the case of contaminates' spreading. Emergency services providers have the professional responsibility to provide medical assistance and medical transportation to all the incident-affected persons. Still, they are missing basic health protection equipment and uniforms. Therefore, this intervention envisages procurement of 100 protective uniforms, sets including mask and eye-protectors with the adequate level of protection. Contract awarded supplier will deliver protective sets in accordance with the MoH distribution list, to following institutions: Institutes of Emergency Medicine: Belgrade (15 sets), Novi Sad (10 sets), Nis (12 sets), Kragujevac (8 sets), Clinics for Infectious and Tropical Diseases, Clinical Centre of Serbia (20 sets) and Vojvodina (10 sets), Institute of Public Health of Serbia "dr Milan Jovanovic Batut" (5 sets), Institute for Public Health in Nis (5 sets). Protective sets allocation will cover the minimal needs of all the major responders to the biohazard and chemical incidents in the health system chain of command.

Result 1.6 Central platform for real-time acquisition, processing, distribution of data from microcontroller stations developed, delivered and in use by the beneficiary.

UNDP will develop the Central Platform for real-time acquisition, processing, distribution of data from microcontroller stations which will enable the state and local administrations' personnel to efficiently react to the first warning signs of natural and manmade disasters. The platform shall enable aggregating of all relevant information, data and resources for efficient forecast, alert and reaction in the case of emergency. Central platform for data exchange, analysis, reporting of emergency risk and situations shall include three independent and redundant communication channels (GSM, Radio, LoraWan). It will enable automatic distribution of relevant data between SEM and other relevant stakeholders at the national and local level. The system should enable GIS integration, central database of measured information, multichannel communication and data exchange (GSM, Mail, WEB, 112). The system is composed of the central hardware infrastructure, main management software module and acquisition software modules with real time reporting of 11 relevant measured data types (water quality, air quality, biohazard, fire, wind, rain, humidity, landslides, radiation, earthquakes). This system shall replace the outdated and still operating DEWETRA system. Functionality of metadata services, data sharing and interoperability of the platform shall be achieved through strong horizontal coordination of the DRM responsible entities: Republic Hydrometeorological Service, Seismological Institute of Serbia, Republic Water Directorate, Environmental Protection Agency, Institute of Geology and Serbian Radiation and Nuclear Safety and Security Directorate. SEM, strongly supported by PIMO and UNDP technical experts, shall have the leading role in securing horizontal coordination and convergences of entities' rather specific expertise. To facilitate system development, compatibility of numerous data acquiring systems, SEM shall establish the Central Platform Development Task Force comprised of the representatives of the responsible entities. Mandate of the Task Force will be to ensure easy access to input information, assessment of existing data collection and storage systems and

identification of the most effective interoperable software solutions. The Task Force shall also ensure inter-institutional cooperation and Platform interoperability by streamlining all the further upgrades of data collection and processing systems. Upon identification of the most appropriate and cost-effective software and hardware solutions, UNDP technical experts shall develop technical specifications which will be subject to verification process and SEM's endorsement. Central Platform primary location equipment shall be placed in the newly reconstructed Republic Information Centre premises and followed by the system operability training.

Result 1.7 Transport operations supported

To mitigate COVID-19 pandemic implications on the public health in Serbia, UNDP will provide the Government of Serbia with logistic assistance in transportation and supply of emergency equipment, protective gear and medical supplies.

Result 1.8 Supplies purchase as emergency management measure

UNDP will apply fast procurement measures to ensure that sufficient quantities of medical supplies are timely delivered to health institutions.

Result 2.1 Education Centre reconstructed

UNDP will review the existing planning and technical documentation for reconstruction of the Education Centre. The Education Centre is located within the boundaries of a protected natural area. The site conditions and construction permit for reconstruction and extension of the building shall be issued by the Ministry in charge of construction according to the Law on Planning and Construction of the RS, specifically Article 133, sub-section 9a. UNDP shall source the development of the necessary technical documentation: Preliminary Design and Design for Construction Permit in consultations with the City of Kraljevo designated departments and PIMO. UNDP will follow the steps of the Serbian Law on Planning and Construction to create the conceptual design for obtaining site conditions, design for construction permit and design for execution of works. Required technical documentation will be prepared by the company licensed for designing national park facilities/structures located within natural protected properties. UNDP engineering experts will support the responsible designer in addressing gender and persons with disabilities' specific needs with appropriate technical solutions. Prior to tendering the execution of works, UNDP will conduct independent verification of the design as per internal quality assurance requirements.

UNDP shall conduct extensive reconstruction and partial extension of Rudno Education Centre followed by equipping, furnishing and overall technological upgrade. This implies (re)construction of the training facilities, accommodation rooms and a training ground compliant with the contemporary training standards. In addition to the environmental protection specific requirements deriving from the location and applicable environmental protection requirements, UNDP shall insist on application of innovative eco-friendly technologies and materials. Works shall include replacement of the existing fossil fuel heating system with the biomass system. Installation of advanced wastewater treatment and denitrification system will prevent further soil contamination from an outdated septic tank. Furthermore, all the technologically obsolete materials used for construction of the 50+ years old structure will be replaced and disposed of in accordance with the legal requirements. Introduction of Energy Management System in Serbia and accompanying measuring devices (water meters, calorimeters and electricity consumption measuring devices) as user-friendly energy and water consumption monitoring tools shall contribute to lowering the carbon footprint, effective cost control and overall financial and environmental sustainability of the action.

Rulebook on the content and manner of conducting professional supervision requires obligatory supervision of the works. Expert supervision refers to: preparatory works; construction works; installation of equipment and works performed during the construction of the facility. Company for the independent supervision of works, which can be neither the designing company, nor the company which has performed the technical control, will be present at the construction site daily. Furthermore, UNDP will apply additional environmental impact level of control including

preliminary assessment, verification of antipollution measures, waste management monitoring and assurance of eco-friendly technologies application. Following UNDP's request, the City of Kraljevo shall appoint a beneficiary supervision focal point which will contribute to the compliance of the proposed solutions with the final beneficiary needs. UNDP Project Engineer will resume responsibility for overarching works supervision, implementation of the dynamic plan and monitoring of supervisory related tasks.

Result 2.1.1 Education Centre supplied with furniture and equipment

The Education Centre in Kraljevo lacks the basic furniture, tools and equipment for contemporary training approaches. Procurement of the necessary equipment will enable better implementation of the Government of Serbia Civil Protection and Disaster Risk Reduction Training Programme. The procured equipment will be delivered and installed in the Education Centre.

Result 2.2 Municipal servants and civil protection commissioners trained

Serbian legal framework prescribes obligation of local self-governments to develop and implement environmental and disaster risk assessment and protection plans. In accordance with the recently introduced obligations prescribed by the Law on Natural and other Hazard Risk Reduction and Emergency Management, Serbian municipalities and cities are obliged to establish Civil Protection Units (CPU) on their respective territories. LSG Units are faced with limited knowledge products and learning opportunities for establishment of effective civil protection systems. Therefore, the focus of the training activity will be on bolstering human capacities at both the national and local level. Three out of four training modules will be based on PIMO curricula on the Civil Protection System and Disaster Risk Reduction, certified by the National Academy for Public Administration. PIMO is currently developing the third curriculum on Post Disaster Reconstruction and Recovery along with an all-encompassing E-learning platform. Training programmes are developed in full compliance with the National Strategy for Professional Training of Employees in Autonomous Provinces and Local Self-Governments, Law on Employees in Autonomous Provinces and Local Self-Governments and with formal consent of the Minister of Public Administration and Local Self-Government, the Council for Professional Training of Local Self-Government Employees and the Ministry of Interior.

EU funded training approach shall entail both a holistic and synergetic approach to the natural hazard management. The holistic approach will entail development of the fourth - Climate Change Adaptation (CCA) module, which will be developed by UNDP Climate Portfolio within the scope of Green Climate funded project. CCA training curriculum will be based on the Green Climate funded stocktaking exercise which highlighted the existing weaknesses and demonstrated the prevailing barriers to climate change adaptation and disaster risk reduction planning in Serbia. The synergetic approach will ensure better integration of climate change adaptation into existing policies and symbiosis with DRR measures, including development of local risk assessments and local emergency protection and rescue plans. Equally important is the complementarity with the on-going Government of Japan funded training programme comprised of two modules: 1) disaster risk assessment and 2) protection and rescue planning. Programme envisages training of 200 local administration employees and subsequent SEM certification of 50 trainees with scaling up possibility through a future GIZ funded Project. To ensure that local governments are sufficiently capacitated for protection and rescue planning, UNDP and PIMO will periodically perform capacity assessments and, if needed, address this gap with additional training opportunities.

UNDP will implement two-staged training programmes:

Training of Trainers (TOT) for advanced civil protection commissioners, national and local administration personnel involved in civil protection and DRR affairs. Training will be delivered by three NAPA certified trainers supported by PIMO and UNDP project team. Upon completion of the national training programme and the certification process, PIMO and UNDP will create advanced learning opportunities on Trans-European Cooperation and Coordination. UNDP and PIMO will organize this activity in cooperation with the International Hellenic University of Greece (City of Kavala branch) and the Standing Conference of Towns and Municipalities in Serbia. Wide scope of rendered learning opportunities and subsequent NAPA certification of at least additional 10

trainers will augment the national pool of DRR training experts and decrease human capital development dependency on international assistance.

Certified trainers will deliver **Local Level Trainings** for local administration employees, civil society organizations (CSOs) and responsible public companies. Trainers will implement the existing PIMO and UNDP developed curricula coupled with Trans-European Cooperation and Civil Protection Mechanism designated training sessions. UNDP will organise 50 two to three days long trainings for representatives of 170 local self-governments attended by app. 900 participants (15-20 participant/training). The key guiding principle to be applied by UNDP will be to ensure interactive relations with trainers and trainees.

Participation of women will be strongly incentivised and reinforced through engagement of women's organisations and complementarity of project activities.

Result 2.3 Civil protection units equipped

Law on Natural and other Hazard Risk Reduction and Emergencies legally obliges civil protection commissioners and civils protection units of general purposes to respond to a call from the competent emergency headquarters or a responsible authority. This obligation represents a legal novelty introduced in November 2018 and requires further strengthening of response capacities. To date, app. 1/3 of local self-government units (50 municipalities and cities) have met the legal requirements and appointed some 500 civil protection commissioners. Scope of their responsibilities varies from information dissemination and warning, to the emergency protection and rescue to evacuation. High vulnerability and frequent disaster exposure (floods, earthquakes, landslides) coupled with prevention driven management of civil protection departments led to the establishment of a joint, basin-based disaster risk reduction approach. A total of 18 municipalities and cities of the West Morava Basin utilised legal possibilities stipulated in the Local Self-Government Law, to establish a DRR driven local self-governments' association. The West Morava Basin Cooperation Protocol defines responsibilities of the associated local administrations, including joint use of available human and material resources, joint implementation of preventive measures, synchronised DRR actions and reinforced early warning system mechanism. Establishment of the West Morava River Basin cooperation mechanism represents a pioneering attempt in maximising preparedness, responsiveness and recovery capacities through inter-municipal cooperation. The West Morava River Basin municipalities cover 11.000 km² of territory inhabited by 800,000 citizens. Further enhancement of the civil protection capacities is of vital importance for the resilience of the entire disaster-prone region. This activity shall represent the first step in enhancing the operational capacities of civil protection units, their recognisability and accessibility during emergencies. UNDP will deliver 900 sets of visibly branded kits of protective uniforms to civil protection departments. To accelerate the participation of woman in DRR, PIMO and UNDP will condition the donation to local administrations with involvement of at least 30% of woman in civil protection affairs.

Result 2.4 Highly experienced MRSS staff trained

This intervention addresses impediments of national rescue services concerning high risk operation on inaccessible terrain. Mountain Rescue Service of Serbia (MRRS) has 250 active rescuers, capacitated to support the Ministry of Interior, Serbian Army Forces, civil protection units and health emergency service providers in rescue operations. Over the course of the last 20 years, MRSS members have saved more than 15,000 lives, 1,500 of which were rescued during the 2014 floods. The year 2019 was relatively calm in terms of disasters and related risks. Still, over the course of the year, MRRS successfully conducted 1,050 high risk rescue operations. Inaccessible places of accidents, severity of injuries and associated safety risks require a high level of physical and mental preparedness, compliance with professional requirements, constant improvements and extension of the rescue domain. ToTs for highly skilled MRSS staff will enable continuous skills development, compliance with high-level professional standards and sustainability through the transfer of knowledge. This intervention implies:

- Helicopter Rescue Training in Romania for 5 highly experienced MRSS staff members. Participants will obtain Helicopter Rescue Technician Certificate;

- Flood Water Rescue Instructor Training which includes Rescue 3 advanced swift water rescue technician training, international trauma life support training and Rescue3 instructor course for 4 highly experienced MRSS staff members. Medical and advanced water rescue trainings will be held in Croatia, while Instructor courses will be held in Austria. Certificates will be issued by Rescue3 Europe and International Trauma Life Support;
- High Angle Rope Rescue Training for 2 highly experienced MRSS staff members in Austria.

Result 2.5 Number of trained floods' rescuers

Upon obtaining the necessary certificates, MRRS trainers will train and certificate 30 MRSS flood rescuers including 8 women as per highest Rescue Europe standards.

Result 2.6 Delivered mobile dams

This activity entails donation of BEWARE type mobile dams. Installation of mobile dams offers effective prevention from torrential rainfalls and flood waves on targeted micro locations. This activity will build upon the findings of the results of SDC funded Project "Support for End to End Early Warning System" and corresponding Hydrometeorological Monitoring Study of the West Morava River Basin. The study contains analysis of the data which offers understanding of torrential flows patterns and defines early warning indicators for critical micro locations. Upon identification of flood prone locations, the responsible civil protection units shall develop a map of locations conducive for mobile dams' installation for effective defence of affected sections.

Results 2.7 Equipment and vehicles for Mountain rescue service of Serbia purchased, delivered and used by beneficiaries

The Mountain Rescue Service of Serbia (MRSS) is a strategic partner of the SEM in rescue operations on inaccessible terrain. Role of MRSS is also recognised by the Law on Natural and other Hazard Risk Reduction and Emergency Management. Specificities of rescue operations require diverse and high-quality equipment compliant with the recommendations and guidelines of the International Commission for Alpine Rescue (ICAR). Existing MRRS equipment is in many cases at the end of its life span and will need to be replaced and renewed to comply with international certification procedures. Support to MRRS foresees flood rescue equipment, snowmobile, inflatable boats, rescue stretchers, technical rescue equipment, minivan for 8+1 persons, specialised transport vehicle, helicopter rescue equipment, uniforms for rescuers, communication equipment and medical equipment. Equipment will be used by MRSS operational units in Serbia, namely: Novi Sad, Nis, Boljevac, Krusevac and Belgrade.

Result 2.8 Disaster Risk Register established and functional

Pursuant to the Article 22 of the Law on Disaster Risk Reduction and Emergency Management which prescribes the establishment of Disaster Risk Register (the Register), the legal responsibility for its development is entrusted to SEM whilst all the relevant authorities are required to provide timely updates. Due to technical capacities, the Republic Geodetic Authority will be responsible for technical infrastructure maintenance in accordance with the geospatial regulations. The Register shall be used as a subsystem of the national geospatial data infrastructure system comprised of the following data: physical and geographical characteristics of risk affected areas, affected population vulnerability data, infrastructure data including level of exposure and vulnerability, historical data, risks description, areas of immediate risk and local-self-governments' risk reduction capacities. This intervention will support the establishment of the Disaster Risk Register as an interactive and interoperable system aligned with the EU INSPIRE Directive and the EU Initiative to Enhance Data Interoperability. In setting up the system, UNDP will rely on the business and technical architecture developed within World Bank funded project. Upon development, the Risk Register will be connected to the already existing DRIS (Disaster Risk Information System). DRIS already contains data on potential risks at the local level, including the existing Municipal Disaster Risk Assessments (90) and 30 SEM endorsed Rescue and Protection Plans. PIMO and SEM will update DRIS on a regular basis with newly adopted protection plans produced within the Government of Japan funded training programme. The Register will contain Damage Assessment

data interlinked with DESINVENTAR Geoportal. Development of Damage Assessment Reports requires a rather complex methodological approach aligned with PDNA (EU, UNDP and the World Bank Post Disaster Needs Assessment Guidelines) and an effective horizontal and vertical coordination. Therefore, the Government of Serbia has established the inter-ministerial Working Group tasked to develop the Damage Assessment Methodology. Development of the Methodology is funded by UNDP Crisis Bureau and DRR Unit and implemented by UNDP Serbia. Upon completion of the process, in the third quarter of 2020, the Methodology shall be submitted to the GoS for official adoption.

Result 2.9 The most relevant awareness raising thematic areas identified and supported

This activity aims to support civil society organisations in a participatory and transparent manner and enhance civic engagement in DRR. Priority areas of intervention shall include but shall not be limited to strengthening networks of civil society actors in DRR, awareness raising and civic participation in DRR activities and corresponding decision-making processes. UNDP will identify priority areas of intervention based on the in-depth capacity gaps assessment of the existing DRR practices and wide consultative process with grassroots, professional, minorities' and women's organisations and community members. Based on the conducted assessment, UNDP will develop Call for Proposal with clearly defined priority areas of intervention. Incorporation of the gender mainstreaming approach coupled with the SMART-based gender marker will be obligatory for all the applicants. Civil Society Organizations (hereinafter CSOs) offer myriad possibilities for introducing innovative and vulnerable groups focused practices in DRR. High level of community embedment and flexible organisational structure of CSOs create fertile soil for testing of new approaches suitable for scaling-up and replication. CSOs oversight potential and capacities in addressing the needs of to the most vulnerable and highly exposed community groups shall contribute to the design of the responses and coping mechanisms tailored to the local specificities and vulnerabilities.

Resources Required to Achieve the Expected Results

Project activities will be implemented by a competent project team forming part of a project office structure. Each of the beneficiaries will contribute to the team with experienced staff with first-hand technical experiences in the themes covered within their respective activities and interventions. The following functions are proposed within the project team.

Overall project manager. A full-time project manager is proposed in the team, coordinating all project activities. He/she will be responsible for coordination and communication within the project team, relations with beneficiaries, end recipients and stakeholders and maintenance of procedural aspects. The project manager will supervise the internal management proceedings and coordinate any corrective actions with beneficiaries. The project manager will supervise communication and visibility activities at the horizontal level.

Content support (technical focal point, communication, procurement). The members will support the project manager in implementation of specific tasks related to the content of activities. The functions will cover communication activities, implementation of technical tasks, including extensive procurement.

Administrative staff. Additional administrative staff will be engaged in support to the core content and technical activities. The tasks of administrative staff will include management of documentation, financial management support and support in the communication and visibility segment.

The core project team described in the previous point will carry out the overall implementation of the activities. To support the project team, per-diems/subsistence and travel costs will be allocated. Both segments are calculated in line with the existing UNDP standards. Travel and presence at the local level is taken into account in planning of these resources.

The project funds will be allocated for purchase of equipment for institutions in organisations in the sector of health, emergency management and civil protection, precisely to SEM, Ministry of Health, civil protection commissioners, respectively LSGs, MRSS and RGA. Purchase of the equipment is planned in line with concrete and proven needs at the national and local level. This proposal provides a list of equipment in the description of activities and the project budget. Further, the project funds will be allocated for (re)construction works for institutions in organisations in the sector of emergency management and civil protection. Reconstruction works are planned in line with the proven needs and based on the already assessed technical documentation for (re)construction at the national and local level. This proposal provides a description of reconstruction works and the project budget.

Costs of local office included in the project budget are limited to the costs of the utilities and sundries (such as rent, depreciation costs, assets composing project office, maintenance/repair, consumables and supplies, IT & telecommunication, energy/water, facility/security costs) of the designated project office, which will be housed in UNDP Serbia Country Office.

UNDP will engage external expert services in support of implementation of specific segments of activities. The external assistance will cover professional services which cannot be delivered by internal sources. An example of such activity is training needs assessment and training in civil protection sector. External assistance will also be engaged in support services: implementation of events, translation services, printing of publications and promotional materials. As the important part of the project are the (re)construction works, UNDP will engage external expert/companies in support of the following activities: design of technical documentation, development of technical specification, technical control/ independent verification of prepared documentation, construction works and independent supervision of works.

Development of the Disaster Risk Register will be based on the technical architecture of the system developed within World Bank funded project whilst installation of the mobile dams will follow recommendations of SDC funded Project "Support for End to End Early Warning System" and corresponding Hydrometeorological Monitoring Study of the West Morava River Basin. The study contains analysis of the data which offers understanding of torrential flows patterns and defines early warning indicators for critical micro locations. Upon identification of flood prone locations, the responsible civil protection units shall develop a map of locations conducive for mobile dams' installation for effective defence of affected sections. In establishing of civil protection units training approach UNDP will use PIMO' developed and National Academy for Public administration certified training curricula and accredited trainers.

Partnerships

All specific support activities elaborated in this proposal (support services, equipment, infrastructure) are coming directly from the beneficiaries and end recipients (SEM, Ministry of Health, PIMO, LSGs, MRSS and RGA). The institutions which have proposed the activities are strongly committed, and therefore full support in the implementation phase and continuation of activities/results after the conclusion of the project is expected. UNDP has checked the proposed activities and agreed that the overall project design and specific support intervention correspond to the present priority needs.

Beneficiaries and final recipients, represented by national and local level institutions and CSOs, recognized under this Action, shall be involved in each stage of preparation of tender documentation (e.g. technical documentation, specification of the equipment, development of ToRs, etc.), will participate as observers in the selection process of the best bidder in order to ensure that the specific priorities and needs are properly addressed. Final beneficiaries designated technical focal points shall assume the role of beneficiary supervision on construction sites ensuring full compliance of executed actions with the beneficiary' needs.

The main precondition for SEM Central Building Reconstruction is development of technical documentation and such responsibility was assigned to the Ministry of Interior – Sector for Emergency Management. To ensure appropriate technical, functional and energy efficient solutions, application of the environmentally friendly materials and processes, UNDP will resume

the advisory role in the designing process and support SEM and the responsible designer in development of compelling and tenderable design. Hence, equipping of the Republic Information Centre might require specific technical (sealing height, cooling systems, surveillance system requirements, etc.) and spatial solutions, UNDP will support SEM in coordination between 112 project technical counterparts and the design company. Although all the designs will be compliant with the requirements of the Law on Planning and Construction, which requires an independent technical control as a prerequisite for construction permit issuance, UNDP will apply an additional layer of quality assurance control regarding scope for works, applied technical solutions and price estimations.

Risks and Assumptions

The following assumptions and preconditions need to be fulfilled for efficient implementation of this action:

- **Full commitment to action's objectives from the participating national and local institutions and organisations.** The participating national and local institutions and organisations are expected to fully support the UNDP efforts. They are expected to be committed in trainings and capacity building activities. National and local level institutions and organisations are expected to commit to maintenance of the infrastructure and equipment provided from the project.
- **Full commitment towards efficient and consistent resolution of issues of DRR at the national level is expected.** UNDP assume that the Government of Serbia and relevant national institutions will continue their efforts to ensure better communication and cooperation between all involved relevant stakeholders in DRR. National entities involved directly in project activities are expected to embrace the concepts developed and ensure continuation after the project closure.

The following table presents the analysis of risks and contingency scenarios:

| Risk | Probability | Impact | Mitigation |
|---|--------------------|---------------|---|
| Institutional: | | | |
| Political changes at the local and national level | Medium | Medium | <ul style="list-style-type: none"> ➤ The themes tackled in the project are considered high-priority issues for both the national and local level. As such, they would be supported by any national/local government regardless of political orientation. ➤ UNDP will maintain regular contacts and coordination with authorities at both levels. In case of changes, they will approach the new structures with transparent and independent presentation of project activities, broader significance and impact. |
| Lack of motivation and commitment from national and local institutions and organisations to fully participate | Low | Medium | <ul style="list-style-type: none"> ➤ This proposal is prepared in close partnership consultations with relevant national institutions. All proposed activities were checked for commitment by final beneficiaries. ➤ The target institutions and organisations have expressed commitment for maintenance of facilities developed in the project. ➤ UNDP will maintain close collaboration with relevant stakeholders to encourage commitments. |
| Technical: | | | |
| Delays in deliveries of equipment, materials and/or infrastructure upgrade due to poor performance by contractors | Low | Medium | <ul style="list-style-type: none"> ➤ Possibility to apply own procurement procedures (as pillar-assessed organisations) represents an important advantage of this partnership. It will increase efficiency, decrease reaction time and improve control over sub-contractors. ➤ Each infrastructure and supply activity will be thoroughly reviewed in the preparatory phase. Technical and logistical arrangements will be made in such way to decrease the risk. All the facts will be presented to the PSC before the decision is made. ➤ UNDP will maintain close control and communication with sub-contractors. Their performance will be incorporated into the internal monitoring system. ➤ UNDP will put efforts in risk management during implementation of different contracts. |

Stakeholder Engagement

The key approach in the project is joint efforts for improvement of civil protection and disaster resilience strengthening. Throughout the implementation, UNDP will strive to achieve real and proven change for all involved target groups, beneficiaries and stakeholders. This can be achieved by establishing a clear and strong relation between the present situation and final result. The competencies, knowledge and experiences of the beneficiary institutions, entrusted entity and outsourced expert are a guarantee for coherent and efficient implementation. The results are defined in realistic and consistent manner and will be measured throughout the implementation. The partnership is outwards reaching, in line with the requirements and principles of cooperation and efficient delivery. In addition to the direct contacts with beneficiary institutions at the national and local level and with the final beneficiaries, the stakeholders include other professional organisations, media, civil society organisations, etc.

The following stakeholders' matrix indicates some of the coordination aspects which will be considered in the implementation phase.

| Stakeholders | | | | | | |
|---|---|--|---|---|---|--|
| | Contracting Authority | Involved Line Ministries and bodies of the Government of Serbia | Target groups and final beneficiaries | Media | NGO Sector | Other stakeholders (professional organizations, opinion groups etc.) |
| Coordination, contract management, decision making | Contract management, amendments, checking of reports, monitoring | Contract supervisory and advisory function. Participation in the project SC. | | | | |
| Project management | Review of the level of achievement. Specific advice in the implementation phase | Advice provided if necessary | Beneficiaries - feedback communicated | | | |
| Professional advice, contributions with specific activities/results | Alignment of activities/results with EU standards | Specific professional advice provided for specific segments in line with Ministries' coverage and competencies | Recipients and beneficiaries of activities and results. Feedback communicated | Advice provided in relation to visibility aspects of activities and results per each Activity | Specific advice provided in the implementation phase. Direct cooperation in activities, for example, events | Specific advice provided. Participation in activities, for example, development of models, capacity building |
| Promotion and visibility | Ensuring that EU visibility requirements are followed | Participation in promotion events. Ensuring visibility for Government's sector policies | Recipients and beneficiaries. Active participation in specific segments | Direct partners in the visibility and promotion process. Advice provided if necessary. | Support function. Distributing information through networks | Support function. Distributing information through networks. |

Communication and coordination with the external organisations will be set up at different levels and around specific themes/areas of cooperation. Continuous observing of external conditions and measuring of feedback will ensure that current actual challenges/needs are addressed. The internal and external organisation will be the basis for flexibility and responsiveness when necessary. The day-to-day activities of the Action, including procurement, disbursements, financial management, and monitoring, will be carried out by the UNDP. UNDP will carry out the Action with due diligence and efficiency, enable on-site visits on the locations which are subject of the actions and ensure that all goods and services financed under this Action are used exclusively for their purpose.

South-South and Triangular Cooperation (SSC/TrC)

The Action shall directly contribute to the enhanced cross-border and international cooperation, better coordination of activities of international protection and rescue forces within the EU Civil Protection Mechanism. Moreover, project will seek opportunities to streamline the best practices of UNDP's disaster risk reduction work on the risk-inform development in line with the goals and targets of the SDGs and the Sendai Framework for Disaster Risk Reduction and enhance

cooperation among countries. UNDP works in 170 countries and communities with national partners to strengthen national and subnational policies, legal and institutional systems; foster greater coherence of disaster risk reduction and climate adaptation efforts; provide access to risk information and early warning systems and strengthen preparedness and response measures. Together, these efforts strengthen the resilience of countries and urban and rural communities. Since 2012, UNDP has successfully implemented some 59 disaster risk resilience projects in Europe and Central Asia, with the total value of **EUR 97.5 million**. UNDP DRR portfolio targets climate resilience building, transboundary mitigation of flood risks, post-disaster reconstruction and recovery, PDNA, water management, policy development and regional resilience networking.

Knowledge

The Action will contribute to the implementation of the Law on Disaster Risk Reduction and Emergency Management and development of capacities for its implementation at the local level. Encouraging cooperation and association of LSGs in line with the Law on Local Self-governments will be supported through this Action. Capacity building of all the targeted institutions, organizations and participants actively involved in emergency management system.

Dissemination and replication of outcomes:

UNDP will prepare presentations of results in a way to allow their use in other initiatives and areas (each result will be presented with its background, main actions and lessons learned). Channels used in the process will include:

Press-releases and media publications. UNDP will issue regular press-releases and ensure media publications. These will be aimed at the general public, promoting governmental efforts, significance of EU financing and sector issues.

Professional publications. The project results (capturing the relation between project outputs and impact) will be presented in professional publications and in the media dealing with emergency management and civil protection issues, for further dissemination and replication.

Events planned by the project will be an opportunity for presentation of results to extended audience.

Direct contacts. UNDP will be available throughout the duration of the project for presentation of lessons and experiences to other interested parties, policy makers, etc.

Visibility and communication are important elements of this project due to the specifics and importance of the themes covered. The main messages communicated throughout the implementation will be:

- Promotion of issues and challenges of emergency management and civil protection. The purpose of visibility activities will be the introduction of the issues and challenges of raising prevention and responsiveness in emergency management to the local population.
- Significance of EU funding and support. The visibility activities will promote the positive impact of EU funding initiatives in Serbia. This should contribute to better awareness/perception of the EU in general sense.
- Significance of the positive leading role of the Government institutions and local self-governments in ensuring continuous improvement of emergency management and civil protection at the national and local level.

Visibility activities will be implemented at the overall project level. Here, visibility and communication activities will be implemented horizontally through all the activities. Messages in this segment will promote the sector, EU initiatives, governmental efforts and UN support. The main channels of communication will include public events in Serbia, conferences/field visits, media interactions, written documents, global meetings and forums organized under the auspices of the UN. Participation of a UN Agency in the project represents an added value in all respects.

The visibility activities will be specifically designed to promote improved national and local infrastructure and services related to emergency management and civil protection among the general Serbian public. They will highlight the joint work and cooperation between the EU, Government of Serbia and UN in this important endeavour and the positive impact they make on the progress of the EU accession processes in Serbia. All visibility and promotion activities will be implemented in line with the relevant contractual requirements and the Joint Visibility guidelines for EC-UN in the field. [Communication & Visibility Plan](#) contains detail elaboration of communication activities, applicable tools and communication channels.

Sustainability and Scaling Up

Financial sustainability: The project is focusing on strengthening the existing public institutions and organisations. Thus, the main guarantee of financial sustainability will be the public funds. Most of the initiatives proposed in the project (infrastructure and equipment upgrades) are already a part of the beneficiaries' assets, therefore funds are regularly provided in the annual budget, and national and local institutions have the legal obligation to maintain the infrastructure. The improvements may even bring positive financial results, as the costs of maintenance would decrease due to reduced loss as benefit of introduction of energy efficiency measures. The equipment purchased from the project will in most cases replace old equipment, which is in many cases at the end of its life span. The new equipment will ensure more efficient implementation of services and will reduce average maintenance costs. The capacity building activities along with infrastructure and equipment upgrades will raise the competencies and efficiency of participating staff and reduce dependence on international assistance funding.

Institutional sustainability: In all activities the project will produce relevant and important deliverables and results that contribute to strengthening the institutions involved. The project does not envisage creation of new institutions; rather, all efforts will be focused on ownership of results by existing institutions, enabling institutions to function better and enabling better vertical and horizontal relations among institutions.

UNDP will intensively work on building capacities of civil protection commissioners, staff of LSGs, MRSS, NGOs and other relevant stakeholders. The training and workshop support delivered will equip the participating staff with significant knowledge and experiences in implementation of activities aimed at supporting emergency and civil protection. The knowledge and experiences gained from the project will be used after the conclusion of the implementation period. In some cases (training curriculum for civil protection commissioners and MRSS selected staff) the trainees will have their competencies confirmed with certificates.

The project will directly contribute to strengthening of the national and local level institutions. It will introduce better standards and models based on the EU and international good practice, and, as a result, the partner institutions will have better capacity and will be more efficient in delivery of their services, even after the closure of the project. The continuous support to national mechanisms for coordination in case in emergency brings better quality to the coordination process, and also helps expand the coordination and networking to a wide range of stakeholders and groups.

Policy level sustainability: The project contains several elements which bring added value to the existing policy practices and show the perspective for sustainability at this level. The lessons learned from development of the Disaster Risk Register will assist the policy development and encourage the development of new mechanisms, which would effectively support the development of the DRR sector.

Environmental sustainability: The interventions planned in the project have close linkages to environmental issues. The infrastructure improvements will have a positive impact on reducing energy consumption by implementing energy efficiency measures: using more efficient heating systems, efficient electrical appliances and cooling devices; improved insulation; climate change mitigation measures, specifically to reduce emission of CO₂ as one of the main greenhouse gasses. Moreover, an integrated approach to building design will apply the use of energy efficient materials and constructions practices and efficient waste and water management practices.

Recyclables like paper, metal, glass and plastics will be collected separately in both reconstructed buildings and delivered to persons permitted to collect, treat and store such materials. In order to improve air quality, the procured vehicles will be with minimal emission of harmful gases. Environmental monitoring of all construction operations will be required. During the reconstruction of 2 buildings, a system for managing of construction and demolition waste will be established. Separate collection and preparation of the recyclable / reusable residues, where appropriate, will be mandatory for the construction company. In accordance with Article 35 of the Law on Waste Management, hazardous waste from the construction sites must be collected and transported separately. Hazardous waste fractions, if they exist (asbestos waste, etc.), will be kept separate, sampled, analysed and removed from the construction site by licensed companies. The trainings that will be held during the implementation of this action will support the topics such as the importance of maintaining watercourses as a flood prevention measure. The activities envisaged under this project focus on disaster risk reduction, resilience and civil protection and consequently will contribute to avoiding negative effects on the natural resources.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

UNDP will implement internal evaluation at the key milestones of the project. Following this evaluation, reports will be prepared in line with the standard methodology. Effectiveness, efficiency, utility and sustainability will be among issues reviewed. The process will not only increase the impact of the project but will also provide valuable messages and lessons learned for the policy making level and participating stakeholders.

Project Management

The day-to-day activities of the Action, including procurement, disbursements, financial management, and monitoring, will be carried out by the UNDP. UNDP will carry out the Action with due diligence and efficiency, enable on-site visits on the locations which are subject of the actions and ensure that all goods and services financed under this Action are used exclusively for their purpose.

UNDP will perform procurement procedures and award the contracts in line with its regulations and rules for procurement assessed by the European Commission.

The operational base of this Action will be UNDP Office in Belgrade, Republic of Serbia. In addition, some project activities will be implemented on different location of beneficiaries. Therefore, monitoring activities which will be performed by UNDP staff will require occasional visits to the places outside of the place of operational base.

The Government will continue with streamlining investments in strengthening institutional framework and human, physical and technical capacities of the Sector for Emergency Management within the Ministry of Interior – SEM, through construction and adaptation of facilities and by strengthening their capacities for prevention and more efficient response in emergency situations. Furthermore, programmes enforced through the allocated resources will improve risk and emergency management systems, mainly through enhancement of competences of the civil protection units. Specific programmes will continue to address the emergency response needs, as well as rehabilitation and renewal of assets that have been damaged during natural disasters.

EU support to emergency management programmes will contribute to the enhancement and upgrading of the emergency system in Serbia through the establishment and strengthening of the 112-emergency integrated response.

The Action will build upon three on-going disaster risk management programmes managed by PIMO, namely:

Development of the Flood Risk Maps in 75 flood prone areas;

Support for End to End Early Warning System which is being funded by the Multi Donor Trust Fund for Mainstreaming Disaster and Climate Risk Management in Developing Countries and administered by the International Bank for Reconstruction and Development/International Development Association from SDC Swiss donation. Objectives of the Project are to support the improvement of institutional capacities in disaster risk identification and monitoring and early warning systems and strengthen the response and preparedness capacities at the national, municipal and local level. The project will end by December 2020 and will result in setting up a significant improvement for resilience in selected municipalities (17 municipalities in the West Morava River basin) where the City of Uzice, with complementary activities from Swiss SECO project, will have end to end EWS by 2021. The project also resulted in designing the Disaster Risk Information System – DRIS, a platform and an IT tool tailor-made for municipalities to develop Disaster Risk Assessment and Rescue and Protection Plans in line with the existing Methodology for developing those documents, adopted by MoI.

Scaling Up Resilient Infrastructure Project financed by the Government of Japan assistance to the Republic of Serbia within the Multi Donor Trust Fund for Mainstreaming Disaster and Climate Risk Management in Developing Countries. This project is directly related to the realization of the National Disaster Risk Management Program, specifically Component 3 - Risk Reduction structural and non-structural risk reduction measures. Project focuses on development of a system for incorporating the risk information in sector investment planning, with the focus on risk infrastructures, as a basis for risk management policy. The project has just become operational and it will last till the end of 2020 and aims to prepare government bodies and municipalities for developing Disaster Risk Reduction Plans in accordance with legal requirements. The project will also prepare the ToR for establishment of the Disaster Risk Registry, funded within the Action.

The Action will address some of the impediments identified by the **“Improving microbiology diagnostic system quality in the function of surveillance of communicable diseases (CD) in the Republic of Serbia”** Twining Light Project regarding the limited capacities of the health system to detect infectious diseases under EU surveillance. Project identified a number of deficiencies at various levels, from primary diagnostic capacity across the country as per the EU laboratory diagnostic criteria, to the further characterization of pathogens at National Reference Laboratory (NRL) level for public health purposes and diagnostic networking, reference laboratories and central health institutions (MoH and IPHs). Alongside those gaps, there is a strong need for further strengthening of physical, operational and human capacities across the health sector.

A European Union funded programme in migration management in Serbia implemented by United Nations Development Programme (UNDP), in partnership with the World Health Organization (WHO), International Organization for Migration (IOM) as well as the United Nations Office for Project Services (UNOPS) - the Project **“Open Communities – Successful Communities”**. Project supported municipal resilience to the challenges of the manmade crisis including strengthening of the capacities of the health sector through procurement of equipment for prompt diagnosis and detection of communicable diseases. All of these activities contributed to the strengthening of capacities of healthcare institutions in charge of first response in situations of increased risk of spreading contagious diseases and reacting in emergency situations.

Moreover, the Action is designed in a manner to enable the implementation of **the 2019 Peer Review Recommendations** developed within the framework of EU cooperation on civil protection and disaster risk management. Recommendation of the Peer review, as governance tool where the performance in disaster risk management/civil protection of one country is examined on an equal basis by experts from countries participating in the Union Civil Protection Mechanism, delivered credible and trusted recommendations and quality insights for further policy improvements in disaster risk management and civil protection. In that regard, the Action will contribute to the comprehensiveness and inclusiveness of the risk assessment process, disaster preparedness and contingency planning, strengthening of SEM's capacities and overall DRR system.

V. RESULTS FRAMEWORK

| Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: By 2020, there are improved capacities to combat climate change and manage natural resources and communities are more resilient to the effects of natural and man-made disasters; | | | | | | | | | |
|---|--|---|----------|-----------|---|--------|--------|--------------|---|
| Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Output 5: The National Disaster Risk Management System is implemented at central and local levels Indicator: National legislation and policies aligned with 2015 successor document to the Hyogo Framework for Action and mainstream disaster risk reduction (Rating scale: 1-no, 2-to some extent, 3-to great extent, 4-yes) Baseline: 2 Target: 3 | | | | | | | | | |
| Applicable Output(s) from the UNDP Strategic Plan: Economic loss from natural hazards (geo-physical and climate-induced hazards) as a proportion of GDP. | | | | | | | | | |
| Project title and Atlas Project Number: EU for Civil Protection and Disaster Risk Resilience in the Republic of Serbia, Project Award no. 00126724 | | | | | | | | | |
| EXPECTED OUTPUTS | OUTPUT INDICATORS | DATA SOURCE | BASELINE | | TARGETS (by frequency of data collection) | | | | DATA COLLECTION METHODS & RISKS |
| | | | Value | Year 2020 | Year 1 | Year 2 | Year 3 | Final Year 4 | |
| Output 1.1 SEM central building including the Republic Information Centre equipped | 1.1 Rehabilitation progress and operability status | Supervising Organ Reports UNDP Construction sites monitoring reports | 0 | 0 | 80% | 100% | / | 100% | <i>Monitoring progress over expected results Field visits Analysis of construction progress reports Analysis of supervision reports</i> |
| Output 1.2 Firefighting equipment and vehicles procured, delivered and used by the beneficiary | Number of delivered equipment sets and vehicles | Implementation Progress Reports Handover Reports SEM Reports | 0 0 | 0 0 | 10 30 | / | / | 10 30 | <i>Analyses of handover reports Written follow up with the final beneficiary</i> |

| | | | | | | | | | |
|--|--|---|---|---|-----|-----|-----|------|---|
| Output 1.3 Emergency medical vehicles procured, delivered and used by the final beneficiary | Number of vehicles | Implementation Progress Reports Handover Reports MoH Reports | 0 | 0 | 12 | / | / | 12 | Analyses of handover reports Written follow up with final beneficiaries' |
| Output 1.4 Decontamination vehicles procured, delivered and used by the final beneficiary | Number of vehicles | Implementation Progress Reports Handover Reports MoH Reports | 0 | 0 | 2 | / | / | 2 | Analyses of handover reports Written follow up with final beneficiaries' |
| Output 1.5 Op. 1.5 Protective uniforms sets delivered to medical teams | Number of sets | Implementation Progress Reports Handover Reports MoH Reports | 0 | 0 | 100 | / | / | 100 | Analyses of handover reports Written follow up with the final beneficiaries' |
| Output 1.6 Central platform for real-time acquisition, processing, distribution of data from microcontroller stations developed, delivered and in use by the beneficiary. | Platform development progress and functionality status | Implementation Progress Reports Handover Reports RGA Reports PIMO Reports | 0 | 0 | 20% | 40% | 75% | 100% | Analyses of handover reports Written follow up with the final beneficiaries' Monitoring level of operability against defined targets and expected results |
| Output 1.7 Transport operations supported | Number of flights | Implementation Progress Reports Handover Reports SEM Reports Government Reports | 0 | 0 | 5 | / | / | 5 | Analyses of handover protocols Compilation of data provided by the GoS |

| | | | | | | | | | |
|--|--|---|-----|-----|-----|------|------|------|---|
| Output 1.8 Supplies purchase as emergency management measure | Tons of supplies | Implementation Progress Reports Handover Reports SEM Reports Government Reports | 0 | 0 | 50 | / | / | 50 | <i>Analyses of handover protocols</i> <i>Compilation of data provided by the GoS</i> |
| Output 2.1 Education Centre reconstructed | Rehabilitation progress and operability status | Construction site monitoring Report Supervising Organ Reports Implementation Progress Reports PIMO Reports | 0 | 0 | 10% | 100% | / | 100% | <i>Monitoring progress over expected results</i> <i>Field visits</i> <i>Analysis of construction progress reports</i> <i>Analysis of supervision reports</i> |
| Output 2.1.1 Education Centre supplied with furniture and equipment | Number of delivered sets | Implementation Progress Reports Handover Reports PIMO Reports | 0 | 0 | 0 | 5 | / | 100% | <i>Analyses of handover reports</i> <i>Field visits</i> |
| Output 2.2 Municipal servants and civil protection commissioners trained | Number of trained local servants | Implementation Progress Reports PIMO Reports | 500 | 500 | 750 | 1100 | 1300 | 1400 | <i>Analyses of training registries</i> |
| Output 2.3 Civil protection units equipped | Number of delivered items | Implementation Progress Reports SEM Reports PIMO Reports Handover Reports | 0 | 0 | 900 | / | / | 900 | <i>Field visits</i> <i>Analyses of handover reports</i> |
| Output 2.4 Highly experienced MRSS staff trained; | Number of staff trained to instructor level | Implementation Progress Reports MRRS Reports PIMO Reports Training Register | 0 | 0 | 5 | 11 | / | 11 | <i>Analyses of training reports and arrangements</i> |

| | | | | | | | | | |
|---|---|---|--------|--------|---------|--------------|---|--------------|--|
| Output 2.5 Trained floods' rescuers; | No of trained flood rescuers (women/men) | Implementation Progress Reports MRRS Reports PIMO Reports Training Register | 0 | 0 | 5 | 30 (8/22) | / | 30 (8/22) | <i>Analyses of training reports and arrangements</i> |
| Output 2.6 Delivered mobile dams; | Number of delivered sets | Implementation Progress Reports SEM Reports PIMO Reports | 0 | 0 | 0 | 1 | / | 1 | <i>Field visits Analyses of handover reports</i> |
| Output 2.7 Equipment and vehicles for Mountain rescue service of Serbia purchased, delivered and used by beneficiaries; | Number of vehicles and sets of equipment delivered | Implementation Progress Reports Handover Reports PIMO Reports | 0 0 | 0 0 | 3 10 | / | / | 3 10 | <i>Field visits Analyses of handover reports</i> |
| Output 2.8 Disaster Risk Register established and functional | % of coverage of the territory of the Republic of Serbia | Implementation Progress Reports Handover Reports PIMO Reports RGA Reports | 0 | 0 | 30% | 50% | / | 50% | <i>Analyses of RGA and PIMO reports Written follow up with the final beneficiaries' Monitoring level of operability against defined targets and expected results</i> |
| Output 2.9 The most relevant awareness raising thematic areas identified and supported; | Number of the most relevant awareness raising thematic areas identified and supported | Implementation Progress Reports | 0 | 0 | 3 | / | / | 3 | <i>Grant Award Documentation analyses Analyses of grantees' reports</i> |

VI. MONITORING AND EVALUATION

UNDP will establish an internal system of monitoring and evaluation to regularly check the activities and results. The system will use the original benchmarks presented in this document as the basis. Each of the activities is related to specific outcome/outputs and equipped with quantified indicators. Throughout the implementation, the achieved results will be checked against original plans – time perspective/milestones will be taken into account. In case of discrepancies from plans, UNDP will introduce corrective measures. Normal procedure for elimination of discrepancies will be (a) identifying a discrepancy, (b) estimation of the level of discrepancy and potential impact (time, quality and quantity wise), (c) definition of reasons (internal, external), (d) preparation of the contingency plan (responsibilities, activities), (e) implementation of the contingency plan, (f) review. UNDP has clearly defined roles and responsibilities in the implementation phase. Each will contribute with their reports and inputs into the internal monitoring system.

Regular reporting will be established at the level of partnership. While monitoring will be a constant process, internal evaluation will be implemented at the key milestones of the project. Following this evaluation, reports will be prepared in line with the standard methodology. Effectiveness, efficiency, utility and sustainability will be among issues reviewed. The process will not only increase the impact of the project but will also provide valuable messages and lessons learned for the policy making level and participating stakeholders.

The project also anticipates the possibility of external evaluation by the EUD or nominated bodies as per contractual requirements. In this process, UNDP will ensure full cooperation and availability of project-related information.

Monitoring Plan

| Monitoring Activity | Purpose | Frequency | Expected Action | Partners (if joint) | Cost (if any) |
|--------------------------------|---|---|---|---------------------|---------------|
| Track results progress | Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs. | Quarterly, or in the frequency required for each indicator. | Slower than expected progress will be addressed by project management. | N/A | N/A |
| Monitor and Manage Risk | Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk. | Quarterly | Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken. | N/A | N/A |
| Learn | Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners | At least annually | Relevant lessons are captured by the project team and used to inform management decisions. | N/A | N/A |

| | | | | | |
|---|--|--|--|-----|-----|
| | and integrated back into the project. | | | | |
| Annual Project Quality Assurance | The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project. | Annually | Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance. | N/A | N/A |
| Review and Make Course Corrections | Internal review of data and evidence from all monitoring actions to inform decision making. | At least annually | Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections. | N/A | N/A |
| Project Report | A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period. | Annually, and at the end of the project (final report) | | N/A | N/A |
| Project Review (Project Board) | The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences. | Specify frequency (i.e., at least annually) | Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified. | N/A | N/A |

Evaluation Plan

| Evaluation Title | Partners (if joint) | Related Strategic Plan Output | UNDAF/CPD Outcome | Planned Completion Date | Key Evaluation Stakeholders | Cost and Source of Funding |
|--------------------------|----------------------------|--------------------------------------|--------------------------|--------------------------------|------------------------------------|-----------------------------------|
| EU outsourced evaluation | / | / | / | December 2024 | PIMO SEM MoH MRRS | N/A |

VII. MULTI-YEAR WORK PLAN

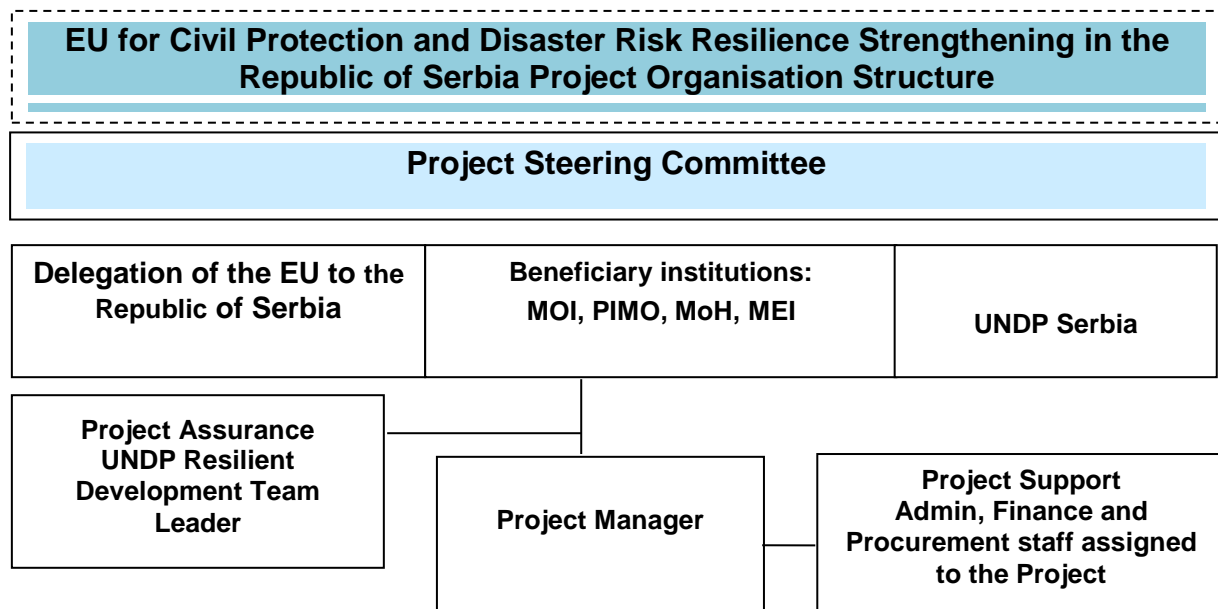
| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | |
|--|---|------------------------|------------|------------|------------|-------------------|----------------|--|---------------|
| | | Y1 | Y2 | Y3 | Y4 | | Funding Source | Budget Description | Amount in USD |
| Output 1: Established capacities for emergency management and disaster risk resilience at the national and local level Gender marker: GEN 1 | Activity A.0.1 Establishment and coordination of Decision-Making Process (Project Management) | 173,280.54 | 173,280.54 | 153,009.05 | 142,873.30 | UNDP | EU | 71400 Contractual services - Individuals | 642,443.44 |
| | | 11,029.41 | 11,029.41 | 11,029.41 | 11,029.41 | UNDP | EU | 71600 Travel | 44,117.65 |
| | | 52,092.76 | 52,092.76 | 52,092.76 | 52,092.76 | UNDP | EU | 64300 Staff Mgmt Costs | 208,371.04 |
| | | 4,072.40 | 4,072.40 | 4,072.40 | 4,072.40 | UNDP | EU | 72400 Communic & Audio Visual Equip | 16,289.59 |
| | | 2,036.20 | 2,036.20 | 2,036.20 | 2,036.20 | UNDP | EU | 72500 Supplies | 8,144.80 |
| | | | 5,701.36 | | | UNDP | EU | 74100 Professional Services | 5,701.36 |
| | | 16,220.59 | 16,464.93 | 16,464.93 | 16,464.93 | UNDP | EU | 74200 Audio Visual&Print Prod Costs | 65,615.38 |
| | Activity A.1.1 Reconstruction and equipping of the Sector for Emergency Management of the Ministry of Interior SEM building | 678.73 | 452.49 | | | UNDP | EU | 71300 Local Consultants | 1,131.22 |
| | | 282,805.43 | 848,416.29 | | | UNDP | EU | 72100 Company contracts | 1,131,221.72 |
| | | 285,633.48 | | | | UNDP | EU | 72200 Equipment and Furniture | 285,633.48 |
| | Activity A.1.2 Purchase of equipment for fire protection and rescue teams and establishment of the Central platform for real-time acquisition, processing, distribution of data from microcontroller stations | 2,262.44 | | | | UNDP | EU | 71300 Local Consultants | 2,262.44 |
| | | 1,131.22 | 2,262.44 | 1,696.83 | 565.61 | | | | 5,656.11 |
| | | 78,280.54 | | | | UNDP | EU | 72200 Equipment and Furniture | 78,280.54 |
| | | 66,742.08 | 98,416.29 | 400,452.48 | | UNDP | EU | 72800 IT Equipment | 565,610.86 |

| | | | | | | | | | |
|---------------------------------|--|--------------|------------|------------|------------|------------|------|-------------------------------|---------------------------|
| | | 4,072.40 | | | | UNDP | EU | 71300 Local Consultants | 4,072.40 |
| | Activity A.1.3 Purchase of equipment and specialised vehicles for Institutes of Emergency Medicine, civil and fire protection units and MRSS | 2,176,470.68 | | | | UNDP | EU | 72200 Equipment and Furniture | 2,176,470.68 |
| | | 725,480.77 | | | | UNDP | EU | 72300 Materials and Goods | 725,480.77 |
| | Activity A.1.4 Activation of the emergency clause and delivery of assistance | | | | | UNDP | EU | 70000 Operating expenses | |
| | Activity A.2.1 Reconstruction and equipping of the Education Centre with a training ground in Rudno | 678.73 | 452.49 | | | UNDP | EU | 71300 Local Consultants | 1,131.22 |
| | | 67,873.30 | 571,266.97 | | | UNDP | EU | 72100 Company contracts | 639,140.27 |
| | | | 60,576.92 | | | UNDP | EU | 72200 Equipment and Furniture | 60,576.92 |
| | Activity A.2.2 Trainings for LSGs, civil protection units, NGOs and other stakeholders involved in civil protection | 43,065.61 | 64,598.42 | 64,598.42 | 43,065.61 | UNDP | EU | 75700 Trainings and Workshops | 215,328.05 |
| | Activity A.2.3 Training of trainers for selected highly experienced MRSS staff | | 48,868.78 | | | UNDP | EU | 75700 Trainings and Workshops | 48,868.78 |
| | Activity A.2.4 Grant scheme Civil Society Organizations involved in DRR | | | | 40,723.98 | UNDP | EU | 72600 Grants | 40,723.98 |
| | Activity A.2.5 Procurement of equipment for civil protection units | | 339,366.52 | | | UNDP | EU | 72300 Materials and Goods | 339,366.52 |
| | Activity A.2.6 Procurement of equipment for MRSS | 2,262.44 | | | | UNDP | EU | 71300 Local Consultants | 2,262.44 |
| | | | 43,951.36 | | | | UNDP | EU | 72300 Materials and Goods |
| | Activity A.2.7 Establishment of the Disaster Risk Register | 1,131.22 | 2,262.44 | 1,696.83 | 565.61 | UNDP | EU | 71300 Local Consultants | 5,656.11 |
| | | | 141,402.71 | 141,402.71 | 141,402.71 | 141,402.71 | UNDP | EU | 72800 IT Equipment |
| | Sub-Total for Output 1 | | | | | | | | 7,929,119.99 |
| Evaluation (as relevant) | EVALUATION | | | | | UNDP | EU | 74100 | |

| | | | | | | | | | |
|-----------------------------------|--------|------------|------------|-----------|-----------|------|----|-------|---------------------|
| General Management Support | GMS 7% | 289,709.26 | 174,088.02 | 59,398.64 | 31,842.48 | UNDP | EU | 75100 | 555,038.40 |
| TOTAL | | | | | | | | | 8,484,158.39 |

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

UNDP will establish the Project Steering Committee (PSC) to ensure the national ownership and achievement of project objectives through the strategic level steering and informed decision-making process. Therefore, the overall progress, milestones and mitigation measures to potential difficulties and risks shall be agreed upon. The PSC will consist of representatives of the EU Delegation; Ministry of Interior – SEM; Ministry of Health; Public Investment Management Office; Ministry of European Integration and UNDP. The final composition of the PSC, in terms of appointed persons, will be discussed and agreed upon at the beginning of the implementation of the Action. The PSC will take strategic decisions and supervise the proper implementation of the Action. Steering Committee Members shall meet quarterly unless further ad hoc meetings are necessary. UNDP shall provide support to the PSC, including organising meetings and drafting/circulation of agendas (2 weeks before meetings), documentation for consideration (1 week before meetings) and taking minutes (1 week after meetings). Implementation/non-implementation of PSC decisions shall be noted in the subsequent report. The Visibility and Communication Plan shall be submitted to PSC for comments and approval.



IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by UNDP (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]² [UNDP funds received pursuant to the Project Document]³ 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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA [*for the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

² To be used where UNDP is the Implementing Partner

³ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

- i. 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;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. 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 the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
- d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening Template**, including additional Social and Environmental Assessments or Management Plans as relevant.
- 3. Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions
- 4. Project Board Terms of Reference and TORs of key management positions**