

**United Nations Development Programme**

**Country: Turkmenistan**

**Project Document**

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| Project Title: | **Strengthening Disaster Risk Management (DRM) Capacities in Turkmenistan** |
| UNDAF Outcome(s): | **UNDAF Outcome 4:** *By 2015, peace and security in Turkmenistan, both on the national level, as well as on the level of regional cooperation, are ensured in accordance with international standards* |
| Expected Outcome(s):  | **Country Programme Outcome 4.2:** *Local communities and national authorities more effectively prepare for, and to respond to disasters* |
| Expected Output(s):  | **Country Programme Output 4.2.1.** *Local communities have enhanced awareness and capacity to mitigate and adapt to disaster* |
| Executing Entity: | Chief Department for Civil Defence and Rescue Works of the Ministry of Defence |
| Implementing Agency(s):  | United Nations Development Programme in Turkmenistan (UNDP) |

Total resources required *$*1,585,440

* Regular $1,140,440
* Other:
	+ Donor \_\_\_\_\_\_\_\_\_
	+ Government $445,000

Programme Period: 2014 - 2016

Key Result Area (Strategic Plan): \_\_\_\_\_\_\_\_\_\_\_\_\_\_

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Management Arrangements NIM

**Brief Description**

*The Government of Turkmenistan and UNDP have reached a strategic agreement to consolidate efforts towards building a more resilient society in Turkmenistan. The project is the first initiative of the two parties and aims to support the government’s efforts in this direction by strengthening disaster risk management capacities of the Emergency Management Department of the Ministry of Defenсe and other relevant governmental institutions. The centrepiece of the project is to shift focus from disaster response to disaster preparedness and prevention, as well as increase access to global knowledge and resource networks, and establish bilateral partnerships in the DRM field. The project places particular emphasis on: a) facilitation of international partnerships and cooperation on DRM; b) development of a Disaster Risk Management Strategy for Turkmenistan; c) development and initiation of a DRM capacity development plan for key stakeholders; and d) development of the State Program on Seismic Risk Management.*

Agreed by the Ministry of Defence of Turkmenistan:

Agreed by UNDP:

**ABREVIATIONS AND ACRONYMS**

DCC Donor coordination council

DRM Disaster risk management

EM-DAT The International Disaster Database

EC MIC European Commission Monitoring and Information Centre

GRIP Global Risk Information Platform

ICTA International Chief Technical Advisor

INSARAG International Search and Rescue Advisory Group

NDRM National Disaster Risk Management

OCHA Office for the Coordination of Humanitarian Affairs
BCPR Bureau for Crisis Prevention and Recovery

RC Red Crescent

SAB Strategic Advisory Board

ToR Terms of Reference

UN GDAS UN Global Disaster Alert System

UNDAC United Nations Disaster Assessment and Coordination

UNDAF United Nations Development Action Framework
DRR Disaster Risk Reduction

UNDP United Nations Development Program

UNICEF United Nations Children's Fund

UNISDR United Nations International Strategy for Disaster Reduction

VOSOCC Virtual On-Site Operations Coordination Center

WHO World Health Organization

IHR International Health Regulations

**TABLE OF CONTENTS**

I. Situation Analysis 5

Country Context Overview 5

Capacities and Entry Points 5

Challenges 6

Project Response 8

Gender Equality 9

II. Strategy 9

Focus 9

Project Objective, Intended Outputs and Activity Results 10

III. Results and Resources Framework 14

IV. Annual Work Plan and indicative budget 2014 23

V. Management Arrangements 24

VI. Monitoring Framework And Evaluation 29

VII. Legal Context 35

VIII. ANNEXES 35

# Situation Analysis

## Country Context Overview

Turkmenistan is a landlocked country with a growing population of over 5 million people and three climatic zones: semi-desert zone, desert zone, and mountain and piedmont areas. Turkmenistan is largely a desert country; it covers over 80% of the territory. The two largest crops are cotton, most of which is produced for export, and wheat, predominantly for domestic consumption. Nearly half of the country’s workforce is employed in the agriculture sector, yet it accounts for only 8% of GDP.

Turkmenistan possesses sizeable gas and oil resources that today constitute the country’s main sources of revenue. The industry ensures a crude oil production rate of 222,200 bbl/day (2011 est.) and natural gas production of 59.5 billion cu m (2011 est.). With the complex infrastructure such production requires, its protection and well-functioning are inevitably important challenges for the country.

A large number of hydro-meteorological impacts are regularly witnessed in the country. Turkmenistan is particularly prone to natural hazards, especially drought, floods and mudslides, the risks of which become even more heightened in light of the changing climate. For instance, the drought of 2000-2002 reduced the flow of the Kara Kum canal by 22-44%. As a result, the crop yields for wheat and cotton declined by as much as 50% in many areas while pasture productivity fell by 50-70%. In 2005 and 2007, rapid snowmelt from the Amu Darya hit the cities of Atamurat and Turkmenabat. The floods created an overflow of up to 7000 m3/s, flooding plains, crops, rice and cotton fields, and destroying riverbanks and breaking dams. The number and severity of witnessed events is increasing, all resulting in growing socio-economic and environmental impacts. The data on financial damage caused by such natural hazards are not available; however, the scope of the impact suggests that losses are significant for the economy as well as individuals.

Turkmenistan is one of the most earthquake prone countries not only in the region but also the world. Research recognizes that the Kopet Dag’s [mountain area](http://en.wikipedia.org/wiki/Mountain_range) has high seismic potential for generating M≥6.5 earthquakes. The most devastating earthquake of 1948 in Ashgabat of 7,3 magnitude led to the deaths of an estimated 176,000 people, or around 88% of the local population. The State Seismological Services of Turkmenistan registers from 3000 to 6000 shocks annually. Large construction projects on-going in the capital of Turkmenistan, which itself is located in a seismic zone, require extra attention to seismic engineering and increasing population awareness on safety behavior. Risks of natural hazards have a potentially huge adverse impact on development gains already achieved and can set the country back for years if not addressed properly.

## Capacities and Entry Points

Turkmenistan has witnessed numerous profound changes since early 2007 following the announcement by new President Gurbanguly Berdimuhamedov of a striking economic and social report agenda. President Berdimuhamedov has pledged to build a ‘harmonious, inspired, humane and developed society’ in Turkmenistan and to strengthen national capacity to cope with a fast-changing global environment and bring about tangible improvements to people’s lives. Ultimately, the goal is to raise the living standards of the people in Turkmenistan to the level of developed countries and ensure sustainable development of the country in the long-term.

To ensure the full realization of the development objectives of Turkmenistan, the Government of Turkmenistan has fully embraced the need to promote an agenda that enables the country to become more resilient in the face of future disaster-related shocks. Towards this end, the Government of Turkmenistan and UNDP have reached a strategic agreement to join efforts in strengthening disaster risk management (DRM) capacities in Turkmenistan. The concept of the project has received the initial approval from the newly established Strategic Advisory Board (SAB), consisting of the Minister of Finance, Minister of Economy, Minister of Foreign Affairs and all the heads of UN agencies accredited in Turkmenistan.

Although the government has taken significant steps to develop the infrastructure and technical base for the DRM sector, the institutional capacity development of the sector remains a challenge of high importance for the government. Capacities are either extinct or inadequate when compared to international best practices. Priority attention needs to be given to adopting a more proactive stance with respect to DRM, focusing on disaster prevention, risk reduction, and post-disaster recovery planning at all levels.

The proposed project is the first initiative of its kind between the Government and UNDP. It aims to address the main capacity gaps of the key stakeholders and ensure access to the best international practices, knowledge and resource platforms in the field of disaster risk management.

The project takes into consideration the existing institutional framework with respect to DRM in Turkmenistan. The main stakeholders in the DRM sector are state actors: disaster risk management in Turkmenistan is managed by the President of Turkmenistan, Cabinet of Ministers, State Commission on Emergency Situation, Commissions on Emergency Situations at provincial/veloyat, district/etrap and city levels, and the Emergency Department of the Ministry of Defenсe. The national political-administrative system is designed in a way that supervision over different sectors within the country is divided among relevant Vice-Premier Ministers. The engagement of non-state actors in the implementation of the project is also anticipated, whenever possible and feasible. For instance, the National Red Crescent Society of Turkmenistan has a long history of cooperation with the government in disaster response, preparedness and prevention endeavours.

The project also looks at existing legal frameworks related to DRM. The disaster management sector is governed by the Law on Civil Defence (2003), and the Law on Disaster Prevention and Liquidation of Consequences (1998). These laws address important aspects of disaster management; however, there is a need to take into consideration the existing international reference frameworks and standards on DRM globally. In addition, there is a need to consolidate efforts of all relevant stakeholders towards achieving longer-term objectives of developing a resilient society in Turkmenistan.

The realization of the project’s objectives is in line with the country’s priorities towards development goals as well as strategic agreements made between the Government of Turkmenistan and UNDP articulated in the UNDAF 2010 – 2015. Acknowledging the importance of disaster risk management and in support of the SAB decision, the Government of Turkmenistan has committed fund sharing with UNDP for the realization of this project.

## Challenges

Development gains can be secured and sustained only when the society is resilient to different types of natural and man-made hazards. This DRM project takes into consideration the existing barriers that may challenge the long-term objective of increasing the resilience of the Turkmen society.

***Limitations of DRM sector institutional and legal frameworks***

* Current institutional and legal frameworks in the DRM sector are designed to primarily address response rather than prevention, preparedness and mitigation.
* Only a few actors possess a mandate for DRM-related activities; almost all are state organizations.
* Inter-ministerial linkages are well-established in Turkmenistan; however, every move of those ministries requires the approval of the State Commission on Emergency Situations which falls under the direct supervision of the President of Turkmenistan.
* The proactive engagement of local communities in DRM receives the least attention within the DRM sector. Only the National RC Society traditionally works at the community level within its limited scope of intervention.
* There is no consolidated strategy to mobilize and guide the efforts of multiple stakeholders toward increasing the resilience of Turkmen society to different types of natural and man-made hazards.

***State funding of DRM activities***

* Budget allocations are directed towards the procurement of advanced technical equipment (hard component), whereas coordination mechanisms, policy development, education and suchlike (soft component) receive less attention. Nevertheless, the whole material-technical base (a legacy of the Soviet period) for relevant agencies and services has been significantly updated, mainly at the national level and partly at the velayat level.
* No budgetary lines exist for DRM or disaster risk reduction (DRR) purposes, but there are national reserve funds that can be allocated for disaster response purposes when required. However, the recent changes in the national budgetary system (shift from sector-based financing to project-based financing) open up opportunities for new initiatives in the DRM sector to be funded from the national budget.
* Reimbursements of disaster losses at all levels of government are covered directly from the national budget; this limits the role of local authorities in DRM.
* Research capabilities related to seismic risk research require a longer-term perspective and significant financial support, the allocation of which is not always predictable in long-term budgeting.

***Access to international best practices in DRM***

* Contacts with the international community are limited: the relevant department of the Ministry of Defence is merely engaged in some international events that are mostly educational or informative in nature. Other stakeholders have no access to international practices around DRM issues within their sectors. They only have limited contacts through joint projects/programs with the international donor organizations accredited in Turkmenistan, such as UNICEF and WHO.
* Despite the importance of addressing the needs of the sector, the military character of the key stakeholder – the Ministry of Defenсe – tends to slow down the engagement of potential donors in the DRM sector.
* Turkmenistan is not yet well profiled within the main international networks with disaster prevention and response mandates, such as the International Search and Rescue Advisory Group (INSARAG), and many others.
* As donor coordination meetings are regularly organized under the auspices of the UN, it is assumed that cooperation among donors in the DRM sector is established. However, such coordination tends not to reach the main national counterparts. Quite often they are unaware of each other’s activities related to DRR/DRM. This can be explained largely due to the government’s strict requirement to mediate all ‘donor-local counterpart’ relationships via the Ministry of Foreign Affairs.

***Risk assessment and response mechanisms***

* Access and the availability of verifiable and quantifiable data for disaster risk assessment present a particular challenge.
* The available risk assessment methodologies do not conform to internationally accepted best practices. The same applies to, for example, the communication system, early warning system, emergency call system and risk assessment.
* As one of the most challenging issues for the country, seismic risk reduction is not sufficiently mainstreamed into all sectors of economy in Turkmenistan. Also, public awareness on seismic risks has been left without much attention.

## Project Response

Taking into consideration the existing challenges as well as the strong commitment of the Government of Turkmenistan to intensify its efforts towards building the resilience of the Turkmen society, and therefore to partner up with UNDP, the project response will be shaped around the following starting points:

***Response to challenge 1: Limitations of DRM sector institutional and legal frameworks***

There is a need to review and introduce necessary adjustments in the legal and regulatory frameworks in Turkmenistan based on the best international practices in the DRM sector. In line with *de jure* division of services and governance processes, the DRM project should reflect various levels - national, velayat, and etrap/community - respectively.

As a key stakeholder, the Ministry of Defenсe holds the mandate for DRM activities. This means they have the overall ownership of the project and perform as the focal point for coordination and communication with other stakeholders.

Special attention needs to be given to developing and fine-tuning (when already existent) inter-agency coordination and response mechanisms in Turkmenistan.

To ensure synergy across different sectors and stakeholders, the project will aim to develop a National Disaster Risk Management Strategy (NDRM) for Turkmenistan. Special attention will be paid to actively engage different stakeholders (state and non-state) in the project design, which was also recommended during the inception workshop organized for getting primary input into the project design. The National Red Crescent Society, for instance, is well positioned in the country and has recognition within key ministries - Health, Education, Finance, and others. The RC is traditionally focused on disaster preparedness and disaster response across the globe. It will therefore be beneficial to bring in international expertise of the Movement through engaging RC in the project’s implementation.

To profile Turkmenistan’s interests and its achievements in the field of DRM, an international conference on DRM will be organized in Ashgabat in 2015.

***Response to challenge 2:*** ***State funding of DRM activities***

The project will strive to inform and promote the best international practices in state funding of DRM activities at all levels. Special attention will be given to finding a feasible balance of public and private funding for seismic risk management.

Towards this end, regular events will be organized with the representatives of the local authorities to raise their awareness on the importance of DRM funding at local level, to share with them the best international practice in this field, and to discuss options for DRM funding in Turkmenistan. The sector analysis will be carried out to review the current funding options at all levels and to propose additional mechanisms for funds mobilization for DMR purposes, when necessary and relevant.

***Response to challenge 3: Access to international best practices in DRM***

The project will facilitate international partnerships and coordination as well as exposure and access to existing global knowledge, platforms, expertise and resources on DRM. This can be organized bilateral or multilateral partnerships, through participation in international events, joining educational programs or getting access to available disaster and climate risk related data globally. Importantly, the project will work closely with local experts on various priority thematic issues around each intended project output. Special attention will be given to further disseminating knowledge and actively informing national and local stakeholders on the most recent developments in the DRM sector. Continuous discussions regarding the application of the best international practices in Turkmenistan are foreseen.

Another important aspect of the project will be to ensure active outreach and sensitization processes across the donor community to support current and future DRM-related initiatives in Turkmenistan. Focus will be on harmonizing donor’s engagement in DRM and related issues, such as for instance climate risk management (CRM) in Turkmenistan.

***Response to challenge 4: Risk assessment and response mechanisms***

The project plans to introduce best international practices in disaster risk assessment and risk-informed planning and response in Turkmenistan. Special attention will be given to seismic risk management through developing and initiating the realization of the National Program on Seismic Risk Management.

The project will seek active engagement of research institutes and potentially private companies in seismic risk management. Special attention will be given to the issue of standards as well as enforcement of rules and regulations on safety construction norms. In addition, the project will pursue broad outreach to increase public awareness on seismic risk and safety behavior.

***Response: an additional point***

The underlying challenge across all the barriers mentioned is the dearth of capacities in the DRM sector. By tackling each of the barriers, the project aims to address the largest capacity gaps of the stakeholders mandated by the government for DRM. The importance of developing the capacities of the Emergency Department of the Ministry of Defenсe in the first place, and other stakeholders in the second, requires careful capacity gap analysis and a comprehensive plan of action to bridge the emergent gap. The project, therefore, will aim to develop and initiate the realization of a capacity development plan for the key stakeholders in the DRM sector in Turkmenistan. With its primary focus on the Emergency Management Department, the plan will aim to strengthen both individual and organizational capacities, focusing on knowledge sharing, structural adjustments if needed, procurement of advanced technical equipment, and such like.

## Gender Equality

The social dimension of disaster risk provides necessary insights for planners and decision-makers to ensure increased community resilience towards disasters. Consideration of the practical and strategic gender needs in disaster risk management initiatives is a priority since women and men have different vulnerabilities and are affected by disasters differently. Therefore, the project will ensure a fair share of attention to gender equality while developing capacities of relevant state institutions to manage disaster risk. This will entail separate targeted activities (building competencies in gender analysis, striving for gender balance in working groups and multi-stakeholder consultations, promoting voice and visibility of roles and contributions of men/women in DRM processes, reaching out to all sectors of the public in awareness campaigns) and usage of gender-disaggregated indicators.

# Strategy

## Focus

The project will develop capacities of the key national stakeholders to manage disaster risk with particular focus on the following priority areas:

* strengthening inter-agency coordination mechanisms for timely and effective emergency response through the establishment of the central response services;
* strengthening the knowledge base for information management and sharing, education and training, public awareness and DRM-related research;
* strengthening capacities to assess disaster, especially seismic risk, prioritize actions to be included in DRM-related strategies and to inform contingency planning;
* strengthening linkages in early warning, development of scenarios for contingency planning and strengthening of preparedness and response;
* strengthening the material-technical base of the key stakeholders.

The strategy updated within the project implies broadening the access of all relevant stakeholders to the state-of-art developments at the international level, so they can be critically reviewed, adjusted and, when feasible, applied to the context of the Turkmen reality. However, following the recent degree of the President of Turkmenistan of August 2013 on the establishment of central services of civil Defenсe and emergency situations, special attention will be paid to the establishment and functioning of Crisis Management Centres at national and local levels. This focus will be maintained across all outputs envisaged within the project.

## Project Objective, Intended Outputs and Activity Results

The project objective is to support the government’s efforts in building the resilience of the Turkmen society by the strengthening disaster risk management capacities of the relevant governmental institutions.

In pursuit of this objective, the project will deliver the following outputs and activity results:

***Output 1:* *International partnerships and cooperation of the Turkmen Government on DRM is strengthened through exposure and access to global knowledge, expertise and resources as well as best practices.***

The realization of output 1 will be coordinated and oversee by a working group of experts established within the project. The primary purpose of the working group is to ensure that the priority needs are addressed within the output 1 of the project. The working group with direct support from the International Chief Technical Advisor (ICTA) will come up with the list of thematic priorities to be addressed under this output. It will also take active part in building and maintaining international contacts with the relevant partners and networks.

*Activity Result 1.1: Identify and screen potential global and regional mechanisms, platforms and networks promoting knowledge, experience and information sharing on DRM.* This is expected to be done in partnership with UN specialized agencies and programs such as UNISDR, OCHA, UNDP BCPR, etc. Participation of Turkmen representatives and specialists will be encouraged at events to promote knowledge and experience sharing and through engagement in working groups to be established to support the implementation of the project. This activity will be maintained throughout the project.

The thematic focus will be as follows:

* Civil protection
* Early Warning Systems
* Urban Search and Rescue
* Contingency plans
* Crisis management centers
* Risk assessment and risk maps
* Disaster medicine
* Climate risk management
* Seismic risk management

Additional thematic priorities may be offered by the members of the working group to be established to coordinate and oversee the implementation of this project output.

*Activity Result 1.2: Support Turkmenistan’s accession to global databases and resource networks, such as INSARAG.* This will include an inventory of such resources, from which Turkmenistan will substantially benefit and potentially contribute towards. This activity will be maintained throughout the project.

*Activity Result 1.3: Facilitate Turkmenistan in establishing bilateral relationships with countries and systems operating in relevant DRM environments.* Partnership modalities and channels will be sought with Russia, Iran, Turkey, Uzbekistan and other countries sharing ether institutional thinking and/or common disaster risks. This activity will be maintained throughout the project.

*Activity Result 1.4: Support Turkmenistan on hosting an international conference on disaster risk management.* This initiative is expected to be led by the Ministry of Defenсe and envisages strengthening the commitment of the Government of Turkmenistan to regular exposure to international cooperation and experience sharing. The conference will be organized in 2015.

***Output 2: Disaster risk management strategy for Turkmenistan is updated.***

The realization of output 2 and output 3 will be coordinated and oversee by a working group of experts established within the project. The primary purpose of the working group is to ensure that the activities under each output are implemented duly with full account for the local priorities and needs.

The working group will produce a set of policy recommendations for the consideration of the relevant state authorities towards the enforcement of the National Disaster Risk Management (NDRM) Strategy.

The working group will also ensure that the realization of this output 3 is in line with the national priorities and needs. As a result, the working group will propose a set of policy options for the capacity development of the key stakeholders.

*Activity Result 2.1: Undertake country situation analysis and national-level risk identification.* As a prerequisite for a national risk management strategy, the project will conduct an assessment of potential risks, thereby creating a National Atlas on Disaster Risks and a National Disaster Observatory. The risk assessment will provide first-hand information and policy options to decision-makers on priority areas for disaster prevention activities as well as develop a national DRM strategy. This activity will be finalized within the first year of the project.

*Activity Result 2.2: Review current DRM institutional and legal frameworks.* The project will conduct a gap analysis of the institutional and legal frameworks in Turkmenistan. Amendments to existing legislation will be formulated and proposed. This activity will be finalized within the first year of the project.

*Activity Result 2.3: Support the update and initiation of the National Disaster Risk Management (NDRM) Strategy.* The process will involve incorporating the findings under Activity Results 2.1 and 2.2 and conducting consultations with line ministries to identify the priorities and most vulnerable sectors to be reflected in the strategy. The NDRM Strategy is envisaged to guide consolidated efforts of multiple stakeholders towards targeted activities in order to mainstream DRM into policies and operations of the key sectors of the national economy (urban planning, construction, water, agriculture, etc.). During the project implementation a variety of policy options will be developed and offered for public discussions. As a result, the final draft of the Strategy will be developed in 2015.

The Strategy should include the following main sections:

* National risk profile
* Legal and institutional framework analysis
* Capacity analysis (including SWOT analysis)
* Strategic priorities
* *Crisis Management Centers and EWSs*

A mid-term work plan (1-3 years) will be developed and attached to the Strategy.

***Output 3: DRM Capacity Development for the Emergency Management Department of the Ministry of Defenсe and relevant stakeholders is developed and initiated.***

The realization of output 3 will be coordinated and oversee by a working group of experts established within the project. The primary purpose of the working group is to ensure that the realization of this output is in line with the national priorities and needs. As a result, the working group will propose a set of policy options for the capacity development of the key stakeholders.

*Activity Result 3.1: Undertake a comprehensive needs and capacity assessment of the Ministry of Defenсe and other stakeholders in disaster risk management.* To identify the baseline, a needs and capacity assessment to attain benchmark standards in DRM capacities will be conducted. The outcomes of the baseline will input into the design and implementation of the Capacity Development Plan. This activity will be finalized during the first year of the project.

*Activity Result 3.2: Facilitate the update of the DRM Capacity Development Plans. Based* on findings of the comprehensive needs assessment, measures to address capacity needs at all levels will be elaborated with support from UNDAC and other relevant international capacity development mechanisms. Relevant Capacity Development Plans will include a training program and an assessment of existing training and re-training mechanisms (participation in various drills, regional exercises, focusing primarily on preparedness and response), which will be conducted to identify opportunities for institutionalizing the process in the DRM system. The Plan will be developed during the first year of the project.

*Activity Result 3.3: Support the Government of Turkmenistan in DRM capacity development.* Targeted support will be extended to conduct and host study tours to/from selected countries and international agencies for a mutual review of mitigation and disaster management experiences and a demonstration of Turkmenistan’s own sustained efforts. The training program will be aimed at shifting focus from preparedness and response to mitigation and prevention, and thus enable fulfilment of the requirements of the Hyogo Framework of Action. The realization of the Plan will take place during the second and third years of the project.

The priority capacity development interventions should include but not limited to the following:

* Civil protection
* Provision of specialized training, including simulation exercises
* Early Warning Systems
* Urban Search and Rescue
* Contingency plans
* *Crisis Management Centers*
* Risk assessment and risk maps
* Disaster medicine
* Climate risk management
* Seismic risk management
* Research and innovation

***Output 4: The State Program on Seismic Risk Management is developed and initiated.***

The realization of output 4 will be coordinated and oversee by a working group of experts established within the project. The primary purpose of the working group is to ensure that the realization of this output is in line with the national priorities and needs. A round of public consultations will be organized to discuss the proposed policy options with a broader range of stakeholders and to produce a draft State Program on Seismic Risk Management. Afterwards, the working group will continue lobby and advocacy work to support adoption and realization of the State Program.

*Activity Result 4.1: Undertake a rapid needs assessment of the Ministry of Defenсe, the Institute of Seismology and other relevant stakeholders in seismic risk management.* The purpose is dual: to identify the entry points for the design of the State Program on Seismic Risk Management, as well as to use the outcomes of the assessment as the baseline for the implementation of the State Program. This activity will be finalized during the first year of the project.

*Activity Result 4.2: Facilitate the development of a Draft State Programme on Seismic Risk Management.* A detailed government multi-year program will be developed highlighting priority interventions, including roles and responsibilities for seismic risk management in the country. The program should address among others the following: seismic risk assessment, seismic zoning maps at different levels (macro, mezzo and micro), seismic engineering and control, seismic modeling and scenario planning, legal framework, etc. Furthermore, following the international practice, a set of recommendations towards establishing a specific law governing seismic risk management, as well as preparedness and response in case of earthquakes is envisaged. The draft of the State Program will be developed in 2015.

*Activity Result 4.3: Develop and initiate a program of public awareness and preparedness for seismic risk.* The State Program on Seismic Risk Management will be an important step forward to enhancing national preparedness for potentially catastrophic consequences of future seismic events. The objective of this State Program will be to strengthen the seismic security of the nation’s population and assets while lowering the potential damage from such events. Piloting awareness campaigns is proposed to facilitate the initiation of the program on seismic risk reduction. This activity will take place throughout the project.

The State Program should include the following priority areas:

* Strengthening of legal framework
* Risk analysis and risk-based planning
* Contingency plans
* Population awareness raising and education
* Education of experts
* Research and innovation
* Strengthening material-technical bases of relevant stakeholders
* *Crisis Management Centers and EWSs*

***Output 5: Project Management Services: new approach***

UNDP increasingly moves away from ‘project implementation’ modalities towards more ‘project support’ modality to assist governmental agencies in the project implementation. The primary focus of this approach is to develop organizational and individual capacities of the national counterparts and thereby ensure sustainable and sustained outcomes of the project. This approach will strengthen government ownership of the implementation of UNDP-supported projects.

In line with the proposed approach, the implementation of the project is designed as a highly collaborative process with the direct engagement of the national counterparts (relevant ministries and state agencies) as well as local experts and resource persons.

For the realization of the project the following structure is proposed: the Project Board, the Project Secretariat, three working groups of experts. See section V: Management Arrangements.

# Results and Resources Framework

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| **Country Programme Outcome 4.2:** *Local communities and national authorities more effectively prepare for, and to respond to disasters.* |
| **Country Programme Output 4.2.1.** *Local communities have enhanced awareness and capacity to mitigate and adapt to disaster.* |
| **Partnership Strategy:** Multi-level involvement of key stakeholders including the main partner, the Emergency Management Department of the Ministry of Defenсe, as well as participating local governments and the municipality of Ashgabat, National Commission of Emergency Situations, line ministries, non-state actors (National Red Crescent Society), research institutions and donors.  |
| **Strengthening Disaster Risk Management (DRM) Capacities in Turkmenistan** (ATLAS Award ID 00074780)**:** |
| **INTENDED OUTPUTS** | **OUTPUT TARGETS FOR (YEARS)** | **INDICATIVE ACTIVITIES** | **RESPONSIBLE PARTIES** | **INPUTS**(per output per year; amounts in USD) |
| **Output 1: *International partnerships and cooperation of the Turkmen Government on DRM are strengthened through exposure and access to global knowledge, expertise and resources as well as best practices.*****Baseline:** International partnerships are low profile; limited access to resource and knowledge networks.**Indicators year 2014:** 1. Expert working groups established (ToR,, gender balanced composition)
2. Inception workshop implemented (report and evaluation)
3. # of accreditations received from INSARAG and other networks
4. # of best practices identified (meetings, recommendations, minutes of the working group)
5. # of bilateral and multilateral partnerships established/initiated
6. # of international events participated (e.g. drills, study tours, training program, conferences study tours, etc.)
7. Organization of the International DRM Conference is underway

**Indicators year 2015:** 1. DRM Conference in Ashgabat organized (media, key speakers, participants, etc.)
2. Media campaign (minutes of the Steering Committee, media plan is approved by the Project Board)
3. Recommendations/models on early warning, emergency response center, contingency planning produced (minutes, reports, official letter to the Vice-Premier Minister)
4. # of global databases and networks joined (confirmation/accreditation letters, MoUs, agreements, etc.)
5. # of partnerships established (MoUs)
6. # data units entered and registered (database) in National Disaster Observatory
7. # of international events participated (e.g. drills, study tours, training program, conferences study tours, etc.)

**Indicators year 2016:** 1. # of global databases and networks joined (confirmation/accreditation letters, MoUs, agreements, etc.)
2. Recommendations/models on early warning, emergency response center and contingency planning implemented (minutes, reports, official letter to the Vice-Premier Minister)
3. # of international events participated (e.g. drills, study tours, training program, conferences)
4. # of meetings of DRM partners attended (reports, evaluations)
5. Conference publication (electronic and hard copies, dissemination plan)
6. # of partnerships established (MoUs)
 | **Targets (year 2014)**Access to international knowledge and resource networks is increased.International best practices are identified to be integrated into the national DRM practices in Turkmenistan.  | **Activity Result 1.1: *Identify and screen potential global and regional mechanisms, platforms and networks that promote knowledge, experience and information sharing on DRM.**** + Set up a working group to support implementation of Output 1.
	+ Organize a multi-stakeholder inception workshop.
	+ With the support of the ICTA identify the most relevant international knowledge and resource platforms.
	+ Identify international best practices on early warning, emergency response center, contingency planning, emergency call system, disaster/climate risk assessment, and initiate negotiation on their application in Turkmenistan.
	+ Organize participation in international training programs, workshops, conferences, etc.

**Activity Result 1.2: *Support Turkmenistan’s accession to global databases and resource networks, such as INSARAG.**** + Obtain INSARAG accreditation.
	+ Establish contacts with UN GRIP, WHO IHR, UN Global Disaster Alert System (GDAS) and VOSOCC, EM-DAT, EU MIC.
	+ Initiate negotiation with UN GRIP on establishing a National Disaster Observatory.

**Activity Result 1.3:*****Facilitate Turkmenistan in establishing bilateral relationships with countries and systems operating in relevant DRM environments.**** + Establish contacts with relevant international partners: Russia, Turkey, Uzbekistan, European countries, etc.
	+ Participate in international meetings organized by the DRM partners.
	+ Organize at least one study tour to a selected country.

**Activity Result 1.4: *Support Turkmenistan on hosting an international conference on disaster risk management.**** + Establish a Steering Committee to organize the Conference.
	+ Define the thematic focus for approval from key stakeholders and the Project Board.
	+ Announce the Conference and promote it through a broad range of networks.
 | *The Emergency Management Department of the Ministry of Defence, all relevant ministries, experts engaged in the working group, UNDP* | *Technical assistance* ***Total input:****Year 2014:* *$60,000**Year 2015: $150,000**Year 2016: $170,000****Total for Output 1:***$380,000***UNDP:*** $160,000***Government:***$120,000 |
| **Targets (year 2015)**Access to international knowledge and resource networks is increased.International Conference on DRM is organized in Ashgabat. | **Activity Result 1.1: *Identify and screen potential global and regional mechanisms, platforms and networks that promote knowledge, experience and information sharing on DRM.**** + Develop recommendations/models on early warning, emergency response center, contingency planning, emergency call system, disaster/climate risk assessment (or some of them) for application in Turkmenistan, and obtain approval from the Project Board.
	+ Submit recommendations to the Vice- Premier Ministers for their approval.
	+ Organize participation in international training programs, workshops, conferences, etc.

**Activity Result 1.2: *Support Turkmenistan’s accession to global databases and resource networks, such as INSARAG.**** + Establish contacts with UN GRIP, WHO IHR, UN Global Disaster Alert System (GDAS) and VOSOCC, EM-DAT, EU MIC.
	+ Establish National Disaster Observatory.

**Activity Result 1.3: *Facilitate Turkmenistan in establishing bilateral relationships with countries and systems operating in relevant DRM environments.**** + Establish contacts with relevant international partners: Russia, Turkey, Uzbekistan, etc.
	+ Participate in international meetings organized by DRM partners.

**Activity Result 1.4: *Support Turkmenistan on hosting an international conference on disaster risk management.**** + Organize the conference: key speakers, logistical and organizational arrangements, etc.
	+ Develop and implement media/information campaign (approved by the Project Board).
 | *The Emergency Management Department of the Ministry of Defenсe, all relevant ministries, experts engaged in the working group, UNDP* |  |
| **Targets (year 2016)**Access to international knowledge and resource networks is increased.International best practices are integrated into the national DRM practices in Turkmenistan.  | **Activity Result 1.1: *Identify and screen potential global and regional mechanisms, platforms and networks that promote knowledge, experience and information sharing on DRM.**** + Develop recommendations/models and initiative their implementation early warning, emergency response center, contingency planning, emergency call system, disaster/climate risk assessment (or some of them) for the application in Turkmenistan and obtain the approval of the Project Board.
	+ Submit recommendations to the Vice- Premier Ministers for the approval.
	+ Organize study-tours and participation in international training programs, workshops, conferences, etc.

**Activity Result 1.2: *Support Turkmenistan’s accession to global databases and resource networks, such as INSARAG.**** + Establish contacts with UN GRIP, WHO IHR, UN Global Disaster Alert System (GDAS) and VOSOCC, EM-DAT, EU MIC.

**Activity Result 1.3: *Facilitate Turkmenistan in establishing bilateral relationships with countries and systems operating in relevant DRM environments.**** + Establish contacts with relevant international partners: Russia, Turkey, Uzbekistan, etc.
	+ Participate in international meetings organized by DRM partners.

**Activity Result 1.4: *Support Turkmenistan on hosting an international conference on disaster risk management.***Publish materials from the first international DRM conference in Turkmenistan. |  |
| **Output 2: *Disaster risk management strategy for Turkmenistan is updated.*****Baseline:** No strategy is available.**Indicators year 2014:** 1. Expert working groups established (ToR,, gender balanced composition)
2. Multi-hazard risk profile of Turkmenistan produced (reports, list of recommendations)
3. Review of the legal and institutional frameworks produced (reports, # of consultations, Project Board approval on the report)
4. Draft strategy produced (minutes, working group approval of the draft Strategy)
5. Workshop on draft Strategy organized (minutes, adjustments in the strategy)
6. Consultations round among key stakeholders on draft Strategy organized (# and quality of feedbacks,)

**Indicators year 2015:** 1. The draft Strategy submitted to Vice-Premier Minister (official letter to the Vice-Premier Ministers; # of meetings with the Vice-Premier Ministers)
2. # of adjustments introduced in the legal and institutional frameworks

**Indicators year 2016:** 1. The NDRM Strategy is endorsed by the President of Turkmenistan
2. # of adjustments introduced in the legal and institutional frameworks
3. Donors committed to support the Strategy (composition, ToR and # of meetings, # of initiative supported by the donors)
 | **Targets (year 2014)**The National DRM Strategy is revised. | **Activity Result 2.1: *Undertake country situation analysis and national-level risk identification.**** + Set up a working group to support implementation of Output 2.
	+ Hire international consultant on DRM to organize and facilitate the implementation of situational analysis and national-level risk identification.

**Activity Result 2.2: *Review current DRM institutional and legal frameworks.**** + Hire international and national legal experts to review applicable legal and institutional frameworks and provide recommendations.
	+ Obtain approval from the Project Board.
	+ Organize multi-stakeholder workshop to present the outcomes of the study.
	+ Submit the proposed recommendations to the relevant Vice-Premier Ministers.
	+ Advocate for the incorporation of the proposed adjustments into the existing legal and institutional frameworks.

**Activity Result 2.3: *Support the update of the National Disaster Risk Management (NDRM) Strategy.**** + Initiate a round of consultations with key stakeholders to develop the draft strategy; for approval within the working group.
	+ Initiate multi-stakeholder consultations to obtain formal feedback from the Ministries.
 | *The Emergency Management Department of the Ministry of Defenсe, all relevant ministries, experts engaged in the working group, UNDP* | *Technical assistance* ***Total input needed:****Year 2014:* *$50,000**Year 2015: $140,000**Year 2016: $150,000****Total for Output 2:***$340,000***UNDP:*** $230,000***Government:***$110,000 |
| **Targets (year 2015)**The NDRM Strategy is approved by all line ministries and the President of Turkmenistan. | **Activity Result 2.2: *Review current DRM institutional and legal frameworks.**** + Advocate for the incorporation of the proposed adjustments into the existing legal and institutional frameworks.

**Activity Result 2.3: *Support the update of the National Disaster Risk Management (NDRM) Strategy.**** + Organize multi-stakeholder workshop to discuss the feedback from the ministries.
	+ Submit the final draft of NDRM Strategy for approval from the Vice-Premier Ministers.
 | *The Emergency Management Department of the Ministry of Defenсe, all relevant ministries, experts engaged in the working group, UNDP* |
| **Targets (year 2016)**Implementation of the NDRM Strategy is initiated. | **Activity Result 2.3: *Support the update of the National Disaster Risk Management (NDRM) Strategy.**** + Negotiate the approval of the NDRM Strategy by the President of Turkmenistan.
	+ Establish donor coordination council (DCC) to facilitate the realization of NDRM Strategy.
 | *The Emergency Management Department of the Ministry of Defenсe, all relevant ministries, experts engaged in the working group, UNDP* |
| **Output 3: *DRM Capacity Development for the Emergency Management Department of the Ministry of Defenсe and relevant stakeholders is developed and initiated.***Baseline: National and local level capacities are inadequate to cope with the complexity of DRR challenges and priorities.**Indicators year 2014:** 1. Expert working groups established (ToR,, gender balanced composition)
2. Capacity gap analysis of the key stakeholders produced (report, list of recommendations, gender considerations)
3. Approval of the Plan by the Project Board and the key stakeholders (minutes, official letters)

**Indicators year 2015:** 1. Adjustments to the Plans introduced (requests for adjustments submitted by a stakeholder)
2. At least 50% of the activities in the Plans is realized

**Indicators year 2016:** 1. At least 90% of the activities in the Plans is realized (final evaluation, workshop, lessons learned)
2. Capacity of civil servants improved at least on 50% vis-à-vis baseline (survey results)
 | **Targets (year 2014)**Capacity needs assessment conducted.Capacity Development Plans are developed and adopted by the Project Board.The implementation of the Capacity Development Plans is initiated. | **Activity Result 3.1: *Undertake a comprehensive******needs and capacity assessment of the Ministry of Defenсe and other stakeholders in disaster risk management.**** + Set up a working group to support implementation of Output 3.
	+ Conduct capacity needs assessment of the key stakeholders, identify gaps, and provide action-oriented recommendations.

**Activity Results 3.2: *Facilitate the development of the DRM Capacity Development Plans.**** + Obtain formal approval of all relevant stakeholders of the draft Capacity Development Plans.
	+ Obtain Project Board approval of the Capacity Development Plans.

**Activity Results 3.3:*****Initiate implementation of the DRM Capacity Development Plan.**** + Ensure funds are allocated for the realization of Plans.
	+ Initiate realization of Plans.
 | *The Emergency Management Department of the Ministry of Defenсe, all relevant ministries, experts engaged in the working group, UNDP* | *Technical assistance* ***Total input needed:****Year 2014:* *$50,000**Year 2015:* *$150,000**Year 2016: $170,440****Total for Output 3:***$370,440***UNDP:*** $260,440***Government:***$110,000 |
| **Targets (year 2015)**Implementation of the Capacity Development Plans is adjusted. | **Activity Results 3.2: *Facilitate the development of the DRM Capacity Development Plans.**** + Initiate a round of consultations to adjust Plans by the end of the year 2.

**Activity Results 3.3: *Initiate implementation of the DRM Capacity Development plans.**** Continue realization of Plans.
 | *The Emergency Management Department of the Ministry of Defenсe, all relevant ministries, experts engaged in the working group, UNDP* |
| **Targets (year 2016)**The Capacity Development Plans are fully implemented by the end of the project life cycle. | **Activity Results 3.3: *Initiate implementation of the DRM Capacity Development Plans.**** + Finalize realization of Plans.
	+ Organize final workshop with the stakeholders and define lessons learned.
 | *The Emergency Management Department of the Ministry of Defenсe, all relevant ministries, experts engaged in the working group, UNDP* |
| **Output 4: *The State Program on Seismic Risk Management is developed and initiated.***Baseline: No State program on seismic risk management exists.**Indicators year 2014:** 1. Working group is established (composition, gender balance, minutes, regularity of meetings)
2. National expert is hired (ToR, reports, evaluations)
3. Needs assessment report and recommendations are approved by the Project Board
4. # of civil servants received training courses (gender composition)
5. Public awareness campaign developed (Project Board approval)
6. National media on board (formal agreement, # of meetings)
7. Expert round-table discussions (#, composition, minutes, recommendations)

**Indicators year 2015:** 1. Draft State Program produced (report, consultations)
2. Multi-stakeholder workshop on draft State Program organized (attendees, minutes, gender balance)
3. The State Program submitted to the Vice-Premier Minister (official letter)
4. # of civil servants received training courses (gender composition)
5. Public awareness campaign is initiated (# of people reached)
6. Public awareness materials developed and disseminated (# of broadcasts, publications, # of people reached)
7. Expert round-table discussions (#, composition, minutes, recommendations)

**Indicators year 2016:** 1. Vice-Premier Minister approval on the State Program (official letter)
2. Donors’ commitment to support the State Program (# of DCC meetings, # of activities supported by donors)
3. # of civil servants received training
4. Public awareness materials developed and disseminated (# of broadcasts, publications, # of people reached)
5. Expert round-table discussions (#, composition, minutes, recommendations)
 | **Targets (year 2014)**Recommendations for the State Program on Seismic Risk Management are developed.Public awareness on seismic risk management is increased. | **Activity Result 4.1: *Undertake a rapid needs assessment of the Ministry of Defenсe, the Institute of Seismology and other relevant stakeholders in seismic risk management.**** + Action 1: Set up a working group to support implementation of Output 4.
	+ Ensure engagement of relevant research institutions, law enforcement (control) organizations, and the representation of the municipality of Ashgabat in the working group.
	+ Hire national consultant to facilitate the needs assessment.

**Activity Result 4.2: *Facilitate the development of a State Program on Seismic Risk Management.**** + Organize a multi-stakeholder workshop to present the recommendations from the needs assessment.
	+ Facilitate multi-stakeholder consultations to develop the State Program on Seismic Risk Management.
	+ Develop the program concept and document for approval from the Project Board.

**Activity Result 4.3:** ***Develop and initiate a program of public awareness and preparedness for seismic risk.**** + Develop an awareness program on seismic risk management for two groups: civil servants and the general public.
	+ Organize training courses for civil servants through the training center of the Ministry of Defenсe.
	+ Develop a broad public awareness campaign on seismic risk management for schools and ‘unorganized’ groups of the population (elderly, lonely-elderly, housewives, physically disabled, etc.).
	+ Engage national media (TV, newspapers) in the awareness campaign.
	+ Organize a round-table discussion with experts on the actual issues of seismic risk management and propose recommendations.
 | *The Emergency Management Department of the Ministry of Defenсe, all relevant ministries, experts engaged in the working group, UNDP* | *Technical assistance****Total input needed:****Year 2014:* *$50,000**Year 2015: $145,000**Year 2016: $150,000****Total for Output 3:***$345,000***UNDP:*** $240,000***Government:***$105,000 |
| **Targets (year 2015)**The recommendations for the State Program on Seismic Risk Management are drafted and approved by the Project Board.  | **Activity Result 4.2: *Facilitate the development of a State Program on Seismic Risk Management.**** + Organize a multi-stakeholder workshop to present the recommendations.
	+ Draft the State Program and submit for approval to the Project Board.
	+ Submit the final draft to the Vice-Premier Minister for endorsement.

**Activity Result 4.3: *Develop and initiate a program of public awareness and preparedness for seismic risk.**** + Organize training courses for civil servants through the training center of the Ministry of Defenсe.
	+ Start implementing a broad public awareness campaign on seismic risk management for schools and ‘unorganized’ groups of the population (elderly, lonely-elderly, housewives, physically disabled, etc.).
	+ Organize a second round-table discussion with experts on the actual issues of seismic risk management.
 | *The Emergency Management Department of the Ministry of Defenсe, all relevant ministries, experts engaged in the working group, UNDP* |
| **Targets (year 2016)**The implementation of the State Program on Seismic Risk Management is approved by the President of Turkmenistan and initiated. | **Activity Result 4.2: *Facilitate the development of a State Program on Seismic Risk Management.**** + Negotiate with the Vice-Premier Minister the approval of the document.
	+ Present the draft document to the DCC meeting to inform donor community and when relevant harmonize efforts towards seismic risk management.

**Activity Result 4.3: *Develop and initiate a program of public awareness and preparedness for seismic risk.**** + Organize training courses for civil servants through the training center of the Ministry of Defenсe.
	+ Finalize the implementation a broad public awareness campaign on seismic risk management for schools, ‘unorganized’ groups of the population (elderly, lonely-elderly, housewives, physically disabled, etc.).
	+ Organize a final round-table discussion with experts on the actual issues of seismic risk management and develop recommendations for future DRM projects/initiatives.
 | *The Emergency Management Department of the Ministry of Defenсe, all relevant ministries, experts engaged in the working group, UNDP* |
| **Project Management** |  |  |  | *Year 1:**40,000**Year 2:**55,000**Year 3:**55,000****Total for Project Management:*** *$150,000****UNDP:****$150,000* |

***Output 5: Effective Project Management***

***Indicators:***

* qualification of the project staff (CV)
* effective communication within the project and with the stakeholders (timely and adequate reporting, incidents, meetings with the stakeholders)
* budget realization (as planned)
* Monitoring and evaluation (regular monitoring, timely indication of risks, neat-to-failure situations, lessons learned, adjustments of the implementation plans)

# Annual Work Plan and indicative budget 2014

## Annual work plan and Indicative budget is attached as separate document.

# Management Arrangements

**Project Organizational Structure**

UNDP will be the ***Senior Supplier***, operating according to the terms specified below. The Senior Beneficiary will be all line ministries, the local authorities, and the Ashgabat city administration. The Emergency Department of the Ministry of Defenсe will be the ***Executive*** of the project.

For the realization of the project the following management arrangement is proposed:

***An International*** ***Chief Technical Advisor*** ***(ICTA)*** will be recruited under the project to provide technical support to the project and provide quality assurance of the implemented actions. The CTA will support in the identification and assessment of disaster risks, design and formulate of programme and project documents to strengthen management of risks associated with both natural and man-made hazards, and engage and negotiate with donor and international financial institution partners.

The ***Project Board*** will be established to govern the strategic processes within the project and make consensus strategic management decisions when guidance is required by the Project Management Advisor, including approval of project plans and revisions, as well as meeting the requirements of the annual action plan and annual work plan. The Deputy Ministers of the key Ministries will be invited to take part in the Project Board. The Head of the Emergency Management Department of the Ministry of Defenсe will be the Chairman of the Project Board.

The composition of the Project Board:

* Ministry of Defence (lead)
* Ministry of Health
* Ministry of Education
* Ministry of Nature Protection
* Ministry of Construction
* Ministry of Finance
* Ministry of Railway
* Institute of Seismology

Project Board meetings will be organized by the Project Board as needed, but not less than once every quarter.

To ensure project operational management, communication, and coordination among stakeholders, a **Project Secretariat** will be established. It will include the Project Management Advisor (PMI) and all support / administrative staff. The project Secretariat will be responsible for the following: (i) day-to-day management and control over project finance; (ii) the contracting of consultants and services; (iii) overseeing financial expenditures against project budgets; (iv) appointment of independent financial auditors; and (iv) ensuring that all activities including procurement and financial services are carried out in strict compliance with UNDP procedures and in concert with the Government of Turkmenistan.

The UNDP Energy and Environment Programme Specialist together with the International Chief Technical Advisor hired within the project will fulfil the role of ***project assurance***, with backstopping from the UNDP Turkmenistan RR and DRR. The technical support of the Regional Technical Advisor on Disaster Risk Reduction will be solicited when needed.

The ***Project Management Advisor*** and Administrative Assistant will ensure efficient running of the project, disbursement of funds and monitoring and evaluation.

***Working groups*** will be established with the national experts from relevant ministries with various expertises to advice and steer the work towards each of the intended output. In total three working groups will be established to include the experts appointed by the relevant ministries and agencies.

 ***Working Group for Output 1***: International partnerships and cooperation of the Turkmen Government on DRM is strengthened through exposure and access to global knowledge, expertise and resources as well as best practices.

 ***Working Group for a) Output 2***: Disaster risk management strategy for Turkmenistan is developed; and **b)** ***Output 3:*** DRM Capacity Development Plan for the Emergency Management Department of the Ministry of Defense and relevant stakeholders is developed and initiated.

 ***Working Group for Output 4:*** The State Program on Seismic Risk Management is developed and initiated.

Activities of each working group will be supervised and facilitated by the Emergency Management Department of the Ministry of Defense. More specifically, the Civil protection division will take the responsibility over the realization of output 2 and output 3 and thereby, will be coordinating the activities of the relevant working group.

The Rescue division will take the responsibility over the realization of output 1 and output 4 and thereby, will be coordinating the activities of the relevant working group.

During the early stages of the project realization the main coordination and facilitation functions can be performed by the PMA, however, at the later stages it is envisaged that both Civil protection and Rescue divisions will gradually take full ownership over the realization of the project outputs.

The project’s organizational chart at the start of the project is presented below.

**Project Secretariat**

PMA, support staff

**Project Board**

**Chair: Ministry of Defenсe**

* **Ministry of Health**
* **Ministry of Education**
* **Ministry of Nature Protection**
* **Ministry of Construction**
* **Ministry of Finance**
* **Ministry of Railway**
* **Institute of Seismology**

**Project Assurance**

E&E Program Specialist, ICTA, Regional DRR Advisor

**Project Organisation Structure**

**Working group 1: International Partnership**

* Ministry of Foreign Affairs

(recommended lead)

* Ministry of Defense
* Ministry of Health
* Ministry of Education
* Ministry of Economy and Development
* Mejlis of Turkmenistan
* Ministry of Agriculture
* Ministry of Energy
* Ministry of Communication
* Municipality of Ashkhabad
* Institute of Strategic Planning

**Working group 3: State Programme on Seismic Risk Management**

* Ministry of Construction (recommended lead)
* Ministry of Defenсe
* Ministry of Health & Medical Industry
* Ministry of Education
* Ministry of Economy and Development
* Institute of Traumatology
* Institute of Seismology of Academy of Science
* Scientific Research Institute of earthquake-resisting construction
* State Corporation “Turkmengeology”
* Municipality of Ashgabat city
* Lawyer

**Working group 2: NDRM Strategy and Capacity Development Plan**

* Ministry of Defenсe
* Ministry of Health & Medical Industry
* Ministry of Education
* Ministry of Construction
* Ministry of Economy and Development
* Ministry of Oil & Gas & Mineral Resources
* Ministry of Agriculture
* Ministry of Nature Protection
* Ministry of Water Industry
* Institute of Strategic Planning
* Lawyer

Direct UNDP Country Office Support Services to the Programme Implementation

The UNDP and the Ministry of Defenсe have agreed that the UNDP Country Office will provide the following support services for the project activities at the request of the Ministry:

(a) Identification and/or recruitment and solution of administrative issues related to the project personnel;

(b) Procurement of commodities, labor and services;

(c) Identification and facilitation of training activities, seminars and workshops;

(d) Financial monitoring and reporting;

(e) Processing of direct payments;

(f) Supervision of project implementation, monitoring and assistance in project assessment.

The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Ministry of Defenсe and specifically its Emergency Management Department is strengthened to enable it to carry out such activities directly.

When providing the above support services, the UNDP Country Office will recover the costs for providing Implementation Support Services on the basis of actual costs and transaction fee based on the Universal Price List. According to the corporate guidelines, these costs are an integral part of the project delivery and, hence, will be charged to the same budget line (account in AWP) as the project input itself.

The procurement of goods and services and the recruitment of project personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. If the requirements for support services by the country office change during the life of a project, the list of UNDP country office support services is revised with the mutual agreement of the UNDP Resident Representative and the Ministry of Defence.

The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the Government of Turkmenistan and the UNDP, signed by Parties on 5 October 1993, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services.

The Ministry of Defence, specifically its Emergency Management Department, shall retain overall responsibility for this nationally managed project and will consult closely with UNDP in the appointment of the Project Manager. The Ministry of Defence shall provide office space of project in the premises of its Emergency Management Department. Project office will be managed by Project Manager and serve the needs of project implementation.

Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this document shall be handled pursuant to the relevant provisions of the SBAA.

In line with the UNDP new approach towards stronger engagement of the national experts from relevant ministries into project realization, it is envisaged that PMA will gradually transfer its responsibilities of project coordination to the Emergency Management Department of the Ministry of Defense, taking on more advisory role. Therefore, by the end of the project realization it is envisaged that the organizational structure will be changed accordingly to reflect the increased role of the Emergency Management Department of the Ministry of Defense in project realization.

The project’s organizational chart at the end of the project.

**Project Secretariat**

Civil protection division and Rescue division of the Ministry of Defense, support staff

**Project Board**

**Chair: Ministry of Defenсe**

* **Ministry of Health**
* **Ministry of Education**
* **Ministry of Nature Protection**
* **Ministry of Construction**
* **Ministry of Finance**
* **Ministry of Railway**
* **Institute of Seismology**

**Project Assurance**

E&E Program Specialist, PMA, ICTA, Regional DRR Advisor

**Project Organisation Structure**

**Working group 1: International Partnership**

* Ministry of Foreign Affairs

(recommended lead)

* Ministry of Defense
* Ministry of Health
* Ministry of Education
* Ministry of Economy and Development
* Mejlis of Turkmenistan
* Ministry of Agriculture
* Ministry of Energy
* Ministry of Communication
* Municipality of Ashkhabad
* Institute of Strategic Planning

**Working group 3: State Programme on Seismic Risk Management**

* Ministry of Construction (recommended lead)
* Ministry of Defenсe
* Ministry of Health & Medical Industry
* Ministry of Education
* Ministry of Economy and Development
* Institute of Traumatology
* Institute of Seismology of Academy of Science
* Scientific Research Institute of earthquake-resisting construction
* State Corporation “Turkmengeology”
* Municipality of Ashgabat city
* Lawyer

**Working group 2: NDRM Strategy and Capacity Development Plan**

* Ministry of Defenсe
* Ministry of Health & Medical Industry
* Ministry of Education
* Ministry of Construction
* Ministry of Economy and Development
* Ministry of Oil & Gas & Mineral Resources
* Ministry of Agriculture
* Ministry of Nature Protection
* Ministry of Water Industry
* Institute of Strategic Planning
* Lawyer

# Monitoring Framework And Evaluation

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

Within the annual cycle

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

Annually

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

The project will also conduct an independent Terminal Evaluation, for which an international DRM consultant and national DRM consultant will be employed for the final three months of the project. Evaluation will be carried out in collaboration with the project team, UNDP country office, ICTA, regional DRR Advisor, and the project Executive.

The evaluation will consider achievement of development goals according to parameters of the relevance and responsiveness of the actions, their effectiveness and efficiency, and the impact and sustainability of results, focusing especially upon their contribution to capacity development. The evaluation will also provide recommendations for follow-up activities and develop a draft follow-up programme.

**Quality Management for Project Activity Results (for year 2014)**

|  |
| --- |
| ***OUTPUT 1: International partnership and cooperation of the Turkmen Government on DRM is strengthened through exposure and access to global knowledge, expertise and resources as well as best practices.*** |
| **Activity Result 1****(Atlas Activity ID)** | *International partnership* | Start Date: Sep 2014End Date: 31.12.2016 |
| **Purpose** | *Increase access to international best practices, knowledge and resource networks on DRM* |
| **Description** | * + Set up a working group to support implementation of Output 1.
	+ Organize a multi-stakeholder inception workshop.
	+ With the support of the ICTA identify the most relevant international knowledge and resource platforms.
	+ Identify international best practices on early warning, crisis response center, contingency planning, emergency call system, disaster/climate risk assessment, and initiate negotiation on their application in Turkmenistan.
	+ Organize participation in international training programs, workshops, conferences, etc.
 |
| **Quality Criteria** | **Quality Method** | **Date of Assessment** |
| Knowledge on and access to the global knowledge and resource networks on DRM  | Survey among relevant civil servants | Baseline – prior to the project realizationNext rounds – annually  |

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| ***OUTPUT 1:* *International partnership and cooperation of the Turkmen Government on DRM is strengthened through exposure and access to global knowledge, expertise and resources as well as best practices.*** |
| **Activity Result 2****(Atlas Activity ID)** | ***Accession to global databases and resource networks***  | Start Date: Oct 2014End Date: 31.12.2016 |
| **Purpose** | *Turkmenistan is represented in DRR-related knowledge and data* |
| **Description** | * + Obtain INSARAG accreditation.
	+ Establish contacts with UN GRIP, WHO IHR, UN Global Disaster Alert System (GDAS) and VOSOCC, EM-DAT, EU MIC.
	+ Initiate negotiation with UN GRIP on establishing a National Disaster Observatory.
 |
| **Quality Criteria** | **Quality Method** | **Date of Assessment** |
| Accreditation in various international DRM-related networks | Data analysis - feedback from the participants on the added value of joining the networks | Baseline –interviews with key informantsNext rounds – annually (Most significant change approach) |

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| ***OUTPUT 1:* *International partnership and cooperation of the Turkmen Government on DRM is strengthened through exposure and access to global knowledge, expertise and resources as well as best practices.*** |
| **Activity Result 3****(Atlas Activity ID)** | ***Bilateral relationships with countries***  | Start Date: Jan 2015End Date: 31.12.2016 |
| **Purpose** | *Turkmenistan has developed its contacts with leading DRM partners* |
| **Description** | * + Establish contacts with relevant international partners: Russia, Turkey, Uzbekistan, European countries, etc.
	+ Participate in international meetings organized by the DRM partners.
	+ Organize at least one study tour to a selected country.
 |
| **Quality Criteria** | **Quality Method** | **Date of Assessment** |
| Impact of the partnerships established | Data analysis - feedback from the participants on the added value of the partnerships | Baseline –interviews with key informantsNext rounds – annually (Most significant change approach) |

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| ***OUTPUT 1:* *International partnership and cooperation of the Turkmen Government on DRM is strengthened through exposure and access to global knowledge, expertise and resources as well as best practices.*** |
| **Activity Result 4****(Atlas Activity ID)** | ***International conference on DRM*** | Start Date: Jan 2015End Date: 31.12.2016 |
| **Purpose** | *Attract leading DRM experts and profile Turkmenistan at the international arena* |
| **Description** | * + Establish a Steering Committee to organize the Conference.
	+ Define the thematic focus for approval from key stakeholders and the Project Board.
	+ Announce the Conference and promote it through a broad range of networks.
 |
| **Quality Criteria** | **Quality Method** | **Date of Assessment** |
| Impact of the Conference | Evaluation | Pre and post  |

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| **OUTPUT 2: *Disaster Risk Management (DRM) Strategy for Turkmenistan is updated.*** |
| **Activity Result 1****(Atlas Activity ID)** | ***Country Situation Analysis and risk identification.*** | Start Date: Oct 2014End Date: 30.05.2014 |
| **Purpose** | *To provide necessary input for the development of the Strategy* |
| **Description** | * + Set up a working group to support implementation of Output 2.
	+ Hire international consultant on DRM to organize and facilitate the implementation of situational analysis and national-level risk identification.
 |
| **Quality Criteria** | **Quality Method** | **Date of Assessment** |
| National experts are actively engaged in the analysis | Comments from the members of the working group | Baseline – expectationsNext rounds – during the working group meetings  |
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| **OUTPUT 2: *Disaster Risk Management (DRM) Strategy for Turkmenistan is updated.*** |
| **Activity Result 2****(Atlas Activity ID)** | ***Institutional and legal review.*** | Start Date: Oct 2014End Date: 30.12.2016 |
| **Purpose** | *To provide necessary input for the development of the Strategy and to propose recommendations for improvement*  |
| **Description** | * + Hire international and national legal experts to review applicable legal and institutional frameworks and provide recommendations.
	+ Obtain approval from the Project Board.
	+ Organize multi-stakeholder workshop to present the outcomes of the study.
	+ Submit the proposed recommendations to the relevant Vice-Premier Ministers.
	+ Advocate for the incorporation of the proposed adjustments into the existing legal and institutional frameworks.
 |
| **Quality Criteria** | **Quality Method** | **Date of Assessment** |
| Improvements in legal and institutional frameworks | Mid-term and Final Evaluations | Baseline – during the sit analysisMid-term evaluation – mid 2015Final evaluation – end of 2016 |

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| **OUTPUT 2: *Disaster Risk Management (DRM) Strategy for Turkmenistan is updated.*** |
| **Activity Result 3****(Atlas Activity ID)** | ***National Disaster Risk Management (NDRM) Strategy.*** | Start Date: Sep 2014End Date: 31.12.2015 |
| **Purpose** | *To consolidate efforts of multiple stakeholders towards building resilient society* |
| **Description** | * + Initiate a round of consultations with key stakeholders to develop the draft strategy; for approval within the working group.
	+ Initiate multi-stakeholder consultations to obtain formal feedback from the Ministries.
 |
| **Quality Criteria** | **Quality Method** | **Date of Assessment** |
| Local experts’ recommendations are reflected in the Strategy  | Comments from the local experts / working group | Baseline – expectationsNext rounds – during the working group meetings |

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| **OUTPUT 3: *DRM Capacity Development for the Emergency Management Department of the Ministry of Defence and the relevant stakeholders is supported*** |
| **Activity Result 1****(Atlas Activity ID)** | ***Needs and capacity assessment***  | Start Date: Oct 2014End Date: 30.05.2014 |
| **Purpose** | To provide input for the project capacity development activities |
| **Description** | * + Set up a working group to support implementation of Output 3.
	+ Conduct capacity needs assessment of the key stakeholders, identify gaps, and provide action-oriented recommendations.
 |
| **Quality Criteria** | **Quality Method** | **Date of Assessment** |
| The assessment provide quality guideline for capacity development activities | Expert opinions | Baseline – expectationsNext rounds –working group meetings |

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| **OUTPUT 3: *DRM Capacity Development for the Emergency Management Department of the Ministry of Defence and the relevant stakeholders is supported*** |
| **Activity Result 2****(Atlas Activity ID)** | ***DRM capacity development plans*** | Start Date: Oct 2014End Date: 30.06.2014 |
| **Purpose** | Ensure focused capacity development activities within the project |
| **Description** | * + Obtain formal approval of all relevant stakeholders of the draft Capacity Development Plans.
	+ Obtain Project Board approval of the Capacity Development Plans.
 |
| **Quality Criteria** | **Quality Method** | **Date of Assessment** |
| Main capacity gaps are reflected in the plan | Experts’ approval  | Working group meetings |

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| **OUTPUT 3: *DRM Capacity Development for the Emergency Management Department of the Ministry of Defence and the relevant stakeholders is supported*** |
| **Activity Result 3****(Atlas Activity ID)** | ***Capacity development action plans implementation*** | Start Date: 01.09.2014End Date: 31.12.2016 |
| **Purpose** | Bridge the capacity gap of the key stakeholders |
| **Description** | * + Ensure funds are allocated for the realization of the Plans.
	+ Initiate realization of the Plans.
 |
| **Quality Criteria** | **Quality Method** | **Date of Assessment** |
| Main capacity gaps are addressed | Mid-term and Final Evaluations | Baseline – during the capacity assessmentMid-term evaluation – mid 2015Final evaluation – end of 2016 |

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| ***OUTPUT 4:* *The State Programme on Seismic Risk Management is developed and initiated*** |
| **Activity Result 1****(Atlas Activity ID)** | ***Needs assessment in seismic risk management*** | Start Date: Sep 2014End Date: 31.12.2014 |
| **Purpose** | Provide input to the State Programme on Seismic Risk Management  |
| **Description** | * + Action 1: Set up a working group to support implementation of Output 4.
	+ Ensure engagement of relevant research institutions, law enforcement (control) organizations, and the representation of the municipality of Ashgabat in the working group.
	+ Hire national consultant to facilitate the needs assessment.
 |
| **Quality Criteria** | **Quality Method** | **Date of Assessment** |
| Main needs are identified | Experts’ approval | Working group meetings |

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| ***OUTPUT 4:* *The State Programme on Seismic Risk Management is developed and initiated*** |
| **Activity Result 2****(Atlas Activity ID)** | ***Facilitate Development the State Programme on seismic risk management*** | Start Date: Oct 2014End Date: 31.12.2015 |
| **Purpose** | To identify the most urgent needs regarding seismic risk management in Turkmenistan and to sensitize the stakeholders |
| **Description** | * + Organize a multi-stakeholder workshop to present the recommendations from the needs assessment.
	+ Facilitate multi-stakeholder consultations to develop the State Program on Seismic Risk Management.
	+ Develop the program concept and document for approval from the Project Board.
 |
| **Quality Criteria** | **Quality Method** | **Date of Assessment** |
| Produce recommendations for the State Programme | Experts’ approval | Experts/working groups meetings |

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| ***OUTPUT 4:* *The State Programme on Seismic Risk Management is developed and initiated*** |
| **Activity Result 3****(Atlas Activity ID)** | ***Awareness and preparedness to seismic risk*** | Start Date: 01.09.2014End Date: 31.12.2016 |
| **Purpose** | Increase awareness on seismic risk |
| **Description** | * + Develop an awareness program on seismic risk management for two groups: civil servants and the general public.
	+ Organize training courses for civil servants through the training center of the Ministry of Defenсe.
	+ Develop a broad public awareness campaign on seismic risk management for schools and ‘unorganized’ groups of the population (elderly, lonely-elderly, housewives, physically disabled, etc.).
	+ Engage national media (TV, newspapers) in the awareness campaign.

Organize a round-table discussion with experts on the actual issues of seismic risk management and propose recommendations. |
| **Quality Criteria** | **Quality Method** | **Date of Assessment** |
| Increase in awareness  | Final Evaluation | End Date; 31.12.2016 |

# Legal Context

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Turkmenistan and UNDP, signed on 5 October 1993.

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

The executing agency shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

b) assume all risks and liabilities related to the executing agency’s security, and the full implementation of the security plan.

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

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

# ANNEXES

**Annex 1: Risk Analysis**

The main risks of the project are the following:

* Commitment of the Ministry of Finance to ensure availability of timely and adequate resources for the implementation of the project;
* Lack of transparent data sharing climate between institutions, organizations and authorities may put obstacles to project implementation;
* Commitment of external partners to partner up with the relevant organizations in Turkmenistan;
* Commitment of donor organizations to align and harmonize their activities in support the Ministry of Defenсe its mission to increase society resilience in Turkmenistan.
* A significant migration of highly qualified experts in DRM-related sectors.

The PMU will ensure that the risks noted above will not hinder the effective implementation of the project by ensuring the involvement of all relevant stakeholders in all stages/activities of the project, including decision-making, monitoring and evaluation, as well as engaging in sound, evidence-based advocacy efforts.

**Annex 2: Terms of Reference**: (will send in 2 days)