Project Document

United Nations Development Programme

Country: Djibouti

Project Title:	Developing National Capacities for Disaster Risk Management in Djibouti
UNDAF Outcome(s):	By 2012, all stakeholders formulate and implement development policy in a participative and transparent way;
Expected Outcome(s):	Enhanced capability of Djiboutian government and selected communities to organize effective preparedness and response, and minimize losses from disasters
Expected Output(s):	Output 1: Enhanced Disaster Preparedness and Response through improved Coordination and Effective National Focal Institution; Output 2: Strengthened technical capacities of government ministries and local NGOs through improvement in knowledge and skills; Output 3: Effective Early Warning Systems for drought and flood hazards, enabling departments and communities to take timely action for saving lives and property;
Implementing agency	Ministry of Interior
Implementing partners	Department of meteorology Ministry of Agriculture and Livestock Ministry of Water and Energy CERD Mayor of Djibouti City Regional Councils
Executing modality: NEX	
Executing Entity:	United Nations Development Programme (UNDP)

Brief Description

The ongoing 2011 drought which has affected 164,000 people, almost 20 % of the total population in Djibouti highlights the risks that country is facing. Djibouti experiences severe losses due to recurrent drought and flood events, while it is also exposed to earthquakes and volcanoes. Although, the country does not experience any internal conflicts, but is a recipient of refugee populations from its conflict-prone neighbouring countries of Somalia, Ethiopia and Eritrea. Poverty, lack of community level preparedness, absence of alternative sources of livelihoods and weak institutional capacities of the government of Djibouti enhances vulnerability of society to disaster risks.

The Project aims to improve management of disasters and promote prevention and mitigation of climatic hazards including droughts and floods in Djibouti. The Project will strengthen the technical and institutional capacities of the Executive Secretariat for Disaster Risk Management in order to enable it to coordinate disaster preparedness and response in an effective manner. Roles and responsibilities of stakeholders will be clearly defined and communicated. As a strategy to improve disaster response, the project will also contribute to strengthening of early warning systems for climatic hazards, including prediction, message formulation, communication and response by communities and stakeholders. The Project will implement training, education and awareness campaign in order to enhance knowledge and skills of communities, government departments and UN for effective disaster preparedness and response. The Project will implement community based drought and flood risk reduction initiatives in order to reduce the exposure and vulnerabilities of populations to these recurrent hazards.

Programme Period:_____	**12 months**
Key Result Area (Strategic Plan)	_____
Atlas Award ID:	_____
Start date:	**1 March 2012**
End Date	**28 February 2013**
PAC Meeting Date	19 December 2011
Management Arrangements	NEX

Total resources required	**500,000 USD**
Total allocated resources:	500,000 USD
• Core :	----------
• Japan:	500,000 USD
(UNDP GMS 7%):	32,710 USD
Unfunded budget:	----------
In-kind Contributions	_____

Agreed by (Government Coordinating Authority) –

Ministry of Interior

Agreed by (Implementing Agencies):

Department of meteorology
Ministry of Agriculture and Livestock
Ministry of Energy and Water
CERD
Mayor of Djibouti City
Regional Councils

Agreed by (UNDP):

List of Acronyms

AWP	Annual Work Plan
CCA	Climate Change Adaptation
CPAP	Country Programme Action Plan
CSOs	Civil Society Organizations
CERD	Center for Studies and Research Djibouti
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
EOC	Emergency Operations Centre
GEF	Global Environment Fund
GMS	General Management Services
GOD	Government of Djibouti
HACT	Harmonized Approach for Cash Transfer
IP	Implementing Partner
ISS	Implementation Support Service
JD	Job Description
MDGs	Millennium Development Goals
MI	Ministry of Interior
NIM	National Implementation
NPM	National Project Manager
PB	Project Board
PPR	Project Progress Reports
PTC	Project Technical Committee
QPR	Quarterly Progress Report
SBAA	Standard Basic Assistance Agreement
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFD	Union Nationale des Femmes Djiboutiennes
UNFCCC	United Nations Framework Convention on Climate Change
UNICEF	United Nations Children's Fund
UNISDR	United Nations International Strategy for Disaster Reduction
WHO	World Health Organization

I. SITUATION ANALYSIS

1.1. Country background

Djibouti lies in Northeast Africa on the Gulf of Aden at the Red Sea. It has 314 km of coastline and shares a border with Eritrea, Ethiopia and Somalia. The country is mainly a stony semi-desert, with scattered plateaus and highlands. Djibouti has a land area of about 23,000 km^2 and a population of 818,200 people (RGPH 2009) growing at 2.8% per annum. More than 80% population lives in urban areas, with 58.1% in the capital city. A least developed, low income and food-deficit country, Djibouti has some of the lowest health, education and social indicators in the world and was ranked 147th out of 169 countries in the 2010 UN Human Development Index.

Djibouti's economy is characterised by an extreme dualism: the commercial urban sector, modern and oriented towards exports, and the rural sector characterized by subsistence pastoral economy with very limited access to infrastructure, services and markets. The service sector contributes to more than 75% of Djibouti's GDP. Agriculture contributes a meagre 3%, while the industrial and manufacturing sector accounts for 22% of the GDP. Although economic growth has been strong during the last 10 years, it has very little impact on rural population, who face even tougher living conditions with repeated droughts. Over the past two decades, Djibouti's economy has shown very mixed performance, marked by the succession of political crises and economic shocks (drought in particular) that have resulted into a continued deterioration of country's competitiveness. The per capita income has fallen by over 25% compared to its 1984 level. Unemployment affects around 60% of active population and the composite index of human poverty in Djibouti is estimated at 42.5%, close to that of the extreme poverty (45%). Recent analysis of the poverty situation shows that it has become a structural problem. Given its scale and its depth, poverty is not just a social issue but has now become a real development challenge for the country.The situation is particularly alarming when it comes to rural communities who bear the brunt of both climatic and economic shocks. While the rural population only accounts for 15% of the total population (DSRP, 2004), the vast majority of rural households, 96.5%, live below the poverty line, while over 80% of them are not even able to meet their basic needs.

Djibouti has an arid tropical climate with very low annual rainfall (100 to 150 mm on average per year) which is also irregular. Humidity averages 70%, low rainfall, high temperatures, volcanic soils, surface water is nonexistent and the excessive evaporation is not conducive to agricultural development. Because of marginal land and low rainfall, agriculture is almost non-existent except for some fruits and vegetables. Estimated agricultural production covers only 10 % of the food needs of population. Djibouti has to import 80 % of its cereal consumption, the rest is often covered by bilateral and multilateral grants. Livestock is the main source of income of rural population, which is raised extensively. With the exception of a few private farms located in outskirts of urban centres and in particular the capital, the majority of nomadic are transhumant.

1.2.Hazard risks

Djibouti is exposed to disaster risks from both climatic and geological hazards. The climatic hazards include droughts, floods and fires, while geological hazards include earthquakes and volcanoes. A brief description of the most important hazards is provided as below.

Drought

Djibouti suffers from extended multi-annual droughts that result in water scarcity for agriculture and domestic uses. The rainfall can be as low as 50 mm per year in drought years. Rural population and their livestock are most vulnerable to droughts. Rain shortages heavily affect the replenishment of water reservoirs and regeneration of pastures compromising livelihoods and food security of pastoral households. In some years the drought is so intensive that it turns to humanitarian crisis in the country like in 2008 and 2011. In 1984, the whole region of Horn of Africa suffered from a major drought including Djibouti. Women and children are the most affected groups among rural population. The 2008 drought affected roughly 50 percent population of Djibouti. As the drought worsened, food

prices for staples reached record levels, worsening the situation for poorer households. About 164,000, including 22000 Somali refugees at present are suffering from the 2011 drought of the HoA.

The rural population of Djibouti is estimated at 240,000 people and most of them practice pastoral life styles which consist of nomadic way of life with extensive herding. Nomadic people move from to place to place in and outside the country looking for pastureland and water. Shallow wells or shallow boreholes are the key water sources for rural population. In future, it is likely that droughts may occur for longer periods due to the impact of climate change.

Djibouti experiences chronic food deficit due to the scarcity of arable land, arid climate, water salinity and the lack of agricultural tradition. The causes of drought are not only related to climate, but also human activities like deforestation, over-exploitation of water resources, poor maintenance of water infrastructure, inadequate dams and overgrazing.

Flood

Djibouti faces intense flash floods with an approximate recurrence of 7 years. The country is crossed by many temporary rivers called wadis. No water flows into wadis most of the time due to the arid climate. However due to sudden large rainfall, wadi channels get filled with turbulent water. Floods happen when the water flowing inside wadis leaves the natural channel and invade adjacent areas of the wadi.

Djibouti city is crossed by the Ambouli wadi, which poses a major risk to more than 100, 000 people and has caused human and physical losses in the past. Several major flood events have occurred in Djibouti city in the recent past. Two flood events were particularly destructive occurring in 1994 and 2004 which killed respectively 105 deaths and 53 people and caused significant economic losses. After the flood of 2004, the government decided to implement interventions for mitigation of the risk of Ambouli wadi flood.

The flash flooding from wadis also threatens communities in other regions of the country. In 2010 a flood from the Gobaad wadi destroyed many agricultural plots in the southwest of the country. In September 2011, the northern city of Obock experienced significant rainfalls with wind storms which were followed by a devastating flood. Floods regularly damage road infrastructure in many parts of the country

Earthquake

Djibouti is located at the junction of three major tectonic structures namely the East African rift, the Gulf of Aden rift and the Red Sea rift. The region is among seismically active areas in the world. Minor seismic events are recorded by the seismic observatory of Arta on regular basis. Magnitudes observed by the geographical Observatory of Arta are generally between 2.0 and 4.0 on the Richter scale. An earthquake in 1973 was the most violent event in the past 40 years.

Most construction in the country is not done according to seismic safety standards and the country does not have national building codes. Historically most houses in Djibouti were built with plywood and metal sheet but due to the economic growth, people have upgraded their abodes to masonry or concrete built homes. More and more concrete or masonry homes are visible in Djibouti. In case of a high magnitude earthquake near Djibouti city, high physical and social losses may occur.

Conflicts and Refugees

With the exception of a conflict in 1991-94, which resulted in massive internal displacement from rural areas to capital, Djibouti is one of the few stable countries in the Horn of Africa. Indeed the three countries that share its border with Djibouti have experienced war and conflict in recent decades; including the 1977-1978 war between Ethiopia and Somalia, Somalia and Eritrea conflict in 1988, Civil war in Somalia in 1991, fall of the Mengistu regime in 1998, and outbreak of conflict

between Ethiopia and Eritrea. Djibouti is adversely affected by these conflicts, particularly with invasion of refugees to its soil from the affected countries. The influx of refugees causes degradation of basic social structures (clinics, schools, sanitation, water supply and electricity, garbage disposal) and environment.

Main Natural Disasters in Djibouti 1970-2007

Natural Disaster	Year	Total Dead	Number of Affected People	Damage US $ million
Flood	1977		91,000	
Flood	1978		106,000	2,500
Drought	1980		145,000	
Flood	1981	25	102,000	
Drought	1984		80,000	
Drought	1988		30,000	
Flood	1989	10	150,300	
Flood	1993		20,000	1,100
Flood	1994	145	120,000	
Epidemic	1994	10	239	2119
Wind Storm	1995		775	
Drought	1996		100,000	
Epidemic	1997	50	2424	
Epidemic	1998	43	2000	
Drought	1999		100,000	
Drought	2000		150,000	
Epidemic	2000	4	419	
Flood	2001		95,000	
Flood	2004	230	115,000	1,600
Drought	2005		42,750	
Drought	2007		150,000	
Drought	2008		284,000	

Source: UNDP, Disasters for LDCs (2004): GFDRR (2009)

1.3. Vulnerabilities

Rural nomads, urban slum dwellers, refugees, women and children are amongst most vulnerable groups in Djibouti against the impact of droughts, floods and earthquakes. These groups suffer from food insecurity, livelihoods losses, perishing of livestock and health and education losses due to recurrent droughts and floods. Houses of urban slum dwellers in Djibouti city would be at very high risk from a possible earthquake event. Livestock is the main source of rural livelihoods and it is highly vulnerable to impact of rain-shortage and droughts. According to the World Bank's Hot Spots Study about 33 % of the Djiboutian population lives in high risk areas.

Poverty, lack of alternative livelihoods sources and low awareness about disaster preparedness serve as three major factors behind vulnerability. Lack of basic facilities and infrastructure including roads, electricity, health centres and water supply also contribute to worsen the disaster impact, particularly that of droughts in the rural areas.

At the institutional level, the poor economic health of Djiboutian government hinders it from introducing effective strategies for disaster risk reduction. Although the government has approved legislation to establish institutions for disaster risk management, however, these institutions are

not operational. The lack of effective institutions hinders effective information management, coordination and planning. The country lacks a weather forecasting and warning system, which hampers effective preparedness for disasters like droughts. The practice of land-use planning is not effective, which can be used to reduce exposure against floods and earthquakes. The country lacks building codes for seismic safety. Technical capacities for managing disasters and risks are low in the government and non-government sectors.

1.4. Needs for Capacity Development

The capacity development needs in Djibouti could be defined as longer term needs and strategic needs. The longer term needs relate to integration of disaster risk reduction in development strategies against droughts, earthquakes and floods. This will require hazard specific interventions in infrastructure, settlements, agriculture, environment and water sectors. It may include building codes for seismic safety, insurance services for seismic safer construction, training of engineers and masons, construction of dams for water conservation to reduce drought risks, land use planning in Djibouti city to reduce exposure of settlements and population to flood events, amongst others. It will also require institutional capacity development of ministries through creating DRR related units, training, allocating funds for DRR in ministerial budget, and establishing system for disaster risk analysis of existing and planned development projects. Education, awareness, and community organizing at large scale will also be critical in the longer term. The aim of such developmental approaches will be to prevent the occurrence of disasters through reducing vulnerabilities and mitigating hazards. However, the implementation of such developmental approaches requires decades of efforts before showing results.

There are certain pre-requisites that shall be met in order to create an enabling environment for long term disaster risk reduction in Djibouti. These include: i) a well functioning national focal point institution for DRR, ii) effective multi-sectoral coordination iii) clarity on roles and responsibilities regarding disaster response, preparedness and prevention, iv) a well functioning early warning system for drought and flood hazards, and v) availability of technically qualified human resources in multiple sectors. There is also a need to target the most vulnerable communities to enhance their capacities for reducing disaster risks in the near future. These pre-requisites could be defined as the strategic needs of Djibouti. It is essential to address these strategic needs to reduce the life and property losses in the near future, and to create a culture of disaster preparedness and prevention.

1.5. DRM System in Djibouti

The Djiboutian government passed a law No. 140/AN/06/5 eme L, which defines the national policy on disaster risk management. According to the law, the Ministry of Interior(MI) is the focal ministry for disaster risk management. A presidential decree adopted in 2006 approved the institutional system to coordinate national efforts for disaster risk management. The proposed institutions include:

- An Inter-ministerial Committee to manage risks and disasters under the leadership of Prime Minister as in-charge of coordination of all governmental actions;
- A technical committee to manage risks and disasters under chairmanship of the Minister of Interior (MI);
- Regional committees to manage risks and disasters;
- An Executive Secretariat for Disaster Risk Management;

The Minister of Interior serves as Vice President of the Committee. Member ministries include: Health; Defence; Economy, Finance and Planning; Education; Communication and Culture; International Cooperation; Equipment and Transport; Agriculture and Livestock; Housing, Urbanism and Environment; Promotion of Women and Family; Employment; and National Solidarity. The inter-ministerial committee, a policy level body, has three tasks; i) political guidance in disaster risk management, ii) provide a framework for DRM to address cross-sectoral issues (typically resolving role-conflicts between different departments), and iii) advocate for resource mobilization. The Technical Committee for Disaster Risk Management is in-charge of technical

coordination between different ministries at the operational level. Each ministry is represented by a focal point in the Committee meetings. The Regional Committees are assigned the role of coordinating response and mitigation actions at the regional level. They also relay information between the Executive Secretariat and regional actors. The Regional Committees include representatives of State, Executive Secretary of the Region, Chief Medical Officer, Police, Army, Education, UNFD, Red Crescent, Civil Society and the Regional Assembly.

The Executive Secretariat for DRM (SEGRC) is the implementing arm of government regarding disaster preparedness, and response operations, and for disaster risk reduction. It is responsible to organize coordination meetings of the government institutions for prevention, preparedness and response. Key tasks of the Executive Secretariat include: i) Serve as secretariat of the Inter-sectoral Technical Committee, ii) promote prevention, preparedness and response in all agencies, iii) maintain inventories of resources, iv) coordinate relief operations, v) facilitate preparation of plans, vi) conduct risk assessments, vii) conduct post disaster damage and loss assessments, viii) provide training on DRM, ix) implement awareness and education programs, x) develop risk information system, xi) organize simulation exercises, and xii) manage and monitor projects funded by development partners;

The institutions proposed in the decrees have yet not been made functional. Since 2006, the Inter-Ministerial Committee and the Technical Committee did not hold any meeting and the Regional Committees were not created. The Executive Secretariat for DRM has serious problems of capacity. It has only three staff members who are responsible to deal with all aspects of DRM. To remedy this situation, it is essential to proceed with the creation of Units outlined in the Decree. The creation of these units will allow the Executive Secretariat to carry out the tasks entrusted to it. Also at the regional level as mentioned in the decree, offices for DRM must be created in five regions and be equipped with assets to improve the information flow upward for effective decision-making at all levels.

SEGRC with funding from IDA-financed Flood Emergency Rehabilitation Project developed activities to raise awareness, training of technical staff from various government agencies, creation and training of regional disaster prevention committees, and launching of general awareness radio emissions. Nevertheless these efforts have been limited in scope and have lacked a strategy.

Other key institutions which have significant roles in disaster risk management include the following:

Centre for Studies and Research of Djibouti (CERD)
It is a national scientific research institution. It is in-charge of the management of Ambouli Wadi flood early warning system and thus has a critical role in prevention of floods in Djibouti city. The CERD hosts also the "Observatoire d'Arta" wich is a centre for observation of seismic events. Arta has placed seismic sensors in the Assal rift to monitor seismic events in the whole region. Recognising its increasing role in the DRM, the Centre has recently created a National Disaster Risk Laboratory namely LAMGER (Laboratoire d'Analyse Spatiale et de Modélisation de la Gestion des Risques). CERD also organizes workshops and research about (i) environmental studies, (ii) social sciences; (iii) international strategic studies; (iv) cartography and geography; and (v) information technologies. CERD has led the first phase of the GFDRR technical assistance, and would be a key partner in the second phase.

Department of meteorology
The department is another institution which has an important role in the DRM. It is responsible to collect and disseminate information related to weather and would normally have important role in drought prepared and response. Unfortunately the Department suffers from lack of capacity and collects meteorological data only for the Djibouti airport. The Department has historically served the airport for aeronautical meteorology and has not been given attention to expand its network of weather stations and provide services for drought and flood warning. The Department should clearly be strengthened. The lack of rainfall and hydrological network is a major handicap for

establishment of a flood early warning system. The Government of Djibouti has recently passed a decree to transform the Meteorology Division into National Meteorological Agency, and expanded its mandate to provide weather forecasting and warning services for the whole country. However, the Department needs support in this transformation process and in enhancing its physical and technical capacities.

Department of Civil Protection

The National Department of Civil Protection has been operational since 1970. The Department has a critical role in disaster preparedness and response. The Civil Protection is responsible for fire fighting, rescue, supervision over the conformity of public buildings to safety rules. Civil Protection has been active only in fire fighting. If used optimally, this department could be very effective in preparedness and response to floods and earthquakes.

National Office for Assistance to Refugees and Disaster Victims - ONARS

The National Committee for Refugees and Disasters with National Office for Assistance to Refugees and Disaster Victims was created in 1978. The Committee was established at the Presidency. The Committee is responsible for policy and direction of activities of the national office. The National Office of Assistance to Refugees and Disaster victims is responsible for receiving, storage, distribution of cash and goods in kind made available by the Committee. ONARS needs to be strengthened to enable it to perform its duties.

Ministry of Agriculture, Livestock, Fishing, in charge of Sea Resources (MAEPRH

It is responsible for agricultural development and the fight against desertification, development of irrigation and water conservation structures, provision of agricultural inputs, tools and construction or rehabilitation of hydro agricultural infrastructure.

Ministry of Water and Energy

The Ministry is responsible for development and maintenance of water infrastructure; e.g. boreholes, wells, cisterns and dams in the rural areas of the country, which are prone to drought risks. The Ministry has an important role in drought risk reduction in the countryside.

1.6. UN and International Organizations

Several International organizations are involved in DRM capacity development. They include: JICA, USAID, UNDP, UNICEF, WFP, EC and the World Bank. Inter Governmental Association for Development (IGAD) is also working on establishing regional networks for disaster risk management. A brief description of the key activities of different international organizations is given below:

JICA:

JICA is an important partner of Djibouti in disaster prevention as JICA funds number of initiatives related to access to water in rural areas. JICA has particularly funded a large project access to groundwater resources in the southern part of the country.

World Bank

World Bank is an important international player involved in DRR capacity development in Djibouti under its Djibouti Disaster Risk Management Program, which is funded through the GFDRR. The WB is collaborating with the Djibouti Centre for Studies and Research (CERD), Executive Secretariat for DRM (SEGRC), Ministry of the Habitat, Urbanism, Environment and Land Management (MHUEAT), Meteorology Division of the Airport and University of Djibouti. WB Country Assistance Strategy (CAS) 2009-12 recognizes natural disasters as one of the main causes of poverty. Djibouti CAS proposes to tackle disaster vulnerability by integrating DRR into sectoral activities, increasing investment in the water sector in order to retain water for agriculture, to prevent floods, and to recharge water aquifers. GFDRR plans to work with SEGRC on crisis management protocols, and the development of disaster simulations at national and community

levels. Training and education is an important pillar of the WB support. Support includes enhancing the Division of Meteorology's knowledge of meteorological risks and quality of data access in order to strengthen climate risk analysis by establishing 7 automatic weather stations . The project also include risk mapping for earthquakes and floods. The project will work with the University of Djibouti to develop masters programme for disaster risk management. WB project will work with the Executive Secretariat to revise the ORSEC plan, which will define departmental roles and SOPs.

USAID:

Following the 2004 devastating flood in Djibouti-city, the government applied for USAID funding to establish a flash flood early warning system. In January of 2009, with funding from the USAID the Government of Djibouti installed a surveillance system in the Ambouli River Basin. Several government officials received training at CERD prior to the system becoming operational. Central Command of the US Army conducted a study entitled "Golden Spear" on disaster risk management that encompasses 11 African countries including Djibouti. USAID also funds the FEWS NET project which provides food security early warning to countries in the region through compiling secondary data against a list of indicators.

UNDP

UNDP efforts in DRR are guided by the UNDAF 2008-12, which emphasizes Djibouti's risk exposure to natural disasters and proposes to strengthen national institutions responsible for poverty reduction, with a special focus on DRR, and epidemics. UNDAF framework for management of natural resources propose to establish: (i) an integrated environmental safeguarding strategy; (ii) a framework for fighting desertification; (iii) an early warning system; (iv) and the active involvement of rural communities in prevention and management of natural disaster activities.

Previously UNDP has supported the Government of Djibouti through the project "Capacity building for Prevention and Disaster Management". Key achievements of the project include: i) production of vulnerability and risk maps for Djibouti city, ii) establish national platform for disaster management, iii) preliminary study about the establishment of GIS capacities for DRR, iv) DRR training, v) preparation of a response plan, and vi) seminar on rescue centres.

WFP

WFP is involved on both disaster prevention and preparedness by supporting projects on rural water supply for the maintenance of water points and fountain training.

WHO

WHO operates through its technical expertise to build capacity in the Ministry of Health, including the concept of environmental health, compliance with food standards, sanitation, housing and the fight against AIDS. WHO in collaboration with Ministry of Health is implementing a project on preventive health through organizing and mobilizing local communities.

IGAD

The regional programme of IGAD, acts as a support for disaster risk management in the Horn of Africa, whose member states are Djibouti, Eritrea, Ethiopia, Kenya, Somalia, Sudan and Uganda. The IGAD programme focuses on pandemics and epidemics such as cholera, typhoid, diarrhoea and Malaria. IGAD has developed structures for consultation and advice to address disaster management, the establishment of an early warning system to prevent drought and famine. IGAD also manages a regional early warning system for food security. In the aftermath of the 2011 drought, IGAD is working to develop a regional drought risk reduction programme.

Red Crescent:

Red Crescent operates warehouses for initial emergency needs such as shelter. It also maintains volunteers trained in first aid to deploy during emergencies.

NGOs

There are a number of local NGOs that can be involved in disaster risk reduction related interventions. They include: Union Nationale des Femmes Djiboutiennes, the Association of Women of Ali Sabieh, Al-Biri Association, Bender Djedid Association, the Lyon's Club and Rotary Club

Bilateral cooperation mainly Japan, Saudi Arabia and French plays also an important role in disaster prevention and particularly in water sector as they funds projects that aims access to water un rural areas.

II. STRATEGY

The Propose of Project is to improve disaster preparedness and response capacities of the Djiboutian government so as to minimize losses in the near future from recurrent droughts and flooding. The project through targeting all categories of stakeholders including government, UN, NGOs and communities intends to promote a culture of disaster prevention and preparedness, which is lacking so far.

UNDP interventions intend to address strategic capacity gaps in the system, while complementing efforts of other players. The selection of hazards, partner institutions and interventions is done to reduce the possibility of duplication of effort with other organizations, while targeting strategic needs to enable the Djiboutian government to undertake effective preparedness and disaster risk reduction. The strategy will revolve around five key pillars.

The proposed strategy will target droughts and floods as the key hazards for various interventions. This is so because recurrent droughts have affected the pastoral communities frequently in the past decade, and have led to negative consequences upon food security and livelihoods of the urban population as well. However no significant efforts have been made to address the problem of drought risk reduction. For flooding although significant work has been done through installing machinery and equipment to monitor the flood waters, however there is a clear gap in institutional capacities to ensure effective flood monitoring, formulating warning messages, communicating them to at-risk populations and ensuring response.

- The First pillar of strategy will be to make the national focal institution functional; the Executive Secretariat for DRM. This is critical in order to ensure effective preparedness and response, and to improve multi-sectoral coordination amongst ministries, international organizations and other stakeholders. This pillar will also include creating clarity on departmental roles in different phases of disaster risk management.

- The second pillar of UNDP strategy will target upon development of technical capacities of selected ministries and departments in disaster risk reduction, as well as essential skills for disaster preparedness, response and recovery. It is anticipated that development of technical capacities of selected ministries and departments will enable them to perform their roles effectively and to integrate DRR into their developmental interventions.

- Given the possibility that Djiboutian government may remain resource poor in the near to medium term and it would reply heavily upon international organizations for disaster preparedness and response, it is critical to enhance technical knowledge and skills of the UN system. This will be third key pillar of the UNDP's work.

- The fourth pillar will focus upon improving early warning systems for droughts and floods. This will include: i) installing technical infrastructure for drought monitoring, ii) enhancing

institutional and technical capacities for weather analysis, iii) capacities for preparing warning messages, and iv) capacities for disseminating warning messages.

- The last but a very important pillar of the UNDP strategy will be to introduce pilot interventions on drought and flood risk reduction in selected high risk communities, through Community Based Disaster Risk Management. The implementation of such pilot initiatives will help to formulate local good practices in disaster risk reduction. Such good practices could be exploited to develop orientation of policy makers and international stakeholders for wider replication in other parts of the country.

The Primary institutions that will be targeted by UNDP intervention will include: the Executive Secretariat for DRM, the Inter-sectoral Technical Committee for DRM, the National Meteorological Center and Djibouti Centre for Studies and Research (CERD). They will also include the Ministry of Agriculture and Livestock and the Ministry of Housing, Urbanism and Environment. The Ministry of Interior (MI) will be the implementing partner due to it being the host institution for the Executive Secretariat for DRM.

All member ministries of the Inter-Ministerial Committee and the Inter-Sectoral Technical Committee will be targeted for training in disaster risk reduction. Member agencies of the UNCT will also be targeted for training and simulations on disaster preparedness and response. Local NGOs particularly related to women's development will be targeted for training and simulations as well as for the early warning and community based activities.

Key outputs of the Project will be as following:

Output 1: Enhanced Disaster Preparedness and Response through improved Coordination and Effective National Focal Institution;

The first output will focus upon improving the working of core national institutions responsible for disaster risk management. These include the Inter-Ministerial Committee for Disaster Risk Management, the Inter-sectoral Technical Committee for Disaster Risk Management, and the Executive Secretariat for Disaster Risk Management. These institutions in return are expected to improve multi-sectoral coordination, and ensure effective preparedness, and timely response and recovery for disasters.

In order to improve functioning of the Inter-Ministerial Committee and the Inter-Sectoral Technical Committee, the Project will work with the Ministry of Interior(MI) to initiate regular meetings of the two committees. The committees will be encouraged to hold their meetings around issues of disaster preparedness and response as a coordinated effort.

The project will deploy technical staff at the Executive Secretariat for Disaster Risk Management on interim basis, so as the Executive Secretariat could perform its core function; coordination through the Inter-sectoral Technical Committee, issuance of early warning, information management and emergency response. The deployed experts will develop TORs of the staff of Executive Secretariat, provide mentoring on technical aspects, develop procedures to operationalize the national emergency fund that has been established by the Djibouti government and it will operationalize the National Early Warning Committee amongst other things. 2 experts will be attached to the Ex. Secretariat 1 International and 1 national. The international will be a DRM expert, while the national will be an expert in early warning issues. An expert in communication will also be deployed at the executive secretariat for disaster risk reduction.

In addition five technical experts will be deployed in the Regional Councils in South and North, one for each region. These experts will help to operationalize the regional level coordination, and preparedness systems. They will be placed at the prefecture offices. To the extent possible, efforts will be made to draw experts from government organizations for deployment at the Executive Secretariat and in the regional councils. In this way, the capacities that will be developed will remain within the system.

Basic minimum physical support will also be provided to the Executive Secretariat including computers, printers, scanners, photocopier, furniture, telephones and other essential office requirements so that the Secretariat staff could perform their duties.

UNDP will work with the government to get allocation of funds for developed activities by the Executive Secretariat and in order to absorb technical experts into the secretariat after the end of UNDP funding, so as to ensure sustainability.

Output 2: Strengthened technical capacities of government ministries, UNCT and local NGOs through improvement in knowledge and skills;

Enhancement of technical knowledge and skills of ministries, UN and NGOs is critical in order to promote effective strategies for disaster risk reduction and preparedness. Short term training courses and simulations will be organized for member ministries of the Inter-Ministerial Committee, the Inter-Sectoral Technical Committee, the UNCT member agencies and NGOs. It is anticipated that training of large pool of officials from the government, UN and NGOs will contribute significantly to improve the system for disaster preparedness and response. The training and simulations will cover the following topics.

Topic	Methodology
Disaster Coordination	Simulation
Information Management	Simulation
Post Disaster Needs Assessment	Simulation
Flood Response	Simulation
Drought Response	Simulation
Earthquake Response	Simulation
Community Evacuation	Simulation
Rescue and first aid (floods, accidents, fires)	Training
Disaster Recovery	Training
Flood Risk Reduction	Training
Drought Risk Reduction	Training
Training of Trainers Course	Training

Output 3: Effective Early Warning Systems for drought and flood hazards, enabling departments and communities to take timely action for saving lives and property;

Effective warning systems for droughts and floods can significantly reduce life and property losses. Particularly for a slow onset hazard like drought, an early warning system can provide assessments at various stages of the drought, for appropriate action by ministries, communities and international community. An effective early warning system is comprised upon weather monitoring, collection and interpretation of weather and socio-economic data, drafting of warning messages, communication of messages and response action by departments and communities. Djibouti suffers from the lack of an early warning system for both drought and floods.

USAID has recently helped the Djibouti government to install flood monitoring infrastructure in the Ambouli Wadi, which threatens Djibouti city, therefore the physical capacity of the government has increased for flood prediction. However, with regards to drought the country suffers from complete lack of capacity. The National Meteorological Center is only capable of monitoring weather conditions for the Djibouti airport. It also suffers from the lack of physical infrastructure and the mandate with regards to monitoring weather conditions in the rest of the country.

The project will work with the Government of Djibouti to enhance capacities of the Meteorological Division to enable it to monitor weather in all parts of the country. The government has already approved a decree to expand the mandate of the Meteorological Division and transform it into National Meteorological Agency. A World Bank project will help to install about five weather stations. The UNDP project will help to install essential additional weather stations in different parts of the country; including rangelands and pastoral regions.

A National Early Warning Committee will be established to ensure issuance of timely warning to all stakeholders and communities. The Committee will be comprised upon technical experts from relevant ministries and departments including Meteorology Division, CERD, Agriculture and Livestock, Water and Energy, Social Affairs, Urbanism, Health and Red Crescent and Union Nationale des Femmes Djiboutiennes. The Executive Secretariat for DRM will Chair the Committee. The Committee will rely upon the weather and flood monitoring information from the Meteorological Division, CERD and upon field information gathered from at-risk communities. The field information from at-risk communities will be particularly required for drought early warning systems. The National Early Warning Committee will prepare a set of indicators that will be used to gather information from communities about the potential drought stages; e.g. weak, medium, strong and severe. The indicators will include information about food (supply, affordability, transportation), water (dams, berkeds, boreholes, wells), fodder, rangeland conditions, health, education, livestock, cash and markets prices amongst others. Based upon analysis of the meteorological data and the information from the field the Committee will interpret the data, draft warning messages and circulate to relevant departments and media for communication to ultimate beneficiaries. Indicators gathered by the IPC system in Djibouti will not be collected in order to avoid any duplication.

In order to gather field information, the staff of member ministries of the National Early Warning Committee will be trained in basic indicators that will be developed under the project. The staff will communicate the field information on periodical basis to their headquarters. The country has embarked recently on the IPC process which uses selected indicators to define different phases of food security/insecurity. While IPC is focusing on food security, this project will establish a committee that will be in charge of all early warning systems. It will build the institutional aspects of the Early warning. At the same strong synergy will be built with the IPC process.

The National Focal Points of each member ministry will share the information received from the field with the Executive Secretariat. The Executive Secretariat will call the meetings of National Early Warning Committee to make decisions.

Staff of the meteorological division will be trained on interpretation of weather data and making weather forecasts. The members of National Early Warning Committee will also be trained about weather forecasting, interpretation of field data and drafting of warning messages.

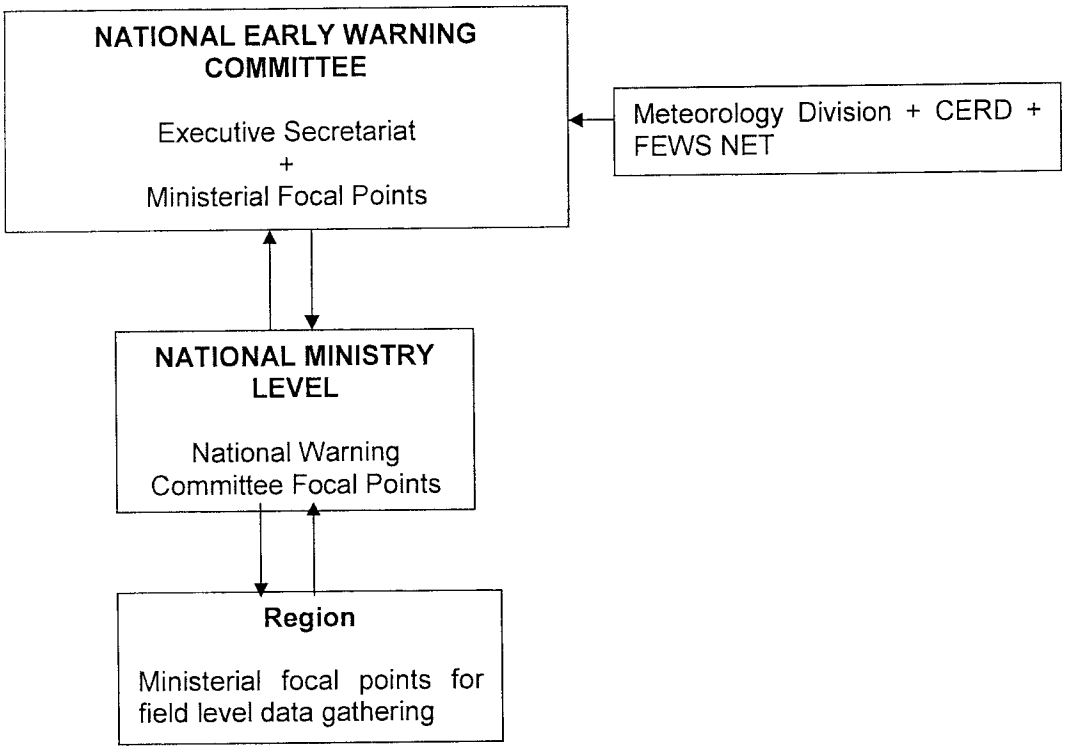
Topic	Target
Weather monitoring, interpreting data and forecasting	National Meteorological Service
Drought Monitoring Indicators and data gathering in community	Field level staff of the ministries
Interpreting multi-sectoral drought data, drafting warning messages and communicating to stakeholders	Ministerial focal points for the National Early Warning Committee

Standard Operating Procedures (SOPs) will be prepared to define functions of the National Early Warning Committee, the Meteorological Center, the member ministries of Committee, the media and the actions required from recipient organizations.

The Early Warning System for drought and flood will be piloted in selected local regions of the country. This system shall be implemented for a couple of seasons, in order to ensure that it

works well. Once satisfactory progress is achieved in making this system operational in selected regions, it would be expanded to other parts of Djibouti.

Organogram of the National Early Warning Committee



III. CROSS-CUTTING

Gender Integration into Project Strategies and Interventions:
The project will include multiple approaches to ensure integration of gender into different interventions. At the policy level, the National Women's Union (Union Nationale des Femmes Djiboutiennes) will be invited to sit at the Project Board, to represent the needs for capacity development of women. At the output level, particularly steps will be taken to ensure gender sensitivity in the implementation of output 2, 3 and 4.

Under output 2, the project will adopt different strategies to ensure representation of both men and women. Given the predominant male presence in Djiboutian organizations, the Project will ensure that women staff and officers from participating organizations are invited to attend the courses. Specialized Women's organizations will be invited to nominate their staff for the training. In addition at least six training courses will be specially organized for women.

Under output 3, Union Nationale des Femmes Djiboutiennes will be made member of the National Disaster Warning Committee to ensure that issues regarding warning and communication to women are covered. Also female staff of the ministries and regional councils will be trained in gathering data from the field against the selected indicators against a developing drought situation.

IV. BENEFICIARIES AND IMPACT

The project beneficiaries will be at all levels including national, district and community. At the national level member ministries of the Inter Ministerial Committee, the Inter Sectoral Technical Committee, UN Agencies and NGOs will benefit from the project. Particularly the Ministry of Interior, Executive Secretariat for DRM, Union Nationale des Femmes Djiboutiennes, Meteorological Division, the Ministry of Agriculture and Livestock, the Ministry of Water Resources, and the Ministry of Housing, Urbanism and Environment will be most important beneficiaries of the project. Technical, physical and institutional capacities of these organizations will be significantly enhanced through provision of physical support, training, and engaging in the process. At least 200 officials from ministries, UN agencies and NGOs will be trained in different aspects of disaster risk management and in the concepts of early warning for climatic hazards.

The most important beneficiaries will be the selected high risk communities in pastoral drought prone areas and the flood prone communities in Djibouti city. The communities will benefit from improved early warning awareness. In addition to directly targeted communities, the larger at-risk communities of Djibouti will also benefit from improved national disaster preparedness capacities; e.g a functional Executive Secretariat, the Inter Sectoral Technical Committee and the Inter Ministerial Committee. The improved national disaster preparedness and response capacities will help to reduce life and property losses through better response and recovery after recurrent droughts and floods.

V. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Results and Resource Framework:

Enhanced capability of Djiboutian government and selected communities to organize effective preparedness and response, and minimize losses from disasters.

Outcome indicators:

- Government of Djibouti organize timely preparedness and response to disasters due to improved coordination arrangements, operating procedures, early warning systems and stronger technical capacities;
- Selected communities implement preventive measures to reduce risks of droughts in pastoral regions and floods in the Djibouti city;

Applicable Key Result Area :

Partnership Strategy: The Project will facilitate building of partnerships amongst the Djiboutian government ministries in order to improve national coordination for disaster preparedness and response. The holding of regular meetings of the Inter-Ministerial Committee and the Inter-Sectoral Technical Committee will help to facilitate close cooperation amongst ministries. The project will specifically facilitate partnerships between the Ministry of Interior, the Ministry of Agriculture and Livestock, the Ministry of Water and Energy, Inspectorate of Civil Protection, Union Nationale des Femmes Djiboutiennes, CERD, and the Meteorology Division. The Project will also facilitate partnerships between UN member agencies and the Ministry of Interior(MI) with regards to disaster preparedness and response.

Project title and ID (ATLAS Award ID):

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 1: Enhanced Disaster Preparedness and Response through Improved Coordination and Effective National Focal Institution; **Baseline:** DRR Institutions at national level non-functional. Culture of disaster preparedness non-existent. Capacity for disaster response very poor due to lack of coordination structures and financial resources. **Indicators:** 1.Number of technical experts attached	**Targets (year 1)** Technical staff attached to the Executive Secretariat and Regional Councils Meetings of the Inter Sectoral Committee organized. Drafting of a contingency planning for the flood EWS of Djibouti **Targets (year 2 and 3)** Attachment of technical and	**Activity 1.1.** Deploy technical staff with the Executive Secretariat and regional councils; **Activity 1.2.** Activate the Inter Ministerial Committee and the Inter-Sectoral Technical Committee for DRM;	Ministry of Interior	Consultants/Experts IT equipment Vehicle Staff:

to the Executive Secretariat and Regional Councils for DRM; 2. Number of equipment and furniture provided to Executive Secretariat; 3. Number of meetings held of the Inter-Ministerial Committee and the Inter-Sectoral Technical Committee;	project staff continued with the Regional Councils and the executive secretariat.			
Output 2: Strengthened technical capacities of the ministries, UNCT and local NGOs through improvement in knowledge and skills; **Baseline:** Very few government officers received training courses on DRR, and majority lacks basic DRR training; UN staff received training on DRR but not sufficient; NO NGO staff received training on DRR; **Indicators:** 1. Number of courses for which syllabus is prepared; 2. Number of officials trained from ministries, UN and NGOs;	<u>Targets</u> (Year 1): Curriculum prepared for the training courses; Training of trainers courses, 1 for each subject organized;	**Activity 2.1:** Prepare syllabus for the 8 courses; **Activity 2.2:** Organize first batch of 8 course as Training of Trainers Course;	Ministry of Interior	Consultants Travel Venue
Output 3:Effective Early Warning Systems for drought and flood hazards established, enabling departments and communities to take timely action for saving lives and property; **Baseline:** EWS system for flood in the Ambouli River existing but lacks of spare parts and warning protocol IPC established , Very weak Meteorological Division. Technical infrastructure for monitoring of	<u>Targets (year 1)</u> Installation of weather stations will be completed during year 1. National Early Warning Committee will be established in year 1. 1 Technical expert attached to the Meteorology Division. Spare parts provided to the Ambouli river EWS <u>Targets (year 2-3)</u>	**Activity 3.1.** installation of additional surveillance system of the Ambouli wadi; **Activity 3.2:** Needs assessment and installation of the weather stations; **Activity 3.3.** Approval of the National Early Warning Committee and development of the drought warning indicators for field data gathering;	Ministry of Interior Meteorological Division Djibouti Centre for Studies and Research (CERD)	Equipment Consultants Travel Venue

weather conditions and hazard events non-existent, Technical capacities for interpreting weather data, producing warning alerts very weak; Institutional systems weak for disseminating warning messages to stakeholders and at risk communities; **Indicators:** 1. Number of weather stations installed in Djibouti; 2. Approval of the National Disaster Warning Committee from Government; 3. Number of staff of the Meteorological Division and CERD trained in weather monitoring, data interpretation and early warning technologies; 4. Number of national and local staff trained from member ministries of the National Early Warning Committee; 5. Number of data sets sent by the district staff to the HQs of their ministries; 6. Number of early warning messages issued by the National Early Warning Committee;	Training will be provided to the Committee members and field staff during year 2. Meetings of the National Early Warning Committee continue during year 2-3. National Early Warning Committee will produce and disseminate warning messages and organize simulations during year 2-3.			

VI. ANNUAL WORK PLAN

Year: 2012-2013 (January-December)

EXPECTED OUTPUTS *And baseline, indicators including annual targets*	PLANNED ACTIVITIES *List activity results and associated actions*	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1: Enhanced Disaster Preparedness and Response through Improved Coordination and Effective National Focal Institution; **Baseline:** DRR Institutions at national level non-functional. Culture of disaster preparedness non-existent. Capacity for disaster response very poor due to lack of coordination structures and financial resources. **Indicators:** 1.Number of technical experts attached to the Executive Secretariat and Regional Councils for DRM; 2. Number of equipment and furniture provided to Executive Secretariat; 4. Number of meetings held of the Inter-Ministerial Committee and the Inter-Sectoral Technical Committee;	**Activity 1.1** Technical staff and consultants attached to the Executive Secretariat and Regional prefectures;					MI		Staff salary	$ 199,000
	Activity 1.2. IT equipment provided to the Executive Secretariat					MI		Cost of the equipment	$ 12000
	Activity 1.3. Meetings of the Inter-sectoral Committee organized with the aim to ensure coordination between institutions in charge of Disaster risk reduction					MI		Cost will be covered by government (if any)	

Output 2: Strengthened technical capacities of the ministries, UNCT and local NGOs through improvement in knowledge and skills; **Baseline:** Very few government officers received training courses on DRR, and majority lacks basic DRR training; UN staff received training on DRR but not sufficient; NO NGO staff received training on DRR; **Indicators:** 1. Number of courses for which syllabus is prepared and available; 2. Number of officials trained from ministries, and NGOs;	**Activity 2.1**: Develop curriculum of the training courses					MI		Consultant Fee, Travel, DSA and printing of materials	$ 15,000
	Activity 2.2: organize first 8 courses under the training of trainers approach					MI		Cost of Venue, travel, food, logistics for training	$ 84,000
Output 3:Effective Early Warning Systems for drought and flood hazards established, enabling departments and communities to take timely action for saving lives and property; **Baseline:** No early warning system exists in Djibouti, with very weak Meteorological Division. Technical infrastructure for monitoring of weather conditions and hazard events non-existent; Technical capacities for interpreting weather data, producing warning alerts	**Activity 3.1:** installation of additional surveillance system of the Ambouli wadi					MI CERD		Procurement to CERD radars stations and remote sensing	$ 20,000
	Activity 3.2: Needs assessment and installation of the weather stations;					MI Department of meteorology		Weather stations procurement,	$ 60,000
	Activity 3.3: Approval of the National Early Warning Committee and identification of					MI CERD Ministry of water		workshop	$ 3,000

very weak; Institutional systems weak for disseminating warning messages to stakeholders and at risk communities, **Indicators:** 1. Number of weather stations installed in Djibouti; 2. Approval of the National Disaster Warning Committee by the Ministry of Interior and Decentralization;	Indicators for drought;					Ministry of agriculture Department of meteorology			
TOTAL									$ 397,000

VII. PARTNERING STRATEGY WITH JICA AND EMBASSY OF JAPAN IN DJIBOUTI

During the project document preparation, discussions have been engaged with Japan Embassy in Djibouti and JICA office in Djibouti on the synergy between this project and ongoing or upcoming projects of JICA or Embassy. JICA has suggested including a component of earthquake within the project. An ongoing WB disaster risk reduction project is focused mainly on earthquake and government preferred UNDP to focus on institutional aspects and with the view to avoid duplication between efforts.

Embassy of Japan and JICA will be associated to all relevant trainings that will be implemented during the project. JICA and Embassy will also be invited to join the project board as observers.

The Japanese contribution will be highlighted in all media reports, briefing and policy papers on disaster risk reduction resulting from this project.

In addition to the above points,

a) UNDP Country office will submit a written request to the government of Japan for the prior approval in the case of (1) the extension of the project is required, and/or (2) the re-deployment of funds between approved project budget components is required, if more than 20% increase or decrease is expected.

b) For any fund balances at the end of the project, the country office should consult with the government of Japan on its uses;

c) The interest income should be treated in accordance with the Japan-UNDP agreement on ***Arrangement for the Interest Income derived from Japan-UNDP partnership Fund***.

VIII. MANAGEMENT ARRANGEMENTS

The project will be nationally executed (NEX) in accordance with the established UNDP procedures. The Ministry of Interior in its role as Government Coordinating Authority will be responsible for Implementation of the Project.

United Nations Development Programme (UNDP): UNDP will assist the MI to build partnerships, coordinate between various parties involved, obtain knowledge from global sources and experiences, and raise funds. UNDP will also provide overall policy and technical advice to the programme. MI will oversee overall performance of the project team.

UNDP will be the budget holder under the National Implementation (NIM) modality and will provide training to concerned individuals, if needed, on the execution modality.

NIM modality will include controlling the expenditures and ensuring adequate financial management of resources provided for the project, undertaking all necessary financial arrangements, processes, request for authorizations, and payments in a view to ensure financial accountability.

1. ORGANISATIONAL STRUCTURE OF THE PROJECT

1.1. **The Project Board** will be established to oversee Implementation of the project. It will be chaired by a senior representative of the Ministry of Interior and Decentralization. The project board will be responsible for making strategic decisions through consensus when guidance is required by the National Project Manager, (NPM).

The Project Board will consist of senior representatives from the Ministry of Interior and Decentralization, Centre for Studies and Research Djibouti (CERD), Ministry of Agriculture and Livestock, Ministry of Water and Energy, Inspectorate of Civil Protection, and UNDP.

The Project Board should meet twice a year or as necessary when requested by the NPM. The Project Board is consulted by the NPM for decisions when budget tolerances have been exceeded.

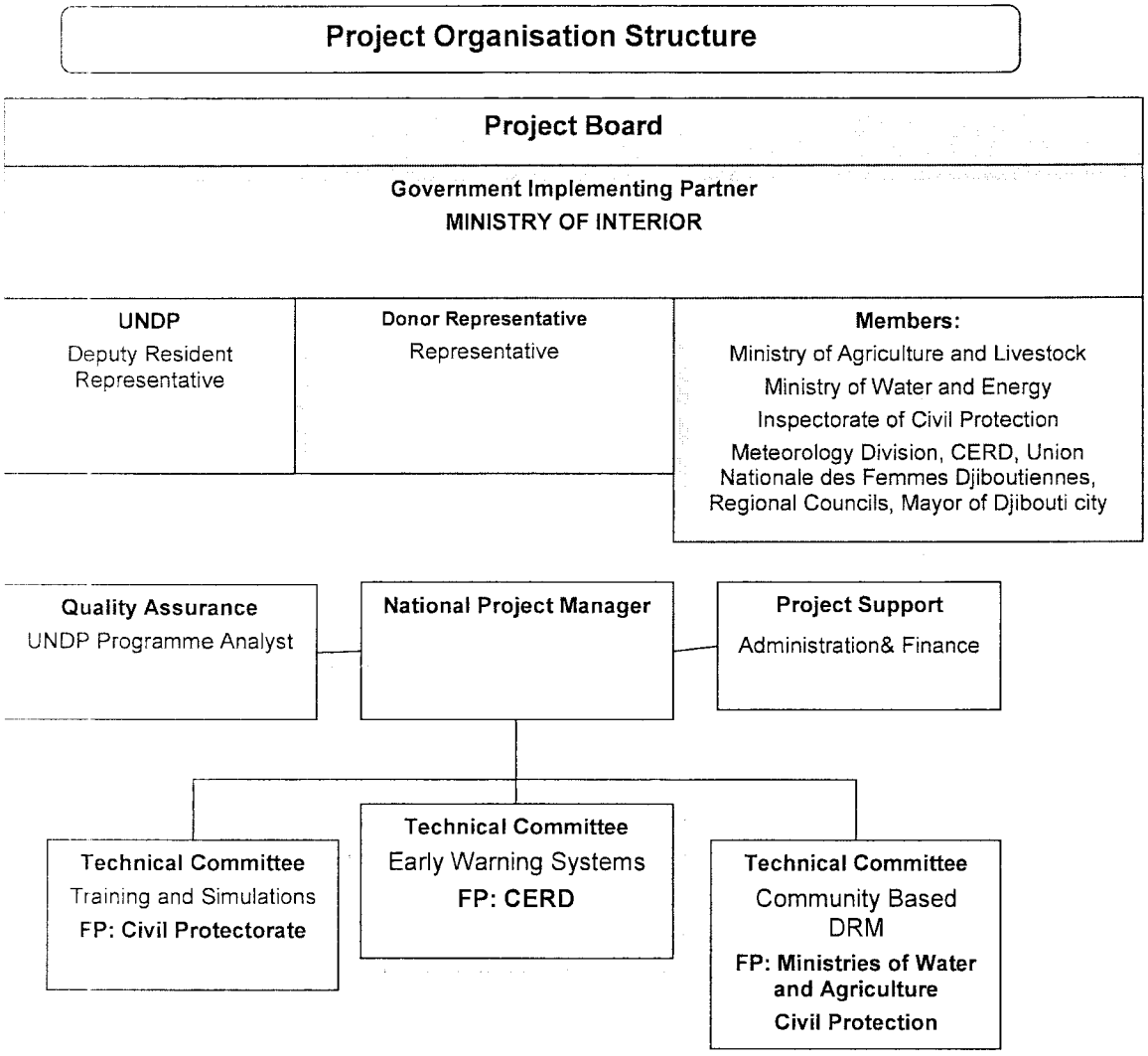
1.2 **The Project Technical Committee (PTC)** will be established to oversee the implementation of different outputs of the project, and will comprise of the NPM, UNDP and the relevant Implementing Agencies (MI, Ministry of Agriculture and Livestock, Ministry of Water Resources, Ministry of Housing, Urbanism and Environment, CERD, Meteorological Centre and Executive Secretariat).

The PTC will include technical/operational level staff. It will discuss and provide technical solutions and recommendations to the Project, with a view to facilitate implementation of the different outputs and activities. The PTC shall meet once every three months or as the needs of the project under the leadership of the senior representative of the Implementing Agency.

The PTC Team leader will report progress made to the Project Board.

1.3 **The Project Assurance** role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The UNDP Programme Analyst holds the Project Assurance role for the UNDP Project Board.

1.4 **The National Project Manager, (NPM)** is responsible for providing day-to-day technical assistance to the implementing partner, (IP) with high level policy/technical and managerial expertise. The NPM will ensure that the IP is effectively coordinating project implementation. The NPM will assist the IP in the annual, quarterly and daily planning of activities to ensure outputs are achieved within deadlines. The NPM will also assist IP in the recruitment of appropriate technical expertise and compiling IP reports on progress for the Quarterly Progress Reports, Annual Reports, and Final Reports. UNDP will start the recruitment process of the NPM, as soon as funding is secured.



1.5 Government Implementing Authority

Ministry of Interior: (MI) will oversee the Implementation of Project. However, the MI will closely coordinate with the Inspectorate of Civil Protection, CERD, the Ministry of Agriculture and Livestock and the Ministry of Water and Energy while implementing specific activities. The Ministry of Interior (MI) will appoint a senior Officer as Executive Director of the Executive Secretariat for DRM. The Executive Director will be responsible for overall management and supervision of the project implementation.

Meteorology Division

The Division will oversee the identification of needs and installation of weather monitoring infrastructure; e.g. weather stations. The Division will be responsible for maintenance of the newly installed weather monitoring infrastructure. It will also be responsible for gathering and interpreting the weather data from the field and share it with the Executive Secretariat for DRM. The Meteorological Division will alert the Executive Secretariat for DRM, in case it detects any unusual weather patterns and expects any extreme events like droughts or floods. The Division will Co-Chair the National Early Warning Committee, along with the Executive Secretariat for DRM. MID will implement all Early Warning related activities of the project under technical supervision and decision making of the Meteorology Division.

Djibouti Centre for Studies and Research (CERD)

CERD is already involved in monitoring of seismic activities, as well as in flood monitoring in the wadis. CERD has received support from the USAID with regards to installation of the sensors in the Ambouli Wadi for monitoring of water levels. It has a 24 hour monitoring network, which generates SMSs based upon the situation. The project will involve closely the CERD in the development of early warning capacities and management of an early warning committee.

In particular the project will fund the upgrading the Ambouli wadi surveillance system.

Ministry of Water and Energy

Ministry of Water and Energy is responsible for development and management of the water infrastructure in rural parts of Djibouti; including boreholes, wells, cisterns and dams. The Ministry involves communities in the management and maintenance of the water infrastructure. Sixty (60) community committees have been established by Ministry, which include both men and women. The committee undertake small maintenance works and report to the ministry if major repairs are required.

Ministry of Agriculture and Livestock

The Ministry of Agriculture and Livestock will co-chair the Technical Committee on Community Based Disaster Risk Management. The Ministry will be the focal point for facilitating the implementation of community based activities on drought risk reduction in the pastoral regions of the country. It will support in the project in identification of the target communities, community mobilization, and participation in the project activities.

Mayor of Djibouti

The office of Mayor will have a critical role in working with the Civil Protectorate on community based flood risk reduction in Djibouti City.

Regional Councils

The regional councils will activate the regional coordination mechanisms with the help of technical staff provided by the project.

IX. MONITORING FRAMEWORK AND EVALUATION

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

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the National 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

- **A mid-term report** with delivered results and financial report will be submitted to Government of Japan in August 2012. Relevant photographs will be attached to the mid-term report.
- **Annual Review Report**. An Annual Review Report shall be prepared by the National Project Manager 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. The National Project Manager will prepare the report and present it to the Project Board. 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.
- UNDP Country office will submit the **final report** along with a **financial report** to the Government of Japan.

X. QUALITY MANAGEMENT FOR PROJECT ACTIVITY RESULTS

Output 1: Enhanced Disaster Preparedness and Response through improved Coordination and Effective National Focal Institution;		
Activity (Atlas Activity ID)	**Result 1.** Improved coordination amongst national stakeholders for disaster preparedness and response through functional Executive Secretariat and Inter-Sectoral Technical Committee; **Result 2.** Better planning for disaster preparedness by the government of Djibouti and the UN system, including NGOs **Result 3.** Clarity on roles of ministries and departments achieved and standard operating procedures agreed for disaster preparedness and response;	Start Date: 1 March 2012 End Date: 28 February 2013
Purpose	To improve multi-stakeholder coordination and to promote a culture of disaster preparedness, in order to reduce losses from recurrent disasters by organizing effectively and timely response;	
Description	*Technical experts will be hired and placed as staff at the Executive Secretariat for DRM and regional councils;* *IT equipment and furniture will be purchased under the project and installed at the office of the Executive Secretariat for DRM and in the regional councils;* *Project will prepare Job Descriptions of the staff of Executive Secretariat, draft procedures for management of the national emergency fund, and will provide mentoring to Ex. Secretariat officers, and will provide technical support in organizing regular meetings of the Inter-sectoral Technical Committee and the National Early Warning Committee;* *Ministry of Interior will hold regular meetings of the Inter-ministerial Committee and the Inter-Sectoral Committee for DRM in order to discuss issues of disaster preparedness and identity solutions;* *The Project will coordinate with the GFDRR to revise the ORSEC under the leadership of Inter-Sectoral Committee for DRM in order to define departmental roles and SOPs through a consultative process. A newly hired technical staff of the Executive Secretariat for DRM will serve as the consultant to support this process.* *In cases of disaster events during the project duration, the technical experts will help the Ministry of Interior and Decentralization to activate the Inter Ministerial Committee for timely response and recovery;*	

Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. what method will be used to determine if quality criteria has been met?*	Date of Assessment
Preparedness oriented Job descriptions of the Executive Director and the technical and administrative staff of the Executive Secretariat; Number of meetings of the Inter Ministerial Committee and the Inter Sectoral Technical Committee for DRM to discuss issues of disaster preparedness and response; Decisions taken by the Inter Sectoral Technical Committee and the Inter Ministerial Committee;	Recruitment reports of the staff of the Executive Secretariat for DRM Financial reports of the expenses of the Executive Secretariat Meeting minutes of the meetings of Inter Ministerial Committee and the Inter Sectoral Technical Committee	*Q2 2012* *Q3 2012* *Q4 2012*

Output 2: Strengthened technical capacities of the ministries, UN and local NGOs through improvement in knowledge and skills

Activity (Atlas Activity ID)	**Result 1.** The ministries and the Executive Secretariat for DRM posses technical capacities to perform their functions regarding disaster preparedness, response and risk reduction; **Result 3. .** The NGOs posses technical capacities to perform their functions regarding disaster preparedness, response and risk reduction;	Start Date: 1st March 2012 End Date: 28 February 2013
Purpose	To enable the ministries and NGOs to undertake disaster preparedness and disaster risk reduction interventions in a qualitative manner;	
Description	*Recruit consultants to prepare the training materials for the simulations and the training* *Organize training of trainers for the staff of Inspectorate of the Civil Protection and other ministries including the Ministry of Agriculture and Livestock and the Ministry of Housing, Urbanism and Environment;* *Organize training courses with the help of international trainers and the local experts who participated in the Training of Trainers;* *At least 10 courses shall exclusively targeted upon woman officials, leaders and NGOs in order to ensure gender sensitivity in project interventions;*	

Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. what method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Training syllabus will be designed and approved by the government before hand to ensure that it meets the needs	Copies of the syllabus of different courses and simulations	*Q3 2012* *Q4 2012* *Q1 2013* *Q 1 2013*
Training curriculum will cover the subjects of preparedness and risk reduction	Training reports	
Training will be conducted with hands on methodologies, using workshops, table top exercises and simulations to ensure that participants skills are developed	List of officials, including woman officials trained	

Output 3: Effective Early Warning Systems for drought and flood hazards, enabling departments and communities to take timely action for saving lives and property;		
Activity Result 1 **(Atlas Activity ID)**	**Result 1.** The physical and technical capacities of the Meteorological Division enhanced to enable it to monitor weather, interpret weather data, and issue alerts; **Result 2.** *A Multi-stakeholder mechanism exists in the shape of the National Early Warning Committee, which has the technical capacity to*	Start Date: 1st March 2012 End Date: 28 February 2013

	analyze data, predict disasters and issue warning messages; **Result 3.** *A field level network of officials established to gather data and report to the HQ on potential disaster indicators, particularly with regards to droughts;*	
Purpose	To ensure timely detection of impending hazards and to warn stakeholders with sufficient lead time in order to organize effective response and recovery	
Description	*A needs assessment will be conducted by consultants to identify needs for installation of weather monitoring equipment and infrastructure; e.g. weather stations in pastoral zones of Djibouti and radars in the flood wadis;* *Notification issued by the Ministry of Interior and Decentralization to form a National Early Warning Committee under the leadership of the Executive Secretariat for DRM;* *The National Early Warning Committee to be launched by calling a meeting of member ministries. The members will include especially the ministry of Agriculture and Livestock, Water and Energy, Housing, Urbanism and Environment, Meteorology Division, Health, Union Nationale des Femmes Djiboutiennes, CERD, Red Cross, Inspectorate of Civil Protection and Education;* *Notification issued by each ministry to nominate Field level staff of the Ministry for gathering of data from communities and reporting to the Ministerial National Focal Point for the National Early Warning Committee;* *The National Early Warning Committee prepares multi-sectoral indicators to monitor developing drought conditions in the communities for timely action. The indicators may relate to water, rainfall, food, nutrition, maternal and child health, disease, livestock health/mortality, fodder for livestock, school attendance indicators and market prices of food products, amongst others;* *Training organized for the staff of Meteorological Division, CERD, the National Ministerial Focal Points of the National Early Warning Committee and the field;* *Early Warning System implemented on a pilot basis in 3 districts of Djibouti. Weather alerts sent by the Meteorological Division to the Committee and field level data sent by the Ministry staff to the Ministerial Focal Points;* *Regular Meetings of the National Early Warning Committee held to review the weather data and the field data and warning messages produced and issued, as required;* *Upon completion of the six months of the pilot, a review organized by the National Early Warning Committee of the pilot system and after making necessary modifications in the indicators, the data sharing methods and duration, the system introduced to the whole country;*	

Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. what method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Approval of the National Early Warning Committee by the MID, the nomination of field level staff for data gathering;	Notifications on the formation of the National Early Warning Committee, the nomination of National Focal Points to the Warning Committee by member departments, the nomination of field staff by each member department;	*Q2 2012* *Q3 2012* *Q4 2012*
Installation of the weather forecasting infrastructure; e.g. weather stations in Djibouti	Report on the assessment of needs and installation of the equipment and infrastructure for weather monitoring	*Q1 2013* *Q1 2013*
Training of the members of the National Early Warning Committee, the field level staff and the Meteorological Division	Report on training of the National Early Warning Committee, the field level staff of CERD and the Meteorological Division	*Q1 2013* *Q1 2013*
Indicators prepared for monitoring of field conditions to detect drought progression	List of indicators issued by the National Early Warning Committee for field monitoring	
Warning messages issued to the ministries, UN and to communities so as to ensure timely preparedness and response.	Weather alerts issued by National Meteorological Centre and the warning messages issued by the National Early Warning Committee	

XI. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA signed on 5 october 1979] and all CPAP provisions apply to this document.

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

The implementing partner 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 implementing partner'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 implementing partner 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".

XII. BUDGET OF THE PROJECT

Item/Activity	Unit Rate	Cost (US $)
1.Project Personnel and Management Expenses		
1.1 Administrative and financial assistant	600	13,189
1.2 Vehicle	40,000	40,000
1.3. Vehicle fuel and maintenance	500	18,000
SUB-TOTAL		**71,189**
2. Output 1: Disaster Preparedness and Response System		
2.1 Deployment of International DRR technical expert at Executive Secretariat	6000	72,000
2.2 Deploy 1 national expert to support on National Early Warning Committee	1000	22,000
2.3 Deployment of technical staff in regional councils	800	105,100
2.4 IT equipment	Computer: 1000 USD Printer : 170 USD Scanners : 170 USD	12,000
SUB-TOTAL		**211,100**
3. Output 2: Strengthened Technical Capacities of ministries, UNCT and NGOs		
3.1. develop curriculum of the training courses and simulations	Lump sum	15,000
3.2.organize 8 training courses	Lump sum	84,000
Sub-total		**99,000**
4. Output 3: Early Warning Systems		
4.1. Flood monitoring radars in the wadis	10,000	20,000
4.2.Installation of weather stations	6,000	60,000
4.4. Training for EWS Committee, Meteorological Center and for field staff	2,000	6,000
SUB-TOTAL		**86,000**
Total Direct Costs		**467,289**
Indirect Costs (7% GMS)		32,710
Total Eligible Costs		**500,000 USD**

XIII. ANNEXES

A. RISK ANALYSIS

The risk analysis shall be reviewed by the NPM and approved by the Project Board in its second board meeting at the latest.

Project Title: Developing National Capacities for Disaster Risk Management in Djibouti						Award ID:	Date: March 2012	
Description	**Date Identified**	**Type**	**Impact and Probability** *Probability on a scale from 1 (low) to 5 (high), Impact on a scale from 1 (low) to 5 (high)*	**Potential Countermeasures / response** *What actions have been taken/will be taken to counter this risk*	**Owner**	**Submitted by**	**Last update** *When was the status of the risk last checked*	**Status** *e.g. dead, reducing, increasing no change*
Change in leadership within the Ministry of Interior	**2013**	**Political**	Change in the leadership has little impact on the objectives of the project. P = 2 I = 3	Strong relationships will be established with MI and senior level of the target institutions in order to cope with the risk of change in leadership.	UNDP + partners	UNDP		
Lack of support from political leadership of the country	**February 2012**	**Political**	Advocacy must be done to gain written pledge of support from the Djibouti Government for the project P =3 I = 4	UNDP and Implementing Partner to adjust Work plan to deal with changing government priorities.	**UNDP + partners**	**UNDP**		
Lack of coordination between the involved institutions	**February 2012**	**Institutional**	Output 1 of the project will deal with the issue of coordination between institutions. Ministry of Interior has already identified this issue and will work on that P=5	UNDP will work closely with the MI to overcome this risk	**UNDP + partners**	**UNDP**		

				I=3					