

Government of the Arab Republic of Egypt

**Information Decision Support Center
(IDSC)**

And

**United Nations Development Programme
(UNDP)**

Project

**Capacity Building for Crisis, Disaster and Risk Management
In Egypt**

The overall project goal is to mainstream Crisis Prevention and Disaster Risk Reduction within the development planning in Egypt. The specific goal is to strengthen the capacity of Egypt to address and deal with Crisis and Disaster in order to reduce the unacceptable risks, improve response and recovery systems and protect the country's development plan process and the well-being of the people in Egypt by reducing the loss of life, property damage and social and economic disruption caused by different types of disasters.

SIGNATURE PAGE

Country: Egypt

UNDAF Outcome(s): By 2011 State’s performance and accountability in programming, implementing and coordinating actions, especially those that reduce exclusion, vulnerabilities and gender disparities are improved.

CP Outcome(s): Conflict prevention and peace-building approaches informed/factored into national development frameworks, and integrated Programmes designed and implemented at national and local level

CP Output(s): Government & key stakeholders capacity enhanced in the field of disaster prevention and management, preparedness and early warning systems and adaptation to climate change. Specifically the project aims at the following: a) National Policies and frameworks supported and enabling DRR environment created; b) National capacities built and institutional mechanisms supported; c) Community involvement promoted and awareness on DRR raised.

Implementing partner: Information Decision Support Center (IDSC)

Responsible Parties: Project Implementation Unit

Programme Period: 2007-2011
Programme Component: Crisis Prevention and Recovery
Project Title: Capacity Building for Crisis, Disaster and Risk Management in Egypt
Project ID:
Award ID:
Project Duration: 30 months (January 09- June 11)
Management Arrangement: NEX
PAC Meeting Date:

Total budget: **\$1,500,140**

Budget breakdown:
TRAC 3: **\$ 300,000**
TRAC 1: **\$ 300,000**

Unfunded budget: **\$ 900,140** (To be mobilized)
Total Award Programmed: **\$ 600,000**

Signature

Date

Name

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Information Decision Support Center (IDSC)**

Agreed by: *Menha Bakhoun*

**H.E. Ambassador Menha Bakhoun,
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Ministry of Foreign Affairs**

Agreed by: *James W. Rawley*

**Mr. James W. Rawley,
UN Resident Coordinator
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LIST OF ACRONYMS

BCPR	Bureau of Crisis Prevention and Recovery
CDMD	Crisis and Disaster Management Department
CPAP	Country Programme Action Plan
DRR	Disaster Risk Reduction
IDSC	Information Decision Support Centre
NCCDM	National Committee for Crisis and Disaster Management
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme

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I. BACKGROUND

1.1. Introduction

Disasters can have devastating effects on the economy; cause huge human and economic losses, and can significantly set back development efforts of a region or a nation. With the kind of economic losses and developmental set backs that Egypt's has been suffering year after year, the development process needs to be sensitive towards disaster risk reduction and mitigation aspects.

Internationally, there is a growing concern about the growing impacts of disasters on individuals, communities, and national development. The international community is continuously seeking the substantial reduction of disaster losses, in lives and in the social economic and environmental assets of communities and countries. Recent events have provided empirical evidence that improved management of natural hazards and disaster risk reduction must be given the highest priority.

There is now international acknowledgement that efforts to reduce disaster risks must be systematically integrated into policies, plans and programmes for sustainable development and poverty reduction. Sustainable development, poverty reduction, good governance and disaster risk reduction are mutually supportive objectives, and in order to meet the challenges ahead, accelerated efforts must be made to build the necessary capacities at the community and national levels to manage and reduce risk. Such an approach is to be recognized as an important element for the achievement of internationally agreed development goals, including those contained in the Millennium Declaration.

By international standards Egypt is a country that enjoys the privilege of being less vulnerable to natural disasters than many other countries. Natural hazards primarily include localized flash floods and earthquakes. Technological hazards include transport accidents, industrial accidents, fires and oil spills. There are also incidences and risks of biological hazards such as locust swarms; avian influenza and outbreaks of rift valley fever, among other epidemics and veterinary diseases –some 150 of which are communicable to human beings as the bovine plague, brucellosis and parasites. Even though these hazards have affected only a limited percentage of the population, they had serious socio-economic impacts on the affected communities.

Egypt is threatened by a rise in global sea levels. Even modest increase in sea levels is potentially devastating to many coastal areas, including the Nile Delta, with consequent loss of urban and agricultural areas. Even with a modest one-meter rise in average sea level approximately 12.5 percent of Egypt's agricultural lands would be negatively affected. With a five-meter rise. The impact on national wealth of such a loss would be significant; with an estimated US\$750 million in flood damage alone. The Egyptian National Competitiveness Council considers global warming and climate change two of

the most serious challenges to Egyptian's economy and competitiveness in the years to come. Also worrisome is the effect that climate change will have on the available fresh water resources.

Another hazard is the presence of landmines that make many desert areas of North West Egypt and eastern areas (Sinai Peninsula and Red Sea coast) unusable. Landmines and explosive remnants of war have been recognized to have a significant negative impact on Egypt, mainly as a development constraint. In this regard, a project is being currently implemented by the GoE with the support of UNDP to clear some areas in the North West Coast and develop several initiatives for victim assistance.

1.2. Situation Analysis

In Egypt, the emphasis to date has been overwhelmingly on improving response capacity. Although this is necessary, it does not address the root causes of disasters. In the case of hazards, risk factors include lack of standards and regulations, inadequate compliance and enforcement and insufficient understanding on the part of the public of the contribution of society at all levels in the creation of risk. While improved preparedness and crisis response are essential components of disaster risk management capacity, unless the root causes of disasters and losses are identified and addressed the same incidents will continually reoccur in high-risk areas.

Egypt has recognized the importance of initiating a system that could encounter the risks caused by crisis and disasters; however issues are still dealt with on ad hoc bases after the incident has taken place, despite the fact that crisis and disaster management should be considered an integrated and comprehensive process subject to a preparedness stage.

Two areas that would benefit from greater attention appear to be the area of local-level response capacity and the "mainstreaming" of risk reduction measures broadly into society so that the likelihood of future natural and man-made crises and disasters are eventually reduced. These areas are highlighted in recommendations for potential UNDP project support further below.

In the past few years, Egypt has experienced a number of major crises which resulted in many economic, environmental and human losses. The major ones were:

- Desert Locust wave (October 2004);
- "Al Salam 98" Ferry sank in the Red Sea; a disaster that resulted in the loss of 1,033 passengers (February 2006);
- The Avian Flu attacked Egypt and spread in 20 governorates. It has resulted in 23 human death cases and around 3 Billion Egyptian Pounds loss in the poultry industry (May 2007);
- Oil spill of 3,000 tons of crude oil in the Suez Canal from a Liberian tanker and the estimated damage was around 110 million Egyptian Pounds (February 2006).
- Road Accidents that causes more than (8,000) deaths, (32,000) casualties and about 5 billion L.E economic losses, annually.

The crisis, disaster or emergency actions usually go through three major phases: pre-incident, during the incident and post incident phase. However, in practice and further to the application of the existing means and modalities for disaster and crisis management in Egypt, it became clear that there is an urgent need to, improve and enhance the current IDSC/National CDMD in Egypt through the development of a National Strategy and a Plan for Crisis, Disaster Management and capacity building.

In practice and further to the application of the existing means and modalities for disaster and crisis management, it has been realized that the handling of crisis and disaster management in Egypt is suffering from:

- Incompetent communication and coordination mechanism due to the participation of several concerned organizations and institutions, “twenty –two ministries” and “thirty-three organizations, institutions and research centers”, in crisis management and disaster containment.
- Lack of efficient coordination mechanism amongst the various concerned ministries and organizations to define their roles, tasks and responsibilities of each party and the means of its contribution in handling the crisis or disaster likely to occur
- Insufficient well trained personnel
- Lack of equipments and logistics

The current “Crisis and Disaster Management” mechanisms and structures in Egypt are to be further developed, strengthened and supported to meet the envisaged emergent requirements of the country's rapidly developing economy associated with increasing population, and to encounter the broad categories of new risks and hazards including threats to sustainable development.

1.3. Egypt’s Efforts in the area of DRR

In the past decade Egypt has witnessed major disasters with a devastating impact that caused serious losses that affected both the national economy and the community at large. As a result, the Government of Egypt has initiated a national institutional arrangement for crisis and disaster Management according to the following:

Strategic level: Ministerial committee for Crisis and Disaster Management headed by H.E. the Prime Minister and the participation of the concerned ministers

Planning level: National committee for Crisis and Disaster Management

Executive level: All concerned ministries and local authorities

The Crisis and Disaster Management Department was established under the umbrella of the Information and Decision Support Center in 2000. Its main objectives are to support decision makers in handling the various types of crisis and disasters during its different stages as well as to set up a national policy and strategy guidelines for coping with national crisis and disaster management.

Consequently, a Prime Ministerial Decree was issued in April 2006 for the re-establishment of the National Committee for Crisis and Disaster Management with new mandates. The committee consists of representatives from the concerned ministries, governorates and institutions amongst which is the IDSC, and has been meeting periodically since April 2006 to discuss and review its activities.

The roles and responsibilities of the NCCDM are the following:

- Assist and participate in crisis and disaster management on the national level by coordinating with the various concerned bodies in the country.
- Study the different crisis and their different aspects to clearly define the concerned and involved organizations and to agree on the necessary alternatives and measures.
- Exchange experience and knowledge in crisis and disaster management by cooperating with the concerned entities to review and upgrade the procedures needed to deal with different crisis and disasters and getting prepared for it.

The Government of Egypt is increasingly committed towards developing a more comprehensive approach to disaster risk management, as a priority on the Government Agenda. UNDP is keen to cooperate and enhance the capacity of its counterparts in one of UNDP's areas of focus, namely the area Crisis Prevention and Recovery which integrates DRR.

During 2008, IDSC was able to initiate several activities on the national level in the field of risk reduction, crisis and disaster management, amongst which was the establishment of a scientific board for crisis and disaster management. This board consists of selected academia professors and scientists in different specializations, and meets periodically at IDSC acting as a back support and consultancy board to the national committee for crisis and disaster management.

II. PROJECT STRATEGY

2.1. Project Rationale and Objectives

In support of Egypt's development efforts and in carrying out its programme to achieve the MDGs, the United Nations Development Assistance Framework (UNDAF) 2007 – 2011 envisages supporting the government to become more efficient, effective, and accountable for planning, implementation and co-ordination of its plans. In line with this

vision of the UNDAF, the UNDP Egypt Country Program Action Plan (CPAP) stipulates building national expertise for conflict prevention and peace building approaches. UNDP will assist the government in building national expertise for conflict prevention analysis and planning including the establishment of early warning systems and crisis management; integrating disaster-risk reduction in developing planning, and enhancing the capacity of government and key stakeholders in the field of crisis disaster management, preparedness and early warning systems. Furthermore, UNDP will assist the government in integrating adaptation to climate change into the national development plan.

The UNDP strategic plan 2008-11 positions capacity development as the organization's core contribution to program countries and calls for increasing development effectiveness through national ownership and effective aid management. For all programmes and projects in collaboration with the Government of Egypt, UNDP is committed to support capacity development through a focus on the enabling environment; well-functioning organizations; and a well-performing human resource base, which all provide the necessary foundation to plan, implement and review development strategies and programs.

Given this framework, the project is designed to support the government in the noticeable shift in his approach towards Disaster Risk Reduction, a shift from crisis management to risk management. The Government of Egypt is increasingly recognizing the risks and trends described in the situation analysis and taking concrete steps towards developing a more comprehensive approach to disaster risk management. In this context, IDSC was proactive in taking the recent developments on that front further, and asked for UNDP's technical support to help its institution adopt an approach that supports the systematic identification of disaster risks, means of communicating those risks, the identification of risk reduction solutions, their implementation, and the continued assessment of the impact of risk reduction efforts.

The impact of incidence of any crisis/disaster signaled the urgent need to create a competent operational national arrangement that supports the decision making process. The proposed arrangement is to use the development of a national strategy and a national plan to enhance the management of crisis and disasters in Egypt, and to upgrade the existing CDMD. It is also anticipated that the proposed arrangement will enable the provision of an accurate, efficient and prompt decision making process through specialized entities that will be able to monitor and predict timely, will have the capacity and capability to encounter crisis, disasters and emergencies once they happen and will take appropriate actions to reduce their likely impacts and resulted losses.

UNDP is aware that conflict and disaster risk reduction, mitigation and recovery tools, frameworks and instruments benefit from a strong gender component. Through strengthened partnership with women and their agencies, UNDP will make a special effort to address their unique needs and translate their valuable knowledge into disaster reduction and recovery policies, plans and programmes. It will work with national partners, particularly local women's organizations, to strengthen their capacities and

support advocacy efforts that ensure their engagement in institutional systems and coordination mechanisms.

The project will also ensure linkages and partnerships, where possible, with international and regional centers of excellence in disaster risk reduction and crisis management (NGOs, Academic Institutions, etc).

The road map to realize all the above is by **developing a national strategy and plan**, providing the most up to date **technical and technological supportive means, facilities and tools** as well as **to instruct and recruit the most suitable qualified personnel** (Human Resources) that match the development process.

The projected national strategy and plan will target the following:

- Minimize the human losses resulting from crisis and disasters;
- Minimize destruction and effect resulted from crisis and disasters;
- Minimize the negative impact on the national economy and protect it from hindering the investment and development activities;
- Protect natural resources of the nation;
- Enhance coordination of the executing agencies;
- Enhance the process of the decision making for crisis management;
- Develop institutional arrangements, capacity building and sustainability.

In order to achieve the aforementioned goals, the following procedures are to be considered and realized:

- Seek an integrated national system and mechanism that provides accurate and rapid decision making;
- Develop the specialized national and local entities that are capable to deal with emergencies and decision making. In the area of capacity building the project will aim at enhancing the capacities to deliver of the institutional structures as well as the capacity of personnel, by improving their skills in DRR.
- Being prepared to respond to crisis and disasters and emergencies and minimize their impact.

2.2. Project Output and Planned Activities

This project aims at accomplishing the following output “*Government and key stakeholders’ capacity strengthened in the field of disaster prevention, management and preparedness*”

To this end the project envisages three activity results:

A) National Policies and frameworks supported and enabling DRR environment created.

The policy level Support Output will address the necessary legislative changes and will also develop new legislation to attain the objectives set above employing a consultative approach in each phase of the process.

Engagement with a selected set of governorates will provide an opportunity to design a systematic process of consultation that would result in a fully vetted set of documents constituting the national crisis management institutional and legislative system called for in the IDSC proposal. The consultative process will seek to systematically engage civil society, including NGOs, mosques and churches, and the private sector, with a particular attention to the inclusion of women in the dialogue and the creation of links with women's organizations and networks. The consultative process can be designed so as to gain insight as to what measures, tools and capacities local entities would require in order to being able to undertake risk assessments and prepare risk management plans as well as prepare contingency and response plans.

At the national level, IDSC has been leading the national level coordination in a very effective manner. As the process of rationalizing and formalizing a national disaster risk reduction mechanism moves forward, an effective approach will be to constitute working groups on specific thematic areas led by other ministries and departments under the overall leadership of IDSC.

Appropriate linkages will be established with the International Strategy for Disaster Reduction, as the focal point within the United Nations system for the coordination of strategies and programmes for natural disaster reduction.

Actions:

a.1) Conducting an assessment of risks and potential hazards, including gender analysis.

This assessment will be used as the base to lead the system and tools to be developed by the project and it will include risk mapping of governorates. Throughout this activity, linkages will be established with existing Global Programmes and Initiatives on Risk Assessment that can provide support to the project, such as the Global Risk Identification Programme (GRIP).

a.2) Preparing guidelines for DRR integration in development planning

In order to achieve this activity the project will build up on existing efforts to integrate DRR in the development planning process such as the Land-use planning National Authority (established in 2001) and the National law for environment (1994), and will create appropriate links with governorates the Ministry of economic development and the National Council for Women (NCW) in order to ensure collaboration on gender and DRR with the relevant national institution.

a.3) Preparing a national policy document for approval by the Cabinet

a.4) Developing the National Strategy for Crisis Management and planning for DRR through a consultative participatory process;

Throughout the consultative participatory process special attention will be paid to ensuring the inclusion of socially vulnerable groups, including women groups.

a.5) Revising existing legislation and propose amendments and new legislation which focuses on the multi-agency approach for disaster risk reduction if needed;

a.6) Developing Local contingency plans and recovery plans and updating those that already exist.

To promote the planning process, the IDSC and National Committee will provide and pilot test these guidelines in the selected governorates that would be the focus of the first phase. Both the guidelines and the resulting plans will provide the basis for similar work in other governorates at later stages.

a.7) Conducting situation assessment for expected risks resulting from climate change.

In order to avoid overlapping, coordination with the environment team at UNDP will be established, particularly concerning their climate change portfolio.

a.8) Developing adaptation plans to Climate change

Coordination with the concerned ministries and the environment team at UNDP will be established.

B) National Capacities built and institutional mechanisms supported

Actions:

b.1) Assessing the capacities of the current DRR department in IDSC

With the objective of proposing a new disaster and risk reduction body or institution, an assessment of the current capacities of the department will be accomplished. This assessment will also enhance the role and objectives of the existing department in the short term.

Sub-actions:

b.1.1) Assessing existing capacities;

b.1.2) Identifying the gaps and proposing mechanisms to address such gaps

b.1.3) Implementing proposed mechanisms

b.2) Strengthening capacity at the execution level in three high risk governorates

This component involves assessing response and risk management capacity and linking this capacity at the local level with supporting structures in the national ministries. This will have the effect of clarifying the local-level support requirements and the relevant national level executive entities (ministries) as well.

Some of the elements of a local level emergency response system – such as an incident command system, a fire service, medical response capacity – seem to already exist at the governorates level. On the other hand, a number of governorates have also taken their own initiative to improve their emergency response system.

A bottom-up approach will ensure that the IDSC/ UNDP efforts build on the local initiative and capacities. The inter-departmental forums developed at the governorate level to advance emergency response can also provide a platform for advancing the cause of disaster risk reduction. Eight months to a year into the IDSC-led project, the experience of three high-risk governorates could be shared with other governorates in a national workshop. This will encourage other governorates to replicate similar efforts and at the same time inform the design of overall national institutional and legislative framework.

b.3) Developing and executing a multi-agency training program in risk assessment and DRR at National and Governorate levels

Four training courses will be executed during the duration of the project. Throughout the planning and implementation of the training sessions, attention will be paid to establishing and ensuring gender balance participation and representation, as well as addressing the position of women in disaster scenarios and their role in prevention and recovery.

As per demand, the project will make use of existing DRR training materials developed by the Disaster Reduction Team of BCPR, carrying out the necessary adaptations to the country profile.

b.4) Developing and executing a national multi-agency training program in crisis and disaster management and planning

Four training courses will be executed during the duration of the project. Throughout the planning and implementation of the training sessions, attention will be paid to establishing and ensuring gender balance participation and representation, as well as addressing the position of women in disaster scenarios and their role in prevention and recovery.

As per demand, the project will make use of existing DRR training materials developed by the Disaster Reduction Team of BCPR, carrying out the necessary adaptations to the country profile.

b.5) Developing and executing training courses for trainers

Four technical training courses (to be determined later during the implementation process) will be executed throughout the duration of the project.

Throughout the planning and implementation of the training sessions, attention will be paid to establishing and ensuring gender balance participation and representation, as well as addressing the position of women in disaster scenarios and their role in prevention and recovery.

As per demand, the project will make use of existing DRR training materials developed by the Disaster Reduction Team of BCPR, carrying out the necessary adaptations to the country profile. The project will coordinate with the UN Office for the Coordination of Humanitarian Affairs as well in the technical dimension for the provision of these trainings.

b.6) Identifying a risk assessment system and developing a systematic documentation of risks and losses, including an identification of vulnerable areas and communities and a gender analysis of the DRR context in Egypt

Engage appropriate ministries, research institutes and academic departments to compile and synthesis existing information on hazard exposure, vulnerabilities and risks. This effort will also identify vulnerable areas and communities. The assessment will include a gender analysis of the DRR context in Egypt, making specific recommendations for engendering risk assessment, capacity assessment, policy, strategy, plan, legislations and emergency communication system. Three training courses will be executed throughout the duration of the project.

Sub-actions

b.6.1) Three workshops will be organized during the project.

b.6.2) Formulating a consensus on risk management priorities based on the available evidence;

b.6.3) Instituting a loss data observatory based on the aggregation of systematic local reporting;

b.6.4) Providing guidelines to ensure that loss data in each event is assessed in a standardized way;

b.6.5) Identifying the uses of risk and loss data in the national and local policies, legislation, plans and strategies.

The latter could include setting of risk and loss reduction priorities, allocation of financing based on available evidence, and the setting of risk and loss reduction targets.

b.7) Surveying international experiences

The project will include visits to other countries such as India, Indonesia and Bangladesh that have recently enacted national legislation and/or taken steps to strengthen national and local disaster and risk management systems and capacities. It will be important that the relevant legislation, strategies, policies and plans from each country be located and translated into Arabic as part of this exercise.

b.8) Upgrading national Body/Institution

Sub-actions

b.8.1) Assessing existing equipment and hardware, software and technical equipments for the disaster risk reduction units in the ministries and governorates (logistics)

b.8.2) Identifying gaps and needs

b.8.3) Procuring necessary equipment and hardware, software and technical equipments for the disaster risk reduction units in the ministries (logistics)

b.8.4) Procuring necessary equipment and hardware, software and technical equipments for the disaster risk reduction units in the governorates (logistics)

b.9) Establishing an Emergency Network Communication System

The project will establish an emergency network communication System including early warning systems and simulators for prediction of hazards among all concerned and involved ministries and governorates.

Sub-actions

b.9.1) Assessing existing Emergency Network Communication System

b.9.2) Identifying gaps in the existing emergency network communication system and proposing an implementation plan to enhance existing system.

b.9.3) Implementing plan to enhance existing systems. This would include upgrading current technology, developing new systems, and translating existing systems to different tiers of governments (Governorates, national, etc)

b.10) Recruiting staff for institutional support

b.11) Monitoring and Evaluation- Compilation of lessons learnt on vulnerable groups and DRR in Egypt incorporated

Evaluation conducted to assess the project's effects on the national capacity of DRR by the end of the second year. Part of this evaluation will consist on compiling lessons learnt on vulnerable groups and DRR in Egypt.

C) Community involvement promoted and awareness on DRR raised

The Media, private sector, NGOs and the community at large have key roles to play before, during and after disasters. Before disasters, they can provide a vehicle for

increasing public awareness and for educating the public concerning its role and responsibilities for risk reduction. During disasters, they can inform the public as to how to respond to emerging events. In the aftermath of a disaster they play an important watchdog role in encouraging accountability as well as in informing the affected communities of their entitlements for assistance.

The project will build on the national communication and awareness strategy in collaboration with UNICEF and IDSC, UNDP will provide support in its implementation phase. This strategy will aim at engaging with the community at large, including CSOs, sectors (for instance education and health) as well as the media, women's advocacy groups and women's networks and organizations to take advantage of their capabilities in a constructive way that serves the purposes of reduced risk, more effective response, and greater responsibility in reporting in crisis aftermath. In particular it will seek to create partnerships with NGOs, Media and Private Sector.

c.1) Build on the communication and awareness strategy, involving media and other stakeholders, in collaboration with UNICEF; while UNDP will provide assistance in supporting the implementation plan of the strategy.

Sub-actions

c.2.1) Conduct two workshops: for relevant stakeholder including the Media, CSOs and the private sector.

III. MANAGEMENT ARRANGEMENTS

The project will be nationally executed by IDSC and will recruit a **Project Manager**. The Project manager will be responsible for coordinating the implementation of all the above mentioned activities, developing action plans and reporting progress to UNDP. He/she will also be responsible for coordinating, networking and soliciting the participation of all concerned partners. The Project Manager will be responsible for regular progress reports, identifying bottlenecks and suggesting corrective measures when necessary.

To ensure accountability for the project activities and use of resources, appropriate management arrangements and oversight need to be established. This involves the existence of an organization structure that facilitates the decision-making process and includes the assignment of roles to govern, manage and monitor the project. This should include:

- *Project Implementation:* responsible for the successful running of the project, overseeing the production of deliverables, leading the team and notifying the Project Board for decisions accordingly. This role is played by a project Manager assisted by a support staff.
- *Project assurance and oversight:* The Project Assurance provides independent and objective oversight to ensure the project is “doing the right things” and “in the

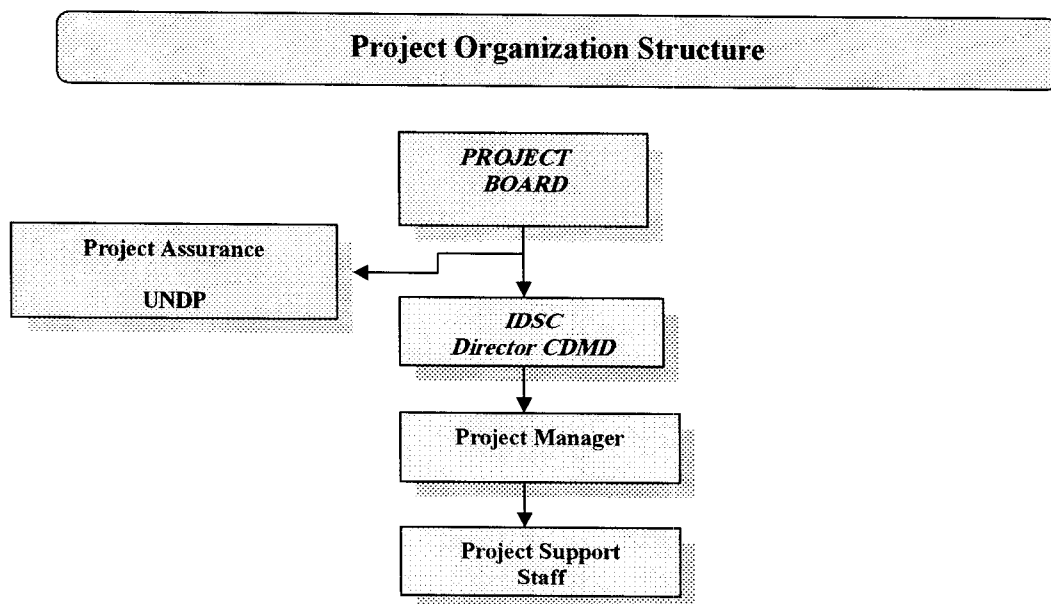
right way” and provide required information on the project progress to the project. This role is played by a UNDP representative who will be providing oversight and monitoring functions to the Project Manager within the project context. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Project Manager; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager.

- *Project monitoring*: assumes the responsibility to review project plans and changes, including project revisions and issues raised to them by the Project Manager. This role is played by a project board that reviews and approves project details, schedule, deliverables and budget as articulated in the Annual Work

The activities supported will be supervised through a Project Board comprised of members from implementing agency (IDSC), representatives of the UNDP office and representatives of Ministry of Foreign Affairs. The activity is under the overall supervision of UNDP in support of the UN Resident Coordinator in Egypt. The Project Board will meet regularly to analyse progress in the implementation of the activities and plan the future activities with due adjustments.

3.1. Project Organization Chart

The Project Organization Structure would be as follows:



3.2. Time framework and additional arrangements

This is a **2 and a half year assistance project incorporating areas described below**. To carry out the activities specified in the Results Framework below, it is recommended to hire a very qualified national or international technical project director in the area of disaster risk reduction, supported by an implementation support unit or project support staff. In addition to substantive knowledge of disaster risk reduction issues, this person should bring in facilitation skills as well as an ability to synthesize information from a range of sectors.

IV. FINANCIAL ARRANGEMENTS:

The cost-sharing payment (when mobilized) will be deposited in UNDP bank account as specified in the cost-sharing agreement annexed to the project document.

The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.

The schedules of cost sharing payments (indicated in the cost sharing agreements) will take into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.

All financial accounts and statements shall be expressed in United States dollars.

If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary.

If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) 3% (for government cost-sharing) and 7% (for other cost-sharing) cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
- (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

Given the potential for partnership with the private sector in the area of disaster risk reduction and crisis management; UNDP, through its technical assistance and global expertise, will explore opportunities for private sector funding with IDSC. Such initiatives will provide an opportunity for private sector contributions in support of disaster risk reduction and crisis management.

V. MONITORING FRAMEWORK AND EVALUATION

The project will be monitored through the following:

- An *Issue Log* shall be activated and regularly updated by reviewing the external environment that may affect the project implementation;
- *Quarterly Progress Reports (QPR)* shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format annexed to the project document, providing information on project performance and progress towards targeted results;
- A *Project Lesson-learned log* shall be activated and regularly updated to ensure on-going learning and adaptation within the project, and to facilitate the preparation of the Lessons-learned Report at the end of the project;
- An *Annual Review Report* will be prepared by the Project Manager and shared with the Project Board, reporting on the project achievements progress towards targeted outputs and activities.

During the evaluation, both quantitative and qualitative indicators shall be used in the process of monitoring and evaluation.

Project Evaluation: Due to the innovativeness of the project, it should be evaluated through the course of an independent evaluation during the project cycle or within the Outcome Evaluation commissioned by UNDP.

VI. 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 [or other appropriate governing agreement] 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".

PROJECT RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country Programme Results Action Plan (CPAP) and Resource Framework (CPAP): Conflict prevention and peace-building approaches factored into national development frameworks</p> <p>Outcome indicators as stated in the Country Programme Action Plan (CPAP) Results and Resources Framework, including baseline and targets: Crisis disaster management is placed on the government's national agenda and national capacities developed for Disaster Risk Reduction and management.</p> <p>Baseline: Crisis disaster management is not considered as a key national priority and is not integrated in government programmes</p> <p>Target: Egypt Capacity to address Crisis and disaster enhanced and response and recovery systems for Disaster Risk Reduction improved.</p> <p>Applicable Strategic Plan Focus Area: Conflict prevention and peace building</p> <p>Project title and ID (ATLAS Award ID): Capacity Building for Crisis, Disaster and Risk Management in Egypt Project ID: Award ID:</p> <p>Intended output: <u>Government and key stakeholders' capacity strengthened in the field of disaster prevention, management and preparedness</u> Baseline: Mechanisms and structures for Crisis and Disaster Management exist in Egypt, however need upgrading Indicators: National strategy and legislation for DRR developed including gender dimension. DRR department in IDSC upgraded Number of NGOS, Private sector entities, Women groups/networks and Media that attend workshops and training sessions on DRR.</p>				
OUTPUT TARGETS FOR 2009-2011	ACTIVITY RESULTS	ACTIONS	RESPONSIBLE PARTIES	INPUTS
<p>2009 -Relevant national legislation, guidelines and framework revised and feedback delivered to relevant stakeholders - Existing Institutional and staff capacities assessed in IDSC, training</p>	<p>A) National Policies and frameworks supported and enabling DRR environment created</p>	<p>a.1) Conducting an assessment of risks and potential hazards, including gender analysis.</p>	<p>Project Implementation Unit</p>	\$ 18,000
		<p>a.2) Preparing guidelines for DRR integration in development planning. Collaboration will be established with line ministry and the National Council for Women to ensure inclusion of gender dimension.</p>		\$ 10,000
		<p>a.3) Preparing a national policy document for approval by the Cabinet</p>		\$ 4,000
		<p>a.4) Developing the National Strategy for Crisis management and planning for DRR</p>		In kind contribution
		<p>a.5) Revising existing legislation and propose amendments and new legislation which focuses on the multi-agency approach for disaster risk reduction</p>		\$8,000
		<p>a.6) Developing Local contingency plans and recovery plans and updating those that already exist</p>		\$24,000
		<p>a.7) Conducting situation assessment for expected risks resulting from climate change.</p>		\$10,000

<p>conducted, support staff recruited and communication system established. -Communication Strategy for Disaster Risk Reduction and Management drafted</p> <p>2010 - National Strategy for Crisis Management and Planning developed. -Training for risk assessment and DRR, Crisis and disaster management and planning and training for trainers conducted and national body upgraded. - Community engagement events conducted in support of the DRR & M Communication Strategy</p>	<p>B) National Capacities built and institutional mechanisms supported</p>	<p>a.8) Developing adaptation plans to Climate Change</p> <p>b.1) Assessing the capacities of the current DRR department in IDSC b.1.1) Assessing existing capacities; b.1.2) Identifying the gaps and proposing mechanisms to address such gaps. b.1.3) Implementing proposed mechanisms.</p> <p>b.2) Strengthening capacity at the execution level in three high risk governorates</p> <p>b.3) Developing and executing a multi-agency training program in risk assessment and DRR at National and Governorate levels (Four training courses will be executed throughout the project. Attention to gender issues and gender balance in participation and representation will be ensured).</p> <p>b.4) Developing and executing a national multi-agency training program in crisis and disaster management and planning (Four training courses will be executed throughout the project. Attention to gender issues and gender balance in participation and representation will be ensured).</p> <p>b.5) Developing and executing training courses for trainers (Four training courses will be executed throughout the project. During the planning and implementation of the training sessions, attention will be paid to ensure gender balance participation and representation, as well as addressing the position of women in disaster scenarios and their role in prevention and recovery)</p> <p>b.6) Identifying a risk assessment system and developing a systematic documentation of risks and losses, including an identification of vulnerable areas and communities and a gender analysis of the DRR context in Egypt Three training Courses will be executed throughout the project. Attention to gender issues and gender balance in participation and representation will be ensured. b.6.1) Formulating a consensus on risk management priorities based on the available evidence; b.6.2) Instituting a loss data observatory based on the aggregation of systematic local reporting; b.6.3) Providing guidelines to ensure that loss data in each event is assessed in a standardized way; b.6.4) Identifying the uses of risk and loss data in the national and local policies, legislation, plans and strategies.</p> <p>b.7) Surveying international experiences</p> <p>b.8) Upgrading national Body/Institution b.8.1) Assessing existing equipment and hardware, software and technical equipments for the disaster risk reduction units in the ministries and governorates (logistics) b.8.2) Identifying gaps and needs.</p>	<p>Project Implementation Unit</p>	<p>\$8,000</p> <p>\$10,000</p> <p>\$200,000</p> <p>\$20,000</p> <p>\$20,000</p> <p>\$20,000</p> <p>\$25,000</p> <p>\$36,000</p> <p>\$380,000</p>
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<p>2011</p> <ul style="list-style-type: none"> - Training for risk assessment and DRR, Crisis and disaster management and planning and training for trainers conducted - Final Project Evaluation conducted 	<p>b.8.3) Procuring necessary equipment and hardware, software and technical equipments for the disaster risk reduction units in the ministries and governorates (logistics)</p> <p>b.8.4) Procuring necessary equipment and hardware, software and technical equipments for the crisis management units in the governorates (logistics)</p> <p>b.9) Establishing an Emergency Network Communication System</p> <p>b.9.1) Assessing existing Emergency Network Communication System.</p> <p>b.9.2) Identifying gaps in the existing emergency network communication system and proposing an implementation plan to enhance existing system.</p> <p>b.9.3) Implementing plan to enhance existing systems. This would include upgrading current technology, developing new systems, and translating existing systems to different tiers of governments (Governorates, national, etc)</p> <p>b.10) Recruiting staff for institutional support</p> <p>b.10.1) Recruit International Technical Advisor (\$150,000)</p> <p>b.10.2) Recruit National Support team (\$10,000)</p> <p>b.11) Evaluation conducted to assess the project's effects on the national capacity of DRR by the end of the project. Compilation of lessons learnt on vulnerable groups and DRR in Egypt incorporated</p>	<p>\$367,000</p> <p>\$250,000</p> <p>\$10,000</p>	<p>Project Implementation Unit</p> <p>OVERALL BUDGET: \$1,458,000</p>
<p>C) Community involvement promoted and awareness on DRR raised</p>	<p>c.1) Develop a communication and awareness strategy in collaboration with UNICEF and IDSC involving media, NGOs, private sector and the community at large, including women's advocacy groups and women's organizations; supporting in the implementation plan of the strategy.</p>		

<p>B.5. Developing and executing training courses for trainers</p> <ul style="list-style-type: none"> - Organize four workshops. Attention to gender issues and gender balance in participation and representation will be ensured. 											Unfunded	Workshops	\$20,000
<p>B.6. Identifying a risk assessment system and developing a systematic documentation of risks and losses, including an identification of vulnerable areas and communities and a gender analysis of the DRR context in Egypt</p> <ul style="list-style-type: none"> - Organize 3 workshops. Attention to gender issues and gender balance in participation and representation will be ensured. - Formulating a consensus on risk management priorities based on the available evidence; - Instituting a loss data observatory based on the aggregation of systematic local reporting; - Providing guidelines to ensure that loss data in each event is assessed in a standardized way; - Identifying the uses of risk and loss data in the national and local policies, legislation, plans and strategies. 											PIU/ITA	Workshops, meetings	\$25,000
<p>B.7) Surveying international experiences</p> <ul style="list-style-type: none"> - Organize international missions for 12 people 											PIU/ITA/ BBCPR/ UNDP	Travel	\$36,000
<p>B.8) Upgrading national Body/Institution</p> <ul style="list-style-type: none"> - Assessing existing equipment and hardware, software and technical equipments for the disaster risk reduction units in the ministries and governorates (logistics) - Identifying gaps and needs. - Procuring necessary equipment and hardware, software and technical equipments for the disaster risk reduction units in the ministries and governorates (logistics) - Procuring necessary equipment and hardware, software and technical equipments for the crisis management units in the governorates (logistics) 											PIU/ITA/ BCPR	National Consultant Equipment	\$380,000
<p>B.9) Establishing an Emergency Network Communication System</p> <ul style="list-style-type: none"> - Assessing existing Emergency Network Communication System. - Identifying gaps in the existing emergency network 											PIU/ ITA/ BCPR	National Consultant Equipment	\$367,000

OFFLINE RISK LOG

Project Title: Capacity building for Crisis, Disaster and Risk Management in Egypt **Award ID:** **Date:**

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	DRR not placed high on the national agenda, and DRR department not empowered to function properly	June 15 2008	Political	If the project does not acquire the proper political support, its impact will not be as targeted. This could endanger its sustainability P = 2 I = 3	We will work with other stakeholders (such as ISDR and WFP, media, and civil society) to create awareness on the subject and help secure the current level of political support	UNDP, focal point	Rania Hedeya		
2	Shortage of expected amount to be secured from the private sector.	June 15 2008	Financial	Project not able to implement all range of activities and create the targeted effect. P = 1 I = 3	Resource mobilization plan put in place and substantive negotiations with private sector already undergoing. We sub divided the activity into 2 (one to upgrade the body/institutions at the central and another at the governorate level) so if half the money is not secured we proceed with at least upgrading one level.	UNDP, focal point	Rania Hedeya		
3	Difficulties finding experts at the national level due to lack of expertise in the area of DRR locally.	June 15 2008	Operational	Failure to find suitable experts for the project could slow down some project activities P=3 I=2	Cooperation with BCPR, and assigning a technical international advisor post for the first 18 month to compensate on the knowledge and expertise side.	UNDP, focal point	Rania Hedeya		
4	Difficulties for the MEDIA and civil society to engage properly due to a lack of knowledge and understanding of DRR, potentially damaging the project	June 15 2008	Other	Risk the involvement of civil society and community at large which could jeopardize the project's impact and negatively affect national ownership P=3 I= 3	Media strategy formulated. Activities will target upgrading the capacities of the media.	UNDP, focal point	Rania Hedeya		
5	Gender balance not integrated in the project activities	June 15 2008	Other	Failure to reach and engage all affected groups especially the most vulnerable P=3 I=3	Ensure the involvement of women and vulnerable groups in all the activities, using indicators to measure performance	UNDP, focal point	Rania Hedeya		

Outcome	Budget Description	Account Code	Fund Code	Source of Funds	2009 USD	2010 USD	2011 USD
A) National Policies and frameworks supported and enabling DRR environment created	Local Consultants	71300	04130	BCPR	30,000	20,000	
	Contractual Services - Companies	72100	04130	BCPR	6,000	5,000	
	Hospitality	72700	04130	BCPR	6,000	5,000	
Outcome Sub-Total				42,000	30,000		
B) National Capacities built and institutional mechanisms supported	International Consultants	71200	04000	UNDP	48,000	72,000	
	Local Consultants	71300	04130	BCPR	28,000	40,000	54,000
	Contractual Services - Companies	72100	04000	UNDP	22,000	58,000	
	Contractual Services - Companies	72100	04130	BCPR			98,000
	Contractual Services - Individuals	71400	04000	UNDP	5,000	20,000	37,000
	Travel	71600	04000	UNDP	36,000		
	Hospitality	72700	04000	UNDP	2,000		
Outcome Sub-Total				141,000	190,000	189,000	
C) Community involvement promoted and awareness on DRR raised					8,000		
	Local Consultants	71300	04130	BCPR		8,000	
Outcome Sub-Total					8,000		
Annual Totals				183,000	228,000	189,000	
GRAND TOTAL			600,000				