

Project Document Format for non-CPAP Countries or Projects outside a CPAP

**United Nations Development Programme
Country: LEBANON
Project Document**

Project Title Strengthening Disaster Risk Management Capacities in Lebanon

UNDAF Outcome(s): By 2014, good governance reforms, with specific focus on national dialogue and inclusive participation, and government effectiveness and accountability, are institutionalized at all levels

Expected CP Outcome(s): Public institutions performance enhanced and public administration modernized
(Those linked to the project and extracted from the CP)

Expected Output(s):
(Those that will result from the project)

1. Disaster Risk Reduction and Management Unit established.
2. National DRR strategy and systems developed and implemented.
3. Building national capacities at central and regional levels.
4. Public Awareness on DRR raised.
5. Gender equality initiatives integrated into DRR Institutional Framework and Regional and Local plans

Executing Entity: Government of Lebanon

Implementing Agencies: UNDP

Brief Description

Scope of the project: to help the Lebanese Government develop its disaster management and corresponding risk reduction strategy.

Outputs of the Project: The creation of an inter-ministerial Disaster Risk Reduction Unit which sets (i) the Disaster Risk Reduction Strategy with clear, measurable and time bound objectives, a National Plan to achieve those objectives and performance measures to assess the successful achievements of the objectives (a national strategy for risk reduction).

Management Arrangement of the Project: UNDP will appoint a Project Manager with experience in the field of hazard management and risk reduction to ensure that the expected results are achieved through the effective and efficient use of UNDP resources and global experience. A mechanism and corresponding performance measures will be developed to track progress towards established objectives.

Total resources required	USD 815,340
Total allocated resources:	50,000
• Regular (BCPR)	500,000
• Other:	
o Donor	
o Government	50,000
Unfunded budget:	265,340
In-kind Contributions	75,000

Programme Period:	May 1 st 2009 – April 31 st 2012
Key Result Area (Strategic Plan)	Crisis Prevention & Recovery
Atlas Award ID:	_____
Start date:	_____
End Date	_____
PAC Meeting Date	_____
Management Arrangements	_____

Agreed by (Government)

Agreed by (UNDP):




I. SITUATION ANALYSIS

Risks Arising from Natural Hazards

Lebanon is subjected to a range of natural hazards, and as other countries in the region, the largest, single, natural disaster threat is that of a severe earthquake and/or an associated Tsunami. In addition to this ever-present threat, typical smaller-scale disasters include floods, forest fires, land-slides and drought. The vulnerability of the Lebanese population to both large and small scale disaster threats is compounded by the meagre and disorganised presence of the government ministries in peripheral regions, haphazard housing and unchecked urban expansion, lack of enforcement of building codes and regulations for land use, and a range of environmental factors such as rapid deforestation, poor sanitation, infiltration of sea water into ground aquifers and environmental pollution. The Lebanese case is a clear example to what was referred to in the UNDP Reducing Disaster Risk Report in 2004, which discussed the relationship between disaster risk and urbanization and concluded that earthquake prone countries with high urban growth rates and high physical exposure were associated with a higher level of risk and subsequent deaths.

The political instability in the region implies that Lebanon is also vulnerable to sudden influxes of mainly Internally Displaced Peoples (IDPs) such as what happened during the 2006 June war. Although the political situation is more stable now, political events over the last two years have further strained the ability of the Government to deal with emergencies. The coincidence of a natural hazard such as an earthquake with civil strife or another form of political conflict may have catastrophic consequences increasing vulnerabilities of the people.

Judging from records of earlier disasters, all of Lebanon is considered to be at risk from earthquake disasters. Seismic faults pass through the country and several coastal cities such as Tyre, Sidon, Beirut and Tripoli have been subjected to severe earthquakes over the centuries. The last major earthquake, at Chimm in 1956, caused many deaths and major damage. In addition, much of the terrain is characterized by steep slopes and the soil in some parts of Lebanon is limestone. Such soils may be prone to erosion particularly on steep slopes and where vegetation cover has been degraded by poor agricultural practices or deforestation. Furthermore, many buildings and critical infrastructure elements are not properly assessed in terms of their resistance and may be at high risk. It is estimated that a major Earthquake (6.0+) could easily level 25% of Beirut. The existing road system may be affected by numerous and/or significant landslides, which would cut-off access to parts of the country. The seismic performance of the national airport buildings and airstrips or any alternative airstrips is not clearly established. Finally, in view of recent advances in science and engineering, the safety of the Qaroun Dam against a potential large earthquake has not yet been established. Thus an earthquake disaster may have a considerable negative impact on development efforts in the country. Such a disaster may also lead to numerous fatalities and injuries; mainly due to a lack of sound disaster risk reduction methodology in the country.

It should be recognised that earthquakes in the region have caused tsunamis in the past and Beirut has been destroyed by a Tsunami in 551. Indeed a new underwater survey has revealed that Lebanon lies dangerously close to a fault that could generate a catastrophic tsunami. The fault, which according to the survey lies just four miles off Lebanon's coast, caused a tsunami-generating earthquake in 551 A.D. that devastated the coastal cities of Phoenicia, or modern-day Lebanon. The previously unknown submarine fault is responsible for the build-up of the Mount Lebanon range that towers above sea level. The fault moves approximately every 1,500 years, meaning that a disaster of the same magnitude as the earthquake and tsunami that destroyed coastal cities on July 9, 551, could be due at anytime. Tripoli was reported to have "drowned," while Beirut took nearly 1,300 years to recover from the cataclysm. "It was arguably one of the most devastating historical submarine earthquakes in the eastern Mediterranean." Recent research inferred that the 551 disaster was caused by a rupture at least 62 miles long on the offshore Mount Lebanon thrust. The rupture caused a magnitude 7.5 quake. At least four

earthquakes similar to the 551 event are said to have occurred over the past 6,000 to 7,000 years.¹

Unlike earthquake risk, flood and drought risk tends to be more localised, with highest risk in the Bekkaa Valley and Southern Lebanon. One of the main sources of income in the Bekaa region is agriculture which is significantly affected by recurring floods. Most flood risk reduction initiatives focus on compensation and restoration of livelihoods after a flood has occurred, rather than on regulating land use around river beds and preventing deforestation as effective tools for the prevention of flooding.

During dry seasons, virtual drought conditions exist over some regions of Lebanon and these can become disastrous if rains are late. During such periods, fires – whether caused naturally or by deliberate human action, become a hazard as they quickly escalate and there is no national rural fire-fighting capability. Most fire risk reduction initiatives tend to focus on the response to fires rather than on developing measures to prevent their escalation.

Finally, there are other hazards which may lead to disasters in Lebanon. While these threaten most of the modern world, they may have a significantly negative impact on countries with limited resources or limited management capabilities. These hazards include major pollution, major transport accidents, industrial accidents, disease epidemics, agricultural hazards, disease attack on crops and outbreaks of animal disease. There is a lower likelihood of a disaster caused by these hazards at present, but the risks are likely to increase as the country further develops; especially if no measures are taken to stem the deterioration in some areas (e.g. air pollution and corresponding carcinogenic compounds). Indeed for some of these hazards, the risk of a hazardous event escalating into a disaster is disproportionately high in Lebanon due to lack of prevention legislation, management practices and national resources and awareness.

Aggregate Risk

Individual risks arising from a variety of hazardous scenarios such as environmental pollution, unchecked urban expansion, lack of enforced land-use management, absence of a strategy for disaster risk reduction, lack of efficient solid waste management, deforestation, intrusion on river beds and flooding and forest fires is increasing due to years of negligence and lack of proper treatment by the authorities. This implies that the aggregate risk to which the population and the environment are subjected to is also increasing.

Needs for Capacity Development and Current Resources

Nationally there are capabilities for disaster response evident in several areas (mainly large cities) such as fire service, local and international NGOs, the branches of the Red Cross and Red Crescent. The Civil Defence in Lebanon is part of the Ministry of the Interior and is well sourced in certain aspects, although some additional equipment may be required for search and rescue efforts in remote areas.

The fundamental issue of disaster preparedness in Lebanon, however, is not the provision of additional equipment. Rather it is a lack of a national functioning disaster management plan and strategy and the lack of a functioning authority actively working towards developing Disaster Risk Reduction initiatives and linkages. The lack of a coherent strategy at the national level is inevitably reflected at the regional, governorate and Caza level, where the responsibility for disaster preparedness and disaster risk reduction measures are vague at best.

¹ Global Disaster Watch

The current national *mechanism* for Disaster Risk Reduction may be able to cope with small-scale disasters especially if they do not occur in remote areas. However, a large-scale disaster in Lebanon, such as an earthquake of the type discussed above, would be far beyond the means of any national response. Having a coordination and communication mechanism would however maximise the effectiveness of the international response especially in the vital early stages of the disaster. Such a mechanism does not exist today.

Some early warning systems and services are in place while others need to be developed. Agencies of hydrology, meteorology and seismology are functioning; however, there is a lack of a unified approach for disaster risk reduction. The basic capacities and risks are not yet combined in one national knowledge data base. Disaster risk reduction and prevention remain areas far more advanced than the resources and capacities of Lebanon, which faces challenges that are much more basic in this field. For example, Lebanon has yet to develop an authority that sets acceptable risk levels for large infrastructure projects such as dams. However, it is envisaged that the mere task of forming a functioning body for preparedness would highlight areas that need strengthening for future disaster mitigation initiatives and measures.

In terms of awareness-raising of the population to risks and vulnerabilities from various hazards, there are few procedures in place, if any. Campaigns on how individual behaviour may increase the risks are also not in place. In addition, there is a lack of guidance for – or compliance by – the media as to what messages to play on air in case of threats, as can be recently seen by regular TV programs predicting the timing of severe earthquakes. The proposed national Disaster Risk Reduction unit would set policies and guidance in this field to cover the existing gaps.

Ongoing international efforts to strengthen disaster preparedness include training and equipment to fire and civil defence personnel, and support to disaster preparedness by various local and international NGOs and donors (mainly in the sphere of relief efforts). However, there is a lack of an effective body for disaster risk reduction which addresses all phases of the disaster as opposed to relief, emergency and evacuation efforts only. This implies that the efforts of various donors are fragmented and not integrated into any national program with clear objectives. There is an urgent need for a unit to rationalize and integrate all resources Lebanon currently have or could get in the future.

Experience in development initiatives highlighted the much felt need for capacity development of highly vulnerable groups such as poor, women, children, old aged and differently -abled. In Lebanon women's vulnerability in situations of natural disasters/conflicts is much more as gender inequality is socially and biologically rooted. The legal and cultural factors have also contributed to the marginalisation of women. Though Lebanon has ratified Convention on the Elimination of All Forms of Discrimination against Women in 1996 and taking impressive steps to promote gender equality, still there is lot to be done in terms of eliminating discrimination in marital and family relations, as well as citizenship, combating persistent gender stereotypes. However it is evident from the experiences of long years of civil war and conflict, that women of Lebanon are not passive victims of conflict, but their active contribution to the survival of their families and groups is highly significant. The newly planned Disaster institutional framework and national and local plans are being prepared in this background and intend to respond to this situation through integrating gender equality initiatives.

Current Institutional Framework for Disaster Reduction

The UNDP commissioned study on Primary Needs Assessment for Disaster Risk Management in Lebanon was completed earlier this year. The study reviewed the institutional framework currently in place for disaster risk reduction, namely the plan as set by the High Relief Committee. It was concluded that in Lebanon, as in most developing countries, most resources are often directed at relief, then rehabilitation and reconstruction efforts in the aftermath of a disaster and not enough effort is directed at prevention, reduction and control measures that can reduce the consequences of a disaster. This phenomenon, which is prevalent in third world countries that are often indebted and in need of cash and sound financial management, is extremely inefficient as financial

resources spent in prevention efforts is several orders of times more effective than those spent in rehabilitation and reconstruction efforts. The following specific conclusions were also drawn from the critical review of the HRC plan:

1. The objectives of the plan are not specific, time bound or measurable which makes it difficult to assess their successful achievement.
2. The scope of the plan focuses primarily on response measures and does not sufficiently address prevention measures.
3. Preparedness as described by the HRC section on preparedness measures, addresses mainly relief efforts; and not sufficiently prevention and mitigation efforts.
4. The only sections that address prevention and mitigation measures are related to roles and responsibilities during normal circumstances; however they only provide information on how to prepare to respond to a disaster rather than how to prevent or mitigate against the consequences of a disaster.
5. The data collation should be amended to include data on the design of existing facilities in terms of its ability, if any, to resist disasters such as earthquakes and industrial accidents such as fires and explosions. In other words it is necessary to collate existing data, and develop new data to fill existing gaps, on the vulnerability of various infrastructure elements to various disasters. This would then help the government in prioritising preparedness, prevention and mitigation efforts.
6. There is little coordination among the various agencies involved in disaster management, and a lack of awareness of plans of other agencies.

Recent events over the last two years, including the recurring mild earthquakes in the South more recently, have prompted both internal and external pressure (*with offers to support*) for the establishment of a new mechanism for disaster risk reduction to be located in the Office of the Prime Minister.

Legal Framework

In 1976 the High Relief Committee was formed under law number 35/1 dated 17/12/1976. In the second article of the law, the responsibilities and functions of the Committee were defined as:

1. Accepting donations (food and material) given to the Lebanese state to relief the affected population together with other substances provided to it by the Council of Ministers.
2. Setting the appropriate procedures for receiving and distributing the above materials.
3. Related administrative and financial tasks.
4. Preparatory and logistical tasks such as receiving, transportation and storage of donations.
5. The distribution of donations.
6. Carrying out surveys and gathering information.
7. Securing the necessary funds for carrying out the work.
8. Developing financial procedures for the work of the Committee.
9. Asking for assistance for public institutions and Directorates General.

In its original form, the law considered the Ministry of Social Affairs to be the executive arm responsible for carrying out the work of the agency and as such, it is assigned to place all its capabilities and resources to help the agency.

The law was modified in 1993 to allow the acceptance of donations *of all kinds* given to the Lebanese state *by international, regional, national and local countries, organisations and individuals* to relief the affected population together with other substances provided to it by the Council of Ministers. The modifications also extended the scope of the HRC to include the

management of all tasks related to disasters and all issues of a relief nature referred to it from the Council of Ministers. In addition, the HRC was given the authority to assign the appropriate Ministry or Directorate General to implement the specific tasks and to seek the help of the various public and private institutions to carry out the overall relief works. In other words the Ministry of Social Affairs is no longer the executive arm responsible for carrying out the work of the agency.

As mentioned above, it should be recognised that the term preparedness in the context of the HRC plan was interpreted to mainly mean preparedness for relief efforts.

Political Constraints

Political divisions and a political system based on quotas act to hinder the development of an integrated approach. Each ministry works on its own to achieve its own objectives, and not always under a clear national strategy.

The above factors lead to the current status where there are no institutions responsible for creating linkages between the various ministries to promote inter-ministerial disaster risk reduction strategies. There is also a lack of effective linkages between ministries, civil society organisations, private sector enterprises and national and international NGOs.

In this context, it is possible to recognize the importance of locating any Disaster Risk Reduction Unit at the Prime Minister's Office to rationalize all intervention efforts and to create all the necessary linkages.

The DRR Unit liaises and has linkages with all ministries and will be located in the office of the Prime Minister (both are in the same compound). The DRR unit will focus on prevention and preparedness aspects of disaster risk management, while the HRC will focus on relief and emergency response aspects.

II. STRATEGY

Disaster Risk Reduction includes all aspects of planning for, and responding to, disasters. It refers to the management of both the risks and the consequences of disasters and involves a wide variety of tasks before, during and after the event itself, including:

- (i) Development plans and activities based on preventive and mitigation measures at all levels in disaster-prone areas. This may include structural and non-structural measures to prevent and reduce as much as possible the risks corresponding to disasters arising from natural hazards and to mitigate against the consequences of those residual risks that could not be prevented;
- (ii) Preparedness plans and related measures in disaster-prone areas to warn people of imminent threats, where possible. This should include preparedness to organize appropriate emergency responses rapidly and efficiently when necessary. This also includes standing arrangements to organize evacuations (where needed), search and rescue operations, and relief and initial rehabilitation activities;
- (iii) Emergency response when a disaster occurs, including search and rescue, relief, initial rehabilitation/repairs; and
- (iv) Post-disaster reconstruction/long-term recovery and rehabilitation.

Thus, disaster risk reduction should be treated as an inter-ministerial effort that requires the efforts of several services ministries, each within its mandate and domain, but all working together in an integrated approach. An approach based on synchronized and integrated ministerial efforts is the only way forward to promote prevention and recovery efforts that aim to build better and safer structures and services.

In the context of the above discussion, Lebanon has significant experience in the response stages of Disaster Risk Reduction; however it lacks in technical capacities. In the absence of any institution responsible for developing an integrated approach and creating all the necessary linkages, the efforts of various ministries, where they exist, remain fragmented and fall short of achieving the objectives of Disaster Risk Reduction as set above.

The Government of Lebanon through the Office of the Prime Minister and the various line ministries recognise the need and the importance of Disaster Risk Reduction and is committed to the concept of DRR, and has expressed readiness to undertake any efforts in this regard. Furthermore, the Lebanese Parliament through its Public Works Committee recognises the immediate needs for developing a DRR strategy. Finally the various political parties and factions have also publicly recognised the importance of DRR and the needs of a national strategy. Both the government and Parliament are now eagerly waiting for the initiation of the project. The Disaster Risk Reduction approach in Lebanon has to be conventionally through the following:

- a) To improve the Disaster Risk Reduction response institutional setup;
- b) To further activate disaster preparedness, mitigation, and recovery with emphasis on adequate preventive measures both at the central and local levels. In this context it should be recognised that the Lebanese system of administration relies on centralised institutions with all the heads of the Mohafazat reporting directly to the Minister of the Interior. Hence a national plan should first be drafted at the central level and disseminated to the Mohafazat for feedback. The DRR plan at local (Mohafaza and Caza levels) will subsequently be developed with significant input from the community and Civil Society

Organisations while taking into account the peculiarity of the risk picture within each Mohafaza;

- c) To develop capacities of community in general with more focus on highly vulnerable groups as women and children whose awareness on disaster plans ,response and recovery needs to be further strengthened
- d) To develop capacities and improve information systems that could serve both disaster response as well as disaster mitigation in a more effective manner.

UNDP in Lebanon will provide assistance to the Government of Lebanon in raising awareness on all aspects of Disaster Risk Reduction through capacity development and knowledge transfer. Reducing vulnerability of natural hazards and associated risks (including floods, earthquakes, and industrial accidents) is one of the key priorities identified in the Primary Needs Assessment Report. The support that will be provided by UNDP in the field of Disaster Management will be spread at the local, central and national level. The sustainability of the project will be significantly improved by ensuring that the community and the Civil Society Organisations contribute taking care of differential needs of social groups to the regional DRR plans.

The project will provide the necessary linkages between Disaster Risk Reduction, institutional capacity building, and local and national development. As such, the project will adopt a participatory approach to ensure that all stakeholders have ownership of the project aims. The participatory approach will also ensure that the stakeholders are committed to achieving the aims of the project, namely those of reducing loss of lives, loss of livelihoods and environmental damages caused by natural hazards.

The project contributes to the first outcome of the UNDAF (2002-2009), namely the strengthening of national capacities. It also contributes directly to the first output of the UNDP Lebanon Country Cooperation Framework (2002-2008). The project further contributes to the achievement of the MDGs in Lebanon, especially Goals three, seven and eight.

Duration

The project duration is 3 years.

Beneficiaries

In broad terms, the beneficiaries of the Project will be the Government and the People of Lebanon who will enjoy a higher degree of protection against risks arising from natural hazards. As a result of the outcomes of this project, the beneficiaries will have a better use of the resources and will enjoy a cleaner environment. Beneficiaries include all the line Ministries and the Directorates Generale within these Ministries:

Partnership Strategy

The Government of Lebanon recognises the importance of strengthening its disaster management capacity, and thus fully supports this project. During the consultation process, the Government asserted the importance of establishing a separate DRR Unit in the Prime Minister's. The Government is therefore committed to leading this initiative with support from UNDP.

UNDP in collaboration with the Government of Lebanon will seek to ensure coherent and effective cooperation with the relevant Government institutions, as well as the local authorities who share the common interest of promoting disaster prevention and preparedness, management, response and recovery.

The Government of Lebanon, with assistance from UNDP, will be responsible for resource mobilization by forming new partnerships and strengthening existing ones with national, regional and international organizations with expertise in all aspects of disaster risk reduction.

At the national level, the Project Management will seek to establish partnerships with various national institutions. The Project Management will also seek to cooperate with various UN agencies such as the UNICEF, WFP and WHO, amongst others, who may have an important role to play, and significant expertise to share, in both the preparedness and response stages of disaster management.

At the international level, the Project Management will cooperate with various partners including UNDP Bureau for Crisis Prevention and Recovery (BCPR) in New York, United Nations Office for Co-ordination of Humanitarian Affairs (OCHA), the World Meteorological Organisation (WMO), Food and Agricultural Organisation (FAO) and United Nations Disaster Management Training facility in Geneva, amongst others.

Efforts will also be made to participate in regional programs on training of civil society and local councils in all aspects of Disaster Risk Reduction.

As mentioned earlier, women in Lebanon, like in other developing countries, do not have the same access as men to opportunities and services. In many instances, this leads to them being more vulnerable to changing circumstances within the country. Care must be taken to ensure that in all capacity building activities, and all other Disaster Risk Reduction Activities, the gender issues be given the prominence that it deserves. Mechanisms will be developed to ensure that the participation of women is an integral part of the disaster risk reduction plans. This in turn will ensure that women as a group will not have a higher degree of exposure to risks.

Finally, support by the Government must be complemented by support from the Government. This is particularly important since political commitment is an essential ingredient for sustained risk reduction efforts. The Prime Minister's Office will provide office space and equipment, as well as staff to the DRRU. Relevant Ministries will provide focal points to coordinate with the Unit. It is expected that as the project progresses, disaster risk reduction will be viewed as a critical policy issue spanning all relevant fields of Government including health, agriculture, environment and development.

Project Outcomes

The outcome of the project is to mainstream disaster preparedness and management in national development framework strategies in Lebanon.

Project Outputs

In order to achieve the above, the project will focus on achieving the following outputs:

1. Disaster Risk Reduction and Management Unit established,
2. National DRR strategy and systems developed and implemented,
3. Building national capacities at central and regional levels,
4. Public Awareness on DRR raised,
5. Gender equality initiatives integrated into DRR Institutional Framework and Regional and Local plans

In order to achieve the above outputs, the program needs to evolve through two main phases to provide a stable platform for future developments. In Phase I a national strategic framework for DRM will first be established. Phase II will focus on capacity building and developing mechanisms at the local levels.

Work on developing a Disaster Risk Reduction Unit which defines and implements the disaster risk reduction strategy will start from Phase I and continue through Phase II. The Disaster Risk Reduction Unit should use existing capacities and develop expertise in new areas. It should also create linkages between the various ministries, civil society organisations, international NGOs and

UN agencies and should act as the vehicle for inter-ministerial Disaster Risk Reduction efforts. Finally, the unit should focus on prevention and enhanced recovery efforts.

To properly establish and promote inter-ministerial efforts, the DRR Unit should be located at the Prime Minister's (PM's) Office.

It is recognised that the activities and outputs listed below require a multi-year, multi-stakeholder programme with substantial funding. The current project aims at setting a clear, sustainable course to contribute towards the achievement of these outputs.

Activities

Output 1: Disaster Risk Reduction and Management Unit Established

National efforts currently focus on disaster response. The absence of a comprehensive national disaster risk reduction strategy, combined with limited resources and capacities, result in the current situation where prevention efforts are often non-existent. In addition, required capacities to streamline and coordinate disaster management activities are lacking.

The Project will support the Lebanese Government in setting up a Disaster Risk Reduction Unit capable of providing technical assistance for developing policies, strategies and planning for disaster preparedness and response. The Disaster Risk Reduction Unit will outline the roles and responsibilities of all stakeholders in disaster management, including central and regional government bodies, national and international NGOs, UN agencies and the private sector where applicable. The DRR Unit will create the necessary linkages between ministries, civil society organizations, NGOs and the private sector. This output of the project will be achieved through the following set of activities and targeted outputs:

Targeted output 1.1 An institutional framework for DRR established

Propose an institutional framework for disaster risk reduction based on a preparedness component and a response component. The proposed Disaster Risk Reduction Unit, to be located at the Prime Ministers Office, will be responsible for managing both these activities and prioritizing areas where effort should be directed. The high relief commission will play a role in the response side of disaster management efforts. This activity will produce TOR for staff; carry out the recruitment, office placement, furniture procurement etc.

Time frame: 2 years, from start date.

Suggested activities

- Undertake a capacity assessment of current DRR institutions in Lebanon, including gaps and ways to address them;
- Develop strategy paper / proposal on Institutional Framework on DRR in Lebanon;
- Develop Consultative process for discussion, dissemination and validation: Organise a national consultative process with all relevant players (Government institutions, academic institutions,) to discuss the proposal and possible options, followed by a national workshop to approve and validate final proposal;
- Institutionalisation and implementation of framework: Submit the proposal to government for institutionalisation of the framework, followed by providing support for the implementation of the institutional framework.

Targeted output 1.2: Develop and Propose Legislative Mechanisms

This targeted output will be achieved by first reviewing of current institutional, legislative and administrative authorities responsible for disaster risk reduction and the roles and responsibilities of the various bodies. Based on the review, legislative modifications may be proposed to clearly define and separate the roles and responsibilities of various Government bodies in relation to

aspects of Disaster Management and also to define mechanisms for joint projects in disaster risk reduction between ministries.

Time frame: 1 year, from start date.

Suggested activities:

- Review of the current legislative mechanisms and identify gaps and inconsistencies;
- Revising existing legislation and propose amendments and new legislation which focuses on the multi-agency approach for disaster risk reduction if needed;
- Develop consultative process for drafting a proposal to parliament: Organise a national Consultative process to discuss the proposed legislative framework, followed by drafting a proposal to submit to the Parliament.

Targeted output 1.3: Support Disaster Risk Reduction Plans in all Relevant Line Ministries - Establish an inter-ministerial committee to support DRR

All line ministries will be asked to nominate at least one focal point, together with an alternative in case of emergency, for liaison and coordination with the disaster risk reduction unit on all matters relating to disaster management. These focal points will form part of an inter-ministerial committee to support the DRR. In this manner the DRR Unit becomes the main vehicle to create legislation for joint projects in Disaster Risk Reduction between various ministries.

Time frame: 1.5 years, starting in second half of year 2.

Suggested activities:

- Conducting an assessment of risks and potential hazards;
- Preparation of a national policy document: in consultation with all line ministries, prepare guidelines for DRR integration in development planning; followed by preparing a national policy document for approval by the Cabinet;
- Developing Local disaster risk sensitive development plans and recovery plans and updating those that already exist accommodating differential gender needs

Targeted Output 1.4: Develop Training Strategy for line Ministries and Organize Training Workshops

Training workshops will be organized for focal points with the various line ministries on all matters related to Disaster Management including gender mainstreaming in disaster management.

Time frame: 1.5 year, starting from second half of second year.

Suggested activities:

- Develop a strategy for training on DRR in Lebanon
- Developing and executing a multi-agency training program in risk assessment and DRR at National and Governorate levels
- Developing and executing a national multi-agency training program in crisis and disaster management and planning
- Developing and executing training courses for trainers

Targeted output 1.5: Establish Operation Centres in all governorates (Mohafazat) of the Country

Operation Centres will be established in all the Mohafazat of Lebanon. As the vulnerability mapping exercise nears completion (see Outcomes 2 and 3) it becomes possible to develop these regional operation centres to best suits the needs and resources of vulnerable groups in each of the regions. Clarification of the institutional and legislative framework, during the first phase of this

Project, will assist in determining issues of staffing, financing, location and responsible Line Ministry.

Time frame: 1 year, starting from year 3.

Suggested activities:

- Assess current gaps and Needs: Assess existing equipment and hardware, software and technical equipments for the disaster risk reduction units in the ministries and governorates (logistics); to arrive at a clear picture of gaps and needs
- Procure necessary equipment and hardware, software and technical equipments for the disaster risk reduction units in the ministries (logistics);
- Procure necessary equipment and hardware, software and technical equipments for the disaster risk reduction units in the governorates (logistics).

Output 2: National DRR Strategy and Systems Developed and Implemented

The capacity for disaster management will be achieved by a combination of measures that focus on developing plans and procedures, collating and analyzing data, and developing human resources. This output of the project will be achieved through the following set of activities and targeted outputs:

Targeted output 2.1: Creation of a Database on Hazards, Vulnerabilities, Risks and Resources in Lebanon.

While information exists on hazards such as earthquakes and floods, there is no comprehensive information on vulnerabilities of people, various regions and infrastructure elements to these hazards. Nor is there comprehensive information on the existing resources and capacities to address these hazards. The raw data that exist on the hazards is sectoral and should be collated to monitor the overall level of risk and vulnerability of various regions. Furthermore there is no information regarding the level of risk to lives, livelihoods and infrastructure corresponding to these threats and there is not enough focus on addressing the specific needs of marginalised groups. The behaviour of the infrastructure during a disaster such as an earthquake is one of the main factors that will determine whether an escalation will occur. Hence escalation prevention measures rely to a large degree on critical elements of the infrastructure functioning properly during a disaster.

A series of consultations with all stakeholders will be conducted for the 1. Identification of gaps in our knowledge of vulnerabilities to hazards and 2. Existing resources and capacities to address them. The consultations will bring together relevant Government institutions, municipal departments, civil society organisations and national and international NGOs that are represented at central and regional levels for a series of consultations on local needs and capacities; and for identifying gaps in newly developed disaster management plan. Define the threats and risks, capacities and resources that are present within each Mohafaza as a basis for developing and maintaining a Mohafaza regional preparedness plan.

Data on hazards will be collated. These are currently organized by hazard type. All data will be gathered and organized nationally to arrive at a hazard picture for different regions.

Vulnerabilities and risks associated with each hazard type will be assessed to arrive at a complete national risk picture, which is expected to vary from region to region. An assessment of vulnerabilities will allow a more effective approach for disaster risk reduction response, which is partly based on escalation prevention. An urban risk reduction framework based on comprehensive needs analysis with broad inputs from scientists, emergency managers and community stakeholders will be developed. This activity will be carried out on a pilot basis, to extract lessons from the pilot for further refinement and replication.

Time frame: 2 years, starting from year 1.

Suggested activities:

- Collate raw data on sectoral hazards;
- Analyze data to determine a risk and vulnerability picture for each hazard in each region, including an assessment of urban risk;
- Determine aggregate risk.

Targeted output 2.2 Develop a Disaster Management System Information Database (with GIS)

Procure and install a Disaster Management Information System (DMIS) including the necessary hardware and software requirements. The database systems will be linked to a GIS network. It is expected this will significantly improve the picture and information on some hazards as well as improve communication networks. It should also contribute towards the availability of regularly updated maps, showing main and secondary roads which may be used during relief efforts

Develop through training, the necessary resources and capacities which are required for setting up and managing the information database. This includes holding training workshops in the DMIS system including GIS training for project staff and line ministries.

Time frame: 1 year; starting from year 3.

Suggested activities

- Procure and install a Disaster Management Information System (DMIS);
- Link to available GIUS networks and create additional layers showing hazards and corresponding risks.

Targeted output 2.3 Creation of Local Databases

The distribution of hazards and corresponding risks will vary between regions and within the same region. Equally the capacities and resources will vary across the regions. A local level assessment of hazards, vulnerabilities and the resources/capacities to address them will not only support the development of tailor-made local plans, but will also assist in creating the necessary local structure, linkages, capacities and resources to implement the newly developed disaster management plans.

Develop through training the necessary resources and capacities which are required for setting up and managing the information database. Utilise local civil society and NGO organisations for commune level work. Strengthen Disaster Management capacities of various stakeholders. Special care is taken to develop and maintain data base with gender disaggregated information.

Time frame:1 year, starting from year 3.

Suggested activities:

- Procure and install a Disaster Management Information System (DMIS) at local level;
- Link to available GIS networks at central level and create additional layers showing hazards and corresponding risks.

Targeted output 2.4 Develop a Coherent Disaster Risk Reduction Strategy

Develop a coherent disaster risk reduction strategy based on taking into account all risks from various hazards. As much as possible, the level of acceptable risk from various hazards should be set at the same level. Furthermore, the risk arising from various hazards should be uniform across all regions of the country. Develop mechanisms for exchange of information with other countries on their disaster risk reduction strategies. Develop the necessary legislation and regulations including disaster prevention laws.

Time frame: 2 years, starting year 1.

Suggested activities:

- Review DRR strategies worldwide, within the MENA region and existing DRR plans;
- Review levels of acceptable risks from various human activities;
- Propose national levels of acceptable risk;
- Propose necessary legislation and regulation.

Targeted output 2.5: Develop A National Disaster Management Plan

The disaster management plan, as developed by the High Relief Commission, suffers from many gaps. It does not set clear, measurable and time-bound objectives. Furthermore, there are no performance measures which can be used to measure the successful, or otherwise, achievement of the objectives. It focuses mainly on disaster response, and even there, it does not account for escalation prevention measures. It does not define fully the roles and responsibilities during all stages of disaster preparedness. A review of existing disaster management plans will be carried out. These will be improved and incorporated into a single disaster management plan that will provide the necessary administrative and operational framework for the institutions and organisations in developing their capacities.

Based on risks, capacities and resources to deal with these risks as defined above, create an administrative structure and an operational framework to prepare for, and respond to, disasters. Review and establish the necessary linkages between the various administrative levels and the various ministries. Also establish linkages between ministries, civil society organisations, NGOs and the private sector. Incorporate gender responsive initiatives to enhance the disaster resilience. Request focal points from all line ministries and Mohafazat to be part of the disaster management plan. Develop the necessary skills and knowledge to perform the tasks in the plan. Create a mechanism for regular rehearsal of the plan through simulation exercises. Provide mechanisms and opportunities for exchange of information with other countries on their national plans.

Time frame: 2 years, starting from year 1.

Suggested activities:

- Review existing hazard management plans;
- Update, improve and incorporate all plans into one national plan;
- Propose linkages between the various administrative levels, the various ministries, CSOs, NGOs and the private sector;
- Propose mechanism for regular rehearsal of the plan.

Targeted output 2.6: Local Level Disaster Management Plans

The devolution of disaster management responsibilities to the local levels will require clarity of roles and objectives, with respect to the central level, and the availability of effective systems in place for mobilisation of resource in time of a crisis. These plans will be geographically targeted based on information gathered in Output 2.3 (creation of local databases). Furthermore, if a culture of risk management and disaster mitigation is to be developed and maintained, local level awareness on potential risks and people's involvement in methods to reduce them needs to be an essential part of the partnership between the central administration, civil society, local officials and the private sector present at the local level. The coordination between these bodies requires local plans, which should be periodically reviewed and rehearsed. During the first phase of this project, plans will be developed in two Mohafazat (North and South) with a view to cover all Mohafazat by the second year.

Based on the local hazards and risks' assessments, determine small scale, local level interventions that can reduce the impact of these disasters. Develop basic mitigation plans through

local stakeholder consultations. This will help build and maintain a culture of disaster mitigation at the local level addressing the differential local needs.

Time frame: 1.25 year, starting last quarter of year 2.

Suggested activities

- Review and clarify roles and objectives of disaster management body at local level, with respect to the central level;
- Identify small scale, local level interventions that can reduce the impact of these disasters- with emphasis on prevention measures;
- Propose basic mitigation plans through local stakeholder consultations.

Output 3: Building National Capacities at Central and Regional Levels

In order to ensure the sustainability of the project, ensuring the successful achievement of its intended objectives, expediting the empowerment of the Lebanese Government in field of disaster management and building a sense of ownership regarding the project objectives, it is essential to build local capacities and talent in this field. These capacities and talents must be promoted both at the national, regional and sub-regional levels. This output of the project will be achieved through the following set of activities:

Targeted output 3.1: Building of National Capacities at Central Levels

Capacity building involves training of personnel, development of procedures and mechanisms and provision of resources.

Currently there is a lack of training of national capacities at central level and line Ministries and Directorate Generale, on all issues of disaster planning and strategy (at the physical, economical and psycho-social recovery levels). To achieve this, training will be provided to the DRR unit staff in disaster planning strategies, preparedness and rehabilitation planning strategies, prevention and mitigation measures, pre-disaster hazard mapping, vulnerability assessment, gender issues, post-disaster physical damage assessment procedures including economic and social impact assessment, loss estimation scenarios, capacity and resource analysis, recovery strategies and decision making tools on level of acceptable risk from various hazards.

As much as possible, training will be carried out through specialised professional bodies (e.g. the Order of Engineers in Beirut and Tripoli), and in close cooperation with UN specialised agencies and international NGOs, on specific disaster management issues. An attempt will be made to incorporate training on disaster as a continuous education requirement within professional bodies.

Time frame: 1 year, starting from year 3.

Suggested activities:

- Develop and propose a capacity building strategy;
- Identify components of the training programme;
- Propose an implementation strategy through a set of training programs.

Targeted output 3.2 Building of National Capacities at Regional and Sub-Regional Levels

Currently there is a lack of training of national capacities at regional and sub-regional levels on all issues of disaster planning and strategy (at the physical, economical and psycho-social recovery levels). Local municipalities and NGOs present at the local level, will be involved in setting the training needs for each region to correspond to the resources, capacities and risks within each region. Using such a participatory approach will ensure the sustainability of training environments within the regions, which will cater for the needs of the region under consideration. Training will be conducted for staff of local municipalities, civil society organisation and NGOs represented at the local level. Training modules will include disaster planning strategies, preparedness and rehabilitation planning strategies, pre-disaster hazard mapping, vulnerability assessment, gender issues, loss estimation scenarios, capacity and resource analysis, and decision making tools on level of acceptable risk from various hazards, post disaster physical damage assessment and recovery strategies.

As much as possible, specific training will be conducted through local branches of professional bodies, and in close cooperation with UN specialised agencies and international NGOs, on specific disaster management issues.

Time frame: ¾ year, starting second quarter of year 3.

Suggested activities:

- Develop and propose a capacity building strategy at local level;
- Identify components of the training programme at local level;
- Propose an implementation strategy through a set of training programs at local level.

Targeted output 3.3 Linkages with Regional Programs (in the MENA region) to Provide Training to Civil Society and Government Bodies at the Local Level

Linkages will be developed with regional bodies to provide training to civil society organisations and local councils in all aspects of disaster risk reduction activities. Past experience has showed that this can be an effective knowledge transfer mechanism. Furthermore, by building capacity at the local level, this activity would be ensuring a participatory approach which in turn will contribute to the sustainability of the project aims.

Time frame: ¾ year, starting second quarter of year 3.

Suggested activities:

- Review DRR bodies in region;
- Propose knowledge transfer mechanisms through a set of training programs within the MENA region.

Output 4: Public Awareness on DRR Raised

Currently there is a lack of a media plan that is in place to promote prevention measures, raise awareness regarding personal responsibility on reducing risks from hazards as well as provide guidelines for behaviour during a disaster. In addition there is lack of awareness on the part of the population as to the role of prevention and control measures in disaster risk reduction. To achieve this output, the following activities will be carried out:

Targeted output 4.1: Public Awareness Campaigns Developed and Implemented

Embark on an education and awareness campaign via various media outlets (radio, TV and print media) to raise awareness for the various disasters, with strong emphasis on preventative measures as the most effective course of action. A separate awareness campaign should also be carried out on how citizens should respond to various disasters when at home, on the road or at the work place with wide outreach to all sections of people including women, poor, children and illiterates.

Prepare, publish and disseminate brochures, pamphlets and posters on all aspects of disaster management. These should be written in an accessible language with graphic illustrations. Develop tools to sensitise men on sharing the knowledge with women about possible natural hazards and methods to reduce disaster risks.

Develop links with the Ministry of Education to conduct disaster management training education to students at schools in both rural and urban areas prone to disaster. The education campaigns will be tailored to meet the risk, needs, capacities and resources of each region.

Conduct mock emergency exercise at schools and community centres to prepare for various hazardous scenarios.

Create a website for the dissemination of important information on Disaster Risk Reduction and as an additional tool in awareness raising campaigns.

Time frame: 1 year, starting year 3.

Suggested activities:

- Propose media strategy for raising public awareness with greater outreach;
- Identify components of media strategy;
- Propose implementation strategy through a set of media campaigns;
- Begin implementation of the proposed strategy.

Output 5: Gender equality initiatives integrated into DRR Institutional Framework and Regional and Local plans

Gender inequalities are quite evident in Lebanon, with numerous efforts towards establishing the minimal balance specifically in the arenas of politics and economics. However, there are no specific studies that have targeted gender issues, in addition to the complexity, diversity, and often fluctuating approaches to gender issues given the traditional, religious, and geographic diversity of the country. Incorporating gender issues in the DRR plans and frameworks and ensuring that women will participate in the DRR planning process, will ensure that the resulting plans and processes will lead to broader, more effective and gender responsive risk reduction and preparedness plans. To achieve this output, the following activities will be carried out

Targeted output 5.1: Gender concerns integrated into Framework for DRR

An important part of the DRR institutional framework will be to develop community capacity to respond effectively to disasters.

A gender analysis of the existing institutions and legislations will be carried out to identify and highlight the needs, vulnerabilities and coping strategies of men and women, and to indicate where opportunities for targeting effective strategies lie. The strategy paper will contain a specific module dedicated to gender issues, taking into account gender concerns in all policy, programme, administrative and financial activities, and in organisational procedures.

All members of the DRR unit at the central, regional and local levels will undergo training that highlights the relationship between gender and DRR, the necessity and advantages of accounting for gender to reduce disaster risk and the manner in which gender issues are mainstreamed within the institutional framework.

Time frame: 1.5 years, starting second half of year 1.

Suggested activities:

- Recruit international specialist on gender issues;
- Gender analysis of current DRR policies, institutions and legislation identifying gender gaps and needed interventions
- Develop a specific module of the strategy paper dedicated to gender issues;
- Proposed institutional framework for DRR developed taking into account the gender dimension;
- Carry out gender and DRR training for all members of the DRR unit at the central level
- Carry out gender and DRR training for all members at the regional and local levels

Targeted output 5.2: Gender concerns integrated into Proposed Legislative Mechanism

The proposed legislative mechanism for disaster risk reduction will be reviewed from a gender perspective to ensure that at the legislative level, the issue of gender equality becomes a visible and central concern in policy and planning.

The legislative mechanism will be developed to take into account the gender dimension, namely to allocate adequate resources for gender objectives; ensure that gender objectives are built into policy and strategy documents; and ensure equal participation, equal opportunity as well as equal

outcome for men and women through specifically addressing the constraints experienced by women.

A workshop will be organised with all key stakeholders on gender issues to discuss key recommendations from the gender analysis and to disseminate the proposed legislative mechanism.

Time frame: 1.25 years, starting second half of year 1.

Suggested activities:

- Gender review of existing legislative mechanisms and identifying gaps and indicating possible interventions
- Develop a specific module of the national consultative process dedicated to gender issues in legislative mechanisms
- Proposed legislative mechanism developed taking into account the gender dimension;
- Organise and hold workshop with all key stakeholders on gender issues, including active NGOs, women's groups, feminist academics to discuss key recommendations arising from the gender analysis;
- Develop awareness campaign for women about laws and instruments for better access to justice in the context of natural disasters

Targeted output 5.3: Gender concerns integrated into National Disaster Management Plan

Time frame: 1 year, starting second half of year 1.

Since disasters occur in gendered social systems, they need to be addressed and mitigated by gendered national disaster management plans. Therefore the national disaster management plan must incorporate gender issues to be able to respond effectively to extreme events and to prepare for them.

Suggested activities:

- Review the national disaster management plan with gender lens;
- Review the existing gaps and underlying causes for women's increased vulnerability to disaster risk; and
- Develop and Incorporate gender initiatives within the national disaster management plan to ensure equal opportunities, equal participation and involvement, and better preparedness and risk mitigation.

Targeted output 5.4: Gender concerns integrated into Local Level Disaster Management Plans

Effective disaster management at the local level, before during and after a disaster, must be based on an accurate and objective assessment of the capacities and vulnerabilities of both men and women. In this manner it becomes possible to identify interventions that can take advantage of men's and women's true capacities and militate against the actual vulnerabilities within the community.

To this end special attention should be given to empowering and capacity building of vulnerable communities and groups, including women.

Time frame: 1 year, starting last quarter of year 2.

Suggested activities:

- Assess capacities and vulnerabilities of both men and women in typical vulnerable communities;
- Identify small scale DRR interventions at the local level that are based on true capacities and vulnerabilities and that promote gender equality and women empowerment;

- Identify and encourage key women leaders and women's networks in the capacity development of women and other marginalised groups

Targeted output 5.5 Building of Capacities at Central, Regional and Sub-Regional Levels for Vulnerable Women Groups and active men's groups

Women are more vulnerable than men in the face of changing circumstances because they tend to have a narrower access to a variety of opportunities and services. This activity will embark on a series of training programs to vulnerable women groups to ensure that women will form an integral part of the national and regional capacity building efforts being promoted by this project. It is important to sensitize men (in all the relevant positions either with the administration, civil society organisations or community) of the need for gender concerns into disaster risk management and response

Time frame: 1 year, starting from year 3.

Suggested activities:

- Review the capacity building strategy from a gender perspective and propose a set of training programmes
- To conduct training need assessment of vulnerable women's groups and active men's groups
- To train women in preparedness (mapping and planning, early warning) and response (Search & Rescue, Water and sanitation Shelter Management and relief distribution etc.) phases of the disaster to make them partners in effective disaster management
- Working with men on integrating gender issues in disaster management through sensitisation workshops

Targeted output 5.6 Develop and Implement Gender Sensitive Media Strategy

A separate awareness campaign should be carried out for different vulnerable women groups who may be subjected to a higher risk level corresponding to various hazards. Hence, this activity will embark on an education and awareness campaigns targeting vulnerable women groups such as non-working mothers who remain at home usually and as such are more likely to be there at times of earthquakes.

Time frame: ¼ year, starting second quarter of year 3.

Suggested activities:

- Review the proposed media strategy from a gender perspective;
- Develop a gender sensitive information and education campaign, partly through a set of media interventions
- Begin implementation of the proposed interventions.
- To include gender sensitive language in project reports and related websites
- To bring out publications on case studies of gender equality and DRR and success stories of the project

Targeted output 5.7 Develop Gender Based Monitoring and Evaluation Scheme

The monitoring and evaluation scheme will incorporate gender sensitive performance measures to evaluate the gender dimension of the institutional framework and the national and local plans at all levels.

Time frame: ½ year, starting second quarter of year 3.

Suggested activities:

- Develop and strengthen gender sensitive performance measures; and

- Gender Issues integrated into regular project Monitoring framework/ templates
- Review the monitoring and evaluation scheme to ensure that it has a gender dimension
- Gender concerns addressed in all the project evaluations through activities such as inclusion of gender dimensions in ToR for evaluation & sensitization of the evaluation team etc.

In all the above outputs and activities, the initial focus would be on the development of a framework for disaster risk reduction and corresponding national plans. Once the disaster framework is set on track, there would be a move into local disaster management plans. It should be recognised that all the outcomes are ambitious and the project will contribute towards their achievement. The government is keen to take the lead on this issue and to play the role of a full partner to successfully achieve the outputs and outcomes of the project.

UNDP Comparative Advantage in Supporting the Strategy

Past experience shows that those worst affected by disasters are those groups and parts of the population living in impoverished areas or socially marginalised. By supporting the project, the UNDP would be reducing the risks arising from disasters, among the vulnerable groups thereby reducing poverty and contributing towards social inclusion.

As most disasters take a heavy toll on vulnerable groups including women and children, the programme will ensure that the needs of this group is addressed through basic training in preventive measures and awareness campaigns through the media and educational institutions. This is particularly important at the local level where councils usually do not involve women who are not given any leadership role to play at the community level. UNDP promotes gender equality in disaster risk reduction through supporting women and men to build back better and values incorporating women's experience, knowledge in all plans and policies. Hence, the programme will also ensure that all planning and policy tools take into considerations gender dimensions and practice right-based approaches. This is to avoid any discriminatory practices that may occur during preventive or rehabilitation phases prior or after a disaster. The project will work with local councils to ensure that the needs and concerns of communities are taken into account when designing disaster mitigation and contingency planning and implementing project activities. The involvement of local councils will also increase programme ownership, and build linkages with other development activities and UNDP projects.

By being involved, UNDP can ensure that this program runs in unison and complements the objectives of other projects it is currently sponsoring such as the support to Civil Defence and the flood-management project in Bekaa, as well as objectives it is trying to promote within the country. Furthermore, by being involved, the UNDP can explore an integrated approach between the various programs it is currently sponsoring.

Budget: Disaster Risk Reduction (DRR) Unit Located at the Prime Minister's Office

Budget Item	Year 1	Year 2	Year 3
Project Management			
1 x Project Manager	72,000	72,000	72,000
1 x International consultants	40,000	40,000	40,000
1 x Administrative Officer	12,000	12,000	12,000
<i>Subtotal – Project Personnel</i>	<i>124,000</i>	<i>124,000</i>	<i>124,000</i>
Training			
Contracts (Experts – National & International), BCPR support	48,000	43,000	10,000
Conferences & Seminars	N/A	10,000	N/A
Gender Workshops	5,000	5,000	N/A
DRR Unit Training	5,000	5,000	N/A
Regional Staff Training	N/A	N/A	7,000
Gender Training	N/A	N/A	15,000
Training Materials	N/A	N/A	3,000
<i>Subtotal - Training</i>	<i>58,000</i>	<i>63,000</i>	<i>35,000</i>
EQUIPMENT (CENTRAL AND REGIONAL)			
GIS Equipment	N/A	N/A	10,000
Database Equipment	N/A	N/A	10,000
Office Equipment	20,000	N/A	N/A
<i>Subtotal - Equipment</i>	<i>20,000</i>	<i>N/A</i>	<i>20,000</i>
MEDIA CAMPAIGNS			
Preparation of Leaflets	N/A	N/A	10,000
Publication	N/A	N/A	20,000
Radio Advertising Campaigns	N/A	N/A	25,000
Published (Banners) Media Campaigns	N/A	N/A	35,000
TV advertising Campaigns	N/A	N/A	35,000
Website on DRR	N/A	N/A	15,000
School campaigns	N/A	N/A	15,000
<i>Subtotal Media Campaigns</i>	<i>N/A</i>	<i>N/A</i>	<i>155,000</i>
MISCELLANEOUS			
Sundries	5,000	5,000	5,000
Miscellaneous	8,000	8,000	8,000
<i>Subtotal Miscellaneous</i>	<i>13,000</i>	<i>13,000</i>	<i>13,000</i>
TOTAL	215,000	200,000	347,000
F&A 7%	15,050	14,000	24,290
Grand Total	230,050	214,000	371,290²
Project Total Budget (3 years)	USD 815,340 (USD 550,000 allocated)		

² USD 105,950 is allocated for year 3 at the time of the signature. The rest of the budget for year 3 (USD 265,340) is to be mobilized during the first two years of implementation.

Resource Mobilization Strategy:

This programme would be initiated with \$815,340 with the cost being shared between the UNDP and the Government of Lebanon. In addition, the Swiss Development Corporation has already expressed an interest in supporting the project. In addition to its support above, the Government of Lebanon would provide in kind, contribution to the project in the form of a project site at the Prime Minister's Office, and some essential equipment totalling \$ 75,000 over a period of two years. The above amount is required for the implementation of activities foreseen in the initial phase of the project. Should the project activities expand, additional resources will be required. In such an event, it is proposed that a multi-donor meeting is called for, and organized by the Prime Minister's Office and UNDP support to mobilize additional funds for this programme.

Project Risks

The project will operate within the constraints typical of a country that is developing its administration and knowledge-base from a reduced level. Risks associated with project implementation are envisaged to be low, in view of the availability of significant funding from UNDP sources, the support of the international community and the level of donor interest in reducing the impact of disasters on developing countries. Notwithstanding the above, the following paragraphs provide a list of predictable project risks to consider during project implementation, together with the corresponding measures to be put in place to mitigate against those risks. A Risk Log Matrix is provided in Annex 2.

1. **Lack of Ownership of Objectives by Various Stakeholders:** It is absolutely crucial to the success of this project, that all governmental stakeholders maintain ownership of the objectives and commit themselves to their complete implementation. This implies devoting resources to the project in terms of time, staff and expertise. Though the risk of this not happening may be mitigated through the implementation modalities and agreements with the Government of Lebanon, a level of uncertainty persists.
2. **Financial Commitment by the Government of Lebanon:** The present proposal aims at building disaster preparedness in Lebanon by providing technical assistance. However, such a programme should ideally involve contribution from both the Government of Lebanon and the UNDP. The Lebanese authorities may cover its costs with eventual support from other donors. Though the risk of this not happening may be mitigated through the implementation modalities and agreements with the Government of Lebanon, a level of uncertainty persists.
3. **Financial Sustainability:** The present proposal has a pioneering role in the creation of a Disaster Risk Reduction Unit that should be developed with this model as its nucleus, once it becomes financially and technical feasible. The risk, in spite of the declared intention of the Government, the international institutions and the potential donors, is that, having consumed this budget, no further funding and actions will continue, and / or separate initiatives will duplicate activities. International lobbying by various NGOs and UN agencies together with government ownership of the project objectives will militate against this risk.
4. **Shortage of Allocated Full Time Officials at National and District Levels:** Another risk is the shortage of full-time officials allocated to this role at National level and the workload of officials at District level. The latter in particular carry such a wide range of responsibilities, that it may be hard for them to allocate sufficient time to meeting their disaster management responsibilities. The risk of losing the value of the training will be reduced, if disaster mitigation is given a high profile in the country and officials are supported by the Lebanese administrative and political structures.

5. **Shortage of Experienced Administrators:** Another risk is that there is a shortage of experienced administrators with the possible result that those who prove themselves able to handle rapidly developing portfolios efficiently, will be rapidly promoted to positions in other parts of the bureaucracy. While this may lead to a dissemination of the knowledge and experience of those officials, it also results in a loss of continuity and a need to revisit the training. The risk will be reduced by spreading the training as widely as possible through "Train the Trainers" courses that assist staff to spread their knowledge more widely.
6. **Reversal of Lebanon's Political Stability:** Any reversal of Lebanon's political stability, in terms of the functioning of its national unity government and subsequent governments, will hinder project objectives. It is especially true here because of the extraordinarily high need for inter-ministerial cooperation. A breakdown of communication or coordination amongst the ministries can be immediately addressed by the UNDP through its Coordination Unit, and at higher level by the Resident Coordinator. In addition, the mechanisms being established within this project should militate against any political conflict.
7. **Occurrence of a Major Disaster:** Security in general will continue to be a concern and be monitored accordingly. Even though this is a "risk management and reduction" project, a major disaster beyond the small to mid-scale disasters that affect the country annually, will seriously hamper the project activities, as all resources are likely be diverted to handling any ensuing crisis. Nevertheless, whatever crisis does strike, the progress made by the project should help to make the country's response more effective. What does not work becomes 'lessons learned' and will be used to improve the project when it resumes.
8. **Misuse of Stockpiles:** There are risks of misuse of any stockpiles for other purposes or non-replacement of those that are issued for relief purposes. The first risk can be reduced by establishing clear responsibilities for control of the stores, providing secure storage and clear accounting procedures. The second risk can be reduced by making it clear that the cost of relieving a disaster includes the cost of replacing stockpiled stores, and establishing procedures for this replacement in the post-disaster period.
9. **Difficulties in Passing Disaster Risk Reduction Legislation:** Different factors and vested interests may hinder the development of legislation for disaster risk reduction. Through raising awareness and capacity building it becomes possible to mitigate against some of these factors. However, there will always be a degree of residual risk.
10. **Appointment of Unqualified Personnel:** In many multi-disciplinary and highly specialised projects it is very important to appoint qualified personnel for the right job. Having proper interviewing procedures and elimination processes will enhance transparency, and will mitigate the risk of political interference in the recruitment process.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

Public institutions performance enhanced and public administration modernized

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

An institutional structure for policy coordination established and sectoral plans developed

Applicable Key Result Area (from 2008-11 Strategic Plan): Capacity Building for National Disaster Risk Reduction Strategies

Partnership Strategy: The programme will work in close partnership with the Office of the Prime Minister, all government organs of relevant line Ministries, Civil Defense General Directorate, UNDMT, UNDP/BCPR, OCHA, ISDR, DMTP, as well as other development partners, in particular the national and international NGOs in the implementation of some activities. In addition, the programme will explore the possibilities of exchange with other countries. For more information, please refer to partnership strategy under Part II.

Project title and ID (ATLAS Award ID): Disaster Risk Reduction

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1: Disaster Risk Reduction and Management Unit established</p> <ul style="list-style-type: none"> Baseline 1: Low level of government preparedness, to prevent and mitigate different types of disasters. Baseline 2: Absence of disaster management body to streamline and coordinate disaster management, activities. <p>Indicator 1: Disaster management body able to develop policies, strategies, and planning for emergency preparedness and response.</p>	<p>Targets (year 1):</p> <ul style="list-style-type: none"> Develop and propose legislative mechanisms. Establish branches for the DRR unit in the various Mohafazat <p>Targets (years 2):</p> <ul style="list-style-type: none"> An institutional framework for DRR established <p>Targets (years 3):</p> <ul style="list-style-type: none"> Support Disaster Risk Reduction Plans in all Relevant Line Ministries- Establish an inter-ministerial committee to support DRR Develop Training Strategy for line Ministries and Organize Training Workshops Establish Operation Centres in all governorates (Mohafazat) of the 	<p><u>Activity Result 1:</u> Undertake a capacity assessment of current DRR institutions. <u>Activity Result 2:</u> Develop strategy paper / on Institutional Framework on DRR. <u>Activity Result 3:</u> Develop Consultative process for discussion and validation. <u>Activity Result 4:</u> Institutionalisation and implementation of framework. <u>Activity Result 5:</u> Review current legislative mechanisms. <u>Activity Result 6:</u> Revising existing legislation and propose amendments. <u>Activity Result 7:</u> Develop consultative process for drafting a proposal to parliament. <u>Activity Result 8:</u> Conducting an assessment of risks and potential hazards. <u>Activity Result 9:</u> preparing a national policy document for approval by the Cabinet. <u>Activity Result 10:</u> Developing Local disaster risk sensitive development plans. <u>Activity Result 11:</u> Develop a strategy for training on DRR in Lebanon <u>Activity Result 12:</u> Developing and executing a multi-agency training program in risk assessment and DRR <u>Activity Result 13:</u> Develop / execute a multi-agency training program in crisis / disaster management <u>Activity Result 14:</u> Developing and executing training courses for trainers <u>Activity Result 15:</u> Assess existing equipment and hardware, software and technical equipments <u>Activity Result 16:</u> Procure hardware, software and technical equipments for</p>	<ul style="list-style-type: none"> Project Manager in liaison with various UNDP staff and Government staff at the Prime Minister's Office as well as in the relevant line ministries. 	<p>\$ 339,000</p> <p>Project Management \$252,000</p> <p>International consultants \$60,000</p> <p>Training \$10,000</p> <p>Miscellaneous & Sundries \$17,000</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	Country	<p>disaster risk reduction units in governorates <u>Activity Result 17</u>: Procure, hardware, software and technical equipments for disaster risk reduction units in ministries</p>		
<p>Output 2: National DRR Strategy and Systems Developed and Implemented</p> <ul style="list-style-type: none"> Baseline 1: Lack of DMIS data base including GIS. Baseline 2: Lack of information sharing and documentation Baseline 3: Lack of national disaster management plans Baseline 4: Weak coordination with national institutions, and donor agencies. Indicator 1: Better access to data on disaster management Indicator 2: More Effective intervention in disaster areas. Indicator 3: National Disaster Management plan in place Indicator 4: Better emergency response and recovery Indicator 5: Better 	<p>Targets (year 1):</p> <ul style="list-style-type: none"> Develop a Coherent Disaster Risk Reduction Strategy. Develop A National Disaster Management Plan <p>Targets (year 2):</p> <ul style="list-style-type: none"> Creation of a Database on Hazards, Vulnerabilities, Risks and Resources Develop a National Disaster Management Plan <p>Targets (year 3):</p> <ul style="list-style-type: none"> Develop a Disaster Management System Information Database (with GIS) Creation of Local Databases Local Level Disaster Management Plans accommodative of differential gender 	<p><u>Activity Result 1</u>: Collate raw data on sectoral hazards <u>Activity Result 2</u>: Analyze data to determine a risk picture for each hazard in each region <u>Activity Result 3</u>: Determine aggregate risk <u>Activity Result 4</u>: Procure and install a Disaster Management Information System <u>Activity Result 5</u>: Link to available GIUS networks and create additional layers <u>Activity Result 6</u>: Procure and install a Disaster Management Information System (DMIS) at local level <u>Activity Result 7</u>: Link to GIS networks at central level and create layers showing hazards and risks <u>Activity Result 8</u>: Review DRR strategies worldwide, within the MENA region and existing DRR plans <u>Activity Result 9</u>: Review levels of acceptable risks from various human activities <u>Activity Result 10</u>: Propose national levels of acceptable risk <u>Activity Result 11</u>: Propose necessary legislation and regulation <u>Activity Result 12</u>: Review existing hazard management plans <u>Activity Result 13</u>: Update, improve and incorporate all plans into one national plan <u>Activity Result 14</u>: Propose linkages <u>Activity Result 15</u>: Propose mechanism for regular rehearsal <u>Activity Result 16</u>: Review and clarify roles and objectives of disaster management body</p>	<ul style="list-style-type: none"> Project Manager in liaison with UNDP officials as well as government officials from various line ministries 	<p>\$ 95,000</p> <p>Equipment \$40,000</p> <p>International Consultants \$50,000</p> <p>Miscellaneous & Sundries 5,000</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<ul style="list-style-type: none"> • coordination for disaster management. • Indicator 6: Improved disaster preparedness in disaster areas • Indicator 7: Fewer casualties and losses. 	<ul style="list-style-type: none"> • needs Gender disaggregated information available 	<p>Activity Result 17: Identify small scale, local level interventions</p> <p>Activity Result 18: Propose basic mitigation plans</p> <p>Activity Result 19: Gender disaggregated information is collected and maintained</p>		

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 3: Building National Capacities at Central and Regional Levels</p> <ul style="list-style-type: none"> • Baseline 1: Lack of, central and local capacity in all aspects of disaster management. • Indicator 1: More awareness within Line Ministries and Official Bodies on the necessary disaster management steps • Indicator 2: More Effective intervention in disaster areas. • Indicator 3: Better emergency response and recovery • Indicator 4: Better coordination for disaster management. • Indicator 5: Better involvement of Vulnerable Women Groups 	<p>Targets (year 1)</p> <ul style="list-style-type: none"> • <p>Targets (year 2):</p> <ul style="list-style-type: none"> • <p>Targets (year 3):</p> <ul style="list-style-type: none"> • Building of National Capacities at Central Levels • Building of National Capacities at Regional and Sub-Regional Levels • Linkages with Regional Programs (in the MENA region) • Building of National Capacities at Central, Regional and Sub-Regional Levels for Vulnerable Women Groups 	<p><u>Activity Result 1:</u> Develop and propose a capacity building strategy</p> <p><u>Activity Result 2:</u> Identify components of the training programme</p> <p><u>Activity Result 3:</u> Propose an implementation strategy through a set of training programs</p> <p><u>Activity Result 4:</u> Develop and propose a capacity building strategy at local level</p> <p><u>Activity Result 5:</u> Identify components of the training programme at local level</p> <p><u>Activity Result 6:</u> Propose an implementation strategy through a set of training programs at local level</p> <p><u>Activity Result 7:</u> Review DRR bodies in region</p> <p><u>Activity Result 8:</u> Propose knowledge transfer mechanisms</p>	<ul style="list-style-type: none"> • Project Manager in liaison with UNDP officials as well as UN agencies and government officials from various line ministries. 	<p>\$ 86,000</p> <p>Contractual Services \$62,000</p> <p>Training \$20,000</p> <p>Miscellaneous Expenses \$4,000</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 4: Public awareness on DRR Raised</p> <ul style="list-style-type: none"> • Baseline 1: Lack of a Media plan that would be put in place in time of disaster to facilitate the achievement of the objectives of the disaster management plan. • Baseline 2: Lack of awareness on the part of the population as to the role of prevention, and control measures in disaster risk reduction • Indicator 1: Effective, less costly, more organized and safer population response at time of disasters. • Indicator 2: More awareness on the necessary preventative measures against various disaster scenarios 	<p>Targets (year 1)</p> <ul style="list-style-type: none"> • <p>Targets (year 2):</p> <ul style="list-style-type: none"> • <p>Targets (year 3):</p> <ul style="list-style-type: none"> • Public Awareness Campaigns Developed and implemented 	<p>Activity Result 1: Propose media strategy for raising public awareness Activity Result 2: Identify components of media strategy Activity Result 3: Propose implementation strategy through a set of media campaigns Activity Result 4: Implement the proposed strategy</p>	<ul style="list-style-type: none"> • Project Manager in liaison with UNDP officials as well as government officials from various line ministries • Ministry of Information officials • Ministry of Education officials 	<p>\$ 109,000</p> <p>Audio Visual & Print Prod Costs \$ 102,000</p> <p>Miscellaneous Expenses \$7,000</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 5: Gender concerns integrated into DRR Institutions and National and Local Plans</p> <ul style="list-style-type: none"> Baseline 1: Lack of a gender sensitive DRR institutional framework. Baseline 2: Lack of gender sensitive national and local disaster management plans Indicator 1: Effective and gender sensitive framework and disaster management plans. Indicator 2: More awareness and capacity building on role of gender in all stages and levels of DRR Indicator 3: Awareness of vulnerable women groups raised Indicator 4: development of gender sensitive local interventions 	<p>Targets (year 1)</p> <ul style="list-style-type: none"> Integrate gender into the proposed legislative mechanism for DRR <p>Targets (year 2):</p> <ul style="list-style-type: none"> Integrate gender into the DRR institutional framework Integrate gender the national disaster management plans <p>Targets (year 3):</p> <ul style="list-style-type: none"> Integrate gender into the local disaster management plans Building capacities for vulnerable groups including women and active men's groups Awareness Campaigns on Gender issues and Disaster Risk Reduction Activities Gender sensitive monitoring and evaluation plan 	<p>Activity Result 1: Recruit international specialist on gender issues Activity Result 2: Undertake gender analysis of current DRR policies identifying gender gaps and needed interventions Activity Result 3: Develop specific gender module within strategy paper Activity Result 4: Propose institutional framework for DRR accounting for gender dimension Activity Result 5: Carry out gender and DRR training for DRR members at central level Activity Result 6: Carry out gender and DRR training for DRR members at local and regional level Activity Result 7: Gender review of existing legislative mechanisms and identifying gaps and indicating possible interventions Activity Result 8: Develop specific module of national consultative legislative process on gender dimension Activity Result 9: Propose legislative mechanism taking into account gender dimension Activity Result 10: Organise and hold workshop with all key stakeholders on gender and DRR Activity Result 11: Develop awareness campaign for women about laws and instruments for better access to justice in the context of natural disasters Activity Result 12: Review national disaster management plan through gender lens Activity Result 13: Review existing gaps and underlying causes for differential vulnerabilities to disasters Activity Result 14: Incorporate gender issues with national disaster management plan Activity Result 15: Assess capacities and vulnerabilities of men and women in typical communities Activity Result 16: Involvement of women leaders and women's networks in the capacity development initiative of women and other marginalised groups Activity Result 17: Identify small scale DRR interventions Activity Result 18: Review capacity building strategy from gender perspective Activity Result 19: To conduct training need assessment of</p>	<ul style="list-style-type: none"> Project Manager in liaison with UNDP officials as well as government officials from various line ministries Ministry of Information officials Ministry of Education officials 	<p>\$ 133,000</p> <p>International Consultant \$10,000</p> <p>Contracts \$39,000</p> <p>Audio Visual & Print Prod Costs \$53,000</p> <p>Workshops & Training \$25,000</p> <p>Miscellaneous Expenses \$6,000</p> <p>*Please note that gender interventions have also been mainstreamed throughout the other outputs and taken into consideration in their budgetary allocations</p>

		<p>vulnerable women's groups and active men's groups</p> <p>Activity Result 20: Propose gender dimension through a set of training programs:</p> <p>Activity Result 21 : To train women in preparedness (mapping and planning, early warning) and response(Search & Rescue, Water and sanitation Shelter Management and relief distribution etc) phases of the disaster to make them partners in effective disaster management</p> <p>Activity Result 22: Working with men on integrating gender issues in disaster management through sensitisation workshops</p> <p>Activity Result 23: Review proposed media strategy from a gender perspective</p> <p>Activity Result 24: Propose gender sensitive information and education campaign</p> <p>Activity Result 25: Implement media strategy</p> <p>Activity Result 26: To include gender sensitive language in project reports and related websites</p> <p>Activity Result 27: To bring out publications on case studies of gender equality and DRR and success stories of the project</p> <p>Activity Result 28: Develop gender sensitive performance measures</p> <p>Activity Result 29: Gender Issues integrated into regular project Monitoring framework/ templates</p> <p>Activity Result 30: Gender sensitive monitoring and evaluation scheme through inclusion of gender dimensions in ToR for evaluation & sensitization of the evaluation team etc.</p>		
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I. ANNUAL WORK PLAN

Year: 1

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description
Output 1: Disaster Risk Reduction and Management Unit established <ul style="list-style-type: none"> Baseline 1: Low level of government preparedness, to prevent and mitigate different types of disasters. Baseline 2: Absence of disaster management body to streamline and coordinate disaster management, activities. Indicator 1: Disaster management body able to develop policies, strategies, and planning for emergency preparedness and response.	Activity Result 1: Undertake a capacity assessment of current DRR institutions.					DRR Unit in liaison with Office of Prime Minister		84000
	Activity Result 5: Review current legislative mechanisms.					DRR Unit in liaison with Office of Prime Minister, CSOs, NGOs and legal consultant.		20000
	Activity Result 6: Revising existing legislation and propose amendments.					DRR Unit in liaison with Office of Prime Minister, CSOs, NGOs and legal consultant.		10000
	Activity Result 7: Develop consultative process for drafting a proposal to parliament					BCPR support		15000
Target 1: Develop / propose legislative mechanisms Related CP outcome: <i>Conflict Prevention and Recovery Mainstreamed</i>								

Year: 1

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description Amount	
<p>Output 2: National DRR Strategy and Systems Developed and Implemented</p> <ul style="list-style-type: none"> • Baseline 2: Lack of information sharing • Baseline 3: Lack of national disaster management plans. • Baseline 4: Weak coordination with donor agencies. • Indicator 2: More Effective intervention in disaster areas. • Indicator 3: National Disaster Management plan in place • Indicator 4: Better emergency response and recovery • Indicator 5: Better coordination for disaster management. <p><i>Related CP outcome: Conflict Prevention and Recovery Mainstreamed</i></p>	<p><u>Activity Result 1:</u> Collate raw data on sectoral hazards</p>							10,000	
	<p><u>Activity Result 8:</u> •Review DRR strategies worldwide, within the MENA region and existing DRR plans</p>					DRR Unit in liaison with Relevant Line Ministries, UN Agencies and Prime Minister's Office, CSOs, and NGOs			10,000
	<p><u>Activity Result 9:</u> Review levels of acceptable risks from various human activities</p>								10000
	<p><u>Activity Result 12:</u> Review existing hazard management plans</p>					BCPR support			5,000

Year: 1

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description Amount
Output 3: Building National Capacities at Central and Regional Levels <ul style="list-style-type: none"> Baseline 1: Lack of central and local capacity in disaster management, Indicator 1: More awareness on disaster management steps Indicator 2: More Effective intervention in disaster areas. Indicator 3: Better emergency response and recovery Indicator 4: Better coordination for DRR. <p><i>Related CP outcome: Conflict Prevention and Recovery Mainstreamed</i></p>								

Year: 1

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 4: Public awareness on DRR Raised <ul style="list-style-type: none"> Baseline 1: Lack of a Media plan that will be put in place in time of disaster. Indicator 1: Effective, less costly, more organized and safer population response at time of disasters. 									
<i>Related CP outcome: Conflict Prevention and Recovery Mainstreamed</i>									

Year: 1

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description Amount	
Output 5: Gender initiatives integrated into DRR Institutional Framework and Regional and Local plans <ul style="list-style-type: none"> • Baseline 1: Lack of a gender sensitive DRR institutional framework. • Baseline 2: Lack of gender sensitive national and local disaster management plans. • Indicator 1: Effective and gender sensitive framework and disaster management plans. • Indicator 2: More awareness and capacity building on role of gender in all stages and levels of DRR • Indicator 3: Awareness of vulnerable women groups raised • Indicator 4: development of gender sensitive local interventions • Target 1: Engender the proposed legislative mechanism for DRR <p><i>Related CP outcome: Conflict Prevention and Recovery Mainstreamed</i></p>	<u>Activity Result 1:</u> Recruit international specialist on gender issues							15000	
	<u>Activity Result 2:</u> Undertake gender analysis of current DRR policies					DRR Unit in liaison with Relevant Line Ministries, UN Agencies and Prime Minister's Office, CSOs and NGOs		21000	
	<u>Activity Result 3:</u> Specific gender module within strategy paper								
	<u>Activity Result 4:</u> Propose institutional framework for DRR accounting for gender dimension								
	<u>Activity Result 7:</u> Develop specific module of national consultative legislative process on gender dimension								
	<u>Activity Result 8:</u> Propose legislative mechanism taking into account gender dimension								
	<u>Activity Result 9:</u> Organise and hold workshop with all key stakeholders on gender and DRR								15000

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description Amount
TOTAL Year 1								215,000

Year: 2

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Amount	
<p>Output 1: Disaster Risk Reduction and Management Unit established</p> <ul style="list-style-type: none"> Baseline 1: Low level of government preparedness, to prevent and mitigate different types of disasters. Baseline 2: Absence of disaster management body to streamline and coordinate disaster management, activities. <p>Indicator 1: Disaster management body able to develop policies, strategies, and planning for emergency preparedness and response.</p> <ul style="list-style-type: none"> Target 1: An institutional framework for DRR established <p><i>Related CP outcome: Conflict Prevention and Recovery Mainstreamed</i></p>	<p><u>Activity Result 2:</u> Develop strategy paper / on Institutional Framework on DRR.</p>							84000	
	<p><u>Activity Result 3:</u> Develop Consultative process for discussion and validation.</p>					<p>DRR Unit in liaison with Office of Prime Minister, CSOs, and NGOs</p>			20000
	<p><u>Activity Result 4:</u> Institutionalisation and implementation of framework.</p>								14000
	<p><u>Activity Result 8:</u> Conduct an assessment of risks and potential hazards.</p>								
	<p><u>Activity Result 9:</u> prepare a national policy document for approval by the Cabinet</p>								
	<p><u>Activity Result 11:</u> Develop a strategy for training on DRR in Lebanon</p>					<p>DRR Unit in liaison with Office of Prime Minister, CSOs, NGOs and training consultant</p>			17000

Year: 2

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 2: National DRR Strategy and Systems Developed and Implemented <ul style="list-style-type: none"> Baseline 1: Lack of DMIS data base including GIS Baseline 6: Lack of Disaster Management Communication Systems. Baseline 7: Lack of disaster warning system Indicator 1: Access to disaster management data Indicator 6: Improved disaster preparedness Indicator 7: Fewer casualties and losses. Target 1: Creation of a Database on Hazards, Vulnerabilities, Risks and Resources Target 2: Develop a Coherent Disaster Risk Reduction Strategy. Target 3: Develop A National Disaster Management Plan 	Activity Result 2: Analyze data to determine a risk picture for each hazard in each region, including an assessment of urban risk					DRR Unit in coordination with Prime Minister's Office, relevant Line Ministries, UN agencies, CSOs, NGOs and urban risk consultant		30000	
	Activity Result 3: Determine aggregate risk								
	Activity Result 10: Propose national levels of acceptable risk								
	Activity Result 11: Propose necessary legislation and regulation								
	Activity Result 13: Update, improve and incorporate all plans into one national plan					DRR Unit in coordination with Prime Minister's Office, relevant Line Ministries, CSOs, NGOs and UN agencies			
	Activity Result 14: Propose linkages								
	Activity Result 15: Propose mechanism for regular rehearsal								
	Activity Result 16: Review and clarify roles and objectives of disaster management body								
	<i>Related CP outcome: Conflict Prevention and Recovery Mainstreamed</i>								

Year: 2

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description Amount
Output 3: Building National Capacities at Central and Regional Levels <ul style="list-style-type: none"> • Baseline 1: Lack of, central and local capacity, • Indicator 1: More awareness within Line Ministries and Official Bodies • Indicator 2: More Effective intervention. • Indicator 3: Better emergency response and recovery • Indicator 4: Better coordination for disaster management, • Indicator 5: Better involvement of vulnerable women groups <p><i>Related CP outcome: Conflict Prevention and Recovery Mainstreamed</i></p>					DRR Unit in coordination with Prime Minister's Office, relevant Line Ministries, CSOs, NGOs and UN agencies			

Year: 2

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description Amount
Output 4: Public awareness on DRR Raised <ul style="list-style-type: none"> Baseline 1: Lack of a Media plan. Baseline 2: Lack of awareness on the part of the population as to the role of prevention, and control measures. Indicator 1: Effective, less costly, more organized and safer population response at time of disasters. Indicator 2: More awareness on the necessary preventative measures Indicator 3: Awareness of vulnerable women groups raised 								
<i>Related CP outcome: Conflict Prevention and Recovery Mainstreamed</i>								

Year: 2

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description Amount
<p>Output 5: Gender equality initiatives integrated into DRR Institutional Framework and Regional and Local plans</p> <ul style="list-style-type: none"> • Baseline 2: Lack of information sharing • Baseline 3: Lack of national disaster management plans. • Baseline 4: Weak coordination with donor agencies. • Indicator 2: More Effective intervention in disaster areas. • Indicator 3: National Disaster Management plan in place • Indicator 4: Better emergency response and recovery • Indicator 5: Better coordination for disaster management. • Target 2: Engender the DRR institutional framework • Target 3: Engender the national disaster management plans. <p><i>Related CP outcome: Conflict Prevention and Recovery Mainstreamed</i></p>	<p>Activity Result 5: Carry out gender and DRR training for DRR members at central level</p> <p>Activity Result 6: Carry out gender and DRR training for DRR members at local and regional level</p> <p>Activity Result 9: Organise and hold workshop with all key stakeholders on gender and DRR</p> <p>Activity Result 10: Gender Review national disaster management plan</p> <p>Activity Result 11: Propose legislative mechanism taking into account gender dimension</p> <p>Activity Result 12: Develop awareness campaign for women about laws and instruments for better access to justice in the context of natural disasters</p>					<p>DRR Unit in liaison with Relevant Line Ministries, UN Agencies and Prime Minister's Office and, CSOs, NGOs</p>		15000
								20000

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
	Activity Result 13: Review underlying causes for increasing women's vulnerabilities to disasters							
	Activity Result 14: Incorporate gender issues with national disaster management plan							
	Activity Result 15: Assess capacities and vulnerabilities of men and women in typical communities							
TOTAL Year 2								200,000

Year: 3

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description Amount
<p>Output 1: Disaster Risk Reduction and Management Unit established</p> <p>Baseline 1: Low level of government preparedness, to prevent and mitigate different types of disasters.</p> <p>Baseline 2: Absence of disaster management body to streamline and coordinate disaster management, activities.</p> <p>Indicator 1: Disaster management body able to develop policies, strategies, and planning for emergency preparedness and response.</p> <p>Target 1: Support Disaster Risk Reduction Plans in all Relevant Line Ministries-</p> <p>Target 2: Develop Training Strategy for line Ministries and Organize Training Workshops</p> <p>Target 3 Establish Operation Centres in all governorates (Mohafazat) of the Country.</p> <p>Related CP outcome: Conflict Prevention and Recovery Mainstreamed</p>	<p><u>Activity Result 8:</u> Conduct an assessment of risks and potential hazards.</p> <p><u>Activity Result 9:</u> prepare a national policy document for approval by the Cabinet.</p> <p><u>Activity Result 10:</u> Develop Local disaster risk sensitive development plans.</p> <p><u>Activity Result 12:</u> Develop and execute a multi-agency training program in risk assessment and DRR</p> <p><u>Activity Result 13:</u> Develop/ execute a multi-agency training program in crisis / disaster management</p> <p><u>Activity Result 14:</u> Developing and executing training courses for trainers</p> <p><u>Activity Result 15:</u> Assess existing hardware, software and technical equipments</p> <p><u>Activity Result 16:</u> Procure hardware, software and technical equipments for disaster risk reduction units in governorates</p> <p><u>Activity Result 17:</u> Procure, hardware, software and technical equipments for disaster risk reduction units in ministries</p>							50000
						DRR Unit in liaison with Office of Prime Minister, CSOs and NGOs		8000
								7000
								5000
						DRR Unit in liaison with Office of Prime Minister, CSOs and NGOs		5000
						DRR Unit in liaison with Office of Prime Minister, line ministries, CSOs, NGOs and Governorates		

Year: 3

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description Amount
Output 2: National DRR Strategy and Systems Developed and Implemented <ul style="list-style-type: none"> Baseline 1: Lack of DMIS data base including GIS Baseline 6: Lack of Disaster Management Communication Systems. Baseline 7: Lack of disaster warning system Indicator 1: Access to disaster management data Indicator 6: Improved disaster preparedness Indicator 7: Fewer casualties and losses. Target 1: Develop a Disaster Management System Information Database (with GIS) Target 2: Creation of Local Databases. Target 3: Local Level Disaster Management Plans accommodative of differential gender 	<p><u>Activity Result 4:</u> Procure and install a Disaster Management Information System</p> <p><u>Activity Result 5:</u> Link to available GIUS networks and create additional layers</p> <p><u>Activity Result 6:</u> Procure and install a Disaster Management Information System (DMIS) at local level</p> <p><u>Activity Result 7:</u> Link to GIS networks at central level and create layers showing hazards and risks</p> <p><u>Activity Result 16:</u> Review and clarify roles and objectives of disaster management body</p> <p><u>Activity Result 17:</u> Identify small scale, local level interventions</p> <p><u>Activity Result 18:</u> Propose basic mitigation plans</p> <p><u>Activity Result 19:</u> Gender disaggregated information is collected and maintained</p>					<p>DRR Unit in coordination with Prime Minister's Office, relevant Line Ministries, CSOs, NGOs and UN agencies</p> <p>DRR Unit in coordination with Prime Minister's Office, relevant Line Ministries, Governorates, CSOs, NGOs and UN agencies</p>		15000

<p>needs</p> <ul style="list-style-type: none">• Target 4 Gender disaggregated information available <p><i>Related CP outcome: Conflict Prevention and Recovery Mainstreamed</i></p>	
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Year: 3

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description Amount
Output 3: Building National Capacities at Central and Regional Levels Baseline 1: Lack of, central and local capacity. Indicator 1: More awareness within Line Ministries and Official Bodies Indicator 2: More Effective intervention. Indicator 3: Better emergency response and recovery Indicator 4: Better coordination for disaster management. Indicator 5: Better involvement of vulnerable women groups Target 1: Building of National Capacities at Central Levels Target 2: Building of National Capacities at Regional and Sub-Regional Levels Target 3: Linkages with Regional Programs Target 4: Building of National Capacities for Vulnerable Women Groups Related C/P outcome: Conflict Prevention and Recovery Mainstreamed	Activity Result 1: Develop and propose a capacity building strategy					DRR Unit in coordination with Prime Minister's Office, relevant Line Ministries, CSOs, NGOs and UN agencies		31,000
	Activity Result 2: Identify components of the training programme							
	Activity Result 3: Propose an implementation strategy through training programs							12,000
	Activity Result 4: Develop / propose a capacity building strategy at local level.							31,000
	Activity Result 5: Identify components of training programme at local level							12,000
	Activity Result 6: Propose implementation strategy through training programs at local level							
	Activity Result 7: Review DRR bodies in region							
	Activity Result 8: Propose knowledge transfer mechanisms							

Year: 3

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description Amount
Output 4: Public awareness on DRR Raised <ul style="list-style-type: none"> • Baseline 1: Lack of a Media plan. • Baseline 2: Lack of awareness on the part of the population as to the role of prevention, and control measures. • Indicator 1: Effective, less costly, more organized and safer population response at time of disasters. • Indicator 2: More awareness on the necessary preventative measures • Indicator 3: Awareness of vulnerable women groups raised • Target 1: Public Awareness Campaigns Developed and Implemented • Target 2: Awareness Campaigns on Gender issues and Disaster Risk Reduction Activities <i>Related CP outcome: Conflict Prevention and Recovery Mainstreamed</i>	<u>Activity Result 1:</u> Propose media strategy for raising public awareness							
	<u>Activity Result 2:</u> Identify components of media strategy							
	<u>Activity Result 3:</u> Propose implementation strategy through a set of media campaigns							
	<u>Activity Result 4:</u> Begin implementation of the proposed strategy							109,000

Year: 3

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 5: Gender equality initiatives integrated into DRR Institutional Framework and Regional and Local plans</p> <ul style="list-style-type: none"> • Baseline 2: Lack of information sharing • Baseline 3: Lack of national disaster management plans. • Baseline 4: Weak coordination with donor agencies. • Indicator 2: More Effective intervention in disaster areas. • Indicator 3: National Disaster Management plan in place • Indicator 4: Better emergency response and recovery • Indicator 5: Better coordination for disaster management. • Target 4: Engender the local disaster management plans • Target 5: Building capacities for 	Activity Result 16: Identify small scale DRR interventions					<p>DRR Unit in liaison with Relevant Line Ministries, UN Agencies and Prime Minister's Office, CSOs and NGOs</p>		10000	
	Activity Result 17: Review capacity building strategy from gender perspective								
	Activity Result 18: Involvement of women leaders and women's networks in the capacity development initiative of women and other marginalised groups								
	Activity Result 19: Propose gender dimension through a set of training programs								
	Activity Result 20: To conduct training need assessment of vulnerable women's groups and active men's groups								3000

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
vulnerable group women • Target 6: Awareness Campaigns on Gender issues and Disaster Risk Reduction Activities • Target 7: Gender sensitive monitoring and evaluation plan <i>Related CP outcome: Conflict Prevention and Recovery Mainstreamed</i>	Activity Result 21: To train women groups in preparedness (mapping and planning, early warning) and response(Search & Rescue, Water and sanitation Shelter Management and relief distribution etc) phases of the disaster to make them partners in effective disaster management								
	Activity Result 22: Working with men on integrating gender issues in disaster management through sensitisation workshops								
	Activity Result 23: Review proposed media strategy from a gender perspective								
	Activity Result 24: Propose gender sensitive information and education campaign								
	Activity Result 25: Implement media strategy							30000	
Activity Result 26: To include gender sensitive language in project reports and related websites									

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
	Activity Result 27: To bring out publications on case studies of gender equality and DRR and success stories of the project								
	Activity Result 28: Develop gender sensitive performance measures								
	Activity Result 29: Gender Issues integrated into regular project Monitoring framework/ templates								
	Activity Result 30: Gender sensitive monitoring and evaluation scheme through inclusion of gender dimensions in ToR for evaluation & sensitization of the evaluation team etc.								4000
TOTAL Year 3									347,000

IV. MANAGEMENT ARRANGEMENTS

The Prime Minister Office is designated as the National Executing Agency for this project on behalf of the Government of Lebanon. The Executing Agency will be responsible for the overall management of the Project, providing overall support to enable the project to achieve its intended outputs and results. UNDP will be accountable for all Project resources, whether their source is UNDP or cost sharing. This accountability calls for concrete capacity in the administrative, technical and financial spheres. The PMO will nominate a National Project Coordinator to represent it in the management of the project, including administrative, financial, and coordination management of the project components.

The UNDP National Execution modality will be employed, with the support of the UNDP Country Office. In addition to regular technical backstopping and monitoring activities provided regularly, the UNDP Country Office shall provide the Executing Agency with support services for the execution of the Project. This will ensure that technical and substantive expertise is available to the Project for coordination, recruitment, contracting and procurement.

All services shall be provided in accordance with UNDP procedures, rules and regulations.

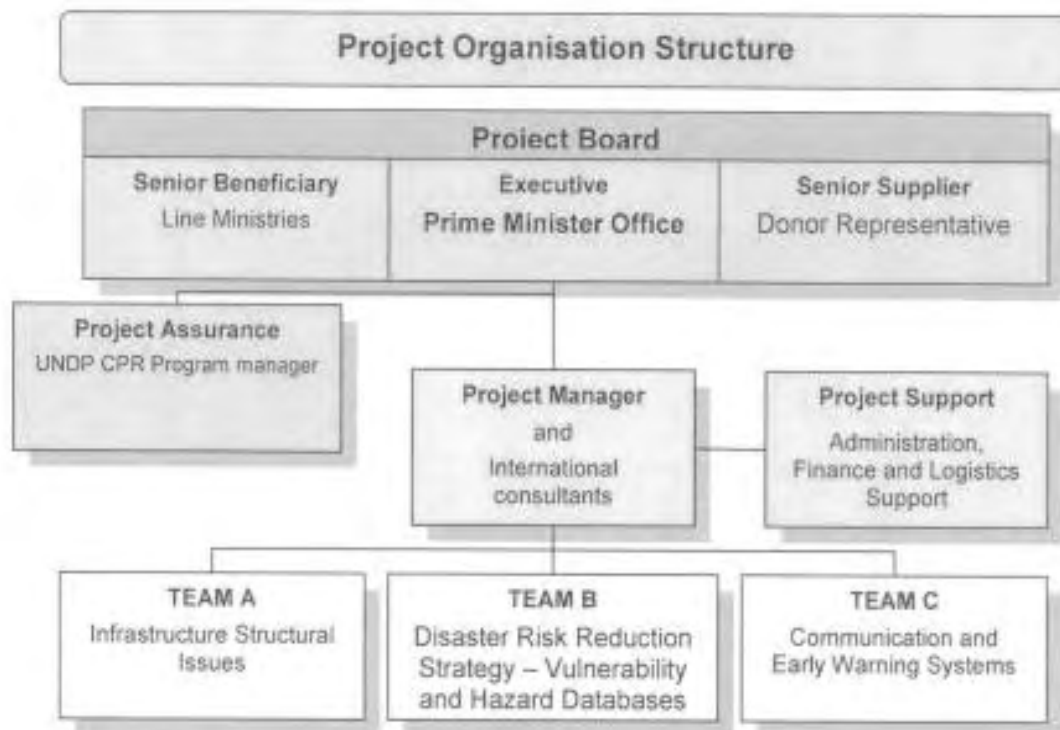
UN Agencies will cooperate in the implementation of different targets of the project based on technical competencies for the particular areas of activity. Active involvement of line ministries and civil society will be sought, and the feasibility of establishing coordination committees will be assessed at the beginning of the Project.

Organization Structure of the Project

This project will be managed by a light management structure, until the DRR Unit is established in the Prime Minister's Office, with management support services provided by the UNDP Country Office. This support will be clearly articulated in a Letter of Agreement (LOA) signed between the Government of Lebanon and UNDP.

The DRR Unit will be supported in the implementation of its activities through a project team. The team will be provided with a fully equipped office at the premises of the Prime Minister's Office. The DRR Unit will be responsible for planning, management and coordination of disaster management activities both at the center and at the regional level. Relevant UN agencies will be called upon, as cooperating agencies, to provide certain support and technical services to the project. More details will be made available in a LOA, between the service provider and Government of Lebanon.

The DRR Unit will be divided into three main teams, all interacting to achieve the project objectives. Team A will be responsible for structural issues related to the main infrastructure elements in the country. Team B will be responsible for developing the hazard management and risk reduction strategy. Finally, Team C will be responsible for developing communication and early warning systems. These teams will be manned by the Project Manager, international consultants, national experts and members of the inter-ministerial committee.



Roles and Responsibilities

The Project Manager will be primarily responsible for the planning and overall management of project activities, reporting, accounting, monitoring and evaluation. It will also be responsible for the supervision of the cooperating/implementing agents, and for the management and audit of the use of UNDP resources. The PM will be accountable to the Government of Lebanon as the main coordinating authority, and to UNDP for the production of outputs, achievement of programme objectives and use of UNDP funds and resources.

Cooperating/Implementing Agencies, of which there may be more than one, will be responsible for the implementation of certain project's activities and delivery of inputs and their conversion into programme outputs, in accordance with the programme objectives and work plan and as detailed in a LOA, signed between the two sides. It will be accountable to the DRR Unit for the quality, timeliness and effectiveness of the services it provides and the activities it carries out, as well as the use of UNDP funds provided to it. These cooperating agencies may include:

1. *United Nations Bureau for Crisis Prevention and Recovery (BCPR)*
2. *United Nations Disaster Management Training Programme (DMTP)*
3. *United Nations Office of Co-ordination of Humanitarian Affairs (OCHA)*
4. *Local and International NGOs*
5. *Other UN Agencies*
6. *Line Ministries*

The Project Board approves the project and activities work-plan, ensures appropriate project appraisal and capacity assessment, coordinates auditing process, monitoring and evaluation and validation and ensures financial and substantive oversight of the project. It will also play a key role in donor coordination and resource mobilization activities. BCPR will provide technical backstopping and other technical support to the project when required.

Project Personnel

The Team will be responsible for managing inputs, delivering outputs and reporting on progress and results achieved. Detailed TOR for the Project Manager are attached to this document. The team will be mainly composed of the following personnel:

1. Project Manager
2. International consultants (part-time)
3. Administrative support
4. Other Consultants

V. 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 Project Manager 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. Lessons learned on gender initiatives may be prepared at the end of the project.
- A Monitoring Schedule Plan shall be activated in Atlas, and updated to track key management actions/events
- Monitoring on gender initiatives will be carried out through incorporating indicators on performance/progress in gender related activities. It is highly desirable that all the relevant project activity information regarding vulnerability, risk and capacity development be gender disaggregated.

Annually

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

VI. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on 10 February 1986.

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

The executing agency shall:

- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

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

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