

## ANNUAL PROGRAMME/PROJECT REPORT (APR)

### Basic programme/project information

Programme or project number and title: MCD 00060186 Strengthening the Capacities of the Crisis Management Center

Designated institution: Crisis Management Center

Project starting date:

Originally planned: 01 May 2008

Actual: 01 July 2008

Project completion date:

Originally planned: 31 December 2009

New: 31 December 2009

Total budget (US \$):

Original: 300,000

Latest signed revision: 337,367.

Period covered by the report: 01.07.2008 – 31.12.2008

<p><b>OBJECTIVE 5: Public Awareness-raising</b></p> <p><b>Output 5.1</b> Public education materials on hazards, risks and public behaviours to prevent, prepare and respond to crises, with culturally and social appropriate and gender responsive messages. These materials would be designed, in cooperation with the local NGOs, including women's and human-rights NGOs, in order to facilitate distribution and outreach all segments of population, particularly the most vulnerable and marginalized ones.</p> <p><b>Output 5.2</b> Permanent public awareness campaigns to increase awareness and confidence of the population, with special focus on vulnerable groups (women, elderly, youth, physically disadvantaged and ethnic minorities)</p> <p><b>Output 5.3</b> Public awareness programmes within the school curriculum to effectively reach out to young girls and boys, and through them, their parents.</p>	<p>5.1 Printed materials for enhanced knowledge and confidence on the crisis management setting in the country designed and reproduced.</p> <p>5.2 Public training materials on hazards, risks and expected behaviours designed and reproduced.</p> <p>5.3 Public awareness campaigns using the outputs from 5.1 to 5.2 launched.</p> <p>5.4 Interest/feasibility of developing curriculum elements on crisis preparedness and response for inclusion in the formal school system assessed.</p>	<ul style="list-style-type: none"> <li>• Public education materials on hazards, risks and public behaviours to prevent, prepare and respond to crises, developed</li> <li>• A public awareness campaign to increase awareness and confidence of the population launched</li> <li>• School curriculum elements on crisis management designed</li> </ul>
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## TEXTUAL ASSESSMENT

1. What are the major achievements of the programme or project vis-à-vis the expected results during the year under review? To the extent possible, include an assessment of the potential impact, sustainability and contribution to capacity development.

The **core objective** of the project is to support the effective implementation of the Law on Crisis Management through providing technical assistance to strengthen both institutional and operational capacities and mechanisms of CMC, in order to enable the Center to play better coordination and service provider roles in crisis management, while building the Center's capacity to promote the human development approach to crisis management among its partners.

The project aims to assist CMC to strengthen its capacity in anticipating potential natural and man-made disasters, implementing appropriate preventative measures, as well as providing effective and timely responses to disasters, while enabling the Center to promote the human development approach among its partners to address varying needs of different sectors and demographic groups, particularly those who are likely to become vulnerable during a crisis, through the country's Crisis Management System.

### **Activity One: Identification of Capacity-building Needs of the Crisis Management System**

- **Desk-review on existing legislation and relevant planning documents concerning the crisis management system prepared.**

Prepared "Desk review of existing legislation and relevant planning documentation concerning the crisis management system" will support the process of revision of the existing legislations concerning the crisis management and institutional framework which indicates specific roles, responsibilities and lines of communication and command among various stakeholders, in order to identify capacity building needs of the Crisis Management System coordinated by CMC for enhanced system effectiveness and sustainability based on a human development approach

In certain aspects it will determine the future development of the system since it has identified and determined applicability, gaps, overlaps, "blank spots" and contradictions of the system. Additionally, it contains recommendations for improvement of the system and for the first time review and recommendations have been made on the specific gender and vulnerable groups needs and issues. The document made revision and recommendation on the specific gender and vulnerable groups' needs and issues will initiate the preparation of relevant enactments and documents. Also, the analysis on the implementation of the Hyogo Framework for Action 2005 – 2015 was done and recommendations will be utilized by the CMC as a necessary guidelines and foundations, since the CMC is responsible governmental organization for its implementation. The prepared unified terminology of civil risks and hazards in legislation in the country will be used by CMC as a tool for education of its experts and other stakeholder, as well as the general population.

- **Identification of capacity building, training and learning needs of the system's institution supported**

The project has supported the identification of capacity building, training and learning needs of the system's institutions to perform their duties as required through preparation and conduction of workshop "Strengthening of the capacities of the crisis management system at regional level".

**OBJECTIVE 4: Strengthening the Capacities and Resilience of Local Authorities and Communities through CMC Regional Centers**

**Output 4.1** Local-level risk management project designed and implemented in at least 3 high-risk municipalities with a strong capacity-building element.

**Output 4.2** Plan for the project expansion to 9 additional municipalities formulated and agreed.

**Output 4.3** A set of community-friendly and gender, age, ability and ethnicity aware training materials developed and reproduced including application demonstration in order to ensure operational functionality

4.1 Existing information on the risks affecting the selected communities generated and/or complemented.  
 4.2 Levels of preparedness and response of authorities and communities increased.  
 4.3 Capacity building of local authorities in disaster preparedness and risk reduction planning and programming, through the provision of targeted training, tools and methodologies strengthened.  
 4.4 Small-scale risk reduction projects/works identified and implemented  
 4.5 Training package for local authorities and community representatives developed and tested.  
 4.6 Potential inclusion of disaster preparedness and response concerns in the training packages of the local government explored.  
 4.6 Potential inclusion of disaster preparedness and response concerns in the training packages of the local government explored.  
 4.7 Good-practices workshop upon finalization of pilot projects held

- **A local-level risk management project designed and implemented in at least 3 high-risk municipalities**
- **Plan for LLRM expansion to 9 municipalities formulated and agreed**
- **A set of community-friendly training materials developed and reproduced**

Participants at the workshop were experts from CMC and its regional offices (71 participants). The objectives of the workshop were: designing, training and improvement of the capacities of the personnel at the regional level; planning, programming, budgeting and execution of inter-sectoral finances and procurements for the needs of the crisis management; designing of ICT networks for connection of needs of the crisis management at regional level and coordination of the subjects in the crisis management system regarding the public relations at the regional level. An Action Plan and set of activities will be prepared and implemented beginning from January 2009.

This was the preliminary step towards changing the belief that crisis management is strictly a technical field, which seldom incorporates in-depth socio-economic and human development factors in disaster prevention, response and overall management. This activity has been also beneficial in validating the adequacy and relevance of the revision of the Law on Crisis Management and proposed amendments in institutional arrangements within the Crisis Management System against the backdrop of challenges and opportunities, which the country faces in this particular area and its policy alignment with the European Union Directives.

### **Activity Two: Formulation of the Gender Responsive National Crisis Management Plan**

The Project can be coined as the first-ever focus on gender in the area of crisis management and the overall efforts for extension of the scope of the crisis management in the country in order to better address social aspects of a crisis so as to harness a more comprehensive and inclusive approach in managing both natural and man-made disasters. In particular, the issue of gender is of critical importance since gender is the fundamental division in all population groups such as children, elderly, disabled and ethnic minorities. This project, first of its kind, gives special focus on women, their role and their vulnerabilities before, during and after crisis period using the 8 Point Agenda for Women's Empowerment and Gender Equality in Crisis Prevention and Recovery as a basis ground (its philosophy) during implementation of the project.

In addition, this is the first project from the UNDP Macedonia portfolio that is mainstreaming gender and is applying the Gender Mainstreaming Principles Strategy. It is expected to be a good practice to other projects when the outputs will be delivered.

- **Preparatory planning seminars/discussion meetings among key players for setting of the necessary foundations for preparation of the Gender Responsive national Crisis Management Plan facilitated**

The project aims to strengthen the overall strategic planning capacities of key players of the Crisis Management System led by CMC through preparatory planning seminars for the preparation of the gender and human rights responsive National Crisis Management Plan. Therefore, the project facilitated three preparatory seminars/discussions among key institutions within the crisis management system in order to set the necessary foundation for preparation of the Gender Responsive National Crisis Management Plan.

Seminars have been held in Tetovo, Kocani and Strumica covering the Polog, East and South East regions with participation of more than 70 professionals and NGOs representatives. The objective of the seminars were to explore the ways in which the current crisis management system can be improved through establishment of a connection between the crisis management and sustainable human development including strategic planning and gender, as well as to address the gender issues concerning women and vulnerable groups during the crisis, their vulnerabilities and active involvement in the system. Discussion concerning following issues was

<p><b>Output 2.2</b> Development of the gender and human rights responsive National Crisis Management Plan, which incorporates SOP prepared by CMC and also defines a common approach to risk and vulnerability assessment, awareness-raising and training, prevention and response planning, damage/loss assessment and information management through a participatory process.</p> <p><b>Output 2.3</b> Development of a gender responsive Action Plan to finalise development of the Crisis Management Plan.</p> <p><b>Output 2.4</b> Support the implementation of the national training programmes (expected to be implemented by CMC) at technical and operational levels to test the validity of the National Crisis Management Plan.</p>	<p>2.2 Gender and Human Rights Responsive Crisis Management Plan drafted (to be finalized after the first year of the project).</p> <p>2.3 Draft Action Plan finalized after the first year of the project.</p> <p>2.4 At least one simulation exercise for activation of response system conducted in first 12 months of the project supported.</p> <p>2.5 At least one <i>significant</i> training event to test the CM Plan implemented and at least 2 programmed for second half of 2009.</p> <p>2.6 National Crisis Management Plan as per results of the test in 2.4 and 2.5 revised.</p> <p>2.7 After every significant activation of the crisis management system lessons-learnt reviews systematically conducted.</p>	<ul style="list-style-type: none"> <li>• <b>CMC training programmes implementation supported</b></li> <li>• <b>The Plans tested and updated through CMC training programme implementation</b></li> </ul>
<p><b>OBJECTIVE 3: Improving Hazard Monitoring Capacities of the Crisis Management Center</b></p> <p><b>Output 3.2</b> Establishment of a system based on GIS maps produced by JICA projects to begin collecting and monitoring hazardous and disaster prone conditions, as well as varying demographic and socio-economic conditions relevant to crisis management in the country.</p> <p><b>Output 3.3</b> Outline of a national risk assessment and monitoring platform.</p> <p><b>Output 3.4</b> Initiation of a design process for a national disaster warning system as a source of systematic baseline information and scenarios for preparedness and contingency planning.</p>	<p>3.4 An outline of a national risk assessment and monitoring platform for the systematic collection and monitoring of data on hazards for the country prepared.</p> <p>3.5 An outline of a national disaster warning system prepared.</p> <p>3.6 An outline of a preliminary National Risk Profile as an interim tool to inform the strategic planning exercise suggested.</p>	<ul style="list-style-type: none"> <li>• <b>An outline of a national risk assessment and monitoring platform developed</b></li> <li>• <b>A design process for a national early warning system initiated</b></li> </ul>

initiated: are there any/ which are the problems the local women face with before, during and after crisis; the ways these problems could be resolved; the ways women could (more actively) get involved in the crisis management, etc. Main outputs from these seminars were following: identified lack of coordination and communication amongst the institutions on local level, increased awareness on the key stakeholders on the link between the crisis management and human development, strategic planning and gender, increased awareness of the participants on the status of the women as vulnerable groups, addressed needs for more active role of the women during the process of crisis management, identified needs for training for preparation of project proposals and finance search, etc.

Additional three seminars are planned to be realized in early 2009 covering the other regions in the country and encircling the activities under this part. Based on the outputs from the seminars, as well as on the recommendations from the consultants, activities for preparation of the Gender Responsive National Crisis Management Plan will follow.

### **Activity Three: Improving Hazard Monitoring Capacities of CMC**

- **Topographic and Digital Ortho-photo Mapping produced by JICA transferred to CMC**

The project utilized the outputs of the recent JICA projects – “Study for Establishment of Base Map for GIS in Macedonia” and “Digital Ortho-photo Mapping” – that have produced 1:25,000 scale Geographic Information Systems (GIS) maps for approximately 50% of the country’s terrain. This allowed the project facilitate the transfer and upload of the maps in the CMC’s GIS Data-base for systematic collection and monitoring of hazardous and disaster prone conditions, as well as varying demographic and socio-economic conditions relevant to crisis management, in order to further supplement decision-making and strategic planning processes within the National Crisis Management System and by the Government and use it as a support tool for capacity building training.

- **GIS-based monitoring system established**

Through the support of the development and installation of “Software Application for Entry of Attribute and Spatial Data into the Geo-database of the Crisis Management Center” the project supported the establishment and upgrade of the GIS-based monitoring system for monitoring risks, threats and damages against relevant variables such as demographic and social conditions (to monitor risks, threats and damages in a sex-, age- and other demographic and social factors-disaggregated fashion) The objective of this software application was to enable facilitated entry of attribute and spatial data in the Geo-database in the Crisis Management Center. Additionally, it will improve verification and monitoring of events that can potentially create damages, will provide necessary support during preparation and update of the assessment of risks and hazards as well as preventive measures and activities during the crisis management.

Additionally, with the implementation of the “System for Planning, Programming, Budgeting and Execution (SPPBE)” CMC’s capacities for hazard monitoring and strategic planning have been significantly improved. The aim of implementation of this system was to ensure systemized process in the identification of the needs for resources (material, technical, human etc.) for Crisis Management Center and its organizational units, their allocation in accordance with the previously defined goals, priorities and program structure, as well as definition of subjects responsible for their implementation.

<p><b>Obj. 3</b></p>	<p><b>Improving Hazard Monitoring Capacities of the Crisis Management Center</b></p>	<ul style="list-style-type: none"> <li>• GIS-based monitoring system established: <ul style="list-style-type: none"> <li>• Topographic and Digital Ortho-photo Mapping produced by JICA transferred to CMC;</li> <li>• Software application for entry of spatial and attribute data in CMC's Geo-database developed;</li> <li>• SPPBE application for strategic planning developed.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Systematic collection and monitoring of hazardous and disaster prone conditions, as well as varying demographic and socio-economic conditions relevant to crisis management supported.</li> <li>• Facilitated entry of attribute and spatial data in the Geo-database in the Crisis Management Center enabled.</li> <li>• Verification and monitoring of risk events, update of the assessment of risks and hazards as well as preventive measures and activities supported.</li> <li>• Capacities for hazard monitoring and strategic planning significantly improved.</li> </ul>
<p><b>Obj. 4</b></p>	<p><b>Strengthening the Capacities and Resilience of Local Authorities and Communities through CMC Regional Centers</b></p>	<ul style="list-style-type: none"> <li>• Partnership with Macedonian Red Cross established</li> <li>• Communication and coordination on local level improved</li> </ul>	<ul style="list-style-type: none"> <li>• Better implementation of component for strengthening of the capacities and the resilience of the local authorities and communities achieved.</li> <li>• Through establishment of provision of PCs, LAN infrastructure and internet access in 28 offices of CMC and Seismological Observatory communication and coordination on local and national level significantly improved.</li> </ul>
<p><b>Annual output targets</b></p>		<p><b>Achievement of outputs</b></p>	<p><b>Proposed output targets for the next year</b></p>
<p><b>Obj.1 Identification of Capacity-building Needs of the Crisis Management System</b> <b>Output 1.3</b> Identification of capacity building, training and learning needs as well as potential training partners based on the current Crisis Management System including SOP developed by CMC.</p>	<p><b>Obj.1 Identification of Capacity-building Needs of the Crisis Management System</b> <b>Output 1.3</b> Identification of capacity building, training and learning needs as well as potential training partners based on the current Crisis Management System including SOP developed by CMC.</p>	<ul style="list-style-type: none"> <li>• Identification of capacity building, training and learning needs of the system's institutions to perform their duties as required. Identification of potential partners and support mechanisms.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Capacity building, training and learning needs identified</b></li> </ul>
<p><b>OBJECTIVE 2: Formulation of the Gender Responsive National Crisis Management Plan</b> <b>Output 2.1</b> Facilitation of preparatory planning seminars among key players to explore ways in which the current crisis management system can be improved and linkages between crisis management, sustainable human development and gender.</p>	<p><b>OBJECTIVE 2: Formulation of the Gender Responsive National Crisis Management Plan</b> <b>Output 2.1</b> Facilitation of preparatory planning seminars among key institutions within the Crisis Management System to set the necessary foundation for preparation of the crisis management plan facilitated.</p>	<p>2.1 Additional three preparatory seminars among key institutions within the Crisis Management System to set the necessary foundation for preparation of the crisis management plan facilitated.</p>	<ul style="list-style-type: none"> <li>• <b>The Gender and Human Rights Responsive National Crisis Management Plan, which incorporates SOP prepared by CMC developed</b></li> <li>• <b>The Action Plan for the National Crisis Management Plan implementation developed</b></li> </ul>



These activities will, also, allow CMC to systematically incorporate a human development approach into its disaster monitoring activities by collecting, maintaining and analyzing sex-, age- and other demographic and social factor-disaggregated data together with environmental and economic variables and incorporating analysis results into various crisis management interventions, awareness-raising, training, prevention, preparedness and response.

#### **Activity Four: Strengthening the Capacities and Resilience of Local Authorities and Communities through CMC Regional Centers**

- **Partnership with Macedonian Red Cross established**

Consultations and joint lobbying with civil society organization, mutual support for campaigning and advocacy, have proven to be a powerful tool in the Project implementation. NGOs have been an integral part of all conducted and planned activities. Based on this and in order to extensively use the methodology and tools for vulnerability and capacity assessments, as well as previous experience, the project has signed Project Cooperation Agreement with the Macedonian Red Cross.

For the first time in the area of the crisis management system operational cooperation has been established between the UNDP, Red Cross and the CMC. This will allow better implementation of component for strengthening of the capacities and the resilience of the local authorities and communities. Additionally, during the implementation the Red Cross and the CMC through its regional offices will share necessary information and data, will jointly cooperate in the preparation of methodologies for preparation of local risk profiles and hazard maps, as well as assessment of vulnerabilities and local capacities. Furthermore, all planning and training activities will be designed and conducted to address varying needs of different sectors and population groups in each pilot municipality to achieve best possible results. This will ensure the ownership and sustainability of the project and will be “modus operandi” for future jointly developed projects between the institutions from the crisis management system.

In order to achieve risk reduction results at the local level in the high-risk areas for disasters, the project started the activities necessary for development of local-level risk management programme to be piloted in at least three high-risk municipalities through respective regional CMCs, with a plan for subsequent expansion to 9 additional municipalities.

The implementation started on 15 December with identification of high-risk municipalities where the local projects will be implemented. The objective is to increase the levels of disaster awareness and preparedness among local authorities and communities, particularly those who are most vulnerable such as women, youth, elderly, disabled and ethnic minorities, through participatory vulnerability assessment, localized hazard identification and removal, disaster prevention planning and training at a number of pilot municipalities to enhance their resilience against disasters.

- **Communication and coordination on local level improved**

Additionally, based on the request of CMC and Project Board approval, the project has supported the improvement of communication and coordination amongst the key institutions of the crisis management system on local level, as well as their communication with national level, through provision of internet access services for 27 regional offices of CMC and the Seismological Observatory that will be directly linked with the CMC, establishment of LAN infrastructure for 27 regional offices and provision of basic ICT equipment. This will allow

### FINANCIAL SUMMARY

Source of funds	Annual budget (\$ '000)	Estimated annual expenditure (\$ '000)	Delivery rate (%)
TRAC (1 and 2) TRAC 3 Other	33,096	31,079	94
Cost-sharing: Government of Japan Financial institution Third party Trust funds AOS (where applicable)	85,853	80,164	94

### SUMMARY OF RESULTS

Programme support objectives (PSOS) or immediate objectives	Indicators	Achievements
<b>Obj. 1</b> Identification of Capacity- building Needs of the Crisis Management System	<ul style="list-style-type: none"> <li>One Desk-review on existing legislation and relevant planning documents concerning the crisis management system prepared.</li> <li>One workshop for identification of capacity building, training and learning of the systems institution held</li> </ul>	<ul style="list-style-type: none"> <li>Desk- review is the first analytical and systematic document that has been prepared in the area of crisis management. In certain aspects it will determine the future development of the system since it has identified and determined applicability, gaps, overlaps, "blank spots" and contradictions of the system.</li> <li>Based on the outcome of the workshop Action Plan will be prepared and necessary activities will be implemented in 2009.</li> </ul>
<b>Obj. 2</b> Formulation of the Gender Responsive National Crisis Management Plan	<ul style="list-style-type: none"> <li>Three preparatory planning seminars facilitated</li> </ul>	<ul style="list-style-type: none"> <li>Ways in which the current crisis management system can be improved through establishment of a connection between the crisis management and sustainable human development including strategic planning and gender explored.</li> </ul>

enhanced communication and coordination on local level with data sharing, prompt responses, better monitoring and cooperation.

**Additional Activities:**

- **Technical Application for Hazard Mapping prepared** – The Project has jointly prepared with CMC the project proposal for Japan's Technical Cooperation Fund for 2009. The objective of the project proposal "Technical Assistance for Development of Risk Assessment Methodologies, Hazard Mapping, Disaster Scenarios and Preparation of National Risk Assessment and Monitoring Platform" is to improve the crisis management system through preparation of risk assessment methodologies, preparation of detailed GIS hazard map of the country, development of scenarios with disasters simulation models, as well as preparation of a National Risk Assessment and Monitoring Platform of the country. The outputs of the ongoing project will be extensively utilized in this project proposal.
- **Technical Mission for the Regional Programme on Disaster Risk Reduction (DRR) in South East Europe supported** - The purpose of the mission of the UNDP Consultant (September 2008) was to facilitate preparation of the Project Document related to building the capacity of national and local authorities in the Western Balkans and Turkey to integrate DRR (Disaster Risk Reduction), including local level DRR in their development plans, promoting harmonized DRR legislation, policies, and plans at the national and local levels and overall coordinated approach to the issue in the region.
- **Hazard Mapping Workshop supported** - During the second week of November (07 – 14) training workshop on hazard mapping creation was conducted in the CMC with Japanese expert Mr. Shigekazu Fujisawa as a lecturer and participation of key staff from the CMC. Following topics were presented at the workshop: Japanese experience in flood management, early warning systems in Japan, the point of flood hazard map creation, ABC of GIS and practical training in hazard map creation. This workshop has strengthened the capacities of the CMC in hazard mapping and will enable CMC to provide necessary trainings on hazard mapping to other institutions in the system.
- **Application and participation of CMC Expert in "2009 Training and Dialogue Program" of JICA supported** - The programme is named "Disaster Management and Preparedness in Southeast European Countries" and the general objective is to strengthen the capacities of the key experts in the national institutions in order to be able to formulate a Comprehensive Disaster Risk Management Plan in their organization.

2. What major issues and problems are affecting the achievement of programme or project results?

- Prolonged holding of Security Certificate for work with national classified materials for the project staff to work with national classified materials.
- No access to the draft version of the new Law on the Crisis Management is granted to the Project team.
- Low public awareness concerning the gender issues.
- Poor knowledge on gender of the key institutions of the crisis management system.
- Few crisis management/gender experts that have necessary knowledge of the specific issues of crisis management and gender.

Programme or project summary table

<b>Programme/project title and number:</b>	<b>MCD 00060186 Strengthening the Capacities of the Crisis Management Center</b>	<b>Management arrangement:</b>	<b>NEX</b>
<b>Designated institution:</b>	<b>Crisis Management Center</b>	<b>Period covered:</b>	<b>01.07.2008 - 31.12.2008</b>

**OVERALL ASSESSMENT**

**Brief analysis of progress achieved in the contribution of the programme or project to the expected results.**

During the 2008 the project has provided technical assistance to strengthen both institutional and operational capacities and mechanisms of CMC in order to enable the Center to play better coordination and service provider roles in crisis management, while building the Center's capacity to promote the human development approach to crisis management among its partners.

The Desk-review on existing legislation and relevant planning documents concerning the crisis management system is the first analytical and systematic document that has been prepared in the area of crisis management. In certain aspects it will determine the future development of the system since it has identified and determined applicability, gaps, overlaps, "blank spots" and contradictions of the system. For the first time it contains review and recommendations on the specific gender and vulnerable groups needs and issues and unified terminology of civil risks and hazards in legislation in the country.

The Project has initiated the issue of gender and needs of vulnerable groups for the first time in the area of crisis management system and with this has raised the awareness on the issues and triggered discussions amongst the key institutions. As a counterpart in the implementation of the project and the central responsible institution in the country, the CMC has accepted the objectives of the project.

Establishment of the GIS based monitoring system allow CMC to systematically incorporate a human development approach into its disaster monitoring activities by collecting, maintaining and analyzing sex-, age- and other demographic and social factor-disaggregated data together with environmental and economic variables and incorporating analysis results into various crisis management interventions, awareness-raising, training, prevention, preparedness and response. In addition, strategic planning will be significantly improved.

Established partnership with the Macedonian Red Cross could be stated as "innovative" because for the first time in the area of the crisis management system operational cooperation has been established between the UNDP, Red Cross and the CMC. This will allow better implementation of component for strengthening of the capacities and the resilience of the local authorities and communities.

Beside the support for implementation of the project activities, UNDP project team has assisted the CMC in several extra-project activities (preparation of the technical application for the hazard mapping, support for the implementation of the UNDP mission of the consultant for preparation of the project document for the EC funded regional project for disaster risk reduction, support of the implementation of the JICA workshop on hazard mapping, as well as support of the participation of CMC's expert in the JICA organized 2009 training and dialogue programme.

3. How should these issues or problems be resolved? Please explain in detail the action(s) recommended. Specify who should be responsible for such actions. Also indicate a tentative time-frame and the resources required.
- Since this certificate was not issued to the Project Manager prior to the appointment, he is formally restricted in work with certain documents (both internal and external). After his appointment, procedure for issuance of the certificate has been initiated. However, until the date of the report the authorized state institution has not issued the certificate. The response was that the process itself takes app. 6/12 months. Therefore it is necessary to timely initiate the procedure for issuance of this certificate or its possession to be one of the requirements from the ToRs
  - Granting authorization to the project team to review the draft version of the new Law on Crisis management will have significant impact.
  - Strengthening the public awareness through conducting seminars, public campaigns, etc., that will focus on gender issue/perspective.
  - Through the implementation of the project and its outputs to increase the knowledge on gender of the key institutions of the crisis management system.
  - To identify and to establish a network/roster of crisis management/gender experts.
4. What new developments (if any) are likely to affect the achievement of programme or project results? What do you recommend to respond to these developments?
- Local and presidential election in March 2009 – UNDP and CMC should ensure that the next year elections will not affect seriously the implementation of the activities, mainly of the component on local level through modification of the work plan.
  - Absence of Risk Assessments Methodologies – Absence of the Risk Assessment Methodologies is seriously affecting the implementation of the crisis management legislation, as well as certain aspects of the project. Therefore the project is considering support of the coordination activities for preparation of these methodologies. In addition, support for their preparation has been requested through the project proposal submitted to JICA
5. What are the views of the target groups with regard to the programme or project? Please note any significant gender-based differences in those views.

The primary beneficiaries include the Crisis Management Center and its experts, as well as other stakeholders from the crisis management system. Direct beneficiaries include the municipal authorities, civil society actors while ultimate beneficiaries are the citizens of the municipalities.

These beneficiaries are satisfied with the implementation of this kind of projects in the area of crisis management and the opportunity for participation.

There is no gender-based difference in views. As expectable, the women representatives of organizations which were addressed as part of the crisis management system (during the seminars organized as part of the project activities) openly expressed their support to the project approach which tend to consider gender perspective/issues within its implementation.

6. To date, what lessons (both positive and negative) can be drawn from the experience of the programme or project?

*Positive:*

- There is a wide consensus amongst the key institutions of the crisis management system that this kind of project interventions is welcomed and significant for the successful development and functioning of the system.
- At the very beginning of the project implementation the CMC with support of UNDP has successfully obtained the topographic maps and ortophoto images of the country prepared within the framework of the JICA project.
- The process of partnership building and empowerment of stakeholders requires ongoing interaction and activities geared towards creating and strengthening those linkages.
- Transparency and trust among involved project's partners is essential for successful project implementation.
- There is an interest from the stakeholders the gender component to be presented and developed.

*Negative:*

- There is a low awareness on gender issues in the crisis management in the country.
- There are stereotypes on the position of the woman and the vulnerable population.

7. If the programme or project has been evaluated, what is the implementation status of the recommendations made by the evaluators?

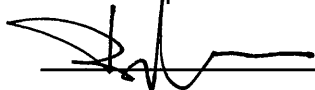
No evaluation yet.

8. Do you propose any substantive revision to the programme or project document? If yes, what are they? State justification.

At this stage of the project implementation substantive revision of the project document e.g activities is not proposed. However, based on the possible changes /modifications of the existing legislations, as well as the preparation/status of the Risk Assessment Methodologies, it could be possible that during 2009 the substantive project revision would be proposed.

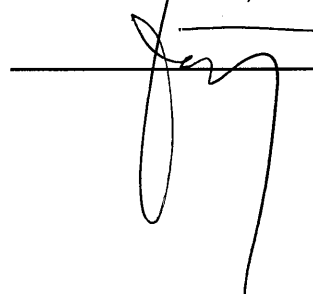
9. Provide any other information that may further support or clarify your assessment of the programme or project. You may include annexes as you deem necessary.

Project Manager:  
Vasko Popovski



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National Project Director:  
Pande Lazarevski, Ph.D



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Programme Manager:  
Anita Kodzoman



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