

## **ANNUAL PROJECT REPORT 2009**

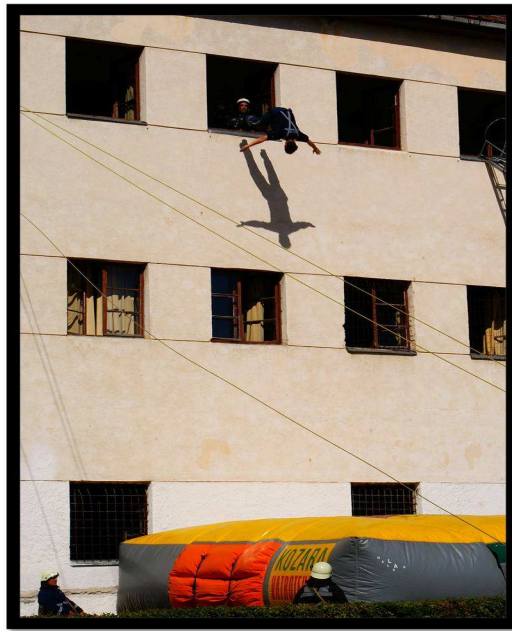
**United Nations Development Programme**

**FYR Macedonia/RBEC**

**Strengthening the Capacities of the Crisis Management Center**

**Period the report covers: 01-01-2009 – 31-12-2009**

**Reporting date: 08 – 01 - 2010**



Training Drill in the High School "Dimitar Vlahov" in Strumica, 09 October 2009 – Rescue from upper floors of the school

**Project ID: MCD 00060186**

**Duration: 08 April 2008 – 30 March 2010**

**Component (SP/Outcome): Coordinated and timely national cross-sectoral response to natural man-made disasters and sudden crisis enhanced**

**Total Budget: 377,940 USD**

**JWIDF/Partnership Fund: 200,000 USD**

**Unfunded:**

**Implementing Partners/ Responsible parties: UNDP  
BCPR, Crisis Management Centre**

## Table of Content

(Update the page numbers; go to menu 'Insert' > 'Reference' > 'Index and Tables' > 'Table of Content', and eventually adjust format.)

Executive summary .....	2
I. Context .....	3
II. Performance review .....	3
Progress review .....	3
1. Overall progress towards the GES and CPAP outcome and output(s) .....	3
2. Impact on direct and indirect beneficiaries. ....	3
Implementation strategy review .....	4
1. Participatory/consultative processes .....	4
2. Quality of partnerships.....	5
3. National ownership. ....	5
4. Sustainability.....	5
Management effectiveness review .....	6
1. Quality of monitoring .....	6
2. Timely delivery of outputs. ....	6
3. Cost-effective use of inputs.....	7
III. Project results summary .....	7
IV. Communications and Visibility .....	14
V. Implementation challenges.....	15
Project risks and actions.....	15
Project issues and actions.....	16
VI. Lessons learnt and next steps .....	16
Lessons learnt .....	16
Recommendations.....	17
VII. Financial status and utilization.....	18
Financial status.....	18
Financial utilization.....	19
Annexes .....	201

## Executive summary

Content:

The main achievements of the project in 2009 that contributed to the fulfilment of the project outcome (**Coordinated and timely national cross-sector response to natural man-made disasters and sudden crisis enhanced**) are following:

- Capacity building, training and learning needs of the CMC are identified. This will allow CMC to develop strategies for institutional strengthening of its capacities, as well as capacities of the Crisis management System (CMS);
- Gender capacities of the CMC and the CMS have been strengthened;
- Additionally the Hazard Monitoring Capacities of the CMC have been strengthened through development of the Guidelines for preparation of the risks and hazards assessment methodologies. This will directly strengthen the capacities of the recently established National Platform and will set the basis for implementation of other outputs under this activity (developed concept and content of the National Risk Assessment and initiated process for a National Early Warning System/Risk Profile of the country). Additional support to the CMS and the National Platform will be provided through established database for record of all occurrences, events and conditions in the country caused during the historical period of previous 50 years
- Capacities and resilience of the local authorities and communities have been strengthened through implementation of the local level project activities. This component can be considered as successful because for the first time in the country integrated, multi-sector and multi-hazards approach to the disaster risk reduction has been implemented. Local-level risk management project has been designed and implemented in 12 municipalities from three micro-regions, plan for extension has been formulated and set of community-friendly training materials have been developed and reproduced.
- Public awareness on the crisis management in the country has been raised through development of interactive educational computer game, assessment of the school curriculum and publishing of printed materials.

Main contributing factors for the progress of the project implementation were excellent partnership between the UNDP and the CMC, as well with the other institutions from the CMS. The area of crisis management and accordingly the disaster risk reduction is high on the agenda of relevant institutions, including the municipalities and therefore maximum efforts were provided to support the implementation of the project activities. Accordingly, the public awareness on the crisis management setting in the country and the disaster risk reduction have been raised.

Within the framework of the project implementation several key issues/challenges have been identified. They can be basically divided in three different categories connected with gender issues, lack of documents and administrative issues.

Key implementation issues/challenges were poor knowledge on gender of the key institutions from the CMS and few crisis management/gender experts that have necessary knowledge of the specific issues of crisis management and gender. The project has succeeded in resolving them through rising of the gender awareness on gender mainstreaming into crisis management and development of specific gender software applications and databases, as well as establishment of network/roster of several crisis management/gender experts.

Lack of risk assessment and methodologies were main challenge for successful implementation of the components 2 & 3. However, strategic decision was made to develop the Guidelines for preparation of

risks and hazards assessment methodologies. The Guidelines will provide basis for development of individual methodologies that will regulate the process of assessment in the domain of different risks and hazards that are connected to the specialized platforms within the National Platform for Disaster Risk Reduction of the country adopted by the Government. Additionally, it will support the preparation of the plan, assessment and other documents.

Additional challenges were to successfully implement the small-scale disaster risk reduction projects component with limited budget resources. Therefore, partnerships for joint financing have been established with the beneficiaries – municipalities. With this ownership and sustainability of the projects implemented have been secured. Through the reporting period proper and efficient communication and cooperation was ensured between the CMC and the Directorate for Protection and Rescue and adequate modification of the working plan has been agreed.

#### Lessons learnt:

- Communication and coordination among relevant institutions from the Crisis Management System involved in implementation of the project has increased due to continuous efforts of the project team to bring on board all relevant players, and to share information, knowledge and experience with all involved stakeholders.
- 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.
- Gender mainstreaming applied by the project was innovative and adjusted to the country context and therefore it was successful and raised the interests of various stakeholders.
- Successful implementation of the local level activities strengthened the resilience of local authorities and communities and triggered interest from other municipalities, regions and institutions to implement similar project activities.
- Multi-stakeholder approach demonstrated ownership and sustainability of the project activities, especially on the local level and resulted in planning of new and follow-up activities for the next year.

## I. Context

The flood in 2004 and forest fires in 2007 have revealed a lack of a coordinated response to an emergency situation by authorities at all levels mainly due to unclear divisions of responsibilities and limited resource availability. This has been identified as a critical risk to the country's ability to effectively manage disasters. Therefore, the need to establish a streamlined and unified management system, which would efficiently mitigate and respond to both natural and man-made disasters in Macedonia while also recognizing pre-existent physical and social vulnerabilities, is more than evident.

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 Crisis Management Centre (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. This type of support is seen as a crucial priority for enhancing human development, including gender equality, and improving the overall disaster management capacity of the country.

More specifically, the project will achieve its objective through **1)** identification of capacity-building needs of the Crisis Management system; **2)** formulation of a National Crisis Management Plan; **3)** improving hazard monitoring capacities of the Crisis Management Center; **4)** strengthening the capacities and resilience of local authorities and communities; and **5)** public awareness-raising.

The existing global structures – the Hyogo Framework for Action 2005-2015, and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), as well as the UNDP Bureau for Crisis Prevention and Recover (BCPR) “8 Point Agenda on Gender Equality” are used as fundamental guidelines during the project implementation to install a gender and human rights responsive Disaster Risk Management system in the country.

Implementation of the project initiated discussions in the country regarding the application of the multi-hazard and inter-sectoral approach, as well as supported the fulfillment of the international obligations of the country (National Platform for Disaster Risk Reduction as per the Hyogo Framework for Action 2005-2015).

It also contributes to the achievement of the following outcomes of UNDAF 2010 – 2015:

OUTCOME 3.3:

National authorities are better able to reduce the risk of and respond to natural and man-made disasters;

Outputs 3.3.1

A national framework for regular assessment and monitoring of disaster risks developed, to provide disaggregated data to relevant categories, in support of decision making and piloted at local level;

Outputs 3.3.2

Risk reduction practices adopted and piloted in at least two environmental hot spots.

The Project is executed under the National Execution Modality (NEX), under the overall responsibility of the national Government. UNDP is providing support to the execution of the project both as an implementing partner and technical assistance provider. The key project partner is the Crisis Management Centre and the main project beneficiaries are the Directorate of Protection and Rescue (DPR), selected municipalities, Macedonian Red Cross, selected citizens groups, NGOs (non-governmental organizations).

The project is taking strategic advantage of the on-going bilateral assistance of the Government of Japan to Macedonia, and is helping further to expand this partnership. During the previous period, the project has developed close cooperation with the Regional JICA Office in Skopje.

## **II. Performance review**

### ***II-1. Progress review***

#### **1. Overall progress towards the GES outcomes, and CPAP outcome and output(s)**

Introduction of the Gender Mainstreaming within the Crisis Management Centre (CMC) that includes gender learning and examination software, a Guide on Raising Gender Awareness, gender repository system, gender mainstreaming into crisis management trainings, establishment of gender thematic group and nomination of gender focal point within CMC serves as best practice for moving from gender stand alone projects through gender components base projects into **comprehensive gender mainstreaming** projects that is the main step forward stated within Gender Thematic Group’s annual work plan, fully applicable for Cross Cutting Plan 2010 and main driver of the gender component within the new CPD.

Furthermore the results of the implementation of the gender component of the project has positively influenced the establishment of the National Platform on Disaster Risk Reduction and within the structures of the platform a thematic working group on gender issues in context of disasters and accidents has been established chaired by the Ministry of Labour and Social Policy. Also, working groups for protection of children, elderly, people with physical and mental disabilities were set up.

## **2. Impact on direct and indirect beneficiaries.**

The primary beneficiaries include the Crisis Management Center, 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. Based on the evaluations of workshops, seminars and training drills and initiatives for continuation of the activities, it can be concluded that 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 workshops, 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. Additionally, during the training drill participation of women, both on the side of the schools and the institutions involved was high.

Furthermore, the needs of the **vulnerable groups** have been strongly taken into consideration. The system's institutions have proven their interest to take an active part in the implementation of activities which will lead to increased preparedness of women, children and other vulnerable groups when it comes to dealing with crisis. Strengthening capacities and building confidence in the systems institutions, especially the ones at local level, is crucial for reducing potential negative impact on vulnerable groups, particularly children. Development of the educational computer game will contribute to the increased awareness and crisis preparedness of the school students throughout the whole country.

At the local level, the main beneficiaries being the **local authorities and communities** from the selected micro-regions benefited from the implementation of the small scale projects that have reduced the risks from accidents and improved their living conditions. Through the implementation of the training drills basic skills of security and evacuation in the cases of earthquakes and fires have been gained and the Handbook on crisis preparedness will increase the public confidence in the crisis management settings in the country.

## ***II-2. Implementation strategy review***

### **1. Participatory/consultative processes**

One of the characteristics of the project was the participatory approach not only of the CMC and its regional offices, but also of other institutions from the CMS. Namely, the key institutions have been included in the processes from the very beginning of the project. Through joint meetings, discussions, presentations, exchange of knowledge and ideas project activities were implemented. Other interesting characteristic is that a representative from the beneficiaries, Ms. Gjuner Nebiu from the Women Citizen

Initiative "Antico" is member of the Project Board and has the opportunity to participate in the overall coordination of the project. Their involvement and participation was extremely valuable for the implementation of the gender component.

All activities that have been implemented on local level (e.g. assessments, training drills, etc) were implemented in broader coordination and cooperation of relevant local institutions from the area of the crisis management: CMC, DPR, Macedonian Red Cross, municipalities, schools, etc. Positive project results presented that the local level platforms for disaster risk reduction are fully functional and operational. Furthermore for the educational component of the project partnership was established with the Bureau of Development of Education.

## **2. Quality of partnerships**

One of the preconditions for successful implementation of the project of this nature is establishment of system of cooperation and coordination with all institutions from the crisis management system. The process of strengthening the capacities of the CMC and the crisis management system, in general, through the promotion of human development approach and addressing varying needs of different sectors and demographic groups, especially those who are vulnerable during a crisis, request multisector and complex approach.

The quality of the partnerships established during the period of implementation of the project activities can be assessed as excellent one, since results in successful implementation of ongoing project, resource mobilization for national/local level activities, as well as planning of future actions for support of the strategic priorities of the crisis management system. Other characteristic of the established partnerships is the integrated, multi-sectoral approach meaning that the planning and implementation of the activities are done in accordance with the procedures and verified and accepted by the competent institutions.

On a national level partnership with CMC, as well as the DPR is strategic one, since these two institutions are the key players in the areas of disaster risk reduction. For the implementation of the different project activities working cooperation and coordination was established with relevant ministries and institutions. Additionally, for the purposes of implementation of educational aspect of the project collaborated with the Bureau of Development of Education. This had not only facilitated implementation of the activities, but also is open doors for future interventions since the area of disaster risk reduction prospective area of the school curriculum.

Implementation of the local level activities would have not been possible if partnerships with the beneficiaries – municipalities would not have been established. Nevertheless, this was continuation of excellent cooperation with UNDP and CMC. The municipalities dedicated there selves fro successful and timely implementation of the activities, not only through support and facilitation of the actions, but also through cost-sharing of the works.

Partnership with the NGOs was both on national and local level. On national through their representation in the Project Board and in the consultation process, whether on the local level was presented through active participation in the local level activities.

For the purposes of support to the implementation of the Regional project for Disaster Risk Reduction in SEE communication and coordination was established with all UNDPs offices from the region. This coordination link is facilitating the timely and proper implementation of the regional level activities. During the course of the year the excellent cooperation with the JICA Office in the country resulted in

submission of new proposal for the Japan Technical Cooperation Fund (Development of Integrated System for Prevention and Early Warning of Forest Fires).

Considering the technical form of the established partnerships, it is important to state that with the CMC and the Municipalities of Strumica, Vasilevo, Bosilovo, Novo Selo, Kicevo and Veles Cost-Sharing Agreements have been signed, whether in the case of DPR a Memorandum of Understanding was signed.

### **3. National ownership**

The fulfilment of the project outputs is based on the joint cooperation and coordination of the national counterparts with CMC on the first place. The area of crisis management is specific one and therefore every action, every activity has to be verified through integrated approach in defined procedures. The CMC has participated in the decision making process for each of the activities through: selection of priorities for actions, provision of comments to the TORs, provision of comments to draft reports prepared by various consultants, participation at joint monitoring visits to the pilot sites, etc. Representatives of the CMC were also present as observers in the procurement and evaluation panels.

The municipalities have recognized this project as excellent opportunity to support their strategic disaster risk reduction infrastructure priorities and have financially contributed in their implementation increasing the sustainability and ownership of the activities.

### **4. Sustainability**

Paying due attention to gender issues is crucial in making the country's crisis management system work effectively for its all citizens since gender is the most basic but distinctively unique and fundamental division across the country's population.

Within this global framework, the dynamic process and achievements made by the project have shown that gender mainstreaming has, in a very short period, could be developed into sustainable structures and policies. The Project has made an institutional impact by contribution to building up mainstreaming structures and its capacities at all levels of governance and by implementation policy and legal frameworks for promotion of crisis management that is based on human development approach and gender equality.

The Project has also functioned as a catalyst to start-up the process of engendering of plans, strategies and documents as per the project Document. Accordingly the CMC established Gender Team and Gender Focal Point and as per the Law on Equal Opportunities for Women and Men will appoint a Gender Coordinator that will work on gender issues on daily basis. The Macedonian Red Cross has uploaded the gender software application for e-learning and will use it for their purposes. The National Platform on Disaster Risk Reduction has established working structures for gender issues in case of disaster and accidents. This Platform will be permanent forum for disaster risk reduction and will provide experts and institutional support to the CMS.

The documents produced by the project will be extremely useful for adoption of the strategic documents for the purposes of the crisis management system (risks and hazards assessment methodologies, National Emergency Management Plan, Unified Risks and Hazards Assessment, Risk Profile of the country etc.) They have strengthened the capacities of the CMC as leading coordinating institution of the CMS. The CMC will be able to provide increased quality of its services with human



development approach implemented, as an added value to the basic capacity building assistance. This will mean that various human demographic factors such as gender, age and ethnicity along with numerous environmental and socio-economic factors will be taken into account while assessing risks and vulnerability factors, preventing and responding to a crisis and recovery. This would help ensure the effectiveness and responsiveness of the country's crisis management system by responding to varying needs of different sectors and groups, particularly those who are in a more vulnerable position.

In parallel with the project implementation, based on the auspices of the UN ISDR, the CMC has developed a National Platform for Disaster Risk Reduction and become 11<sup>th</sup> European state that has established this kind of platform. It is a nationally owned and led forum of all risk reduction stakeholders that provides coordination, analysis & proposals for the priorities for action. Members of the Platform are competent institutions from crisis management system, scientific & academic institutions, NOGs, the Red Cross as well as the business community.

In parallel interest for implementation of local level activities (small-scale infrastructure works, training drills, vulnerability and capacity assessments, etc) by the municipalities of the country has increased. Disaster risk reduction activities are high on the agenda of the local authorities and part of their future programming and planning. In that sense, the Municipality of Strumica already has allocated **15,000 USD for activities in 2010** aimed for improvement of the resilience of schools and kindergartens in Strumica. Consequently it has requested additional support from UNDP.

On UNDP CO level successful implementation of this project has resulted in creation of relevant sub-programme for natural and man-made disasters within the framework of the CPAP.

As per the project document relevant decisions for transfer of assets procured and works implemented have been made by the PB.

Location of the PIU within the premises of the Crisis Management Centre facilitate the interaction among the project staff and the relevant staff of the Centre thus contributing to the transfer of knowledge and experience and increasing the sustainability of the project interventions.

## ***II-3. Management effectiveness review***

### **1. Quality of monitoring**

Monitoring of the project implementation was done in close cooperation, not only with the CMC, but also with other project partners (DPR, Macedonian Red Cross, municipalities). For the purposes of the implementation of the activity for strengthening of the capacities and resilience of the local authorities and communities more than 30 site visits were done. For the implementation of the civil works, professional supervision was appointed by the municipalities. The monitoring recommendations were extremely useful since they have supported the project implementation

### **2. Timely delivery of outputs**

At the first half of the year, there were certain delays in the implementation of some of the activities due to insufficient expertise on gender and/or crisis management issues, as well as lack of the risk assessment methodologies. Also, in May, the Government adopted the National Platform for Disaster

Risk Reduction that resulted in a few adjustments in the project approach. Nevertheless, during the course of the year the project implementation has reached its normal dynamic.

Postponing of activities was timely notified and consequently presented in the Issue Log of the project. Accordingly modification of the work plan and budget revision defining the time and financial frameworks for finalization of the project activities were prepared. During the semi-annually reporting in July request for non-cost extension was granted by the Donor.

### **3. Cost-effective use of inputs**

Certain activities of the project have been under budgeted (e.g. implementation of the small-scale disaster risk reduction projects, etc) and therefore strategic partnerships with the beneficiaries – municipalities have been established. Based on the excellent cooperation with UNDP and importance and interest for the crisis management, they have co-financed these activities with additional funds in amount of 12,320 USD which represents **62%** of the originally planned budget. Co-financing of the activities contributed to greater sustainability and the ownership of the implemented activities, as well as for the overall cost-effectiveness of the activities.

General assessment is that the offered prices by the various consultants/experts/suppliers/companies have been market-priced and realistic. Therefore there is no bigger variation from the allocated budget per activity. Accordingly, savings made were again used for the purposes of the project implementation and additional activities in that sense (e.g. with financial contribution of CMC in the amount of 6,200 USD two software applications/databases for improvement of information–recording and educational functions of CMC were supplied and they have additionally strengthened the overall hazard monitoring capacities of CMC as per Activity 3).

Another example of Innovative approach would be incorporating the gender budgeting in the area of crisis management, meaning that the programmes and plans of the institutions from the CMS would have at least 15% financial means for implementation of gender related activities. This project was successful example how to plan this amount and how the inter-link the various areas and activities with the gender perspectives.

The project implementation unit is located within the Crisis Management Centre so there is no cost for rent, and the Centre is also covering the running cost for the office (electricity, heating, etc.). This is resulting in savings which allowed to have enough funds to cover the project extension.

## **III. Project results summary**

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

- ***Report on the identification of the capacity building, training and learning needs***, as well as potential training partners based on the current crisis management system, and recommendations for further development of the professional capacities within the institutions prepared. 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.

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

- **First-ever focus on gender in the area of crisis management** and 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.
- **Gender Team within the CMC established** - UNDP supported the CMC to establish a Gender Team managed by the Gender Focal Point. The main goal of this team is to promote and secure gender equality during the processes of planning and decision making, and to address the needs of the vulnerable groups (including the women) before, during and after the crisis period.
- **Web Based Gender Repository Database and Web Based System for Learning, Exam and Survey developed** – These software applications were developed in order to support the CMC's Gender Team in its work. The **Gender Repository Database** application will provide basis for accumulation and organization of data/information which will support improved gender based analysis, monitoring and evaluation of gender activities undertaken by the CMC. The **Web Based System for Learning, Exam and Survey** will raise the awareness of the CMC's employees about gender issues in crisis management area and will contribute for development of human approach where gender issues will be easily addressed, properly considered and effectively resolved. As a basis for strengthening the employee's knowledge, a **Guide for Raising Gender Awareness** is developed. The Guide should help the CMC employees to understand gender concepts, gender equality, gender mainstreaming and connections between gender and crisis management. After the successful passing of the exam, printed Certificates will be generated. Both achievements are planned to be replicated in other relevant institutions from the crisis management system (CMS) and are in accordance with the efforts of the Government to include gender mainstreaming in the national institutions.
- **Two** workshops from 7 - 8 and 28 – 29 of May 2009 were held with participation of representatives from the Directorate for Protection and Rescue, Macedonian Red Cross, Crisis Management Center, Regional Crisis Management Center - Kicevo and UNDP. The topic was **Gender Mainstreaming into Crisis Management**. In total **10** representatives received certificates for participation on the workshops. It is expected that the trained participants will take active role in the development of the next project activities (e.g. development of a draft version of a Gender Responsive National Crisis management Plan).
- Due to the identified insufficient gender capacity and the request from CMC to consider the development of the Risk Assessment Methodologies as a essential tool for preparation of assessments, plans, scenarios, Standard Operation Procedures (SOPs) etc, decision has been made to reschedule the preparation of the gender responsive draft-Plan and the related activities. Namely, the prepared Guidelines for development of the risks and hazards assessment methodologies should set the basis for development of the concept and content of the draft-Plan and other documents.
- In the meantime the Government made a decision for establishment of working bodies of the newly adopted National Platform for Disaster Risk Reduction as per Hyogo framework 2005 – 2015. Therefore, the Project through the preparation of the guidelines for developments of risk assessment methodologies and the gender responsive draft-National Crisis management Plan will support the Government in realization of the activities from this area.

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

- During the reporting period the Project was monitoring the implementation of the “Software Application for Entry of Attribute and Spatial Data into the Geo-database of the Crisis Management Center” and the “System for Planning, Programming, Budgeting and Execution (SPPBE)”. No major problems were reported and applications are functioning normally. Additionally, the “Software Application for Entry of Attribute and Spatial Data into the Geo-database of the Crisis Management Center” initiated interest amongst the GIS professionals during the GISDATA User Conference in Opatija, Croatia (27 – 28 May 2009) and the CMC was awarded for prepared GIS poster.

- **“Guidelines for development of methodologies for assessment of risks and hazards and assessment of their implications over the lives and health of the citizens and goods of the country” prepared** – As stated previously, the absence of the risk assessment methodologies affected the preparation of documents in the project. Therefore strategic decision was made to initiate the process with preparation of the Guidelines for development of risk assessment methodologies. The Guidelines provides information about the predicament of probabilities of appearance of risks and hazards (in terms of time, space and intensity) and the implication they could impose over the lives and health of the citizens and goods of the country.

These Guidelines are foundation for development of separate methodologies that will regulate the process of assessment in the domain of different risks and hazards connected to the specialized platforms within the National Platform for Disaster Risk Reduction adopted by the Government. This will directly strengthen the capacities of the recently established National Platform and will set the basis for implementation of other outputs under this activity (developed concept and content of the National Risk Assessment and initiated process for a National Early Warning System/Risk Profile of the country).

- **Information-recording and educational functions of the CMC strengthened** – This was achieved through development and installation of two software applications and databases: “Recording of occurrences, events and conditions in the country caused by natural and man-made accidents and disasters” and “Library work with specialized literature and other publications from the area of crisis management”. Former software application will record all occurrences, events and conditions in the country caused during the historical period of previous 50 years, whether the latter application will have database of all specialized literature and publications from the crisis management area. With this support to the Crisis Management System and the National Platform for Disaster Risk Reduction will be provided.

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

- **The Comparative Analysis for selection of the pilot municipalities/micro regions was prepared** based on following criteria (such as: population; risks/hazards; material, technical and human resources; communication and coordination among institutions of the crisis management system on local level, etc.) were analyzed. This document could be used by CMC for development of similar databases and preparation of analysis.

- **Project activities in 12 municipalities as part of 3 micro – regions started: Kicevo** (Kicevo, Zajas, Oslovej, Drugovo, Vranestica), **Veles** (Veles, Caska, Gradsko) and **Strumica** (Strumica, Vasilevo, Bosilovo, Novo Selo).

- Following specific activities were implemented: Vulnerability and Capacity Assessment of the municipalities, preparation and delivery of hazard maps, establishment of data-base for local risks/hazards, disasters/accidents, vulnerability/capacities and inventory of local resources, increase

levels of preparedness and response of authorities and communities through creation of „Training for Trainers“ programme for implementation of trainings in the educational institutions in the selected regions/municipalities (6 elementary schools and 3 high schools), implementation of simulation exercises for strengthening of the capacities and the preparedness of the local authorities and schools, conducting of training for protection and self-protection of women and disabled persons.

- **Training drills for evacuation and rescue of high school students in case of earthquake organized** – Three training drills for evacuation and rescue of **1597** high school students and **144** teachers in case of earthquake, in the municipalities of Strumica, Veles and Kicevo were organized during October and November 2009. All relevant institutions on the local level were participants during the drills: regional offices of CMC, DPR, Red Cross, municipalities, Police, Fire fighters, Ambulance etc. The main objective of the drills was to test the functionality of the schools' evacuation plans, which were also developed in the frames of the project, as well as the coordination among institutions and rescue and protection systems in cases of natural disasters. Additional training drills were organized for 6 elementary schools in the selected micro-regions. Strengthening capacities and building confidence in the systems institutions, especially the ones at local level, is crucial for reducing potential negative impact on vulnerable groups, particularly children.

- **The Questionnaire for capacity assessment of the institutions on the local level was developed.** The objective of the Questionnaire is to identify possibilities and capacities of the institutions/subjects that are directly involved in the crisis management system on the local level. This Questionnaire is especially important for the CMC and it is considered as adequate and practical tool for data collection and analysis. Based on the results that will be published in July and evaluation of the project, the CMC will have the possibility to develop similar type of Questionnaire for implementation on the national level in order to make complete assessment of the overall crisis management system.

- Due to several reasons the full implementation of the activity has been slightly delayed: insufficient coordination and cooperation amongst the institutions within the crisis management system, lack of databases for capacity and vulnerability assessments, chronological reviews of risk/hazards events etc. Nonetheless, the Project has facilitated the actions and with the revision of project activities it is expected the component to be finalized until the end of the project.

- **Small-scale Risk Reduction Projects identified and implemented** - In the selected micro-regions small scale risk reduction infrastructure projects have been implemented. Partnership with line ministries, local authorities and Macedonian Orthodox Church was established with support of the CMC and its regional offices. One project per micro-region has been implemented and Cost-Sharing Agreements with municipalities were signed. Project funds for this activity were upgraded with local contribution from the respective municipalities. Following small-scale projects have been implemented: **Kicevo Micro-region** (Cleaning of the swamp on the fifth rath), **Strumica Micro-Region** (Fire fighting protection of tourist locations and historical-cultural Monuments) and **Veles Micro-region** (Insurance of stability of potentially unstable rocky block over the Cathedral Church of St. Pantelejmon).

- **Handbook for local authorities on crisis preparedness published** - The Handbook is aimed for use of local authorities/communities and will contribute to increased crisis preparedness, and increased general awareness related to the crisis management in the country.

- **Communication and coordination on local level improved** - The Internet access services for 27 regional offices of CMC and the Seismological Observatory that is directly linked with the CMC was normally functional. It is very important to state that the established internet connections with the Seismological Observatory supported the better coordination and planning in response to the series of earthquakes during May – June in the south-east of the country (Valandovo region, Strumica, Dojran).

- **Additional three schools from Strumica Micro-region included.**

#### **ACTIVITY FIVE: PUBLIC AWARENESS-RAISING**

- **Educational Computer Game developed** - The interactive educational computer game on disaster risk reduction presents general information on hazards, risks and behaviors to prevent and respond to man-made and natural disasters. Target beneficiaries are students from elementary schools and aims to contribute to their increased crisis preparedness and to support the educational process with regards to the crisis and disaster management. This game is considered to be innovative approach and it is first of that kind in the country and broadly in the region.
- **School curriculum assessed** - The Assessment provides information on the content of the existing school curriculum, its quality and interactivity and possibilities for further improvement/development. Moreover, it includes recommendations for further development/improvement.
- **Printed materials on crisis management setting in the country published** – During the reporting period the project has supported publishing of following printed materials: two leaflets, one news bulletin and has supported the translation of the ISO Guide 73 Risk management Vocabulary and UN ISDR Terminology 2009 on Macedonian language as one of the obligations of the CMC towards the UN ISDR.

Additional activities were following:

- Participation at the Seminar “Integrated Risk Management – Development Challenges and Perspectives Module 2: Disaster Risk Reduction Based on Proper Risk Assessments” held in Sarajevo , BIH, 21 – 23 January 2009;
- Participation at the CMC Finland Gender Training held on 12 – 13 May 2009;
- Technical Application for Hazard Mapping prepared;
- Activities for the Regional Programme on Disaster Risk Reduction (DRR) in South East Europe supported;
- Visit of the High Delegation (Director of UN ISDR, Mr.Salvano Briceno and Ms.Paola Albritto, Regional Co-ordinator for Europe) from the UN ISDR supported;
- Cooperation and coordination with other institutions from the Crisis Management System supported;
- Financial resources mobilized - In total resource mobilization for 2009 is in the amount of 41,945 USD which represents 14% of the original project budget funded by the Government of Japan and UNDP BCPR.

## **IV. Communications and Visibility**

The partnership between UNDP and the Government of Japan including JICA was widely publicized in order to enhance the disaster management of the country, emphasize the importance of gender responsive decision-making and women’s active roles in disaster management, as well as to promote the multifaceted human security and development approaches.

During the implementation of the project in 2009 major public events were training drills organized in selected municipalities (Strumica, Veles, Kicevo, Vasilevo, Bosilovo, Novo Selo and Murtino). Central event was held on 09 October in Strumica marking the International Disaster Day. High level guests were UNDP RR a.i., Mayor of Strumica and Mayors of other municipalities in the micro-region, high

officials from the Crisis Management Centre, Directorate for Protection and Rescue, Macedonian Red Cross, various ministries, municipal authorities, NGOs, Macedonian Army, as well as Director of the Bulgarian Civil Protection.

The project has produced a Factsheet that was presented to other agencies, donors, institutions, municipalities, broader public. Additionally as part of the public awareness rising, the CMC and the project have produced a News Bulletin covering the activities in the last four months of 2009. In order to mark the World Day of Remembrance of Road Traffic Victims – 16 November two leaflets for CMC were published. Examples of this material are presented in **Annex III** – PR Materials.

In **Annex II** media coverage of the project activities is presented with relevant web links and translated contents. There was interest from the media in general, however the implementation of the local activities aimed for strengthening of the capacities of the local authorities and communities was especially “interesting” for local media. Every activity implemented was covered by local media through TV articles, web articles, text articles in some of the daily newspapers etc.

The project team has prepared a short video clip presenting the training drills in the schools and it is uploaded on YouTube channel:

<http://www.youtube.com/user/GreenChannelMKD#p/a/u/1/oiOSglkkFpw>

Additionally, as per the Project Cooperation Agreement, the Macedonian Red Cross will produce short movie on the implemented activities and several movie clips presenting the most interesting actions. Accordingly they will be uploaded on web sites of UNDP, CMC, and Red Cross. Since the project was selected as a Success Story for 2009 there is a possibility to present this material on UNDPs regional and HQ web sites.

All produced PR materials and procured assets have appropriate logos of the Government of Japan’s ODA. Printed materials have also short information on the name of the project and donors. For all the implemented activities there is a huge photo documentation that is and will be shared amongst the project partners.

## V. Implementation challenges

### *V-1. Project risks and actions*

**Risk - Resources for the BCPR supported activities on local level are not sufficient in order to undertake all of them in the given scope and extent. Redefining/Adjusting the scope of work and/or reducing the number of municipalities is required**

**Action** – Based on the great interest of the municipalities for disaster risk reduction and established partnership with UNDP, local cost-sharing contribution was ensured from the local governments where activities were piloted which provided for greater impact of the actions undertaken.

**Risk - Limited knowledge and experience on gender issues among the key institutions of the crisis management system.**

**Action** - Through the implementation of the project and its outputs the project has increased the knowledge on gender of the key institutions of the crisis management system. With the course on Gender Mainstreaming into the Crisis Management, as well as the Web Systems for Gender Repository Database and Learning, Exam and Survey, the gender awareness is raised in the CMC, as well as in the other institutions from the crisis management system.

**Risk - Lack of Risk Assessment Methodologies in the country.**

**Action** – 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 supported the coordination activities for their preparation. Namely, the initial step is development of the Guidelines for preparation of risks and hazards assessment methodologies. The Guidelines provides basis for development of individual methodologies that will regulate the process of assessment in the domain of different risks and hazards that are connected to the specialized platforms within the National Platform for Disaster Risk Reduction of the country adopted by the Government.

**Risk – Insufficient communication and cooperation between the Crisis Management Centre (CMC) and the Directorate of Protection and Rescue (DPR) which is impacting the efficiency of the crisis management system in the country and smooth implementation of some of the project activities.**

**Action** - The project established good cooperation with the DPR and is supporting the improvement of cooperation and coordination between the two institutions. Furthermore UNDP and DPR have signed Memorandum of Understanding Main. The driving force for proper and efficient communication and cooperation were the gender and local components of the project. This approach mitigated the existing problems among the two institutions and facilitated the implementation of the project activities.

### ***III-2. Project issues and actions***

**Issue** – There are insufficient number of crisis management/gender experts that have necessary knowledge of the specific issues related to the linkages among crisis management and gender.

**Action** - Several crisis management/gender experts have been identified and network/roster was been established. In addition, capacity building activities done by the project but also by some other actors in this field is expected to increase the number of expert in short-to medium term.

**Issue** – Postponement of certain activities due to the insufficient gender capacities and absence of the risk assessment methodologies resulted in extension of project implementation.

**Action** - The work plan and the budget were modified in order to adjust to the new circumstances. Additionally, during the semi-annually reporting in July a request for extension was granted by the Donor.

## **VI. Lessons learnt and next steps**

### ***Lessons learnt***

*Positive:*

- Communication and coordination among relevant institutions from the Crisis Management System involved in implementation of the project has increased due to continuous efforts of the project team to bring on board all relevant players, and to share information, knowledge and experience with all involved stakeholders.
- 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.
- Gender mainstreaming applied by the project was innovative and adjusted to the country context and therefore it was successful and raised the interests of various stakeholders.



- Successful implementation of the local level activities strengthened the resilience of local authorities and communities and triggered interest from other municipalities, regions and institutions to implement similar project activities.
- Multi-stakeholder approach demonstrated ownership and sustainability of the project activities, especially on the local level and resulted in planning of new and follow-up activities for the next year.

Negative:

- There is still low awareness on gender issues in the crisis management in the country and stereotypes on the position of the woman and the vulnerable population. Therefore, more efforts should be put on raising awareness and increasing the knowledge of all components of the system.
- In some instances, politics and relations among the political players that are part of the crisis management system are negatively affecting the dynamics of the project implementation. Therefore, it is very important to have clear goals and to keep neutral position towards all stakeholders.
- Allocated budget for small-scale risk reduction projects was insufficient to cover activities in more than 3 municipalities. Even this was done through ensuring cost-sharing from the participating municipalities. In future more realistic planning of required financial resources has to be made.
- Negative fluctuation of the currency of the project budget (US Dollar) has to certain degree influenced implementation of the activities. Therefore it is necessary to take this into consideration during the planning and implementation phases of future project activities.

## **Recommendations**

With regards to the GES, the main recommendation would be to move from gender stand alone projects through gender components base projects into **comprehensive gender mainstreaming** projects. Accordingly, this project could serve as a best practice how to achieve that and this gender model will be used for other projects of UNDP Macedonia.

Based on the successful implementation of the gender mainstreaming into the crisis management in CMC, there is an interest from other institutions (Directorate for Protection and Rescue, Red Cross, and some of the local governments) to replicate these activities within their internal structures. Moreover, gender software applications that were developed with the project's support have been replicated in UNDP CO and the Red Cross. Implemented activities are main driver for the future incorporation of broader gender perspective in the crisis management.

In order to further scale up the results, it is recommended to make comprehensive Gender Capacity Needs Assessment for the whole crisis management system in the country, which will help to move towards projects that will fully take into consideration gender perspectives and issues. Consequently, this approach will ensure continuous education, gender awareness rising and gaining of advanced gender knowledge and skills of a broader group of people which should result in wider receptiveness of gender mainstreaming initiatives on all levels.

## **VII. Financial status and utilization**

This section includes the following:
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1) A 'financial status report' covering all funding donated to the project (core and non-core resources); include reference to all donor contributions.<sup>1</sup> The purpose is to ensure that donors can identify, at a glance, how much of their contribution was expended during for the project as a whole, and the year in question.

2) A 'financial utilization report', which presents project disbursements vis-à-vis the project latest budget for the year. This summary is presented by ATLAS Activity (or major budget line).

## IV-1. Financial status

All figures must be in the USD.

**Table 1: Contribution overview 08 April 2008 – 31 March 2010**

**Financial Status of Strengthening of the Capacities of the CMC, Atlas Code 00060186  
As of 31 December 2009**

### Resources

DONOR NAME	CONTRIBUTIONS		CONTRIBUTION BALANCE
	Committed	Received	
UNDP BCPR (01460)	100,000.00	98,581.52	1,418.48
JWIDF (32045)	200,000.00	200,000.00	0.00
UNDP (04120)	37,485.16	37,413.37	71.79
UNDP (04000)	23,500.00	23,500.00	0.00
MCD (30000)	18,445.15	18,445.15	0.00

**Table 2: Funding status (as of 31-01-2010, as per the status of the CDR 2009)**

### Financial Status

DONOR	COMMITTED*	RECEIVED*(A)	EXPENDITURES				PROJECT CASH BALANCE (F)	DISBURSEMENT RATE (G)
			Disbursement prior to this reporting (B)	Disbursement during the reporting period (C)	Encumbrance (D)	Total (E)		
UNDP BCPR (01460)	100,000.00	98,581.52	26,231.52	70,053.59		96,285.11	2,296.41	98%
JWIDF (32045)	200,000.00	200,000.00	80,624.07	61,732.81		142,356.88	57,643.12	71%
UNDP (04120)	37,485.16	37,413.37	6,777.87	30,086.40		36,864.27	549.10	99%
UNDP (04000)	23,500.00	23,500.00	0.00	23,351.61		23,351.61	148.39	99%
MCD (30000)	18,445.15	18,445.15	0.00	0.00		0.00	18,445.15	0%
<b>TOTAL</b>	<b>379,430.31</b>	<b>377,940</b>	<b>113,633</b>	<b>185,224</b>		<b>298,858</b>		<b>79</b>

\* The amount should match the figures in the column (of the same title) in the Resource Overview table.

E= B+C+D

F= A-E

G= (B+C)/A

Note: Official signed CDR 2009 will be available in March. Funding status presented in the table might be slightly changed upon issuance of the final CDR.

<sup>1</sup> Please note that the term "Committed" refers to funding which has been obligated by signed agreement, but not necessarily released by the donor. "Received" refers to funding which has already been committed and released by the donor.

## IV-2. Financial utilization

The figures in this section (budget, expenditure, and balance) can refer only to the reporting period (January – December 2009).

**Table 3: Expenditure by activity [01-01-2009– 31-12-2009]**

Activity	BUDGET [2009]	DISBURSEMENT	BALANCE	DELIVERY (%)
Activity 1 [CMC Capacity Development] UNDP BCPR 04160	72,350.00	70,053.59	2,296.41	97%
Activity 1 [CMC Capacity Development] JWIDF 32045	65,865.93	61,732.81	4,133.12	94%
Activity 1 [CMC Capacity Development] UNDP 04120	30,635.50	30,086.40	549.10	98%
Activity 1 [CMC Capacity Development] JWIDF 04000	23,500.00	23,351.61	148.39	99%
Activity 2 [Governmental Contribution] UNDP BCPR 30000	7,288.73	0	7,288.73	0%
UNDP GMS (based on donor agreements)				
<b>Total</b>	<b>199,640.16</b>	<b>185,224.41</b>	<b>14,415.75</b>	<b>93%</b>

## **Annexes**

**Annex I** - Annual Work Plan for the next year

**Annex II** - Media coverage

**Annex III** - PR materials