



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

Project Title Capacity Building of the National Emergency Secretariat for Risk Reduction and Management in Paraguay

UNDAF Outcome(s): Outcome 3: To strengthen national capacities for an integrated environmental management and for promotion and management of sustainable and equitable development.

Expected CP Outcome(s):
(Those linked to the project and extracted from the CPAP) Plans, strategies, regulatory frameworks and sectoral programmes

Expected Output(s):
(Those that will result from the project and extracted from the CPAP) National capacities strengthened for prevention and management of natural disasters

Implementing Partner: United Nations Development Programme (UNDP)
National Emergency Secretariat (SEN)

Responsible Parties:

Brief Description

The project, with a duration of 18 months, will assist the National Emergency Secretariat (SEN) in counteracting a series of barriers at policy, legal and institutional levels that currently represent a constraint for the adequate implementation of the Law N°2615/05 that creates the SEN and regulates its roles and responsibilities. The project objective is *to assist the SEN in strengthening its capacities for prevention and management of natural disasters*, thus reducing the effects of climactic contingencies in rural and urban areas and contributing to poverty reduction and sustainable livelihoods. To achieve this objective, the project approach will emphasize in capacity building at national and local levels, by strengthening: a) the UNDP CO Risk Management Office, b) the SEN and the National Emergency System (SINARR), c) the Departmental Governments of Concepcion and San Pedro, and d) the Municipal Governments of Concepcion and Horqueta (Department of Concepcion) and San Pedro de Ycuamandiyu (Department of San Pedro). The direct beneficiaries of the project are the SEN, the SINARR members, and the pilot Departmental and Municipal Governments.

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|-----------------------------------|--------------------------------|
| Programme Period: | 2007-2011 |
| Key Result Area (Strategic Plan): | Crisis Prevention and Recovery |
| Atlas Award ID: | |
| Start date: | January 2010 |
| End Date | June 2011 |
| Management Arrangements | DIM |

| | |
|----------------------------|--------------|
| AWP budget: | US\$ 497.290 |
| Total resources required | US\$ 497.290 |
| Total allocated resources: | |
| • Regular (TRAC) | US\$ 497.290 |
| • UNDP Paraguay | US\$ 30.000 |
| • BCPR | US\$ 467.290 |
| In-kind Contributions | US\$ 30.000 |

**Camilo Soares, Ministro – Secretario Ejecutivo:
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I. SITUATION ANALYSIS

General context

1. Paraguay is a landlocked country bordered by Argentina, Bolivia and Brazil. The population of Paraguay is 6,054,796 [1], mostly young, with 66% under the age of 30. The percentage of rural population in the country is still important with 43% of the total or more than 2.5 million inhabitants. The indigenous peoples represent 1.7% of the total population (87,099 individuals) distributed among 20 ethnic groups [2].

2. The country is divided by the Paraguay River in two very distinct and unique regions. The Eastern Region, where more than 98% of the total population is concentrated, occupies 39% of the country's surface area (159,827 km²). The Western Region or Chaco covers a surface area of 246,925 km² or 60.7% but sustains only 2% of the total population.

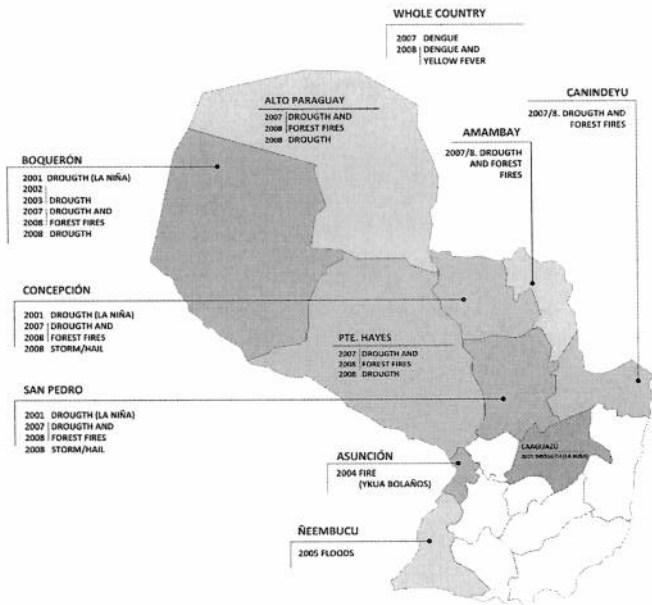
3. Paraguay is a country with medium human development with an Human Development Index of 0.755 in 2008 [3]. Although the HDI has increased favorably between 1975 (0.667) and 2008 (0.755), the country occupies one of the last positions in South America. Poverty currently affects 35.6% of the total population (2.2 million people) while 19.4% (1.2 million) are affected by extreme poverty [1], among them the whole of the indigenous population, which are the most impoverished and lacking in public services.

Vulnerability to natural disasters

4. Historically, Paraguay has not suffered devastating natural disasters, however the country experiences important recurrent natural events, mainly floods, droughts, storms and wild fires with severe social, economic and environmental impacts at both national and local levels. Amongst the most significant natural events that can be cited for their major negative impacts are the following: a) the droughts of years 1999, 2002, 2003, 2004, 2007 and 2008, which produced severe impacts on agricultural yields and water supplies, impacting on local populations and endangering the livelihoods of poor communities, b) the floods caused mainly by the rise of the Paraguay River, especially those of 1979, 1982/83, 1988, 1992, 1997/98, c) forest fires with an increasing yearly recurrence and very much linked to the prolonged droughts. Likewise, emergencies such as fires and epidemics have caused important impacts, namely: a) fires such as those of "Supermercado Ycua Bolaños", the Central Market of Asuncion, the army's arsenal, the fertilizer warehouses of the Ministry of Agriculture with considerable effect on the population, b) the dengue fever and yellow fever epidemics of 2007 and 2008 have also had important negative impacts.

Map N°1 below elaborated by DIPECHO (2008) cross-references the most significant events and the years and location of their occurrence.





5. Flooding is the most frequent event and occurs along the Paraguay and Paraná Rivers every year between April and September, and extending to October/November in major cases, affecting the main riverside urban centers, Bahia Negra, Concepcion, Asuncion, Pilar and Encarnación as well as rural areas [4]. The most extreme cases (1979, 1982/83, 1988, 1992, 1997/98) coincided with ENSO (*El Niño* Southern Oscillation) [5]. The impacts of these floods have been quantified. During the 198/83 floods 60,000 people were affected and the amount increased to 70,000 during the 1992 flood. During the 1997/98 floods more than 100,000 people were affected and according to data collected by the former National Emergency Committee losses were estimated in US\$123 million in the agricultural sector in the Eastern Region and US\$15 million in the Chaco's dairy sector [4]. At national level, during the floods of 1982, 1983, 1988 and 1999 negative growths of the GDP have been recorded, respectively -1%, -3%, 0.1%, -0.4% and -0.5%, which could be related to ENSO together with other negative growth related factors. Projections estimate that in future floods over 100,000 people will be affected [4].

6. Droughts are another regularly occurring event that impact negatively on the livelihoods of the rural population, especially on the subsistence of peasant and indigenous communities. During 1990 and 1991 severe droughts destroyed staple crops throughout the Eastern Region, aggravating the poverty situation of many families. In 1993 a drought that lasted 8 months caused important losses of cattle and crops in the Chaco. In 1999 the drought affected more than 20,000 families in the Departments of Concepcion and San Pedro (Eastern Region). During the droughts of 2002, 2003, 2004 and 2005 in the Chaco, some 11,000 families mostly indigenous peoples were affected. In 2007 the drought again struck hard on the Northern part of the Eastern Region. The 2008 drought in the Chaco affected 22,306 families – most of them peasants and indigenous communities – who suffered problems of water availability [6], while in the Eastern Region the decrease in soybean yields were estimated in 43% with respect to the previous year [7]. The Departments of Concepcion and Ñeembucu have still suffered the effects of the drought throughout the first semester of 2009 with 30,000-50,000 families affected in Concepcion and 25,000 in Ñeembucu [8]. Droughts also affect the levels of the Paraguay-Parana rivers and impact negatively on trade since more than 50% of exports and imports are transported through these rivers [9].

7. In 2007 more than 15,000 fire spots were detected in the Chaco originated mainly in land clearing activities and burning of pastures. According to WWF reports, between 3,000 and 4,000 fires spots are detected annually in the area of the Alto Parana Atlantic Forest ecoregion which surface area covers approximately half of the Eastern Region. The Departments of Concepcion, San Pedro, Guaira, Canindeyú and Amambay in the Eastern Region were the most affected by the 2007 fires with more than 5,000 simultaneous spots at the critical moment; affecting 53.304 families within the country, and 38.304 families only in Concepcion and San Pedro. This also adversely affected a number of Protected Areas in the region (e.g. 12.000 hectares of the Mbaracayú Nature Reserve, around 20% of its surface area) [10].

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8. Storms are an increasing threat especially in the Eastern Region. One of the most recent graver events occurred in 2008 and struck the Departments of Presidente Hayes (Chaco), Concepcion and San Pedro with winds up to 200 kms/hour and hailstones that damaged infrastructure and electricity towers causing power outages that affected 600,000 people during the following 72 hours. Over 1,800 hectares of crops were destroyed and 9,531 families were affected in the three Departments (more than 90% in Concepcion and San Pedro) who lost crops and suffered damages to their homes [11].

9. Other threats include the epidemics of dengue fever that have occurred annually since 2004 and in 2007 forced the declaration of emergency due to the high number of people affected, as well as the yellow fever epidemic in 2008. Accidents that resulted in fires such as the ones that affected infrastructures such as the Ycua Bolaños Supermarket, the Central Market of Asuncion, the army's arsenal, warehouses of the Ministry of Agriculture where pesticides were stored, and in a few occasions spills of pesticides.

10. Overall negative socio-economic and environmental impacts include loss of lives, loss of infrastructure (e.g. houses, roads, schools, health posts, electricity), loss of jobs and income sources, loss of personal belongings, sanitary and health problems, insecurity, vulnerability to diseases, loss of cash and staple crops and/or decrease in agricultural and livestock yields which reduce food supply and incomes, loss of soil quality, water quality and water supply, pollution (smoke, dust and ash particles), and loss of habitats for fauna and flora. Lastly these impacts have direct consequence on increasing poverty especially in vulnerable groups (peasants and indigenous peoples).

Expected impacts of climate change

11. Paraguay is considered to be a vulnerable country to climate change according to the UNFCCC vulnerability classification. Climactic projections estimate for several scenarios that the temperature may rise between 1.2° and 5.8° and the average rainfall may suffer an 18% variation increasing from an annual average of 1,800 mm to 2,124 mm by the year 2100. The impacts are estimated to be negative on several sectors, among them the agricultural sector, biodiversity, health, water resources and human settlements [4]. Natural phenomena (e.g. floods, droughts) are expected to increase and consequently a greater risk of disaster derived from them, thus contributing to the negative impacts on the different sectors and lastly on the sustainable livelihoods of the population.

Institutional context

12. The Paraguayan Government has implemented numerous, mainly punctual initiatives to face the different emergency situations that have arisen throughout the years, realizing the need for a legal and institutional framework for risk reduction and management of emergencies. In 1993 the National Emergency Committee (CEN) was created with the objectives of covering all phases and stages of the disaster cycle and coordinating the interventions of public and private institutions aimed at prevention, mitigation, response and recovery. The emphasis of the CEN's mandate was oriented to response and management of disasters, as was the paradigm of the time.

13. In 2005 the Law N°2615/05 was passed, establishing the National Emergency Secretariat (SEN) with a higher rank within the Government organization chart and administrative and budgetary autonomy, as well as a more comprehensive approach that mainstreams the need for risk reduction and participation of government and civil society stakeholders. The law provides for SEN's leadership in coordinating the interventions of public and private institutions, general operational procedures and levels of intervention and roles. The law also foresees the establishment of structures to handle risk reduction and emergencies at departmental and municipal levels and that all three levels (national, departmental and municipal) should integrate a National Risk Reduction System (SINARR).

14. Although the law introduces innovative aspects it has not been fully implemented. Among the

- The SEN still emphasizes response and management of disasters (organization of emergency camps, distribution of food, water, materials etc.), only very few risk prevention and mitigation interventions have been implemented and coordination capacity is weak.
- The great majority of the 17 Departments of the country and the 218 Municipalities have not established their respective risk reduction structures. Such risk reduction structures are to be integrated by local authorities and private and Civil Society Organizations and have immediate responsibility in the event of an emergency as well as direct responsibility over small scale local emergencies. Likewise, these structures should be capable of designing local policies, strategies and risk reduction measures. Currently, the existing structures intervene only in emergency responses.
- The SINARR has not been organized and implemented. Several proposals have been prepared in recent years, but have not been sufficiently validated with stakeholders. The most commonly accepted one proposes the establishment of a system under the lead of the SEN and having at national level: a) a technical area (prevention and mitigation) made up by Ministries, technical agencies, Universities, NGOs and b) an operational area (response and recovery) made up by humanitarian and recovery institutions such as the Armed Forces, fire departments, Ministry of Health, Red Cross, voluntaries, private institutions. At local level, the departmental and municipal councils (see Annex 1 for additional details).

These factors represent an obstacle to achieve a greater sustainability in risk reduction and management and therefore do not contribute to the achievement of government priorities and objectives in terms of economic development, poverty reduction and sustainable livelihoods.

15. Together with the SEN, a number of stakeholders intervene in risk reduction and emergency management in Paraguay but generally lacking an effective coordination between them. Among the main ones are:

Government:

- Armed Forces which provide logistical, engineering and medical support as well as labour;
- Ministry of Health which intervenes through its regional agencies providing support to prevention and response;
- Police Forces, which provide information services, security in affected areas and response action in some cases;
- Departmental Governments and Municipal Governments, which are responsible for risk reduction and emergency management in their territories; and carry out response actions;
- The College of Agronomy carries out research regarding prevention and response to threats.

NGOs and CSOs:

- Red Cross implements risk reduction initiatives with local communities affected by emergencies and has offices in most areas of the country;
- The Fire Brigades exist in most areas of the country with infrastructure and facilities for response;
- The Catholic Church through its social departments and voluntaries throughout the whole country provides logistical support;
- Scouts operate with voluntaries and has offices in different locations of the country;
- The Paraguayan Radio Club through its members provides communication and information support during emergencies;
- International NGOs such as COOPI and Intermon Oxfam implement development initiatives as well as humanitarian aid with local partners and communities.
- Grassroots organizations which provide some kind of support to members and local populations and collaborate with humanitarian institutions at local level.

Among the main donors that provide technical and financial assistance to the SEN as well as to the relevant stakeholders are: UN System, European Commission, USAID and Embassies.

Barriers to an effective implementation of Law N°2615/05

16. During the course of UNDP assistance to the SEN within the framework of emergency declarations since 2005, several barriers have been identified as obstacles to full implementation of the provisions of Law N°2615/05. These barriers have been included below:

| | Policy barriers | Legal barriers | Institutional barriers |
|----------------|--|---|--|
| National Level | <ul style="list-style-type: none"> Lack of risk reduction and management policy Lack of a national emergency plan Risk reduction issues not mainstreamed into sectoral policies | <ul style="list-style-type: none"> Gaps in the legal framework: incomplete ruling of Law N°2615/05 Superposition of articles of the Law N°2615/05 with laws pertaining to other institutions (e.g. the Health Code) | <ul style="list-style-type: none"> Lack of operational instruments and tools within the SEN: strategic plan, evaluation system, outreach programme, organization and operational manuals The SEN does not have an early warning system Technical capacities of the SEN emphasize civil protection and are insufficient regarding risk reduction and management The National Risk Reduction System (SINARR) has not been implemented due to lack of design and validation Insufficient coordination mechanisms at national level and between national and local levels Insufficient information dissemination and awareness raising of key institutional stakeholders relevant to the SINARR Insufficient information dissemination and awareness raising targeting society as a whole and especially population groups most vulnerable to disasters |
| Local Level | <ul style="list-style-type: none"> Lack of risk reduction and management policies | <ul style="list-style-type: none"> Lack of risk reduction and management regulations at departmental and municipal levels | <ul style="list-style-type: none"> Lack of technical capacities to identify threats, vulnerabilities and risks in local development processes Risk reduction issues not mainstreamed into local development plans and/or initiatives The majority of Departments and Municipalities have not established their risk reduction structures as foreseen by law No early warning system at local level Lack of operational procedures for risk reduction and management Insufficient coordination mechanisms at local levels Insufficient information dissemination and awareness raising of key local stakeholders Insufficient information dissemination and awareness raising targeting local populations |

17. Despite the constraints and barriers the Government of Paraguay is making efforts to improve its performance. With the support of the Humanitarian Aid Programme (HAP) of the South-Comm a diagnosis of the SINARR was carried out and a proposal for implementation was prepared (mentioned previously). The new SEN administration since August 2008 under the new Government has identified the need to strengthen its capacities, improve its functioning and mainstream risk reduction at country level and has requested the assistance of UNDP for such purpose. Some clear signs by the SEN are the signature of an agreement with the Ministry of Education to mainstream risk reduction into the primary school study programme with the support of USAID and has re-structured its administrative and operational offices. Within the framework of the 2008/09 drought the SEN has provided leadership and the authorities, at the national, departmental and municipal levels, have responded with an acceptable level of coordination regarding humanitarian aid and emergency management, focusing on: water and sanitation, food security, health services, communication and basic services. Subsequent to the emergency stage, the Civil Protection Plan has included a second phase aimed at economic recovery and livelihoods.


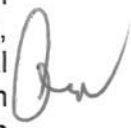
II. STRATEGY

UNDP Assistance in the context of risk reduction and emergency management

18. Within the framework of the 2007 emergency declaration due to fires in the Departments of Concepcion and San Pedro, the UNDP CO established the Risk Management Office and provided technical assistance to the SEN to implement a pilot initiative in the those Departments to support coordination and enhancement of the response, and information collection, management and processing. These areas were selected for intervention since the Municipalities of the affected districts had organized local structures for distribution of food. On the basis of such groups SEN/UNDP with the leadership of the Municipalities promoted the establishment of the Local Risk Reduction Councils in Horqueta (Department of Concepcion) and San Pedro de Ycuamandi-yu (Department of San Pedro). The next step of the assistance was the development of legal instruments, namely the Municipal Risk Ordinances, in accordance with the requirements of law; which were issued by the Municipal Councils of both towns. The Municipality of San Pedro de Ycuamandi-yu was assisted in design and implementation of a recovery plan that benefited 200 families selected by the Municipality with tools and seeds to re-establish their lost cash and staple crops. Implementation of this plan resulted in added values, namely the solution of land tenure problems suffered by some of the beneficiary families (lack of land titles), and collection of information on natural events that occurred within ranges of 5, 15 and 25 years that will be useful for planning purposes (e.g. land use). Worth to mention is the fact that this recovery plan was the first to be promoted by the SEN, more accustomed to dealing with emergency situations only. One of the lessons learned from this initiative was the need to improve the regulatory framework and consequently UNDP assisted the SEN in carrying out a preliminary analysis of Law N°2615/05 and identifying possible improvements.

19. During the 2008 drought emergency in the Chaco, UNDP assisted the SEN in establishing its Emergency Operations Center and coordinating the different concerned stakeholders. At the same time, the assistance fostered the establishment of clusters that grouped the SEN and the Departmental and Municipal Governments of the Chaco around several thematic areas (water and sanitation, food security, health, logistics, among others). Within the framework of the EU/ECHO cooperation to the SEN for the drought emergency, UNDP was assigned the role to coordinate information collection and management of the interventions by the different partners involved at national and local level (Red Cross and the NGOs COOPI, Save the Children, Global Infancia, and Intermon Oxfam) producing a data base that was delivered to the SEN and partners.

20. The experience acquired by the UNDP/CO in implementation of the above-mentioned initiatives constitutes the foundations on which the proposed project will build its intervention. UNDP and the SEN have jointly identified the proposed project on the basis of the national and local strengthening needs, in order to enable the SEN and the concerned stakeholders to comply with the mandate stipulated in Law N°2615/05. Besides, UNDP and the SEN have signed a 2009 framework agreement to cooperate toward: i) strengthening of local risk reduction councils through local stakeholder coordination mechanisms and regulatory frameworks, ii) key clusters at national, departmental and municipal levels strengthened through coordination mechanisms among local stakeholders; iii) strengthening of local capacities in risk reduction and climate change adaptation in the most vulnerable areas of the Eastern Region, the Departments of Concepcion and San Pedro, iv) SEN and local governments strengthened in risk reduction for design and implementation of public policies; v) Risk reduction and management policies and programmes mainstreamed and implemented in Ministries and Government institutions and Civil Society Organizations.



Lessons Learned

21. Several lessons learned have been identified in the course of UNDP's assistance to the SEN and local Governments, and have been incorporated into project design, namely:

- The need to adopt measures to strengthen the national, departmental and municipal levels to ensure adequate and timely response and coordination, with clear identification of procedures to activate prevention, mitigation, response, recovery and reconstruction mechanisms;
- The need to fill in the gaps in policy, legal and institutional issues at all levels;
- The need to establish clear and agreed legal mechanisms for coordination of relevant stakeholders (governmental institutions, Civil Society Organizations, private sector and donors) as provided for in Law N°2615/05;
- The need to ensure adequate consideration and mainstreaming of cross-cutting issues at all levels, in particular, gender, indigenous populations and climate change adaptation.

The Proposed Project

22. The project, with a duration of 18 months, will assist the National Emergency Secretariat in counteracting the identified barriers that currently represent a constraint for adequate implementation of the Law N°2615/05.

23. To overcome these barriers the project approach will emphasize in capacity building at national and local levels. At national level and within the framework of a common vision on risk reduction and management, the project will strengthen the capacities of the SEN to fulfill its role and responsibilities for an effective coordination and management of risk reduction. To such purpose the project will develop its intervention along the following lines:

- Development of policy and regulatory frameworks: The project will aid in the participatory development of a National Risk Reduction and Management Policy which currently is non-existent as well as high level advocacy to mainstream risk reduction into key sectoral policies (e.g. infrastructure, environment, defense). On the other hand Law N°2615/05 will be updated and its regulations developed and completed, which will be carried out in a participatory manner with key stakeholders at all levels in order to build consensus and achieve an agreed proposal that will favor strategic partnerships, ownership and implementation. Revision of the regulatory framework will build upon the experience acquired by the UNDP/CO within the framework of the project "Support to the Drought Emergency in the Paraguayan Chaco" under which a participatory analysis of the law was carried out at departmental and municipal levels and proposals for improvement were identified. As a result of project intervention, the National Risk Reduction and Management Policy and the law will provide the reference framework for an effective risk reduction and management.
- Institutional strengthening of the SEN: The project will aid the SEN in the development of operational instruments and tools to strengthen its institutional and operational capacities. Capacity building will not only comprise conceptual management of contents, that are crucial for fulfillment of the law's objectives, but also tools to make it operational and focusing on components such as planning, coordination and information management. These instruments and tools include a 5-year strategic plan, organization and operational manuals, as well as an evaluation system and an information dissemination and awareness raising plan. The project will also develop a training and knowledge sharing programme for SEN staff with the objective of enhancing and improving their skills and capacities to implement civil protection and risk reduction. Training will encompass different methodologies such as training-of-trainers, courses and seminars and will include cross-cutting issues such as gender and climate change adaptation.
- Establishment of the SINARR: Strengthening of the SEN will place it in a better position to organize, start-up and coordinate the National Risk Reduction System called for by law. Although several proposals have been elaborated to establish the SINARR, none of them has been sufficiently validated within the SEN and with the concerned stakeholders. The project will build upon the existing proposals and promote consensus among the stakeholders to achieve an agreed organizational structure for the SINARR as well as the identification of the roles and participation of each stakeholder within the SINARR, in accordance with their

respective mandates and capacities, and level of intervention (national, departmental, municipal).

24. At local level, the project will contribute to strengthen the capacities of pilot Departmental and Municipal Governments. More specifically the Governments of the Departments of Concepcion and San Pedro and the Municipalities of Concepcion and Horqueta (Department of Concepcion) and San Pedro del Ycuamandy-yu (Department of San Pedro). These Departments and Municipalities have been chosen for pilot capacity building interventions on the basis of existing previous experience with UNDP/CO assistance to strengthen emergency response capacities of local institutions and grassroots organizations. Capacity building processes will be developed in accordance with the requirements of the law and the specific capacity building needs of the beneficiary governments in order to mainstream and implement a risk reduction approach in their day-to-day operations. The project will support and provide technical assistance to establish the local structures provided for in the law, namely the Departmental Risk Reduction Councils and the Municipal Risk Reduction Councils. The second line of intervention covers the local regulatory frameworks and to such effect the project will provide technical assistance to the Councils in the elaboration of Risk Reduction Ordinances that will be harmonized at different levels (municipal, departmental and national) and will have a special focus on local vulnerable population, including women and indigenous populations. A third line of intervention will be capacity building for mainstreaming of risk reduction and management into local development processes by means of tools and guidelines that will be developed with project support. This line of work will be developed with the Municipalities since these institutions are responsible for their respective territories, including the establishment of local regulations and investments. As a result, the Municipalities are expected to formulate risk reduction projects and obtain funding from the National Emergency Fund for implementation of such projects. Training will cross-cut all interventions at local level and will be tailored to meet the specific requirements of the stakeholders that will be members of the Councils as well as key staffs of the Departmental and Municipal governments.

25. Throughout all project interventions at both national and local levels, the project shall include information dissemination, awareness raising and advocacy. The project will encourage continuous coordination of stakeholders for implementation of project activities, inter-institutional debate and discussion forums, including the highest political level, with the purpose of contributing to mainstream risk reduction and management issues in the national and local political agendas. Project experiences and lessons learned will be systematized and disseminated to promote replication and sustainability. Gender, indigenous peoples and climate change adaptation will be the object of specific analyses and will be streamlined throughout project interventions. The instruments and tools to be developed at national and local levels will take into account the Hyogo Framework for Action 2005-2015.

26. The project will support the SEN in implementing Law N°2615/05 and is therefore consistent with the law, more specifically with its articles and stipulations related to objectives, organization and responsibilities of the SEN, coordination and collaboration with government and non-governmental institutions, and mainstreaming of risk reduction and management in national and local planning and sectors.

Results Framework

27. The project objective is *to assist the National Emergency Secretariat (SEN) in strengthening its capacities for prevention and management of natural disasters*, thus reducing the effects of climactic contingencies in rural and urban areas and contributing to poverty reduction and sustainable livelihoods. Project intervention comprises the following components and respective outcomes and outputs.

Component 1: Strengthening of national capacities for prevention and management of natural disasters

28. The objective of this component is to strengthen the Risk Management Office of the SEN and UNDP/CO to enhance its country level technical assistance services in risk reduction and

programme, b) providing technical assistance to national and local institutions, and c) eventually contributing to mainstream risk reduction into other UN Agency programmes. Component 1 comprises the following output.

Output 1.1 National capacities strengthened to enhance the provision of national and local level technical support on disaster risk reduction and Risk Management

29. This output will seek to enhance the capacities of the Risk Management Office to ensure the provision of adequate technical assistance to national and local institutions in risk reduction and management. The Risk Management Office and its staff will be incorporated into the CO organization chart and will be provided with an annual budget as well as an operational manual that will contain procedures such as roles and relationship with humanitarian partners, identification of UNDP risk reduction activities at three levels (before, during and after emergencies). Furthermore the Risk Management Office will provide advice to ensure that risk reduction and management be a cross-cutting issue throughout the CO's cooperation programme and will particularly ensure that the subject is mainstreamed into the Environment and the Poverty and Risk Management portfolios.

Indicative activities contributing to this output are:

- Technical assistance and training to the Risk Management Office
- Elaboration of an Operational Manual
- Elaboration of an organization chart and job descriptions
- Procurement of equipment/materials
- Information dissemination to UNDP projects
- Technical assistance and training and mainstreaming of risk reduction in UNDP projects
- Technical assistance to the SEN, SINARR and local governments throughout the project

Component 2: Policy and national frameworks developed for DRR/Management

30. The objective of this component is to ensure that the SEN is adequately organized and functioning to implement risk reduction and Management and strengthened to implement civil protection. To this effect the project will support the SEN a) to establish a policy and regulatory framework, b) to strengthen its institutional and operational capacities and c) to establish the SINARR, through the following outputs.

Output 2.1: Policy and legal instruments developed to ensure an adequate national framework for risk reduction/management

31. This output will contribute to remove the identified barriers related to policy and legislation. These barriers represent a serious constraint since the lack of a reference framework weakens the role of the SEN in terms of coordination and leadership in risk reduction and emergencies. Through this output the project will foster the participation of the key stakeholders (SEN and SINARR member institutions) to develop a risk reduction and management policy and mainstreaming of risk reduction into sectoral policies de (e.g. defense, environment and infrastructure) as well as a national emergency plan. Likewise, the Law N°2615/05 and its regulations will be revised and the gaps completed to allow for an effective implementation.

Indicative activities contributing to this output are:

- Assessment of existing information and information needs
- Assessment of SEN capacities, needs, gaps, complementarities and superpositions in terms of policy and legislation
- Assessment of sectoral policies regarding risk reduction/management
- Participatory design of the national risk reduction policy and emergency plan
- Analysis of mainstreaming of risk reduction policy in sectoral policies
- Advocacy at political and technical levels and training of key selected government staff for mainstreaming of risk reduction in sectoral policies
- Participatory formulation of regulations for Law N°2615/05
- Information dissemination and awareness raising

Output 2.2 The National Emergency Secretariat (SEN) has been strengthened to fulfill its role to design and implement risk reduction policies and to manage and coordinate emergency situations

32. This output will contribute to removal of the identified institutional barriers by providing the SEN with the operational instruments and tools for an effective implementation of its role and responsibilities, and especially improving its risk reduction capacities. The project will promote capacity building, training and participation mechanisms to develop: a) a 5-year strategic plan, b) organization and operational manuals to define the structure of the SEN and the functions of its different Headquarters and regional offices and its personnel, c) a national evaluation system to provide the country with a platform for collection, management and dissemination of information to support decision making in the areas of humanitarian aid, response and recovery, and d) an outreach programme for information dissemination and awareness raising of relevant key stakeholders and society in general.

Indicative activities contributing to this output are:

- Revision of the SEN's organization and structure
- Assessment of strengths, weaknesses, and lessons learned
- Assessment of institutional and technical resources, capacities and training needs
- Technical assistance and training of staff for formulation of instruments and tools
- Participatory formulation of a strategic plan
- Elaboration of organization and operational manuals, and outreach programme
- Participatory elaboration of a national evaluation system
- Formulation of a training programme including cross-cutting issues (gender, climate change, others)
- Organization of training events and information dissemination for staff

Output 2.3 The National Risk Reduction System (SINARR) is operational.

33. Law N°2615/05 stipulates that the national and local level institutions relevant to risk reduction should be organized and function as a system and the SEN is vested with the responsibility for the establishment of such a system. However since the law was sanctioned the system has not been officially established, due to the lack of a detailed design. Several proposals – mostly of a general nature - have been prepared but in general they have not been sufficiently validated with the relevant stakeholders therefore further progress toward implementation has not been achieved. The most generally accepted design of the SINARR is the one prepared with the aid of the South-Comm's Humanitarian Aid Programme. This output will review the proposals and build upon them seeking to promote the formulation of a detailed design of the SINARR including membership, roles and responsibilities, and coordination, participation and information dissemination mechanisms. Furthermore, the establishment of specific operational and implementation arrangements between the member institutions. The process of establishing the SINARR will be at all times accompanied by capacity building of stakeholders for an adequate understanding of threats, vulnerabilities and risks which will allow them for definition of risk reduction policies and strategies.

Indicative activities contributing to this output are:

- Revision of the existing proposals with emphasis on the HAP proposal
- Assessment of roles and responsibilities, interinstitutional coordination, stakeholder participation and other issues pertaining to the SINARR
- Elaboration of a proposal for establishment of the SINARR
- Participatory design of the organization and structure
- Formulation and agreement of interinstitutional operational and implementation arrangements
- Information dissemination to SINARR members
- Organization and start-up of the SINARR

Component 3: Strengthening of capacities in DRR/Management of pilot Departmental and Municipal Governments

34. The law stipulates the need to establish structures for risk reduction and management of emergencies at the level of Departments and Municipalities with the purpose of strengthening civil

provide assistance to strengthen the Departments of Concepcion and San Pedro within the framework of the law. These Departments have been selected as pilot areas due to their vulnerability (both are affected by floods, fires and storms) and the previous experience with UNDP assistance as mentioned previously. Both Departments as well are among the poorest in the country.

| Department | Total Population | % of Poor Population | % of Women | % of Indigenous Peoples |
|------------|------------------|----------------------|---------------|-------------------------|
| Concepcion | 179,450 | 47,8% | 49% (88,162) | 1.6% (2,804) |
| San Pedro | 350,774 | 49.6% | 48% (168,080) | 0.8% (2844) |

Source: DGEEC: Encuesta Permanente de Hogares (2007), Censo de Población y Viviendas (2002), Censo Indígena (2002)

35. The beneficiaries will be the Departmental Governments of Concepcion and San Pedro and the Municipalities of Concepcion, Horqueta (Department of Concepcion) and San Pedro del Ycuamandy-yu (Department of San Pedro). This component will allow to link both national and local level capacity building efforts to ensure the development of a virtuous circle of risk reduction capacities. As for the national level, capacity building efforts will address the need for the local stakeholders to adequately understand threats, vulnerabilities and risks in order to allow them for an adequate development of local level instruments and tools.

Output 3.1 The Departmental Governments of Concepción and San Pedro strengthened for planning, coordination and implementation of risk reduction and management

36. Since 2005 UNDP has provided punctual technical assistance to the Department of Concepción within the framework of their emergency situations related to floods and draughts and since 2007 to the Department of San Pedro in regards to fires. The assistance provided comprised the elaboration of contingency plans and specific assistances to emergency situations. At the same time awareness raising with authorities to sensitize them regarding the establishment of Risk Reduction Councils. This output will build upon the lessons learned with Departmental governments and will support the establishment of the Risk Reduction Councils and provide capacity building to improve coordination with the national and municipal levels and to enable the Departmental Governments to assess threats, vulnerabilities and risks, and to formulate their risk reduction ordinances.

Indicative activities contributing to this output are:

- Identification of relevant potential members for the Risk Reduction Councils
- Information and awareness raising to potential members
- Organization and start-up of the Councils
- Formulation and agreement of coordination mechanisms between SEN and Departmental Governments
- Formulation and agreement of coordination mechanisms between SEN, Departmental Governments and Municipal Governments
- Formulation and issuance of risk reduction ordinances that include cross-cutting issues (gender and climate change adaptation)
- Elaboration of a guideline to establish Departmental Risk Reduction Councils
- Training and information dissemination with special consideration to gender and climate change adaptation

Output 3.2 The Municipalities of Concepción, Horqueta (Department of Concepción) and San Pedro del Ycuamandy-yu (Department of San Pedro) strengthened for planning, coordination and implementation of risk reduction and management

37. As with the Departments, the Municipalities are also obliged to establish Local Risk Reduction Councils. UNDP also collaborated in the establishment of the Local Risk Reduction Councils in the Municipalities of Horqueta and San Pedro in 2008 began to raise awareness on the subject with the Municipality of Concepcion. This output will replicate the previous output at municipal level thus closing the circuit that began with the strengthening of the national and departmental levels. Building upon the experience and lessons learned, the Risk Reduction Council of Concepcion will be established and the three Risk Reduction Councils will be strengthened to improve coordination with the national and departmental levels as well as among themselves, and

to enable the Municipalities to assess threats, vulnerabilities and risks, and to improve their risk reduction ordinances (San Pedro, Horqueta) and formulate it (Concepcion).

Indicative activities contributing to this output are:

- Identification of relevant potential members for the Concepcion Local Risk Reduction Council
- Information and awareness raising to potential members
- Organization and start-up of the Council
- Formulation and agreement of coordination mechanisms between SEN and Municipalities, and between Municipalities
- Formulation and agreement of coordination mechanisms between SEN, Departmental Governments and Municipal Governments
- Formulation and issuance of risk reduction ordinances that include cross-cutting issues (gender and climate change adaptation)
- Elaboration of a guideline to establish Municipal Risk Reduction Councils
- Training and information dissemination with special consideration to gender and climate change adaptation

Output 3.3 Risk reduction/management mainstreamed into local development plans and initiatives

38. The National Emergency Fund has the objective of funding activities related to prevention, mitigation, response and recovery but due to gaps in the ruling of Law N°2615/05, the fact that the SINARR has not been organized (the fund requires that project be recommended for approval by the SINARR Technical Committee) and the weak institutional capacities of eligible institutions to propose projects, funding of initiatives at departmental and municipal levels has been scarcely implemented. This output will strengthen the Municipalities' management capacities by developing skills to identify threats, vulnerabilities and risks within the framework of local development processes (e.g infrastructure development) therefore enabling them to mainstream risk reduction and management in local plans (where they exist), evaluate development initiatives and formulate risk reduction projects that are eligible for funding under the National Emergency Fund. In this manner the output will contribute to channel resources for local initiatives and achieve more efficient use of National Emergency Fund resources as stated in its objectives.

Indicative activities contributing to this output are:

- Elaboration of a toolkit and guideline for mainstreaming of risk reduction in local plans and development initiatives, planning and evaluation of projects
- Training of staffs for use of the toolkit
- Elaboration of a guideline to identify and formulate risk reduction projects
- Identification and prioritization of key clusters at local level
- Assessment of cross-cutting issues (gender and climate change) at local level
- Participatory design of risk reduction projects/initiatives
- Formulation of project proposals

Component 4: Knowledge base creation

39. This component has the objectives of promoting learning, knowledge sharing and replication of lessons learned and experiences acquired during project implementation, thus contributing to ensure sustainability of project results.

Output 4.1 Lessons learned, methodologies and tools incorporated in the UNDP/BCPR knowledge base, in order to strengthen support interventions aimed at capacity building of National Systems and South-South cooperation

40. Through this output the project will be systematized and the experiences and lessons learned incorporated into the UNDP/BCPR and CO data bases. The project will foster exchange of experiences among the national and local levels of intervention and will disseminate information (e.g. guidelines to establish emergency councils, for project formulation, etc.) among other Departmental and Municipal governments to promote replication. Likewise a South-South cooperation on risk reduction will be implemented.

Indicative activities contributing to this output are:

- Systematization of experiences and lessons learned
- Exchange of experiences between Departments and Municipalities
- Integration of experiences and lessons learned by UNDP/BCPR and UNDP/CO
- South-South exchange of experiences

Component 5: Monitoring and Evaluation

41. This component will contribute to enhance and improve project implementation. M&E processes will be implemented through the lifetime of the project using result indicators and progress reports/end of project report and evaluation. Technical assistance and backstopping missions to project implementing partners will be carried out during project implementation. Likewise a final external evaluation will be carried out, which will assess the relevance and effectiveness of the intervention, and measure the impact of the results achieved, on the basis of the initial analysis and indicators described at the time of project formulation, and an external financial audit.

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SULTS FRAMEWORK

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

ans, strategies, regulatory frameworks and sectoral programmes

outcome indicators as stated in the Country Programme Results and Resources Framework:

duced effect of climate contingencies at urban and rural levels


pplicable Key Result Area (from 2008-11 Strategic Plan): Disaster risk reduction

roject title: Capacity Building of the National Emergency Secretariat for Risk Reduction and Emergency Management in Paraguay

| OUTPUTS | INDICATIVE ACTIVITIES | RESPONSIBLE PARTIES | INPUTS – USD |
|--|--|---------------------|---|
| <p>omponent 1: Strengthening national capacities for prevention and management of natural disasters</p> <p>1 National capacities strengthened to enhance the provision of national and local level technical support on disaster risk reduction and Risk Management</p> <p><i>indicator:</i> The Risk Management Office incorporated into the EN/UNDP/PY CO organization chart, with an annual budget and trained technical and administrative staff</p> <p><i>baseline:</i> A coordinator, technical and administrative assistant are funded by a project until December 2009</p> <p><i>target:</i> By project mid-term the Risk Management Office is incorporated in UNDP/PY organization chart with 3 trained technical and administrative staffs and funding secured by the end of the project.</p> <p><i>indicator:</i> An Operational Manual has been elaborated and staff trained in its use</p> <p><i>baseline:</i> Non-existent</p> <p><i>target:</i> By month 6 the Operational Manual has been adopted by the Risk Management Office and at least 3 Risk management staff and 3 SEN/UNDP Programme Officers trained in its use.</p> <p><i>indicator:</i> The Poverty and Risk Management, Environment and Water Resources Window portfolios mainstream risk reduction and management issues</p> <p><i>baseline:</i> Non-existent</p> | <p>1.1.1 Technical assistance and training to the Risk Management Office</p> <p>1.1.2 Assistance in gender and risk reduction for mainstreaming of gender issues in the Operational Manual and training of UNDP staff</p> <p>1.1.3 Elaboration of an Operational Manual</p> <p>1.1.4 Elaboration of an organization chart and job descriptions</p> <p>1.1.5 Procurement of equipment/materials</p> <p>1.1.6 Information dissemination to UNDP projects</p> <p>1.1.7 Technical assistance and training and mainstreaming of risk reduction in UNDP projects</p> <p>1.1.8 Technical assistance to the National Emergency Secretariat, SINARR and local governments</p> | <p>SEN/UNDP</p> | <p>Salaries (15 months) Office Coordinator US\$33,000 Technical Assistant US\$21,000 Administrative Assistant US\$15,000</p> <p>Consultancies (Nat'l and Intern'l) US\$6,500</p> <p>Office rental 15 months US\$7,500</p> <p>Equipment US\$3,350</p> <p>Miscellaneous US\$1,440</p> |




| OUTPUTS | INDICATIVE ACTIVITIES | RESPONSIBLE PARTIES | INPUTS – USD |
|---|--|--|--|
| <p>By end of project UNDP projects mainstream risk reduction and management issues in their work programmes</p> | | | |
| <p>Component 2: Policy and national frameworks developed for DRR/Management</p> | | | |
| <p>1 Policy and legal instruments developed to ensure an adequate national framework for risk reduction/management</p> <p><i>Indicator:</i> Risk reduction/management policy and emergency plan designed and adopted by the SEN</p> <p><i>Baseline:</i> Non-existent</p> <p><i>Target:</i> By month 3 the policy and emergency plan have been designed in a participatory manner and adopted by a SEN Resolution and information disseminated to stakeholders</p> | <p>2.1.1 Formulation of a risk reduction policy and emergency plan</p> <ul style="list-style-type: none"> - Assessment of existing information and information needs - Assessment of SEN capacities, needs, gaps - Studies on sectoral policies, gaps, complementarities, - Assessment of gender and risk reduction that includes priority areas, impacts on the community and vulnerabilities of social groups, existing capacities and gaps - Training on gender and risk reduction for SEN staff and stakeholders involved in policy and emergency plan design - Participatory design of policy and emergency plan, with at least 50% participation of women in participatory workshops - Mainstreaming of risk reduction in sectoral policies - Information dissemination and awareness raising | <p>SEN SINARR institutions UNDP/CO UNDP/BCPR</p> | <p>Nat'l Consultant(Policy) US\$6,000</p> <p>Nat'l Consultant (Emergency plan) US\$5,000</p> <p>Nat'l Consultant (Legal) US\$10,000</p> <p>Studies US\$6,000</p> <p>8 Workshops US\$16,000</p> <p>Gender technical assist/2 workshops US\$4,000</p> <p>Travel US\$900</p> <p>Miscellaneous US\$1,000</p> |
| <p>2 The National Emergency Secretariat (SEN) has been strengthened to fulfill its role to design and implement risk reduction policies and to manage and coordinate emergency situations</p> | <p>2.1.2 Completion of rules for Law N°2615/05</p> <ul style="list-style-type: none"> - Assessment of existing regulatory framework, gaps, complementarities and/or superpositions with other regulations - Assessment of institutional issues within the framework of the regulatory framework - Assistance for mainstreaming of gender and risk reduction in the regulatory framework - Participatory formulation of rules with at least 50% participation of women in participatory workshops - Proposal for rules - Information dissemination and awareness raising <p>2.2.1 Elaboration of operational instruments and tools</p> <ul style="list-style-type: none"> - Revision of the SEN's organization and structure - Assessment of strengths, weaknesses, and lessons learned - Assessment of institutional and technical resources, | <p>SEN UNDP/CO</p> | <p>Nat'l Consultant (Strategic Plan) US\$10,000</p> <p>Nat'l Consultant</p> |



| OUTPUTS | INDICATIVE ACTIVITIES | RESPONSIBLE PARTIES | INPUTS – USD |
|---|---|---------------------|--|
| <p><i>Indicator:</i> Operational instruments and tools have been designed and adopted by the SEN</p> <p><i>Baseline:</i> No strategic plan, manuals, evaluation system</p> <p><i>Target:</i> By month 8 the SEN has designed and adopted: strategic Plan, Organization and Operational Manuals, evaluation system and an awareness raising programme</p> <p><i>Indicator:</i> Information dissemination and awareness-raising an</p> <p><i>Baseline:</i> non-existent</p> <p><i>Target:</i> By month 8 an information dissemination and awareness-raising plan mainstreaming information needs of vulnerable groups (women, indigenous peoples) has been elaborated and adopted by the SEN</p> <p><i>Indicator:</i> National Disaster Observatory created for measurement of the effectiveness of risk reduction strategies</p> <p><i>Baseline:</i> non-existent</p> <p><i>Target:</i> By month 8 the National Disaster Observatory has been established and is operational and staff trained in the use of tools</p> <p><i>Indicator:</i> Training programme and SEN staff trained to implement risk reduction and civil protection</p> <p><i>Baseline:</i> Some basic training; no specific training plans</p> <p><i>Target:</i> At least 20 staffs at decision making level trained in risk reduction and 100 operational staffs trained in civil protection (of the total 72 are women)</p> | <p>capacities and needs</p> <ul style="list-style-type: none"> - Assistance and training to assess and mainstream gender and risk reduction in operational instruments and tools - Technical assistance and training of staff for formulation of instruments and tools - Participatory design of instruments and tools with at least 50% participation of women in participatory workshops - Procurement of equipment and materials <p>2.2.2 Information dissemination</p> <ul style="list-style-type: none"> - Assistance to elaborate a plan covering all target groups, with special consideration to the information needs of vulnerable groups (women, indigenous peoples) - Participatory elaboration of the plan with at least 50% participation of women - Elaboration of a guideline for information dissemination and awareness-raising for the SEN and pilot Departments and Municipalities <p>2.2.3 Creation of the National Disaster Observatory</p> <ul style="list-style-type: none"> - Assignment of staff and equipment - Training in the use of standard tools - Collection and processing of information and data on impact of disasters <p>2.2.4 Training</p> <ul style="list-style-type: none"> - Assessment of capacity building and training needs - Formulation of a risk reduction training programme including cross-cutting issues (gender, indigenous peoples, climate change, others) - Organization of training events on operational tools and instruments for staff with at least 50% participation of women staff - Organization of training events on civil protection/risk reduction issues for staff with at least 50% participation of women staff - Evaluation and feedback on trainings | | <p>(Manuals) US\$5,000</p> <p>Nat'l Consultant (Outreach) US\$5,000</p> <p>Int'l Consultant US\$10,000</p> <p>11 Workshops US\$10,000</p> <p>Gender technical assist./2 workshops US\$4,000</p> <p>Travel US\$5,400</p> <p>Training risk reduction/civil protection US\$12,000</p> <p>Training cross-cutting issues US\$3,000</p> <p>Observatory (equipment & training) US\$2,000</p> <p>Miscellaneous US\$1,000</p> |

| OUTPUTS | INDICATIVE ACTIVITIES | RESPONSIBLE PARTIES | INPUTS – USD |
|---|---|---|---|
| <p>- Information dissemination to staff</p> | | | |
| <p>3 The National Risk Reduction System (SINARR) is operational.</p> <p><i>Indicator:</i> Proposal for establishment and functioning of the SINARR has been designed, validated and adopted by the SEN</p> <p><i>Baseline:</i> Several proposals have been elaborated but none of them has been sufficiently validated with key stakeholders</p> <p><i>Target:</i> By month 10 the final proposal for establishment and functioning of the SINARR is approved by Presidential decree</p> <p><i>Indicator:</i> The SEN and SINARR member institutions have established operational and implementation arrangements</p> <p><i>Baseline:</i> Non-existent</p> <p><i>Target:</i> By month 12 the SEN and SINARR institutions have agreed their operational and implementation arrangements and these are known by all SINARR stakeholders</p> | <p>2.3.1 Elaboration of a proposal for establishment of the SINARR</p> <ul style="list-style-type: none"> - Revision of the existing proposals, identifying key stakeholders (including the Womens' Secretariat, The Indigenous Peoples Institute, Childrens' Secretariat and the Environment Secretariat) - Assessment of roles and responsibilities, interinstitutional coordination, stakeholder participation and other issues pertaining to the SINARR - Elaboration of a proposal - Participatory design of the organization and structure - Approval of the design - Information dissemination to SINARR members <p>2.3.2 Establishment of partnerships between SEN and SINARR institutions</p> <ul style="list-style-type: none"> - Meetings between SEN and each SINARR member institution - Formulation of coordination strategies, operational procedures and participatory mechanisms within the framework of the SINARR, including institutions with responsibilities toward vulnerable groups - Information dissemination to SINARR members - Organization and start-up of the SINARR - Training of SINARR members in cross-cutting issues (gender, indigenous peoples, and climate change adaptation) | <p>SEN SINARR institutions UNDP/CO</p> | <p>Nat'l Consultant US\$7,500</p> <p>Workshops (5) for proposal development US\$10,000</p> <p>Gender technical assist/workshops US\$4,000</p> <p>Workshops (3) for information dissemination US\$6,000</p> <p>Travel US\$4,500</p> <p>Miscellaneous US\$2,500</p> |
| <p>Component 3: Strengthening of capacities in DRR/Management of pilot Departmental and Municipal Governments</p> | | | |
| <p>1 The Departmental Governments of Concepción and Pedro strengthened for planning, coordination and implementation of risk reduction and management</p> <p><i>Indicator:</i> Structure and organization of the Departmental</p> | <p>3.1.1 Organization of the Emergency Councils</p> <ul style="list-style-type: none"> - Coordination with SEN and identification of stakeholders, including womens' and indigenous peoples' organizations - Information dissemination and awareness raising to stakeholders | <p>Government of Concepción Government of San Pedro SEN</p> | <p>Nat'l Consultant (strategy/legal) US\$5,000</p> <p>Studies (risk mapping, others)</p> |




| OUTPUTS | INDICATIVE ACTIVITIES | RESPONSIBLE PARTIES | INPUTS – USD |
|---|---|---------------------|---|
| <p>Risk Reduction Councils defined and approved</p> <p><i>baseline:</i> Non-existent</p> <p><i>target:</i> By month 10 the San Pedro and Concepcion Risk Reduction Councils organized and approved by Departmental Resolution</p> | <ul style="list-style-type: none"> - Organization of the Emergency Council with participation of local womens' organizations and Womens' Secretariats of the Departments - Technical assistance for development of risk reduction strategies and regulations at Departmental level | <p>UNDP/CO</p> | <p>US\$22,000</p> <p>Studies (gender/cross cutting issues) US\$2,500</p> |
| <p><i>indicator:</i> Risk reduction strategies and ordinances issued / the Departmental Governments and harmonized with national regulations</p> <p><i>baseline:</i> Non-existent</p> <p><i>target:</i> By month 12 the Departments of Concepción and San Pedro have adopted risk reduction strategies and ordinances and have disseminated information to the population</p> | <p>3.1.2 Coordination and consensus-building</p> <ul style="list-style-type: none"> - Formulation of coordination mechanisms between SEN and Departmental Governments - Formulation of coordination mechanisms between SEN, Departmental Governments and Municipal Governments <p>3.1.3 Elaboration of risk reduction strategies and ordinances</p> <ul style="list-style-type: none"> - Situation analysis and assessment of needs with special consideration of cross-cutting issues (gender, climate change) - Coordination with SEN and other SINARR institutions - Formulation of risk reduction strategies - Formulation of risk reduction ordinances - Approval and issuance of ordinances - Information dissemination | <p>UNDP/CO</p> | <p>Travel US\$16,200</p> <p>Workshops US\$8,000</p> <p>Training US\$8,000</p> <p>Training gender/cross-cutting issues US\$2,000</p> <p>Miscellaneous US\$500</p> |
| <p><i>indicator:</i> Members of the Risk Reduction Councils trained risk reduction issues</p> <p><i>baseline:</i> No current training programmes</p> <p><i>target:</i> By the end of the project at least 12 Institutional representatives to the Councils of each Department have been trained in risk reduction issues and are capable of issuing regulations on the subject.</p> | <p>3.1.4 Training and information dissemination</p> <ul style="list-style-type: none"> - Identification of training needs - Coordination with SEN and other SINARR institutions - Formulation of a training programme including cross-cutting issues (gender, climate change, other) - Training in policy and legal instruments developed, and risk reduction/civil protection - Assistance for implementation of cross-cutting issues included in policy and legal instruments - Training in threats, vulnerabilities and risks - Training in risk reduction - Exchange of experiences between Departments and Municipalities - Information dissemination | <p>UNDP/CO</p> | <p>US\$22,000</p> <p>Studies (gender/cross cutting issues) US\$2,500</p> <p>Travel US\$16,200</p> <p>Workshops US\$8,000</p> <p>Training US\$8,000</p> <p>Training gender/cross-cutting issues US\$2,000</p> <p>Miscellaneous US\$500</p> |




| OUTPUTS | INDICATIVE ACTIVITIES | RESPONSIBLE PARTIES | INPUTS – USD |
|--|---|--|--|
| <p>2. The Municipalities of Concepción, Horqueta Department of Concepción) and San Pedro del Cuamandyu (Department of San Pedro) strengthened for planning, coordination and implementation of risk reduction and management</p> <p><i>indicator:</i> Structure and organization of the Municipal Risk Reduction Councils defined and approved</p> <p><i>baseline:</i> Emergency Councils have been established in Horqueta and San Pedro</p> <p><i>target:</i> By month 10 the Concepción Risk Reduction Council is established and approved by Municipal resolution</p> <p><i>indicator:</i> Risk reduction strategies and ordinances issued by the Municipal Governments and harmonized with national regulations</p> <p><i>baseline:</i> Ordinances have been issued by Horqueta and San Pedro</p> <p><i>target:</i> By month 12 the 3 Municipalities have adopted risk reduction strategies and the Municipal Council of Concepción has issued a risk reduction ordinance and information disseminated to the population</p> <p><i>indicator:</i> Staff of the Municipalities of Concepción, Horqueta and San Pedro trained in risk reduction issues</p> <p><i>baseline:</i> No current training programmes</p> <p><i>target:</i> By the end of the project 50 institutional representatives to the Councils and Directors of the 3 municipalities have been trained in risk reduction issues and are capable of issuing regulations on the subject</p> | <p>3.2.1 Organization of the Concepción Emergency Council</p> <ul style="list-style-type: none"> - Coordination with SEN and identification of stakeholders, including womens' and indigenous peoples' organizations - Information dissemination and awareness raising to stakeholders - Organization of the Emergency Council with participation of local womens' organizations and Womens' Secretariats of the Departments - Technical assistance for development of risk reduction strategies and regulations at Departmental level <p>3.2.2 Coordination and consensus-building</p> <ul style="list-style-type: none"> - Formulation of coordination mechanisms between SEN and Municipal Governments <p>3.2.3 Elaboration of risk reduction strategies and ordinances</p> <ul style="list-style-type: none"> - Situation analysis and assessment of needs with special consideration of cross-cutting issues (gender, climate change) - Formulation of risk reduction strategies - Formulation of risk reduction ordinances - Approval and issuance of ordinances - Information dissemination <p>3.2.4 Training and information dissemination</p> <ul style="list-style-type: none"> - Identification of training needs - Formulation of a training programme in risk reduction including cross-cutting issues (gender, climate change, other) - Training in policy and legal instruments developed, and risk reduction/civil protection - Assistance for implementation of cross-cutting issues included in policy and legal instruments - Training in threats, vulnerabilities and risks - Training in risk reduction/civil protection | <p>Municipality of Concepción</p> <p>Municipality of Horqueta</p> <p>Municipality of San Pedro</p> <p>SEN</p> <p>UNDP/CO</p> | <p>Nat'l Consultant (strategy/legal) US\$5,000</p> <p>Studies (risk mapping, other) US\$22,000</p> <p>Studies (gender/cross-cutting issues) US\$2,500</p> <p>Travel US\$16,200</p> <p>Workshops US\$8,000</p> <p>Training US\$8,000</p> <p>Training gender/cross-cutting issues US\$2,000</p> <p>Miscellaneous US\$500</p> |

| OUTPUTS | INDICATIVE ACTIVITIES | RESPONSIBLE PARTIES | INPUTS - USD |
|---|--|--|---|
| <p>- Exchange of experiences between Departments and Municipalities</p> <p>- Information dissemination</p> | | | |
| <p>3.3 Risk reduction/management mainstreamed into local development plans and initiatives</p> <p><i>Indicator:</i> Toolkit/guidelines for mainstreaming of risk reduction/management into local development plans and processes</p> <p><i>Baseline:</i> non-existent</p> <p><i>Target:</i> By month 15 a toolkit is delivered and the municipalities are capable of making use of it to mainstream risk reduction/management in their development plans and processes</p> <p><i>Indicator:</i> Municipal projects mainstreaming risk reduction have been designed and approved by the National Emergency Fund</p> <p><i>Baseline:</i> non-existent</p> <p><i>Target:</i> By the end of the project the National Emergency Fund has approved for funding at least 3 municipal projects for risk reduction and mitigation and/or climate change adaptation</p> | <p>3.3.1 Elaboration of risk reduction projects</p> <ul style="list-style-type: none"> - Technical assistance to Municipalities - Elaboration of a toolkit for planning of projects - Diagnosis of risks, priority areas, impacts on the diverse sectors of the community, identification of vulnerabilities and capacities (including information disaggregated by gender) - Identification and prioritization of key clusters at local level - Training on toolkit use and project formulation - Participatory design of risk reduction projects/initiatives, including participation of women's and indigenous peoples' organizations - Formulation of project proposals | <p>Municipality of Concepcion</p> <p>Municipality of Horqueta</p> <p>Municipality of San Pedro</p> <p>SEN</p> <p>UNDP/CO</p> | <p>Nat'l Consultant (toolkit) US\$5,000</p> <p>Travel US\$5,400</p> <p>Studies (cross-cutting issues, risk reduction and development) US\$2,500</p> <p>Training US\$8,000</p> <p>Training cross-cutting issues and development US\$2,000</p> <p>Miscellaneous US\$500</p> |
| Component 4: Creation of knowledge base | | | |
| <p>4.1 Lessons learned, methodologies and tools incorporated in the UNDP/BCPR knowledge base, in order to strengthen support interventions aimed at capacity building of National systems and South-Southcooperation</p> <p><i>Indicator:</i> Project lessons learned, methodologies and tools systematized</p> <p><i>Baseline:</i> Lessons learned on previous UNDP CO experience have been systematized</p> <p><i>Target:</i> By the end of the project a report on lessons learned, methodologies and tools and mainstreamed into</p> | <p>4.1.1 Systematization of experiences and lessons learned, including the challenges confronted in mainstreaming of cross-cutting issues in institutional processes (planning, management, implementation, evaluation)</p> <p>4.1.2 Exchange of experiences between Departments and Municipalities</p> <p>4.1.3 Integration of experiences and lessons learned by UNDP/BCPR and UNDP/CO</p> <p>4.1.4 South-South exchange of experiences</p> | <p>UNDP/BCPR</p> <p>UNDP/CO</p> | <p>Nat'l Consultant (systematization) US\$2,500</p> <p>Travel US\$4,500</p> <p>Workshops (exchange of experiences) US\$8,000</p> <p>Workshop (exchange of</p> |




| OUTPUTS | INDICATIVE ACTIVITIES | RESPONSIBLE PARTIES | INPUTS – USD |
|---|--|--------------------------------------|--|
| <p>NDP CO and UNDP/BCPR knowledge base.</p> <p><i>Indicator:</i> South-South exchange of experiences</p> <p><i>Baseline:</i> Non-existent</p> <p><i>Target:</i> By the end of the project at least one South-South report for exchange of experiences implemented with the participation of project beneficiaries</p> | | | <p>experiences gender/cross cutting issues US\$2,000</p> <p>South-South cooperation US\$25,000</p> <p>Publications US\$20,000</p> <p>Publications (Gender and Risk Reduction) US\$4,000</p> <p>Miscellaneous US\$500</p> |
| Component 5: Monitoring and Evaluation | | | |
| <p>1 Monitoring and Evaluation processes have been implemented through the lifetime of the project using result indicators and progress reports/end of project report and valuation.</p> | <p>5.1.1 Backstopping and technical assistance</p> | <p>SEN UNDP/BCPR UNDP/CO</p> | <p>Missions US\$30,000</p> <p>Local Travel US\$2,700</p> |
| <p>2 External financial audit</p> | <p>5.2.1 External end-of-project audit</p> | <p>SEN UNDP/CO</p> | <p>Int'l Consultant US\$10,000</p> <p>Travel US\$1,800</p> |
| <p>3 Final External Evaluation Mission</p> | <p>5.2.1 Evaluation mission</p> | <p>SEN UNDP/BCPR UNDP/CO</p> | <p>External audit US\$2,000</p> |




Key considerations for strategy implementation

42. Several aspects have been included in project design:

- Linkage to the 2007-2011 UNDAF and CPAP: Disasters constitute an important development constraint and a poverty aggravating factor. The project will therefore aim at the development of governance structures and capacities for risk reduction at national and local levels and improving coordination mechanisms between the relevant stakeholders, thus making substantive contributions to achievement of the CPAP outcome of strengthening the national capacities for prevention and management of natural disasters and UNDAF outcomes 1 (governance)¹, 2 (poverty reduction)² and 3 (environmental management)³. Through institutional strengthening and capacity building the project will contribute to modernization and improved democratic governance; reduction of the environmental, social and economic impacts of disasters on the population and especially the most vulnerable groups, therefore contributing to implementation of development and poverty reduction policies and progress toward achievement of the MDGs.
- Capacity building: The Project approach will focus on capacity building aimed at key stakeholders at several levels. On one hand, the project will strengthen the UNDP/CO Risk Management Office and on the other it will strengthen national and local institutions. Project interventions will build upon lessons learned from previous interventions by UNDP with both national and local institutions within the framework of emergency situations in recent years, as well as ongoing processes. These factors will thus contribute to sustainability of project results.

More specifically, regarding strengthening of the UNDP/CO, on the basis of the experience acquired, the project will reinforce its capacities for programme approach seeking an effective coordination of development, poverty reduction, governance and risk reduction issues with special consideration to cross-cutting issues. The project will also ensure synergies with other ongoing and planned UNDP supported initiatives such as the National Climate Change Programme, the UN-REDD National Joint Programme the Bali Action Plan Initiative and the socially oriented Bridges to Development project.

At the level of national and local institutions, the intervention strategy will contribute to enhance and improve SEN's leadership and coordinating role in risk reduction and management of emergencies, as well as the roles, responsibilities and coordination of the different concerned stakeholders (central government institutions, local government institutions, NGOs and others) in accordance with their mandates, capacities and their national and/or local level of intervention. As a result, the relevant institutions will be in a better position to manage disasters and emergency situations, including inter-institutional coordination, stakeholder engagement and participation; therefore reducing the vulnerability of local populations that may be affected by them and ensuring more sustainable livelihoods.

Even though project interventions will deliver tangible products within a time bound horizon, the strategy will be process-oriented. The activities to be carried out are expected to settle the foundations for management and consequently generate the mechanisms for decision making and taking action; that is, the project's achieved outputs will establish and strengthen the processes to sustain them in the long term.

¹ To support the State in its efforts to achieve progress in the strengthening and modernization of public institutions as a necessary condition for development.

² To reduce poverty and improve the livelihoods of the lower income population through development of human capital and increased access to quality basic services.

³ To strengthen national capacities for an integrated environmental management and for promotion and management of sustainable and equitable development.

- Cross-cutting issues: Several specific cross-cutting issues will be taken into account, namely gender and indigenous peoples and climate change adaptation. Women and indigenous peoples are vulnerable to risks and disasters and are directly affected by them. Women represent 50% of the 6 million inhabitants of the country, of which an important percentage are poor and 12.4% are heads of households. Although the indigenous peoples represent only 1.5% of the total country's population, the whole of the indigenous population are poor and 6 out of 10 individuals are extreme poor. These numbers are reflected at the local level in the poorest areas of the country, of which the Departments of Concepcion and San Pedro are part. Therefore, gender and indigenous peoples issues will be duly considered during project implementation. Likewise, climate change adaptation will be mainstreamed as a cross-cutting issue, taking into account the future possible expected impacts.

Cross-cutting issues will be mainstreamed in Project interventions at several levels:

- *Component 1*: UNDP CO specialists in gender, indigenous peoples and climate change will assist the Risk Management Office and train its staff in mainstreaming cross-cutting issues into planning and implementation of actions. These will be reflected in the office's work plans and the manuals to be elaborated within the framework of the project. Likewise, the office staff will be capable of adequately monitoring that cross-cutting issues be duly mainstreamed throughout the project implementation.
- *Component 2*: Participatory development of the national risk reduction policy, the emergency plan and improvement of the regulatory framework will take into account the inclusion of specialists in climate change, gender and indigenous peoples in the process, so as to ensure that such issues are duly mainstreamed into the policy and legal frameworks. Likewise, in the same manner and through specific technical assistance, mainstreaming of cross-cutting issues into the operational instruments and tools to be developed by the SEN; as well as the training and information dissemination/awareness raising programmes. Worth to mention is the fact that 60% of SEN staff are women, so their specific training needs will be an important aspect of the training programme. Collaboration will be sought with the Environment Secretariat, the Womens' Secretariat, the National Indigenous Peoples Institute and NGOs specialized in these subjects. At least 50% participation of women in participatory processes as well as in training events will be sought.
- *Component 3*: Cross-cutting issues will be taken into account in capacity building at local level, to enable local institutions to provide adequate attention to local populations and especially vulnerable groups in the event of emergency situations. The identification and inclusion of womens' and indigenous peoples' organizations in the local Risk Reduction Councils will be fostered and sought. Specific studies will be carried out aiming at assessment of risk reduction within the most vulnerable groups. Conclusions and recommendations of such studies will be mainstreamed into the instruments and tools to be developed as well as the training, information dissemination and awareness raising activities. The risk reduction projects to be developed by the Municipalities will be screened for cross-cutting issues as a requirement for approval. As in the previous components, partnerships with the relevant specialized government institutions and NGOs will contribute to ensure adequate consideration of cross-cutting issues.
- *Component 4*: The methodology for systematization of best practices and lessons learned will take into account the analysis of cross-cutting issues, more specifically the challenges confronted in mainstreaming of such issues into the institutional processes (planning, implementation, monitoring and evaluation). The methodologies for exchange of experiences and South-South cooperation will also include presentations on successful experiences with cross-cutting issues.
- *Component 5*: The Terms of Reference of the final external evaluation will include an assessment of the level to which cross-cutting issues have been taken into account and mainstreamed throughout project intervention. The evaluation team shall include an expert

The Results Framework indicates the specific activities foreseen to ensure mainstreaming of cross-cutting issues throughout project intervention.

Costs associated with cross-cutting issues (mainly gender) are summarized as follows:

| Component | Type of action/activity | Cost (US\$) |
|--------------|--|---------------|
| Component 1 | Technical assistance to SEN/UNDP Risk Management Office by UNDP specialists (gender, indigenous peoples, climate change) | 0 |
| Component 2 | Technical assistance / workshops to mainstream gender/cross cutting issues in development of the reference framework (output 2.1) | 4,000 |
| | Technical assistance / workshops to mainstream gender/cross cutting issues in development of the SEN instruments and tools (output 2.2) | 4,000 |
| | Technical assistance / workshops to train SINARR members in gender/cross cutting issues (output 2.3) | 6,500 |
| Component 3 | Study on gender/cross-cutting at departmental level; technical assistance to mainstream issues in strategies/regulations; training events for Risk Reduction Councils (output 3.1) | 4,500 |
| | Study on gender/cross-cutting at municipal level; technical assistance to mainstream issues in strategies/regulations; training events for Risk Reduction Councils (output 3.2) | 4,500 |
| | Technical assistance and training to build capacities for assessment and mainstreaming of cross-cutting issues in local development projects (output 3.3) | 4,500 |
| Component 4 | Workshop for exchange of experiences and lessons learned regarding cross-cutting issues (output 4.1) | 2,000 |
| | Publication on gender and risk reduction (output 4.1) | 4,000 |
| Component 5 | International technical assistance in gender and risk reduction (output 5.1) | 5,000 |
| Total | | 44,500 |

- Knowledge base creation:** The best practices and lessons learned by the Risk Management Office within the previous experiences assisting the SEN and local governments include: a) the knowledge base in risk reduction generated during the emergencies of recent years (droughts, fires, etc.), operational management of emergencies and regulatory framework, b) the best practices that have contributed by means of participatory processes to foster stakeholder coordination and c) the mechanisms, procedures and regulations generated at local level for risk reduction. These best practices and lessons learned will ensure a solid foundation for implementation of the proposed project. The experiences and lessons learned during project implementation will be systematized and mainstreamed into the Latin American and Caribbean knowledge base with the purpose of contributing to sustained risk reduction in the region through information and knowledge sharing as well as through South-South cooperation.
- Backstopping and technical assistance:** The project includes international technical assistance and backstopping missions by an international expert with the objective to provide support and backstopping to the CO and project beneficiaries to ensure adequate project approach in accordance with international risk reduction standards and criteria.
- Ownership:** The project has been jointly identified and prepared by SEN and UNDP and is consistent with the SEN/UNDP framework agreement and Law N°2615/05. The SEN will provide counterpart in-kind contributions consisting of: i) at least two SEN technicians (decision making level) who will act as project counterparts, ii) facilities and services, iii) transportation. The in-kind contribution is valued at US\$30,000. The project will provide technical assistance to strengthen the existing institutions and their staffs, ensuring ownership and institutional sustainability. Financial sustainability of project results will be bore by the SEN through its annual operational budget and the National Emergency Fund (managed by SEN) which receives specific allocations within the national budget. At local level, the Risk Reduction

Ordinances will provide for an allocation of 0,01% of total incomes (from e.g. taxes, fees, allocations from central budget) to risk reduction, response and recovery⁴.

Project Beneficiaries

43. The project will directly benefit the SEN, SINARR member institutions, the Governments of the Departments of Concepcion and San Pedro, and the Municipalities of Concepcion, Horqueta and San Pedro de Ycuamandi-yu. The Departments of Concepcion and San Pedro are high-threat, high-vulnerability and high-risk zones, which structural vulnerability is characterized by factors such as poverty, unemployment and exclusion, among others. Through project capacity building interventions, the concerned stakeholders will have an improved understanding of threats, vulnerabilities and risks in order to implement risk reduction. Therefore an improved governance in risk reduction will be achieved at both national and local levels. Likewise, the concerned institutions will be in a better position to contribute through their activities to poverty reduction and climate change adaptation and readiness.

44. Indirect beneficiaries of the project will be the population of both Departments, which total 530,224 inhabitants or 9% of the country's population, who will benefit from: a) an increased awareness on risk reduction through information dissemination and awareness raising, b) inclusion in decision making processes and, b) an improved and better organized and coordinated attention by national and local institutions during emergency situations; all of which should lastly achieve a reduction of the impacts of disasters and emergencies on the affected population, and contributing to poverty reduction and sustainable livelihoods. Likewise, through information and knowledge sharing, the project will make its methodologies, instruments and tools available to other Departmental and Municipal Governments, allowing them to replicate the experience under the overall coordination of the SEN and therefore achieving a more widespread progress on risk reduction in terms of surface area and population.

45. UN Agencies will also benefit from the project through the enhanced UNDP capacities which may be progressively transferred to Agencies' staffs within the framework of UNETE Inter-Agency Plan, thus improving UN's collaboration with the Government from a predominantly humanitarian and emergency aid approach toward a risk prevention and reduction approach.

Risks and Assumptions

46. The table below highlights specific risks which could affect successful implementation of the project and the corresponding risk mitigation measures.

| Risk/effect on project implementation | Risk management measures |
|---|---|
| Lack of adequate coordination, collaboration and cooperation among the executing agencies delays progress of project implementation. Lack of buy-in and participation of key institutional stakeholders | Operational agreements between implementing partners and concerned stakeholders with adequate definition of roles and responsibilities. Dialogue and consensus building. Information dissemination and awareness raising. Capacity building and training. |
| Lack of political support at local level due to electoral campaigns for municipal elections (during 2010). Changes of authorities and possibly high level staffs (Directors) in 2011 could affect project implementation and sustainability of results. | Local regulatory frameworks to be developed to ensure the institutional nature of the Emergency Councils. Agreements to be signed between stakeholders. Information dissemination and awareness raising among candidates and signing of statements committing candidates to support project outputs. Local organizations and populations could provide support. Capacity building and training. |
| Extreme weather conditions (prolonged droughts, floods) delay implementation of activities, cause communication and access problems and distract the attention of stakeholders to more urgent immediate matters. | Continuous updating and revision of project work plan. Provide support to emergency management and demonstrate positive impacts of instruments developed within project framework. |

⁴ Based on the previous experience of developing the Risk Ordinances in San Pedro and Horqueta, which foresee that

Exit Strategy

47. The project's integral approach to strengthen the national and local capacities for risk reduction will ensure the sustainability of results by means of:

- Project design based on actual capacity building needs of the SEN and stakeholders as well as on lessons learned from previous and ongoing assistance.
- Development of the national and local reference frameworks for risk reduction and management (policy, emergency plan and regulations);
- Development of instruments and tools that mainstream risk reduction in SEN's institutional planning, operation, and monitoring and evaluation activities;
- Development of instruments and tools for risk reduction at local level and for mainstreaming of risk reduction into local development processes;
- Development of skills and capacities of SEN staff and local stakeholders to implement risk reduction and improve civil protection interventions;
- Improvement of coordination mechanisms at national and local levels (SINARR and departmental and municipal emergency councils);
- Development of local capacities to access financial resources of the National Emergency Fund for risk reduction and implementing funds at local level;
- Empowerment of stakeholders, improvement of overall coordination and their inclusion in decision making processes;
- Promotion of synergies between ongoing and planned initiatives;
- Information and knowledge sharing throughout project implementation;
- Linkage with UNDP's cooperation programme and strengthening of UNDP's technical assistance capacities will provide for a sustained addressing of the subject.
- Financial sustainability of results to be ensured through the SEN's annual budget, the National Emergency Fund budget, and a percentage of Departmental and Municipal incomes to be allocated to risk reduction, response and recovery.

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ANNUAL WORK PLAN

Years: 2009/2011

Related CP outcome: Plans, strategies, regulatory frameworks and sectoral programmes

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | TIMEFRAME | | | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | |
|--|---|-----------|----|----|----|----|----|-------------------|----------------|--------------------|---------------|
| | | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | | Funding Source | Budget Description | Amount (US\$) |
| Component 1: Strengthening national capacities for prevention and management of natural disasters | | | | | | | | | | | |
| National capacities strengthened to enhance the provision of national and local technical support on disaster risk reduction and Risk management Key indicators in Results framework) | 1. Office/Project management - Personnel - Running costs | X | | | | | | | SEN/UNDP | | 76,860 |
| | 2. Trained staff & technical assistance - Identification of training needs - Elaboration of training plan - Training activities - Technical assistance missions | X | X | X | X | X | X | | SEN/UNDP | | 3,288 |
| | 3. Equipment procured - Elaboration of specifications - Procurement/installation | X | X | | | | | | SEN/UNDP | | 3,638 |
| | 4. Operations Manual - Contracting of consultant - Elaboration of job descriptions - Definition of procedures | X | | | | | | | SEN/UNDP | | 2,788 |
| | 5. Risk reduction mainstreamed in UNDP portfolio - Situation analysis - Workshops | | X | X | X | X | X | X | SEN/UNDP | | 788 |
| Component 2: Policy and national frameworks developed for DRR/Management | | | | | | | | | | | |
| Policy and legal instruments developed to ensure an adequate national framework for risk reduction/management | 1. Risk reduction policy - Capacity assessment - Studies - Participatory workshops - Policy design - Information/awareness raising | X | X | | | | | | SEN | | 15,300 |

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | TIMEFRAME | | | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | |
|--------------------------------------|---|-----------|----|----|----|----|----|--------------------------|----------------|--------------------|---------------|
| | | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | | Funding Source | Budget Description | Amount (US\$) |
| | | | | | | | | | | | |
| Key indicators in Results framework) | 2. Emergency plan - Capacity assessment - Studies - Participatory workshops - Policy design - Information/awareness raising | X | X | | | | | SEN | | | 14,300 |
| | 3. Law N°2615/05 regulations - Capacity assessment - Studies - Participatory workshops - Formulation of regulations - Information/awareness raising | X | X | | | | | SEN | | | 19,300 |
| | 1. Strategic plan - Capacity assessment - Participatory workshops - Formulation of plan - Information/awareness raising | | X | X | | | | SEN | | | 14,500 |
| Key indicators in Results framework) | 2. Manuals (organiz/operations) - Capacity assessment - Participatory workshops - Elaboration of manuals - Information/awareness raising | | X | X | | | | SEN | | | 9,500 |
| | 3. Evaluation system - Capacity assessment - Participatory workshops - Design of system - Information/awareness raising | | X | X | | | | SEN | | | 14,400 |
| | 4. Information/awareness plan - Participatory workshops - Elaboration of plan - Information/awareness raising | | X | X | | | | SEN | | | 9,000 |
| Key indicators in Results framework) | 5. Trained staff - Formulation of training plan - Implementation of training - Evaluation/feedback | | | X | X | X | | SEN | | | 18,000 |
| | 6. National Disaster Observatory - Staff assigned and trained - Equipment/materials installed | | X | X | X | X | | SEN | | | 2,000 |
| | 1. SINARR proposal - Revision of proposals - Identification of member roles - Participatory workshops - Design of proposal - Information/awareness raising | | | X | X | X | | SEN SINARR members | | | 20,750 |

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | TIMEFRAME | | | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | |
|---|---|-----------|----|----|----|----|----|--------------------------|----------------|--------------------|---------------|
| | | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | | Funding Source | Budget Description | Amount (US\$) |
| | | | | | | | | | | | |
| | <ul style="list-style-type: none"> 2. Inter-institutional agreements - Formulation of proposals - Advocacy/meetings/follow-up - Agreements - Information/awareness raising | | | X | X | | | SEN SINARR members | | 13,750 | |
| Component 3: Strengthening of capacities in DRR/Management of pilot Departmental and Municipal Governments | | | | | | | | | | | |
| <p>The Departmental Governments of Concepción and San Pedro strengthened for planning, coordination and implementation of reduction and management</p> <p>3 indicators in Results (network)</p> | <ul style="list-style-type: none"> 1. Emergency Councils - Identification of members - Agreements - Information/awareness raising - Organization of councils | | X | | | | | SEN Departments | | 16,225 | |
| | <ul style="list-style-type: none"> 2. Studies - Cross-cutting issues - Risk maps, others | | X | | | | | SEN Departments | | 24,625 | |
| | <ul style="list-style-type: none"> 3. Risk Ordinances - Situation analysis - Formulation of risk ordinances - Information/awareness | | | | X | | | SEN Departments | | 13,225 | |
| | <ul style="list-style-type: none"> 4. Trained staff - Formulation of training plan - Implementation of training - Evaluation/feedback | | | X | X | X | | SEN Departments | | 10,125 | |
| <p>The Municipalities of Concepción, Horqueta (Department Concepción) and San Pedro del Jambandyu (Department of San Pedro) strengthened for planning, coordination and implementation of reduction and management</p> <p>3 indicators in Results (network)</p> | <ul style="list-style-type: none"> 1. Emergency Councils - Identification of members - Information/awareness raising - Organization of councils | | X | | | | | SEN Municipalities | | 16,225 | |
| | <ul style="list-style-type: none"> 2. Studies - Cross-cutting issues - Risk maps, others | | X | | | | | SEN Municipalities | | 24,625 | |
| | <ul style="list-style-type: none"> 3. Risk Ordinances - Situation analysis - Formulation of risk ordinances - Information/awareness | | | | X | | | SEN Municipalities | | 13,225 | |
| | <ul style="list-style-type: none"> 4. Trained staff - Formulation of training plan - Implementation of training - Evaluation/feedback | | | X | X | X | | SEN Municipalities | | 10,125 | |
| <p>Risk reduction/management instreamed into local development plans and initiatives</p> <p>3 indicators in Results (network)</p> | <ul style="list-style-type: none"> 1. Toolkit - Situation analysis - Elaboration of toolkit - Training in use of toolkit | | | | | | | SEN Municipalities | | 13,400 | |
| | <ul style="list-style-type: none"> 2. Risk Reduction projects - Situation analysis - Participatory workshops - Formulation of proposals | | | | | | | SEN Municipalities | | 8,400 | |




| EXPECTED OUTPUTS | PLANNED ACTIVITIES | TIMEFRAME | | | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | | |
|---|---|-----------|----|----|----|----|----|-------------------|------------------|--------------------|---------------|---------|
| | | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | | Funding Source | Budget Description | Amount (US\$) | |
| | | | | | | | | | | | | |
| Component 4: Creation of knowledge base | | | | | | | | | | | | |
| Lessons learned, methodologies incorporated in the DP/BCPR knowledge base, in order to strengthen support interventions aimed at capacity building of National Systems and South-Southcooperation | 1. Best practices/Lessons learned - Systematization | | | | | X | X | | UNDP SEN | | | 5,325 |
| | 2. Exchange of experiences - Workshops - Workshop Gender and Risk Reduction | | | | | X | | | UNDP SEN | | | 11,925 |
| | 3. South-South cooperation - Workshop | | | | | | X | | SEN UNDP | | | 25,125 |
| | 4. Publications - Publications - Gender and Risk Reduction | | | | | | X | X | SEN UNDP | | | 20,125 |
| Component 5: Monitoring and Evaluation | | | | | | | | | | | | |
| Technical Assistance | 1. Backstopping missions - Organization of missions | | | | | X | X | | SEN UNDP/BCPR | | | 32,700 |
| External financial audit | 2. Audit report - Contracting of audit - Implementation of audit | | | | | | | X | SEN UNDP | | | 2,000 |
| Final External Evaluation Mission | 3. Evaluation report - Contracting of evaluation - Evaluation mission | | | | | | | X | SEN UNDP | | | 11,800 |
| TOTAL | | | | | | | | | | | | |
| | | | | | | | | | | | | 497,290 |



IV. MANAGEMENT ARRANGEMENTS

48. This project shall be implemented under the Direct Implementation modality within the framework of the "Country Programme Action Plan" subscribed by the Government of Paraguay and UNDP for the 2007-2011 programming period. The Annual Work Plan shall be implemented directly by the UNDP Paraguay Country Office, which shall be responsible for resource management and efficient use of inputs. On the other hand, SEN shall be responsible for direction, coordination and results obtained.

49. In order to ensure implementation coordination and efficiency, a Project Board is established, conformed by the National Emergency Executive Secretary (Minister) and UNDP Resident Representative, who shall meet semiannually with the following objectives: a) approval of Annual Operating Plan; b) general coordination of activities; c) progress monitoring; d) formulation and approval of suggestions and adjustments for fulfillment of objectives and; e) control of availability of financial resources for timely implementation.

50. The Program Officer of the Poverty and Risk Management portfolio shall be designated as Project Assurance, with the purpose to support Project Manager actions. The Coordinator of UNDP Paraguay Risk Management Office shall be designated as Project Manager. Special attention shall be given to due inclusion of the gender approach and to the follow-up of communication activities.

51. The Project Manager, appointed by UNDP Paraguay, shall prepare the Annual Work Plan, shall implement activities according to said plan, and shall submit suggestions of modifications to the Project Board, to ensure fulfillment of the objectives planned.

Definition of responsibilities

52. UNDP Paraguay, as Implementing Agency, shall assume management, administrative and financial responsibility, according to the following detail:

- Management responsibility: planning, monitoring and coordination of activities.
- Administrative responsibility: procurement of goods and services, project personnel recruitment and management, subscription of contracts, equipment administration and maintenance.
- Financial administration responsibility: preparation of the budget, management and accounting of funds received in advance, timely disbursements of funds, recording of transactions and reporting.

53. Project general management shall be governed by UNDP Rules and Procedures, in accordance with UNDP Programming, Finance and Administration Manuals. Contracting and procurement shall be effected by the UNDP Paraguay Risk Management Office.



V. MONITORING FRAMEWORK AND EVALUATION

54. The Results Framework and the Annual Work Plan will be the main instruments to monitor progress of project implementation. Additionally and in accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle:

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis included in the project document, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Quarterly Progress Reports:

- The UNDP/CO will provide UNDP/BCPR with narrative and financial Quarterly Progress Reports.

Annually:

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

At end-of-project:

- An external financial audit.
- A final external evaluation will be carried out at end of project implementation to assess the relevance and effectiveness of the intervention, and measure the impact of the results achieved, on the basis of the initial analysis and indicators described at the time of project formulation, as well as identifying the lessons learned.



Quality Management for Project Activity Results

55. A first draft of the Quality Management tables have been completed in accordance with the Proposed Work Plan. The tables will be refined – particularly the items start and end dates for each activity as well as the date of assessment of each activities' indicators – upon project start-up.

| OUTPUT 1.1: The UNDP/PY Risk Management Office strengthened to enhance its capacity to provide country level assistance in risk reduction and management. | | |
|---|--|---------------------------|
| Activity Result 1 (Atlas Activity ID) | Strengthening national capacities for prevention and management of natural disasters | Start Date: End Date: |
| Purpose | National capacities strengthened to enhance the provision of national and local level technical support on disaster risk reduction and Risk Management | |
| Description | | |
| Quality Criteria | Quality Method | Date of Assessment |
| Risk Office personnel | | |
| Project delivery | | |
| Activity Result 2 (Atlas Activity ID) | Trained staff & technical assistance | Start Date: End Date: |
| Purpose | Technical assistance and training to Risk Office staff | |
| Description | <ul style="list-style-type: none"> - Identification of training needs - Elaboration of training plan - Training activities - Technical assistance missions | |
| Quality Criteria | Quality Method | Date of Assessment |
| Training plan and number of events | Training documents/reports | |
| Number of tech.assist. missions | Adivsor's reports | |
| Activity Result 3 (Atlas Activity ID) | Equipment procured | Start Date: End Date: |
| Purpose | Procurement of equipment for Risk Office | |
| Description | <ul style="list-style-type: none"> - Elaboration of specifications - Procurement/installation | |
| Quality Criteria | Quality Method | Date of Assessment |
| Equipments | Invoices | |
| Activity Result 4 (Atlas Activity ID) | Operations Manual | Start Date: End Date: |
| Purpose | The Risk Management has an Operations Manual | |
| Description | <ul style="list-style-type: none"> - Contracting of consultant - Elaboration of job descriptions - Definition of operational procedures | |
| | | |

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| | | |
|---|---|----------------------------------|
| Operations Manual approved | TOR / Manual | |
| Staff trained | Training reports | |
| Activity Result 5 (Atlas Activity ID) | Risk reduction mainstreamed in UNDP portfolio | Start Date: End Date:Month 18 |
| Purpose | Environment, Poverty and Water Resources projects mainstream risk reduction | |
| Description | - Situation analysis - Workshops | |
| Quality Criteria | Quality Method | Date of Assessment |
| Number of projects | Prodocs / CO reports | Month 18 |

| | | |
|--|---|---------------------------|
| OUTPUT 2.1: Policy and legal instruments developed to ensure an adequate national framework for risk reduction/management | | |
| Activity Result 1 (Atlas Activity ID) | Risk reduction policy | Start Date: End Date: |
| Purpose | Formulation of the National Risk Reduction Policy | |
| Description | - Capacity assessment - Studies - Participatory workshops - Policy design - Information/awareness raising | |
| Quality Criteria | Quality Method | Date of Assessment |
| Consultancy implemented | TOR / contract / reports | |
| Studies implemented | Studies' documents | |
| Workshops implemented | Workshop reports | |
| Policy designed and approved | Policy document / resolution | |
| Activity Result 2 (Atlas Activity ID) | Emergency plan | Start Date: End Date: |
| Purpose | Formulation of a National Emergency Plan | |
| Description | - Capacity assessment - Studies - Participatory workshops - Policy design - Information/awareness raising | |
| Quality Criteria | Quality Method | Date of Assessment |
| Consultancy implemented | TOR / contract / reports | |
| Studies implemented | Studies' documents | |
| Workshops implemented | Workshop reports | |
| Plan designed and approved | Plan document / resolution | |
| Activity Result 3 (Atlas Activity ID) | Law N°2615/05 regulations | Start Date: End Date: |
| Purpose | To improve the legal framework | |

| | | |
|-------------------------------------|--|---------------------------|
| Description | <ul style="list-style-type: none"> - Capacity assessment - Studies - Participatory workshops - Formulation of regulations - Information/awareness raising | |
| Quality Criteria | Quality Method | Date of Assessment |
| Consultancy implemented | TOR / contract / reports | |
| Studies implemented | Studies' documents | |
| Worshops implemented | Workshop reports | |
| Regulations formulated and approved | Regulation / approval decree | |

OUTPUT 2.2: The National Emergency Secretariat (SEN) has been strengthened to fulfill its role to design and implement risk reduction policies and to manage and coordinate emergency situations

| | | |
|---|---|---------------------------|
| Activity Result 1 (Atlas Activity ID) | Strategic plan | Start Date: End Date: |
| Purpose | Formulation of SEN's 5-year plan | |
| Description | <ul style="list-style-type: none"> - Capacity assessment - Participatory workshops - Formulation of plan - Information/awareness raising | |
| Quality Criteria | Quality Method | Date of Assessment |
| Consultancy implemented | TOR / contract / reports | |
| Worshops implemented | Workshop reports | |
| Strategic plan formulated and approved | Plan document / approval resolution | |
| Activity Result 2 (Atlas Activity ID) | Manuals | Start Date: End Date: |
| Purpose | Elaboration of SEN's organization & operational manuals | |
| Description | <ul style="list-style-type: none"> - Capacity assessment - Participatory workshops - Elaboration of manuals - Information/awareness raising | |
| Quality Criteria | Quality Method | Date of Assessment |
| Consultancy implemented | TOR / contract / reports | |
| Worshops implemented | Workshop reports | |
| Manuals elaborated and approved | Manuals / approval resolution | |
| Activity Result 3 (Atlas Activity ID) | Evaluation system | Start Date: End Date: |
| Purpose | Elaboration of a national evaluation system | |
| Description | <ul style="list-style-type: none"> - Capacity assessment - Participatory workshops - Design of system - Information/awareness raising | |

| Quality Criteria | Quality Method | Date of Assessment |
|---|---|--------------------------|
| Workshops implemented | Workshop reports | |
| System designed and approved | Manuals / approval resolution | |
| Activity Result 4 (Atlas Activity ID) | Information/awareness plan | Start Date: End Date: |
| Purpose | Formulation of an information/awareness raising plan for SEN | |
| Description | <ul style="list-style-type: none"> - Participatory workshops - Elaboration of plan - Information/awareness raising | |
| Quality Criteria | Quality Method | Date of Assessment |
| Consultancy implemented | TOR / contract / reports | |
| Workshops implemented | Workshop reports | |
| Plan elaborated and approved | Plan / approval resolution | |
| Activity Result 5 (Atlas Activity ID) | Trained staff | Start Date: End Date: |
| Purpose | Training of SEN staff | |
| Description | <ul style="list-style-type: none"> - Formulation of training plan - Implementation of training - Evaluation/feedback | |
| Quality Criteria | Quality Method | Date of Assessment |
| Training plan elaborated and approved | Plan | |
| Number & contents of training events | Training reports | |
| Number & gender of staff trained | Training reports | |

| OUTPUT 2.3: The National Emergency System (SINARR) is operational | | |
|---|---|--------------------------|
| Activity Result 1 (Atlas Activity ID) | SINARR proposal | Start Date: End Date: |
| Purpose | Stakeholder consensus to establish the SINARR | |
| Description | <ul style="list-style-type: none"> - Revision of proposals - Identification of member roles - Participatory workshops - Design of proposal - Information/awareness raising | |
| Quality Criteria | Quality Method | Date of Assessment |
| Consultancy implemented | TOR / contract / reports | |
| Workshops implemented | Workshop reports | |
| Proposal elaborated | Proposal document | |
| Activity Result 2 (Atlas Activity ID) | Inter-institutional agreements | Start Date: End Date: |
| Purpose | Agreements to start-up and implement the SINARR | |

| | | |
|--|--|---------------------------|
| Description | <ul style="list-style-type: none"> - Formulation of proposals - Advocacy/meetings/follow-up - Agreements - Information/awareness raising | |
| Quality Criteria | Quality Method | Date of Assessment |
| Workshops/meetings | Reports/minutes | |
| Agreements signed by SEN and SINARR institutions | Agreements | |
| SINARR meetings | Minutes of meetings | |

| | | |
|--|--|---------------------------|
| OUTPUT 3.1: The Departamental Governments of Concepción and San Pedro strengthened for planning, coordination and implementation of risk reduction and management | | |
| Activity Result 1 (Atlas Activity ID) | Emergency Councils | Start Date: End Date: |
| Purpose | What is the purpose of the activity? | |
| Description | <ul style="list-style-type: none"> - Identification of members - Agreements - Information/awareness raising - Organization of councils | |
| Quality Criteria | Quality Method | Date of Assessment |
| Workshops/meetings | Reports/minutes | |
| Agreements signed by Departments and stakeholders | Agreements | |
| Council meetings | Minutes of meetings/ resolutions | |
| Activity Result 2 (Atlas Activity ID) | Studies | Start Date: End Date: |
| Purpose | Cross-cutting issues at regional level, risk maps, others | |
| Description | <ul style="list-style-type: none"> - Cross-cutting issues - Risk maps, others | |
| Quality Criteria | Quality Method | Date of Assessment |
| Consultancy implemented | TOR / contract / reports | |
| Guidelines & other tools | Technical documents | |
| Activity Result 3 (Atlas Activity ID) | Risk Ordinances | Start Date: End Date: |
| Purpose | Risk Ordinances issued by Departments | |
| Description | <ul style="list-style-type: none"> - Situation analysis - Formulation of risk ordinances - Information/awareness | |
| Quality Criteria | Quality Method | Date of Assessment |
| Workshops/meetings | Reports/minutes | |
| Guidelines & other tools | Technical documents | |
| Risk Ordinances issued | Ordinances / approval resolutions | |

| | | |
|---|---|---------------------------|
| Activity Result 4 (Atlas Activity ID) | Trained staff | Start Date: End Date: |
| Purpose | Training of Departmental Emergency Councils | |
| Description | <ul style="list-style-type: none"> - Formulation of training plan - Implementation of training - Evaluation/feedback | |
| Quality Criteria | Quality Method | Date of Assessment |
| Training plan elaborated and approved | Plan | |
| Number & contents of training events | Training reports | |
| Number & gender of participants | Training reports | |

OUTPUT 3.2: The Municipalities of Concepción, Horqueta (Department of Concepción) and San Pedro del Ycuamandyyu (Department of San Pedro) strengthened for planning, coordination and implementation of risk reduction and management

| | | |
|---|--|---------------------------|
| Activity Result 1 (Atlas Activity ID) | Emergency Councils | Start Date: End Date: |
| Purpose | What is the purpose of the activity? | |
| Description | <ul style="list-style-type: none"> - Identification of members - Agreements - Information/awareness raising - Organization of councils | |
| Quality Criteria | Quality Method | Date of Assessment |
| Workshops/meetings | Reports/minutes | |
| Agreements signed by Departments and stakeholders | Agreements | |
| Council meetings | Minutes of meetings/ resolutions | |
| Activity Result 2 (Atlas Activity ID) | Studies | Start Date: End Date: |
| Purpose | Cross-cutting issues at regional level, risk maps, others | |
| Description | <ul style="list-style-type: none"> - Cross-cutting issues - Risk maps, others | |
| Quality Criteria | Quality Method | Date of Assessment |
| Consultancy implemented | TOR / contract / reports | |
| Guidelines & other tools | Technical documents | |
| Activity Result 3 (Atlas Activity ID) | Risk Ordinances | Start Date: End Date: |
| Purpose | Risk Ordinances issued by Departments | |
| Description | <ul style="list-style-type: none"> - Situation analysis - Formulation of risk ordinances - Information/awareness | |

| Quality Criteria | Quality Method | Date of Assessment |
|---|---|--------------------------|
| Workshops/meetings | Reports/minutes | |
| Guidelines & other tools | Technical documents | |
| Risk Ordinances issued | Ordinances / approval resolutions | |
| Activity Result 4 (Atlas Activity ID) | Trained staff | Start Date: End Date: |
| Purpose | Training of Departmental Emergency Councils | |
| Description | <ul style="list-style-type: none"> - Formulation of training plan - Implementation of training - Evaluation/feedback | |
| Quality Criteria | Quality Method | Date of Assessment |
| Training plan elaborated and approved | Plan | |
| Number & contents of training events | Training reports | |
| Number & gender of participants | Training reports | |

OUTPUT 3.3: Risk reduction/management mainstreamed into local development plans and initiatives

| Activity Result 1 (Atlas Activity ID) | Toolkit | Start Date: End Date: |
|---|--|--------------------------|
| Purpose | Mainstreaming risk reduction in local development | |
| Description | <ul style="list-style-type: none"> - Situation analysis - Elaboration of toolkit - Training in use of toolkit | |
| Quality Criteria | Quality Method | Date of Assessment |
| Studies implemented | Studies' documents | |
| Guidelines & other tools | Technical documents | |
| Number & contents of training events | Training reports | |
| Activity Result 2 (Atlas Activity ID) | Risk Reduction projects | Start Date: End Date: |
| Purpose | Municipalities formulate their own risk reduction projects | |
| Description | <ul style="list-style-type: none"> - Situation analysis - Participatory workshops - Formulation of proposals | |
| Quality Criteria | Quality Method | Date of Assessment |
| Studies implemented | Studies' documents | |
| Workshops | Reports | |
| Project proposals formulated | Project documents | |



OUTPUT 4.1: Lessons learned, methodologies and tools incorporated in the UNDP/BCPR knowledge base, in order to strengthn support interventions aimed at capacity building of National Systems and South-Southcooperation

| | | |
|---|---|---------------------------|
| Activity Result 1 (Atlas Activity ID) | Best practices/Lessons learned | Start Date: End Date: |
| Purpose | Systematizacion of best practices & lessons learned | |
| Description | - Systematization | |
| Quality Criteria | Quality Method | Date of Assessment |
| Consultancy implemented | TOR / contract / reports | |
| BP/lessons learned in CO data base | Systematization documents | |
| BP/lessones learned in BCPR data base | Systematization documents | |
| Activity Result 2 (Atlas Activity ID) | Exchange of experiences | Start Date: End Date: |
| Purpose | Workshops for exchange of experiences between project beneficiaries | |
| Description | - Workshops | |
| Quality Criteria | Quality Method | Date of Assessment |
| Workshops implemented | Workshop reports | |
| Activity Result 3 (Atlas Activity ID) | South-South cooperation | Start Date: End Date: |
| Purpose | South-South cooperation | |
| Description | - Workshop | |
| Quality Criteria | Quality Method | Date of Assessment |
| Workshop implemented | Workshop report | |
| Activity Result 4 (Atlas Activity ID) | Publications | Start Date: End Date: |
| Purpose | Publication of thematic studies, guidelines, instruments, etc | |
| Description | - Publications | |
| Quality Criteria | Quality Method | Date of Assessment |
| Number of publications and subjects covered | Publications | |

| OUTPUT 5.1: UNDP/BCPR Technical Assistance Missions | | |
|---|---|---------------------------|
| Activity Result 1 (Atlas Activity ID) | Backstopping missions | Start Date: End Date: |
| Purpose | Backstopping and support to project implementation | |
| Description | <ul style="list-style-type: none"> - Mission 1 - Mission 2 - Mission 3 | |
| Quality Criteria | Quality Method | Date of Assessment |
| Project progress assessed | Back to Office Reports | |

| OUTPUT 5.2: External financial audit | | |
|---|---|---------------------------|
| Activity Result 1 (Atlas Activity ID) | Audit report | Start Date: End Date: |
| Purpose | External financial audit of project | |
| Description | <ul style="list-style-type: none"> - Contracting of audit - Implementation of audit | |
| Quality Criteria | Quality Method | Date of Assessment |
| Audit contracted | TOR / contract | |
| Audit implemented | Audit report | |

| OUTPUT 5.3: Final External Evaluation Mission | | |
|---|---|---------------------------|
| Activity Result 1 (Atlas Activity ID) | Evaluation report | Start Date: End Date: |
| Purpose | Final External evaluation of project | |
| Description | <ul style="list-style-type: none"> - Contracting of evaluation - Evaluation mission | |
| Quality Criteria | Quality Method | Date of Assessment |
| Evaluation contracted | TOR / contract | |
| Evaluation implemented | Evaluation report | |



VI. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

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

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

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

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References

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A handwritten signature in black ink, consisting of a large, stylized initial 'S' followed by a cursive name.