

Project Document

Title: Arab Cities Disaster Resilience Project

The Arab region is urbanizing very fast. Urban population in the region is growing double then the overall growth in population, while the overall growth rate also remains highest in the world. Between 1970 and 2010, urban population of the region increased by four times¹. Over 56 % of the Arab population presently lives in urban areas (large cities and small towns), while in some countries the percentage of people living in urban areas is as high as 100%². The average urban population for Gulf region is 80%, while the Maghreb is above 70%. Arab cities are a major source of economic and human development due to the opportunities they provide in the form of employment, education, health, communications facilities, trade and tourism. Many cities are also important historical and cultural centers.

Disasters pose a serious threat to the Arab region in general and to urban centers in particular. Many Arab cities and towns are located in high risk areas, including coasts and highly seismic zones, which expose them to disaster risks from earthquakes, flash flooding and storms thus leading to losses in lives, assets and livelihoods. Climate change has increased the frequency and severity of hydro-meteorological incidents. The climate change induced disasters have manifested themselves in the form of flash flooding, droughts, desertification, and storms during the recent years. Growing Arab cities are increasingly exposed to climate change related coastal erosion, sea level rise, storms/cyclones and flash flooding among other risks. The 2008-11 flash flooding in Riyadh, Jeddah and Yemen, the 2007-12 cyclones in Oman, the 2013 winter storm in Palestine, the 2011 famine and drought in the Horn of Africa, the 2008-11 droughts in Syria, Iraq and Jordan are but a few reminders about the increasing intensity and frequency of climate change induced disaster events. Seismic activity is also a significant risk in the Arab region. For example, the Jordan rift valley system places a number of countries (Jordan, Lebanon, Palestine and Syria) at high risk from earthquakes. Similarly, some countries in the Maghreb region (Algeria, Morocco and Tunisia) have been exposed to seismic activity in the past. Devastating earthquakes have occurred in Palestine (1927), Lebanon (1956), Morocco (1960), Egypt (1992) and Algeria (2003).

A variety of factors serves as drivers of risk in the Arab cities. The rising urban population coupled with poor quality of housing, infrastructure and services is a key driver. Secondly the city governments in the region have limited authority and funding to take local level action for DRR due to the centralized nature of state.

¹ 1 United Nations Human Settlements Project (UN-Habitat), 2012, *The State of Arab Cities 2012 – Challenges of Urban Transition*, UN-Habitat, Nairobi

² UNHABITAT, 2012: *The State of Arab Cities Report 2012, Challenges of Urban Transition*. Aqaba Declaration on Disaster Risk Reduction in Cities Aqaba, JORDAN 21 March, 2013

The expansion of urban centers is occurring without adherence to legal frameworks, building codes, or land use plans. Often an urban plan does not exist or is outdated. Significant percentage of poor urban population is forced to live in unsafe areas thus exposing themselves to risks of disasters. Building codes and regulations remain poorly developed and implemented in the Arab region, although the quality of building construction vary greatly across the region with a high quality construction in the Gulf to medium quality in Mashriq and Maghreb, to very low quality in the Horn of Africa and Yemen. As a result of poorly planned urbanization, environmental resources have suffered losses, which could be a key driver behind enhanced flash flooding, changes in rainfall patterns, desertification and landslides.

The combination of frequent natural hazards and the above-mentioned risk drivers has the potential to cause serious losses to urban populations, infrastructure, economy and livelihoods in the Arab region. Therefore there is an urgent need to start city level action for disaster risk reduction so as to develop systems to minimize risks to sustainable development.

It was in this context that UNDP, UNISDR and SDC joined their efforts to draft an Arab Mayor's Declaration on DRR in Cities. The Declaration was adopted by the First Arab Conference on DRR, held in Aqaba Jordan from 19-21 March, 2013. The Declaration prescribes modest, achievable and time bound targets to be implemented by city and national governments, in order to develop city level capacities for disaster risk reduction. The targets established in the Declaration are supposed to be achieved during the five year period of 2013-17. The implementation of Declaration requires support both from national authorities as well as international community. To achieve the established targets: a) the governments are expected to provide necessary political support and to allocate resources., b) The international agencies needs to provide necessary technical support, as well as some financial assistance to facilitate the process.

The Arab region has made some progress in establishing city level good practices on disaster risk reduction. Riyad and Jeddah which were affected by flooding in 2009-11, which have now undertaken significant steps towards flood risk reduction by improving the drainage infrastructure and landuse planning. The city of Dubai in UAE is also undergoing a process of capacity development for urban search and rescue, contingency planning, fire-fighting and emergency response. The city of Aqaba has implemented a range of initiatives with regards to earthquake risk reduction, including a risk assessment, public awareness, urban search and rescue, community volunteers teams, training of officials, a disaster risk reduction unit and a multi-stakeholder coordination committee. The city government also relocated one flash flood prone community to a safer area. The city of Fez in Morocco has implemented community level disaster risk management initiatives to development local capacities. These good practices display the importance that concerned city authorities attach to disaster risk reduction for safety and resilience of their populations. There is a need to replicate such good practices at a wider scale in the region.

I. The Project

The past experience of UNDP, UNISDR and SDC shows that consistent engagement is essential to mobilize governmental support for disaster risk reduction. The city authorities also require sustained technical support for planning and implementation of urban risk reduction initiatives. In order to promote urban risk reduction practices in the region, the Project proposes interventions to be conducted at city and national levels. At sub-national level, it shall focus upon building capacities of city governments. At national level it shall work with ministries to mobilize policy support for city level initiatives. At regional level, it shall facilitate sharing of knowledge and lessons including through south-south cooperation.

Goal

To reduce disaster losses in selected Arab cities by integrating disaster risk reduction in regular development programs through implementing the Aqaba Declaration on DRR in Cities.

Objectives

- a. To mobilize local and national authorities in selected Arab countries to implement the Aqaba Declaration on DRR in Cities;
- b. To prepare a city level Action Plan to implement the Aqaba Declaration on DRR in Cities with participation of multiple local and national stakeholders;
- c. To acquire financial commitment from government (city and national) for implementation of Action Plan in target cities, including exploration of ways to finance DRR by other means; e.g. insurance and private sector;
- d. To facilitate implementation of the Aqaba Declaration on DRR in Cities so as to promote DRR good practices in the region;

Outputs

- a. City level DRR Focal Points nominated by the government in each participating city to take the lead on preparation and implementation of the city Action Plan;
- b. A multi-stakeholder City DRR coordination committee established by each participating city to facilitate dialogue, coordination and sharing of information with regards to preparation and implementation of the City Action Plan on DRR;
- c. City level Action Plan prepared by each participating City to implement the Aqaba Declaration on DRR in Cities;
- d. Funds allocated from government budget by at least two cities (countries) for implementation of the City Action Plan;
- e. A publication on good practices of urban risk reduction produced for broader sharing with different Arab countries and cities;
- f. The Aqaba Declaration on DRR in cities adopted by the participating cities as the guiding framework for DRR;

Strategy

The project revolves around the hypothesis that government financed disaster risk reduction is achievable in middle income and net contributing Arab countries.

However it requires consistent engagement, education and awareness at city and national levels.

To this end, the project will promote and facilitate action by selected cities to implement activities to achieve objectives agreed upon the Aqaba Declaration on DRR in Cities. The achievements of project cities will be documented and disseminated among peers (other Arab cities) to trigger further action at local level.

The project intends to target Khartoum (Sudan), Sharm Al Sheikh (Egypt), Amman (Jordan), Beirut (Lebanon), Jeddah (KSA), Tunis (Tunisia) and Morocco (Tangier, Fez or Rabat) initially. The Project will finalize 4 cities out of the above based upon the following criteria:

- High city exposure to natural hazards;
- The commitment of national/city government to allocate funds for disaster risk reduction in the city;
- The commitment of city/national government to take action to meet the outputs of the project, as described in the previous section;
- The interest and availability of the HFA focal point and UNDP country office to support the project;
- The presence of a national or city level DRR initiative/project;
- The chances of achieving success
- Existing affiliation or willingness to engage with the Resilient Cities campaign and the Aqaba Declaration on DRR in Cities;

The strategy would revolve around following key elements;

- a. The project would undertake upfront negotiations with national counterparts to ascertain their interest to initiate urban risk reduction action and to take action to implement project outputs, including the allocation of funds for DRR for the target city. A written commitment expressed by respective city/national government would be achieved before enrolling them in the project;
- b. The project would engage Arab role model cities to share their good practices with other Arab cities. The project would strive to involve senior urban managers; e.g. Governors, Mayors, ministers, Chief Commissioners of role model cities to mobilize their counterparts in the project countries. In this regard the senior leaders of cities of Aqaba, Fez, Jeddah, Dubai/Abu Dhabi would be mobilized by UNDP and UNISDR;
- c. The Project would UN Resident Coordinator and UNDP Country Directors to negotiate with the respective city/national governments to achieve their commitment towards the project objectives and outputs;
- d. The Project would mobilize UNDP country offices to work closely with selected city and national authorities to assist the city governments in preparation of

the Action Plan, establishment of institutional arrangements and implementation of other activities. The role of UNDP country offices would be important, because they enjoy long term partnerships with city and national governments. Also UNDP offices are implementing national DRR projects in Egypt, Jordan, Lebanon and Sudan. The UNDP Tunisia office is working to establish a national DRR project. The Country Offices would provide support with regards to facilitation of city level processes by recruiting technical experts and facilitating coordination and meetings etc;

- e. The project would also mobilize the HFA National Focal Points in order to support the implementation of city level activities; including the preparation of Action Plan, the allocation of budget and achievement of other outputs;
- f. The Project would follow a capacity development approach. It will thus help the city governments to set up appropriate policy and institutional systems and produce outputs for addressing urban disaster risk issues in a systematic manner.

Key Activities (2 years)

a. Print introductory materials

A set of introductory communication and advocacy materials will be published at the outset of the project in order to communicate with the participating cities and countries. These materials will include: a project brochure and the Aqaba Arab Declaration on Disaster Risk Reduction in Cities. The project brochure will include necessary information about project goal, objectives, activities and the implementing partners. These materials will be produced within the first two-three months of the project, in order to be used during the interaction with national and city authorities.

b. Negotiations with city and national stakeholders to select cities for project:

Negotiations will be held with the short-listed city and respective national authorities and UNDP country offices. The negotiations will be aimed at reaching a consensus through seeking solid commitment from interested cities (and their national counterparts) about contributions of the government to provide financial and other support for DRR in the target city. The negotiations will be held around the following points, which are the criteria for participation of cities in the Project:

- Expression of commitment by city/national government to allocate finances for urban DRR in the city or national budget, as applicable;
- The commitment of city/national government to meet outputs of the project as listed in the project document;
- Formal expression of interest by the HFA focal point to support the city level risk reduction process, by allocating time and steering the process as needed;

- Formal commitment by UNDP country office to support the city level risk reduction process by providing management support and technical support;
- Existing or expected cooperation with the global Making cities resilient campaign;

The negotiations will be undertaken by online, telephonic and face to face communication with the relevant stakeholders. The negotiations will be completed within the first 3-4 months and project cities will be finalized.

c. Workshops and study visits

Based upon consultations with city authorities and national stakeholders, the project will organize either a regional workshop or national workshops to share good practices on urban risk reduction. The workshop will be organized in the initial phase of the project to provide an orientation to city and national stakeholders about the actions that different cities are implementing to reduce disaster risks and achieve resilience in the Arab region and beyond. The workshops will be conducted by UNDP and UNISDR experts from the regional offices.

A study visit for selected city and counterpart national officials will be organized to a good practice city within the Arab region or in a city in the vicinity of Arab states. Some of the potential cities include: Aqaba, Amadora, Istanbul and Tehran.

d. Notification of City DRR Focal Point and City DRR Coordination Committee

The project will work with the respective City authorities to appoint/notify 1 City DRR Focal Point and appoint a City DRR Coordination Committee to prepare and implement the City Action Plan. This will be done at the start of the city level process. The Committee would be comprised upon all concerned city and national level stakeholders who would participate in the preparation of the City Action Plan. The Committee would be chaired/coordinated by a senior city official; e.g. Mayor/Governor. The same official may serve as the DRR Focal Point. However, depending upon the need, the City Mayor/Governor may appoint an alternative focal point to undertake daily activities with relation to the City Action Plan.

The Focal Point and the Committee will be notified by the respective authority. The Key functions of the City DRR Coordination Committee will be as following:

- Conduct regular (weekly/biweekly) meetings to discuss disaster issues facing the city;
- Identify solutions with regards to risk reduction and disaster preparedness;
- Identify stakeholder roles/mandate to implement the solutions;
- Identify resources to implement the disaster risk reduction measures, that are available with different stakeholders at city and national

levels, as well as within the private sector and civil society and academia;

- Draft a City Action Plan to implement the solutions for a period of five years, prescribing the actions to be implemented, responsible institutions, duration, and monitoring and reporting responsibilities;

The key functions of the DRR Focal Point will be as following:

- Call meetings of the City DRR Coordination Committee;
- Chair meetings of the Committee;
- Ensure that concerns and inputs of all stakeholders are taken into account effectively;
- Prepare meeting minutes and disseminate to all members;
- Assign responsibilities to different members to perform different tasks with regards to preparation of the City Action Plan;
- Provide necessary support to the implementation of City Action Plan through mobilizing support from relevant city and national level decision makers;
- Monitor the implementation of the City Action Plan through regular stakeholder meetings and site visits as required;

e. City Action Plans

A key activity of the project will be the preparation of city level action plans to implement the targets prescribed in the Aqaba Declaration on Disaster Risk Reduction in Cities. The preparation of the City Action Plans will be a process oriented exercise. The aim of this exercise will be to provide a forum to city and relevant national stakeholders to discuss issues of urban risk, identify solutions and agree on actions that each stakeholder is required to take to reduce those risks, along with identification of financial, human and technical resources that can be made available in this regard. The key city level stakeholders may include the city mayor/city governor, municipal offices related to land-use, environment, health, fire services, civil defense, education, water resources, industry, housing, informal settlements and social welfare amongst others. Private sector, Red Crescent, civil society organizations, universities and other academic and non-governmental stakeholders will also be involved in this process.

The national stakeholders would include HFA Focal Point, urban planning authorities, urban environmental authorities, urban financing authorities and other non-governmental stakeholders; e.g. civil society organizations, UNDP, UNHABITAT etc.

The process of preparation of a City Action Plan may take between six to eight months. The stakeholders will meet regularly at least twice a month to prepare the City Action Plan. The meetings of the stakeholders will be coordinated by the City Mayor/Governor's office.

The project will recruit 1 national DRR expert to provide support the process of the preparation of City Action Plans. The UNDP country office will provide necessary administrative support, as well as some technical support as required. The HFA Focal Point will also be engaged in providing support to the city level process.

Each city will be encouraged to prepare a five year City Action Plan to facilitate implementation of the Aqaba Declaration targets. In addition to the expected government contributions, the UNDP country offices will explore possibility of mobilizing resources from international donors to support the process of implementation of the Action Plan.

It is expected that the continuous engagement of the city and national stakeholders around the preparation of the City Action Plan would help to sensitize stakeholders about the need for nationally owned disaster risk reduction to generate buy-in from multiple departments and stakeholders.

f. Support to Implementation of City Action Plans

Once the City Action Plans are prepared, the City DRR Committee would be encouraged to start the implementation of the Plan with active participation of all stakeholders.

The project will provide support to implementation of City Action Plans. This may include holding periodic meetings with the city authorities, the City DRR Coordination Committee, the City DRR Focal Point and other stakeholders as required.

The Project may also organize expert missions to support the design and implementation of the City Action Plans.

g. Publication of DRR good practices in urban areas

Based upon the project implementation and other existing good practices on urban risk reduction, a small booklet will be prepared on urban risk reduction in Arab states. In addition to the target project cities, the other case examples may include Aqaba, Fez, Jeddah and Sharm El Sheikh where innovative approaches have been implemented to reduce disaster risks. The publication will be used to educate other Arab cities about the project achievements and to encourage adoption of good practices on urban risk reduction in the Arab states.

II. SDC Logframe Structure

Hierarchy of objectives Strategy of Intervention		Key Indicators		Data Sources Means of Verification	
Impact (Overall Goal)		Impact Indicators			
To reduce disaster losses in selected Arab cities by integrating disaster risk reduction in regular development programs through implementing the Aqaba Declaration on DRR in Cities.		Human mortality and economic losses from natural hazard related disasters reduced in the target cities;		Number of life losses and amount of economic losses in future disaster events in the target city	
Outcomes		Outcome Indicators		External Factors & Risks	
Disaster risk reduction integrated in regular development planning of the selected high risk Arab cities, thus increasing their resilience against natural and industrial hazards.		City level departments and municipal governments implement interventions to reduce risks from natural hazard related disasters.		DRR is an important developmental concern for national and local governments in target countries;	
Outputs (per outcome) and costs				Assumptions and Risks	
For outcome1:					
Output 1	A multi-stakeholder City DRR Coordination Committee established by each participating city to facilitate dialogue, coordination and sharing of information with regards to preparation and implementation of the City Action Plan on DRR;	A Notification by the municipal governor or mayor with regards to the formation of City DRR Coordination Committee, prescribing its membership and functions, as well as the tentative schedule of meetings; Regular meetings of the Committee are held on a weekly or biweekly basis to prepare the City Action Plan and to implement		The copy of the notification Minutes of the meetings	
1.City and national governments in target countries have financial capacities to allocate resources for DRR and they can be convinced for allocation of funds due to the benefits of DRR to local and national development; 2.City level stakeholders are open to integrate DRR concerns into development planning and					

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		it;			programming;
Output 2	City DRR Focal Point nominated by the government in each participating city to take the lead on preparation and implementation of the City Action Plan	A Notification by the municipal governor or mayor with regards to appointment/declaration of City DRR Focal Point to lead the process of City Action Plan and to facilitate meetings of the DRR Coordination Committee;	A copy of the notification		3. UNDP Country offices and HFA Focal Points will provide support to project implementation;
Output 3	City level Action Plan prepared by each participating City to implement the Agaba Declaration on DRR in Cities;	A multi-stakeholder plan prepared through a participatory and municipality led process, preferably for a duration of five years, to implement targets of the Agaba Declaration on DRR in cities;	The copy of the City Action Plan on DRR;		
Output 4	Funds allocated from government budget by at least two cities (countries) for implementation of the City Action Plan;	Funds for DRR activities at the city level allocated in the annual budget by Municipal government or by relevant national ministry to undertake activities of disaster risk reduction and preparedness in line with the Agaba Declaration;	The copy of the city and or ministerial budget indicating an allocation for DRR; The copy of the notification issued by the city mayor/governor or a federal minister to allocate funds for DRR at city level;		Risks: 1. The governments of short-listed cities don't show interest in participation in the project; 2. Difference of opinion amongst implementing partners lead to delay in decision making on certain activities; thus delaying overall implementation;
Output 5	A publication on good practices of urban risk reduction produced for broader sharing with different Arab countries and cities;	A booklet documenting cases of good practice of the project cities and other Arab cities produced towards the end of the project to showcase for other interested cities and governments;	A copy of the publication of good practices;		3. Participating cities face bottlenecks in budget allocations for DRR Action Plan;
Output 6	The Agaba Declaration on DRR in cities adopted by the participating cities as the guiding framework for urban risk reduction;	A notification issued by the City Mayor/Governor with reference to the adoption of the Agaba Declaration on DRR in Cities as the main framework for DRR in the city;	A copy of the notification		
Activities (output 1) – DRR		Inputs			

Coordination Committee			
<p>1. Publication of Project Brochure and the Aqaba Declaration;</p> <p>2. Visits to the respective cities and meetings with city and national authorities with regards to selection of target cities and the commitment from government to support the project goal;</p> <p>3. Workshop to share good practices on urban risk reduction with selected municipal governments, their national counterparts and other key stakeholders;</p> <p>4. correspondence/communication with relevant city and national authorities (project management)</p>	<p>1. Project communication/visibility = 4000 USD (Project Brochure + Aqaba Declaration)</p> <p>2. Staff Travel – 3000 USD (6 travels @ usd 500 per travel)</p> <p>3. Staff DSA= 4500 USD (15 days DSA @ usd 300 per day)</p> <p>4. Workshop participants' costs= 16,800 USD (12 participants X 3 days DSA usd 300 + ticket usd 500)</p> <p>5. Workshop venue and facilities costs = 10,000 USD (lumpsum cost of conference room, audio system, coffee breaks, stationary, local travel etc)</p> <p>6. Project Management= 12,000 USD (salary of project coordinator)</p> <p>Sub-total: 50,300</p>	<p>Copies of the publications</p> <p>BTORs and meeting minutes</p> <p>Workshop report</p> <p>Copies of correspondence</p>	
<p>Activities (output 2) – DRR Focal Point nominated</p>			
<p>1. Follow-up with city government and national stakeholders (Project management)</p>	<p>1. Project Management- USD 1500 (salary of project coordinator)</p> <p>Sub-total: 1500</p>	<p>Email communication</p> <p>BTORs</p>	
<p>Activities (output 3) – City Action Plan</p>			
<p>1. Study visit to selected good practice cities by the authorities of selected target cities and their national counterparts;</p>	<p>1. Study visit = 24,000 USD (12 participants X 5 days DSA usd 300 + ticket usd 500)</p> <p>2. City level consultants = 48,000 USD (4 consultants X 60 days X</p>	<p>Visit report</p>	

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<p>2. Consultant attached to the municipality to support the DRR committee in drafting of the City Action Plan;</p> <p>3. Expert support (visits) from regional level to the planning process on as required basis, and to support implementation of the Action Plan;</p> <p>4. Follow-up with city and national stakeholders on preparation of the Action Plans and their implementation (project management)</p>	<p>usd 200 per day)</p> <p>3. Staff/expert travel = 5,000 USD (10 travels @usd 500 per travel)</p> <p>4. staff/expert DSA = 13,500 USD (45 days X usd 300 per day)</p> <p>5. Project management = 15,000 USD (salary of project coordinator)</p> <p>Sub-total = 105,500</p>	<p>Copy of consultant contracts</p> <p>BTORs, Email communications</p>	
<p>Activities (output 4) – Funds allocated for DRR by government</p> <p>Follow-up with city government and national stakeholders (Project management)</p>	<p>1. Staff travel = 1000 USD (2 travels x 500)</p> <p>2. Staff DSA=3000 USD (10 days x usd 300)</p> <p>3. Project management = 3000 USD (salary of the project coordinator)</p> <p>Sub-total = 7000</p>	<p>Email Communications</p> <p>BTORs</p>	
<p>Activities (output 5) – Publication on DRR good practices in Cities</p> <p>1. Staff time for collection and writing of the DRR case studies;</p> <p>2. Travel to the cities to collect relevant information for the case studies;</p> <p>3. Printing of the booklet</p>	<p>1. Staff travel: 2 travels X 500 = 1000 USD</p> <p>2. Staff DSA: 10 days X 300 = 3000 USD</p> <p>3. Cost of printing = 16,000 USD</p> <p>4. Project management = 1500 USD (salary of coordinator)</p>	<p>BTORs</p> <p>Copy of contract with publisher</p> <p>Copies of the Publication</p>	

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		Sub-total = 21,500	
Activities (output 6) - Adoption of Aqaba Declaration			
Follow-up with city authorities and national stakeholders (Project management)	Official endorsement letter from the city authority;	1. Project management = 3000 USD (salary of the project coordinator) Sub-total= 3000	

III. MANAGEMENT ARRANGEMENTS

The project will be managed by the UNDP Regional Centre Cairo in close collaboration with the UNISDR. The Regional Centre will submit quarterly updates and six monthly progress reports to the SDC.

The project will be implemented under the DIM modality (Direct Implementation). UNDP's Regional Centre for Arab States in Cairo (RCC) will be the Executing Entity of this project. The RCC will be responsible for producing outputs and for managing the use of the SDC contribution, bearing overall accountability for delivering the project in accordance with UNDP's applicable regulations, rules, policies and procedures (<http://content.undp.org/go/userguide/results>).

The highest authority in project management architecture and the focal point is the **Project Board**. The Board, consisting of senior representatives of the SDC, UNISDR and UNDP's RCC will meet on a quarterly basis to approve annual work plans, assess progress, discuss lessons learned, and take decisions whenever required.

All three parties, the SDC, UNISDR and UNDP, have specific roles in the successful implementation of the project. The SDC will be responsible for provision of financial support. UNDP will coordinate and ensure the implementation of Project. It will undertake planning, procurement, contracting, events organizing and monitoring and evaluation functions, except for the maintenance and operations component. UNDP will also ensure the provision of required technical inputs through in-house or market-based solutions. A dedicated Project Team (see below) based at the Regional Centre in Cairo (RCC) will be responsible for implementing the Project. UNISDR will be responsible for production of the good practice publication. It will also participate in project workshops, meetings and other city and regional level activities and will serve as resource person as required. UNISDR will also mobilize the HFA focal points to support project implementation.

Project Organizational Structure

Project Beneficiaries

The *city governments will be the project beneficiaries*. This project will be a regular item on the agenda of the Project Board, through which needs and concerns of the Project Beneficiaries will be taken into consideration.

Senior Supplier

The *senior supplier* is represented by the RCC Director, supported by the DRR Advisor. The Senior Supplier is responsible for overall management of the project and for submitting quarterly and annual reports to the SDC and the Project Board.

Project Coordination Assistant

S/he will have the responsibility to plan, oversee and ensure that the Action is producing expected outputs at the right time, to the right standards of quality and

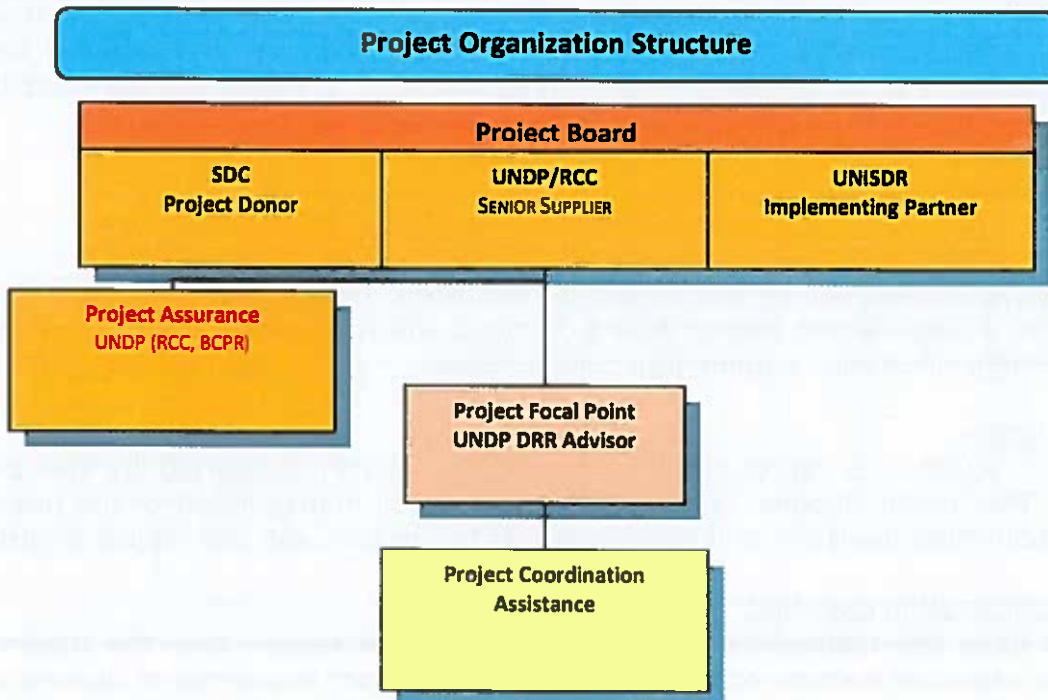
within the allotted budget. The main tasks of Project Manager will include: Plan activities of the Action and monitor progress against the initial quality criteria; Mobilize goods and services to initiate activities, including drafting TORs and work specifications; Monitor events as determined in the Project Monitoring Schedule Plan, and update the plan as required; Manage requests for provision of financial resources by UNDP, using advance of funds, direct payments; Monitor financial resources and accounting to ensure accuracy and reliability of financial reports; Preparing and submitting financial reports on a quarterly basis; Manage and monitor the project risks initially identified, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log; Prepare AWP for the following year, as well as Quarterly Plans if required; Update the Atlas Project Management module if external access is made available.

Project Assurance:

Project Assurance will be responsibility of the RCC Operations team. The Project Assurance role will support the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures that the appropriate project management milestones are managed and completed. Project reviews by the Project Board will be carried out on a twice yearly basis during the running of the project, or as necessary when raised by the Project Manager.

Audit:

The project shall be subject to audit in accordance with UNDP procedures, rules and regulations.



IV. Role of Partners

The Project will be implemented in close partnership between UNDP, UNISDR and the SDC. The specific responsibilities of each partner are following:

UNDP

UNDP has been supporting DRR capacity development efforts in about 10 countries of the region since 2001. It operates through a network of national level offices to provide support in multiple areas of development; e.g. democratic governance, environment, climate change, poverty reduction and crisis prevention and disaster risk reduction. UNDP country offices have close ties with national and local governments. UNDP will support the project through following activities:

- Overall project fund management, procurement of services, monitoring and reporting;
- Coordination of project board meetings on quarterly basis;
- Coordination of project activities with city and national authorities through its country offices;
- Management of regional level activities; e.g. workshop, meeting, study visits;
- Submission of quarterly updates and six monthly progress reports, including financial reporting;

UNISDR

UNISDR has a strong regional presence with a well-established office in Cairo. UNISDR also maintains a network of HFA focal points for monitoring the implementation of HFA. The Project will benefit from the experience and network of UNISDR. The UNISDR will support the project in following activities;

- Mobilize HFA focal points to achieve commitment from national/city authorities and to support implementation of activities in coordination with UNDP country offices;
- Document and publish good practices on Urban Risk Reduction in the Arab States;
- Participate in project related workshops and events as required, and serve as resource persons;
- Participate in Project Board Meetings on quarterly basis;
- Nominate a project focal point to coordinate with UNDP regional center on regular basis for addressing management issues;
- Support the process of development of city level action plans by attending city level meetings/workshops as required;
- Review drafts of the documents produced by the project and provide technical inputs;

SDC

Over the years, the Swiss Development Cooperation (SDC) has gained significant experience and expertise in the area of Urban Disaster Risk

Reduction through its projects in cities like Amman, Aqaba and others. The SDC would support the project by following activities:

- Mobilize government officials from Aqaba and Fez to share their experiences with project cities on good practices;
- Facilitate coordination efforts with the Greater Municipality of Amman (GAM) and the Jordanian government with regards to implementation of project in Amman;
- Participate in Project Board meetings on quarterly basis to review progress and approve work plans etc;
- Review all documents produced by the project; e.g. City Action Plans and provide inputs for improvement;

VI. MONITORING FRAMEWORK AND EVALUATION

Monitoring is a continuous function that aims primarily to provide the main project stakeholders with early indications of the quality, quantity and timeliness of progress towards delivering intended results. Therefore, all project activities will be subject to continuous monitoring by UNDP, SDC and UNISDR. Effective monitoring requires assessment of project progress against the plan and management of any exceptions. The Project Document and periodic workplans will provide the basis for progress assessment.

An annual project review will be conducted by the SDC and UNDP during fourth quarter of the first year as a basis for assessing performance of the project. Such review will involve all key project stakeholders and focus on the extent to which progress is being made towards expected outputs.

In accordance with the programming policies and procedures outlined in the UNDP Programme and Operations Policies and Procedures, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a substantive Quarterly Progress Report (QPR) shall record progress towards completion of key results.
- An Issue Log shall be activated and updated by the Project Coordination Assistant to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, a risk log shall be activated and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, an Annual Project Progress Report (APPR) shall be submitted by the Project Focal Point to the Project Board, using the standard report format.

- 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 Lessons-learned Report at the end of the project.
- A Monitoring Schedule Plan shall be activated and updated to track key management actions/events.

VII. Communication and Visibility

The approach to visibility would revolve around the following aspects i) Use logo of three organizations on all project publications in a clearly visible manner ii) Use logo of three organizations on all project events (meetings/workshop/training) in a clearly visible manner iii) take advantage of all project events to raise visibility of partner organizations to media, policy makers and other stakeholders; iv) produce specific products to raise visibility; e.g. Project Brochure, Aqaba Declaration.

VIII. Legal Context

The project will be implemented by UNDP in accordance with its financial regulations, rules, practices and procedures.

The responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency. The executing agency shall:

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

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

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

IX. Risk Log

Risks are dynamic in their nature. Risks might exist prior to initiation phase of the project, existing risks may subside during the implementation phase or new risks may emerge during the implementation phase. Therefore, strategies will be formulated to address those

“Annex 1” Arab Cities Disaster Resilience Project “Project Document”

risks as they appear. Some risks that are anticipated at the project initiation phase are as following:

Risk	Probability	Management Response
1. The governments of short-listed cities don't show interest in participation in the project;	Low	About 7 cities have been short-listed in this project for negotiations to participate in the project. It is expected that we shall be able to identify 4 interested cities. However, in case of failure, other high risk cities from the Resilient Cities campaign will be short listed by the implementing partners and they will be consulted for participation in the project;
2. Difference of opinion amongst implementing partners may result in delay of decision making on certain activities, thus leading to delay in implementation;	Medium	In case of difference of opinion amongst certain partners, the Project Board shall be the final body to discuss the issue at hand and take decisions in the best interest of the Project goals;
3. Participating cities face bottlenecks in budget allocations for DRR Action Plan;	Medium	Implementing partners to engage with relevant national decision makers and advocate for the allocation of budget for DRR to the project cities;

Project Assumptions
1. Disaster risk reduction is an important developmental concern for national and local governments in target countries;
2. UNDP country offices and HFA focal points will provide support to project implementation through holding consultations with city and national authorities, supporting formation of city level coordination committee and preparation and implementation of City Action Plans ;
3. The city and national governments in target countries have the financial capacities to allocate resources for DRR and they can be convinced for allocation of funds due to the benefits of DRR to local and national development;
4. City level stakeholders are open to integrate disaster risk reduction concerns into development planning and programming;

X. Project Budget

Item	Unit Rate USD	No. of Units	Total
Project Coordination Assistant	1500 per month salary	24 months	36,000
Good practice publications	5 USD per copy	2000 copies	16,000
Travel (project team, partners and consultants)	500 average ticket price per travel	20 travels*	10,000
DSA (project team, partners, and consultants)	300 average DSA	80 days**	24,000
Regional Workshop Costs	300 USD X 3 days X 12 participants	1 event	10,800
	500 USD	12 tickets	6,000
	60 USD X 3 lunch	20 participants	3,600
	70 USD X 3 days (conference package)	20 participants	4,200
	Lump-sum resource person costs	Persons	2,200
Costs of 1 study visit by project cities to a good practice city	300 DSA X 5 days	12 participants	18,000
	500 USD average ticket costs	12 participants	6,000
Support to design of City Action Plan to implement the Aqaba Declaration	USD 200 per day X 60 days each	4 consultants	48,000
Project Communication and visibility Materials (Project Brochure, Aqaba Declaration)	4000	Lump sum	4000
GMS 8 %	8000	2	16,000
Sub-total			204,800

*.The travels are related to different outputs/activities; e.g. city selection, support to action plan development, follow-up on action plan implementation, data-collection for case studies. The breakdown of number of travel under each activity is given in the Logframe;

** . The 100 day DSA is also related to the above travel costs with relation to conduct of various activities. The breakdown of number of days for each activity is provided in the Log Frame;

XI. Workplan

Activity	2014				2015			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Recruitment of Project Associate	■							
2. Publishing of Brochure + Declaration	■							
3. Publishing of good practice cases; Dubai, Aqaba, Jeddah, Fez etc	■	■						
4. Negotiations with national and city authorities	■	■						
5. Finalization of Project Cities		■						
6. Project briefing meetings with city and national authorities		■						
7. Study visits or workshop on good practices (national or regional)			■	■				
8. Nomination of City Focal Point for DRR and Action Plan preparation			■					
9. Establish multi-stakeholder committee for preparation of the City Action Plan			■	■				
10. Preparation of City Action Plans to implement the Aqaba Declaration				■	■			
11. Notification to establish committee to implement the City Action Plan on Aqaba Declaration					■			
12. Departmental activities to implement the City Action Plan						■	■	■
13. Monitoring, supervision and technical support	■	■	■	■	■	■	■	■
14. Meeting with city stakeholders to discuss mid-project progress				■		■		
15. Preparation of report on city experiences in implementation of Aqaba Declaration								■

Terms of Reference

Project Board³

Overall responsibilities⁴: The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager/Project Focal Point, including approval of project plans and revisions. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

Composition and organization: This group contains three roles, including:

- 1) An Executive: individual to chair the group.
- 2) Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.

Potential members of the Project Board are reviewed and recommended for approval during the LPAC⁵ meeting. For example, the Executive role can be held by a representative from the SDC, the Senior Supplier role is held by a representative of UNDP. Representative of other stakeholders can be included in the Board as appropriate.

Specific responsibilities:

Defining a project

- Review and approve the Initiation Plan (if such plan was required and submitted to the LPAC).

Initiating a project

³ For a simple programme component, separate Project Boards would not be required if their roles can be covered by the Outcome Board.

⁴ Source: Guidelines on UNDP Implementation of UNDAF Annual Review Process

⁵ Depending on its composition, the Outcome Board can fulfill the function of the Project Appraisal Committee (LPAC)

- Agree on Project Manager's responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- Review the Progress Report for the Initiation Stage (if an Initiation Plan was required);
- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

Running a project

- Provide overall guidance and direction to the project;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;

Closing a project

- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Make recommendations for follow-on actions to be submitted to the Outcome Board;
- Commission project evaluation (only when required by partnership agreement)
- Notify operational completion of the project to the Outcome Board.

Monitoring and Quality Assurance & Management Organization

1. The project will be managed by the UNDP Regional Centre Cairo in close collaboration with the UNISDR. The Regional Centre will submit quarterly updates and six monthly progress reports to the SDC.
2. SDC is a member with other Donors at the Project Board (PB). The **Project Board** is the highest authority in project management architecture and the focal point. The Board, consisting of senior representatives of the SDC, UNISDR and UNDP's RCC will meet on a quarterly basis or whenever needed to be sure that the implantation plan of the project is adequate to achieve the objectives of the project and approve the progress and any other changes on the project status (budget , time , activities ...etc) and to approve annual work plans, discuss lessons learned, and take decisions whenever required.
3. In addition, monitoring and quality Assurance should be achieved through but not limited to the following:
 - Quarterly progress reporting disseminated by UNDP, an Issue Log, field visits and quarterly reports, review meetings.
 - An Annual Report (APR) should be prepared by UNDP in consultation with the various stakeholders. This report with the other quality reports will serve the purposes of monitoring performance also will cover lessons to help in assessing the various implementation modalities, including its implications in terms of capacity building and ownership. The annual work plan and budget will serve as the primary reference documents for the purpose of monitoring the achievement of results.
 - Moreover, the project will be subject to monitoring visits undertaken by SDC & UNDP staff and/or an external monitoring agent who will be sub- contracted based on performance indicators and targets.

