

SIGNATURE PAGE
Country: Uzbekistan

UNDAF Outcome 3.3:	Preparedness and response to resource related disasters strengthened
Expected Output(s):	<p>Project Output: Disaster risk reduction capacities in Uzbekistan are strengthened to address multi-faceted disaster risks in a gender sensitive manner by 2014</p> <p>Project Activities: 1) Strengthen the capacities of the Ministry of Emergency Situations and other disaster risk reduction stakeholders in Uzbekistan to mitigate, reduce the disaster risks and respond in a timely and strategic manner to any major catastrophic life threatening event in Tashkent, and at a later phase, in other high-risk locations 2) Expand community-based disaster risk reduction activities in accordance with national guidelines on preparedness, mitigation and response activities to natural disasters, expanded; (3) Enhance the capacity of the United Nations Country Team to create a unified disaster preparedness and response strategy to support the Republic of Uzbekistan in the event of a catastrophic disaster.</p>
Executing Agency:	Ministry of Emergency Situations of the Republic of Uzbekistan
Implementing partners:	UNDP CO in Uzbekistan, Academy of Science, Institute of Seismology, Uzhymet as well as other stakeholders

Programme period:	<u>2010-2015</u>
CPAP Programme Component:	_____
Project Title:	<u>Strengthening Disaster Risk Management Capacities in Uzbekistan</u>
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Total required resources,	\$ <u>1,480,000</u>
Total allocated resources:	_____
• Regular (UNDP CO)	<u>\$ 200,000</u>
• Other:	_____
o TRAC 3	<u>\$ 1,280,000</u>
o Government	<u>in-kind</u>
Unfunded budget:	_____
In-kind Contributions	_____

Agreed by (Government):

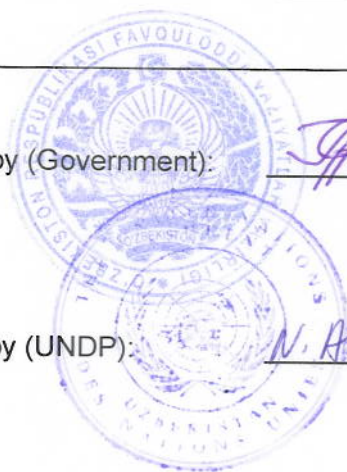


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United Nations Development Programme

UNDP Project Document

“Strengthening Disaster Risk Management Capacities in Uzbekistan”

Summary

The objective of this project is to build upon and expand the UNDP Uzbekistan assistance to paramount institutions empowered to create sustainable mechanism for disaster risk reduction as per the Hyogo Framework for Action (2005-2015). This project is directed to raise the disaster risk reduction capacities of the Ministry of Emergency Situations, the Academy of Science and civil society.

The project will support national partners’ disaster risk management efforts by assisting with the development of sustainable national capacities and strategies to lower the threat of earthquakes and other natural disasters in order to protect the lives and livelihoods of an at-risk population in equally gender balanced manner. UNDP Uzbekistan shall support the Ministry of Emergency Situations and partners to integrate sound preparedness mechanisms and approaches, to create an effective resource mobilization strategy to ensure future technical and material resource requirements are met, and to raise the capacities of communities while lowering their threat level to natural hazards.

UNDP Uzbekistan will integrate a gender perspective in this initiative by ensuring gender equality into disaster preparedness planning, advocacy, skills-based training in risk reduction and participation in the development of critical lessons learned. Reduction of women’s vulnerability to natural disasters, through pro-active participation in the risk reduction process, is expected.

The project will be implemented in phases, after each phase there will be an evaluation of project activities. The project will provide a multi-dimensional platform to deliver capacity development and assistance including:

- (1) Provision of technical assistance to strengthen the capacities of the Ministry of Emergency Situations in creating sustainable and long-term aptitudes to fulfill its role as the paramount disaster preparedness and response agency in Uzbekistan.
- (2) Mobilize disaster risk reduction stakeholders in the public, private and civil society sectors to create effective training and advocacy tools, through the exchange of risk management knowledge and the creation of sustainable networks, for the dissemination of effective best practices and lessons learned in disaster risk reduction.
- (3) Support the Academy of Science technical departments to provide Government disaster risk planners with timely and relevant scientific data to create effective disaster preparedness, mitigation, response, early recovery, reconstruction and rehabilitation plans to enact following a natural disaster.
- (4) Strengthen the capacities of the United Nations Country Team in Uzbekistan to prepare a unified strategy for disaster preparedness, mitigation and response to any natural or human-induced catastrophic event that overwhelms the government’s capacity to respond to a humanitarian crisis.

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I. SITUATION ANALYSIS

1.1. Introduction

Recent decades have seen an alarming increase in the frequency of disaster occurrences each year and the magnitude of their social, economic and environmental impacts. While natural and environmental hazards may confront any nation in the world, they disproportionately become disasters with devastating effects on nations that have not been well prepared. Contemporary natural hazards such as floods, drought, earthquake or landslides can negate decades invested in pursuit of sustainable economic development and often lead to acute food insecurity and malnutrition, and aggravate shocks to finance, health, environment and livelihoods.

The central link between hazards, disaster, conflict and economic development is vulnerability. Disaster risk management (DRM) is based on the premise that natural hazards do not necessarily lead to disaster, but may do so when they affect vulnerable populations. The concept of disaster risk reduction (DRR) highlights the connection between DRM, poverty reduction, and inclusive growth, as well as the linkage between vulnerability and natural hazards. An analysis of what transforms a natural event into a human and economic disaster shows that the development issues are the same as those that contribute to a nation's vulnerability.

Natural disasters around the world have killed two million people (many of whom are women) and affected five billion persons from 7,000 episodes during the period from 1980 to 2004.¹ The direct economic losses attributed to natural disasters during this period are estimated at US \$ 1 trillion. In the past decade alone, the occurrence of disasters caused by natural hazards and related environmental and technological disaster risks globally have increased threefold, with economic losses soaring to more than six times the losses incurred in the preceding decade.

Since disasters have varying impact on men and women, due to varying traditional and socio-economic roles of men and women in the society, their ability to withstand and recover from disasters, thus the need to uncover their particular experiences and needs. Although data is not always readily available, in the case of earthquakes, residential buildings most often occupied by women, children and the elderly tend to be damaged, resulting in greater fatalities and injuries. In general terms, special consideration of biological (pregnancy, thus reduced mobility), economic and social (illiteracy rates are higher, thus lower awareness of potential disaster risks) factors should feature in any disaster risk reduction efforts.

Governments have recognized the significance of these trends. While working to ensure the most effective means of disaster management and specialist emergency services, they are increasingly adopting measures that address the economic necessities and growing social expectations of revising national disaster protection strategies. This has also been encouraged by more international resources drawn from both developmental and humanitarian interests, to support countries in their own efforts most suited to the particular conditions, needs and circumstances of disaster management and protection.

Taken together the foregoing lessons underline the combined relevance of environmental protection, poverty reduction, sustainable development and contemporary disaster risk reduction are all intimately connected in addressing the risks of the 21st century. This equally illustrates the need, as well as the opportunities for any disaster management strategy necessarily to seek and engage multiple partners

¹ Center for Research on the Epidemiology of Disasters (CRED). University of Louvain, Belgium

for the various abilities that each possesses. The needs of growing societies and the rising expectations of their populations have grown beyond the former acceptance of valuing skilled disaster services only after a disaster has happened, especially as there are now numerous examples and approaches by which personal livelihoods can be made more resilient and physical assets can be better protected in advance.

Uzbekistan ranks high among countries that have endured significant loss of life and property due to earthquakes and other natural disasters. As one of the most seismic active regions in Central Asia, Uzbekistan has been struck by earthquakes in the eight to ten point range quite frequently.² It ranked 24th on the Hot-Spot Countries list of the Global Facility for Disaster Reduction and Recovery Programme in 2007. This list described Uzbekistan in the following manner: 9.3 % of total area is at risk; 65.6% of population is living in areas of risk; 65.5% of the nation's Gross Domestic Product (US \$ 12 billion annually) is earned in areas of risk.

In addition to its seismic vulnerability, Uzbekistan is affected by hydro-meteorological hazards affecting the agricultural sector with seasonal floods and periods of drought. With a climate determined by its continental location, Uzbekistan experiences hot summers and mild winters with a range of areas prone to atmospheric and soil-drought. During years of severe droughts due to decreasing precipitation, the water supply has often experienced a decrease in the range of 20%-30%. In addition to hydrological conditions, water availability also depends on regulation of domestic and regional water reservoirs. Exacerbated by climate change, droughts are becoming more frequent (3-4 year intervals) and areas experiencing water stress are expanding, especially in the lower Amudarya river delta. Global increases in temperature (1-3 °C by different estimates) are expected to cause accelerated glacier retreat causing a temporary increase in water supply in the region, followed by a sharp decline thereafter. Therefore, the impacts on Uzbekistan's agriculture (irrigated cropland), the national economy (nearly 1/3 of GDP) and socio-economic well-being of the population could be tremendous.

Other threats from landslides, locust invasions and avalanche have been reported to affect the lives and livelihood of Uzbekistan's population. Floods, mudflows and landslides in mountainous and foothill areas caused generally by snowmelt run-off represent a valid risk. Flood in Shohimardon (1998) and a landslide in Angren (1991) are all events that entailed substantial human and economic losses.

1.2. Disaster Risk Management in Uzbekistan

The Decree of the President of the Republic of Uzbekistan³ articulated the formation of the Ministry of Emergency Situations with the following mandate:

- Development and realization of a state policy in the field of prevention of emergency situations, protection of life and health of the population, material and cultural values, and also liquidation of consequences and decrease in damage at occurrence of emergency situations in peace and in wartime;
- Creation and maintenance of management with the state system of the prevention and actions in emergency situation (State System in Emergency Situations);
- Management of civil protection of the Republic of Uzbekistan;
- Coordination of activity of the ministries, departments, Cabinet Council of the Republic of Karakalpakstan, Khokimiyat on protection of the population and national property, the prevention and liquidation of emergency situations caused by failures, accidents and acts of nature;

² Andijan (1902), Karatag (1907), Pskem (1937), Birchmulla (1959), Tashkent (1966), Gazli (1976), Tavasksay (1977), Pap (1984), Kamashinsk (1999) and (2000).

³ Number 137 of March 4, 1996

- The organization of development and realization of the target and scientific and technical programs directed on prevention of emergency situations, protection of the population, territory of the country and an increase of stability of functioning of objects of a national economy at their occurrence, and also preparation of the population, officials and formations of State Situations for Emergency Situations for actions in emergency situations;
- Coordination of works on creation of the state reserve funds, financial, food, medical and material resources for liquidation of consequences of emergency situations;
- The organization of the international cooperation on issues, entering into the competence of the ministry.

In the same Decree of 1996 the Uzbekistan Red Crescent Society was also directed to undertake activities with the Ministry of Emergency Situations and other ministries in the area of first aid, creation of training facilities for volunteer first responders to any catastrophic episodes, and the stockpiling of basic essentials to render assistance to populations in need.

In 2006, the Government of the Republic of Uzbekistan adopted the State Program on Earthquake Risk Reduction as a step forward to enhance national preparedness for the catastrophic consequences of future seismic events. The objective of this program is to strengthen seismic security of the nation's population and assets while lowering the potential damage from such events.

Advocacy issues on disaster preparedness and response are being addressed by a variety of stakeholders including the Ministry of Education and several civil society organizations including the Uzbekistan Red Crescent Society. However, additional efforts are required in order to create a disaster resilient society that is aware of and responding to mitigation measures to lower the risk level of an earthquake in Tashkent and other natural disasters in Uzbekistan.

Representatives of several departments in the Academy of Science have expressed the effects of budgetary limitations on the advancement of their abilities to best identify hazardous episodes before they occur. The usage of advanced technology and scientific programmes is essential for Tashkent to appraise its earthquake risk. Thus, a single objective for an up to date earthquake risk analysis would include calculations from studies to develop a hazard, vulnerability, risk and asset mapping of Tashkent.

1.3. Baselines for UNDP Intervention

The members of the United Nations Country Team have also been supportive of the efforts of the Government of Uzbekistan to lower the level of disaster risk in the nation. UNICEF initiated a partnership with the Ministry of Emergency Situations, in collaboration with the European Commission, in a project to promote disaster risk reduction to (1) enhance local communities and institutions to better prepare for and mitigate natural disasters and (2) to enhance coping capacities of communities, children and women in the Tashkent, Syrdarya, Fergana, Samarkand, Bukhara and Kashkadarya regions in Uzbekistan. The 13-month programme focused on advocacy, awareness raising, education, facilitation and coordination, institutional strengthening, local capacity building and training. The outcome of this project, in addition to integrating a disaster risk reduction strategy into the overall national development agenda include:

- Development of a comprehensive disaster risk reduction strategy by the Ministry of Emergency Situations;
- Enhancement of the Ministry's coordination and facilitation capacity of all stakeholders;
- Strengthening of the capacity of regional and district levels of local governments, emergency departments in six regions to better facilitate risk reduction activities among communities;

- Improve knowledge on disaster risk reduction measures and enhanced existing emergency preparedness plans for about 1,000 makhalla (community) leaders, school directors, teachers, medical staff and local government representatives;
- Better natural disaster coping skills for over 120,000 school children.

UNICEF creates an annual Emergency Response Plan and is currently seeking a continuation of funding for its initiative with the European Union. UNESCO has also begun to disseminate information on disaster risk reduction methodologies for museum curators in order to protect and preserve both artifacts in hand as well as those still in the excavation processes. The WHO has responded to emergency requests for medical assistance from the Ministry of Health during natural disaster episodes in addition to its regular program of support in the health sector.

UNDP was involved in a drought mitigation project in the north-western part of Uzbekistan, following the 2000-2001 drought. UNDP also sponsored a joint scoping mission with OCHA in November 2007 where the capacities of the UN Country Team were examined and a programme framework for strengthening the UN Country Team aptitudes in emergency preparedness and contingency planning as well as support to the Ministry of Emergency Situations. The scoping mission suggested collaboration in the form of activities supporting (a) coordination, information management and training, (b) public awareness, education, and media relations; (c) urban risk reduction and (d) people centered early warning systems.

In November 2008 the UNDP supported a tabletop disaster response simulation exercise conducted by OCHA for UNCT Uzbekistan representatives.

Strengthening country capacity to prepare for and respond to natural and human-induced disasters is also part of the United Nations Development Assistance Framework (UNDAF) for 2010-2015. Therefore, the UNDP Uzbekistan Country Office in Uzbekistan, in close coordination with the UNCT in Uzbekistan will strive to build upon the existing experience in disaster risk management.

II. IMPLEMENTATION STRATEGY

The UNDP-supported Assessment Mission in October/November 2008 concluded that the development of national capacities is an important process in order to better serve the needs of a most vulnerable population to natural as well as human-induced hazards. Key disaster management stakeholders in Uzbekistan are acutely aware that greater attention has to be paid to preventive strategies aimed at saving lives and protecting resources and assets before they are lost. In essence, this task will require the continuous collection and analysis of relevant information and activities such as:

- Hazard Identification – listing, describing and mapping of key hazards.
- Assessing the geographical distribution of threats – geographical areas subject to seasonal threats.
- Who and what are the most vulnerable to threats – households, groups and communities at greatest risk.
- Assessing the most vulnerable groups' capacity to respond to threats/disasters, including women and children – strengths and coping mechanisms to local hazards.
- Determining the other players in disaster preparedness and response – development of a network to support a comprehensive program.
- Assessing the capacity of key stakeholders to mitigate and respond to disaster and climate risks – on-going capacity assessment of both response at the time of national or local disasters and to initiate interventions to mitigate the impacts of disaster and climate risks.

- The preparation of comprehensive and all-inclusive stakeholder capacities to support the National Disaster Preparedness and Response Plan.
- Define gaps in the region and district level preparedness plans – advocating with policy makers to ensure plans have been developed to reduce the impact of disaster episodes on vulnerable communities. Also utilize preparedness planning to fill gaps between humanitarian and development phases with early recovery.
- Integrating disaster risk reduction and climate risk management into national, sector, and local level development policies and plans, for the purpose of preventing disasters and mitigating the impacts of natural hazards upon vulnerable populations.

The challenge perceived for the next decade is to create more effective prevention and mitigation programs that enable people at risk to gain mastery of their own lives and overcome the vulnerabilities that inhibit social development. This challenge is to be addressed through greater participation of vulnerable groups in the development of risk reduction programs along with communication strategies that effect behavioral changes to achieve a culture of risk reduction. This task takes on greater importance when one foresees a period of growing rather than lessening risk to seismic instability.

The project elaborated below will take an integrated approach to address both geophysical and meteorological risks. With regard to the latter, a climate risk management approach will be taken. Climate risk management seeks to promote the achievement of sustainable development goals by helping to manage societal vulnerability associated with both short-term climate variability and long-term climate change. Its focus upon climatic variability in both the present and the future provides immediate benefits in protecting Millennium Development Goals and strengthens the capacity of governments and societies to manage long term risks.

Five recommendations were made in the Assessment Mission report⁴ in support of more efficient and effective mechanisms to reduce earthquake disaster risks. Taking into consideration the recommendations from the Assessment Report and their complementary nature to the recommendations of the joint UNDP-OCHA⁵ Scoping Mission in November 2007, the following narrative describes the strategy and activities to be undertaken to achieve the main output of the project.

PROJECT OUTPUT: DISASTER AND CLIMATE RISK REDUCTION CAPACITIES IN UZBEKISTAN ARE STRENGTHENED TO ADDRESS MULTI-FACETED DISASTER RISKS IN A GENDER SENSITIVE MANNER BY 2014

Activity 1: Strengthening the capacities of the Ministry of Emergency Situations and other disaster risk reduction stakeholders in Uzbekistan to mitigate, reduce disaster and climate risks and respond in a timely and strategic manner to any major catastrophic life threatening event in Tashkent, and at a later phase, in other high-risk locations

Consultants recruited by the Project will undertake a Capacity and Needs Assessment, to be carried out by the Ministry of Emergency Situations and other disaster risk reduction stakeholder groups in order to identify a baseline level of their capacities and weaknesses as a precursor for the development of a capacities enhancement strategy to be followed during the five-year life of project. The assessment will encompass capacities and needs in disaster and climate risk management, utilizing the method recently

⁴ Refer to the November 2008 Report, "Observations on Current Disaster response Systems and Recommendations for Strengthening Disaster Management in Uzbekistan". Earl James Goodyear, Ph.D.

⁵ OCHA refers to the United Nations Office for the Coordination of Humanitarian Affairs.

developed by BCPR and the Capacity Development Group of UNDP.⁶ Each agency selected for capacity development shall appoint a risk reduction focal point from their staff to participate in skills-based training and inclusion in activities undertaken during the project. The focal points shall be responsible for monitoring of organizational capacity development to progress benchmarks and regular reporting on the achievement of specific milestones towards the attainment of targeted objectives. Results of the capacity and needs assessment will not only provide the basis for identifying capacity development activities to be undertaken under the present project, but also support future climate risk management projects.

Indicative activities may include:

- Country Situation Analysis (GRIP/DRT) and a comprehensive needs and capacity assessment (CADRI) of the Ministry of Emergency Situations and other stakeholders in disaster and climate risk management (HFA PFA 1-2)

To identify the baseline, a needs and capacity assessment of the Ministry of Emergency Situations and other key stakeholders to attain benchmark standards in risk reduction capacities, will be conducted, to better prepare for any catastrophic event and the development of national policies that assure the Ministry is fully prepared to respond to any natural or technological disaster.

Development of a resource mobilization strategy for the Ministry of Emergency Situations and other key stakeholder agencies to acquire critical governmental support and external technical and material assistance to create more efficient and effective mechanisms to prepare for and respond to earthquake and other hazard risks. Identify material and technical needs by function such as fire-fighting, SAR, ICT, health or chemical decontamination, and develop a functional approach to needs, moving away from generic requirements so as to better target possible sources of interest and support. Develop a strategic resource mobilization plan related to such functional requirements to seek materials from both established and non-traditional donor sources.

- National level risk identification exercise (HFA PFA 2)

As a prerequisite for a national risk reduction strategy, the project will conduct an assessment of potential risks in Uzbekistan, creating a National Atlas on Disaster Risks and a National Disaster Observatory (GRIP). The risk assessment will provide first-hand information to decision-makers on priority areas for disaster prevention activities as well as updating the national disaster risk reduction strategy. The disaster risk assessment in the framework of this project will be done in close collaboration with climate risk assessments under relevant UNDP projects in the area of climate risk management, through close coordination in data collection and information management, as well as the analysis of meteorological disaster risks.

- Risk reduction strategy for the City of Tashkent (HFA PFA 1)

The project will commission a disaster risk assessment of the capital of Uzbekistan, Tashkent, located in highly-seismic zone. A disaster risk reduction Master-Plan for the City of Tashkent is formulated and adopted to address the vulnerabilities of populations living in risk.

- Institutional and Legislative review (HFA PFA 1)

⁶ The methodology was initially piloted in Armenia, with the participation of Ministry of Emergency Situations and other entities, which deemed it highly successful.

The project will commission a team of national and international experts to conduct institutional and legal review of the DRM framework in Uzbekistan. In close cooperation with the Ministry of Emergency Situations and other stakeholders, the project will formulate and propose amendments to existing legislation. These will be done in close coordination with relevant UNDP climate risk management projects (particularly the enabling environment for managing risks posed by meteorological hazards).

- Development of capacity building programmes (HFA PFA 3)

Based on findings of the comprehensive needs assessment of the Ministry of Emergency Situations, training programs to address capacity needs at all levels (national and local) will be established. Assessment of existing training and re-training mechanisms (participation in various drills, regional exercises, focusing primarily on preparedness and response) to identify opportunities for institutionalizing the process in the disaster risk management system in Uzbekistan. Similarly, extend support to the Ministry of Emergency Situations to conduct and host incoming study tours for other selected countries and international agencies for mutual review of mitigation and disaster management experience and demonstration of Uzbekistan's own sustained efforts. The trainings are aimed at shifting focus from preparedness and response, to mitigation and prevention as well, to enable fulfillment of the requirements of the HFA PFAs. Capacity development activities will be coordinated with UNDP climate risk management projects and undertaken jointly, when appropriate.

- National public awareness campaigns (HFA PFA 3)

To raise general public awareness and preparedness to natural and human-induced disasters, public awareness campaigns are formulated and implemented nationally, which addresses equally the needs of men and women, people with disabilities and other vulnerable groups. To address seismic vulnerability of the city of Tashkent, in particular, expand advocacy to create a culture of preparedness and understanding of disaster risks and the means to lower their vulnerability to loss of lives/livelihoods and assets.

Responsible parties for the activities under Activity 1 include: UN technical partners (BCPR, OCHA, ISDR), Ministry of Emergency Situations, UNDP Uzbekistan, Academy of Science agencies, national/international consultants and Project staff.

Activity 2: Expansion of community-based disaster risk reduction activities in accordance with national guidelines on preparedness, mitigation and response activities to disasters

Disaster risk reduction can be defined as, "action taken to reduce the risk of disasters and the adverse impacts of natural hazard, through systematic efforts to analyze and manage the causes of disasters, including through avoidance of hazards, reduced social and economic vulnerability to hazards, and improved preparedness for adverse events".⁷

China has embarked on a campaign to address disaster risks at the community level. In a 2007 report,⁸ China referenced, "Often we cannot prevent disasters but we can reduce their impacts by reducing our vulnerability to hazards and making disaster risk assessment part of development planning and practices. As every citizen is involved in development, reducing disaster risk is every citizen's responsibility; national governments should build an environment that enables every citizen to exercise

⁷ UNISDR Terminology on Disaster Risk Reduction. Basic terms disaster risk reduction: <http://www.unisdr.org/eng/library/lib-terminology-eng%20home.htm>

⁸ Enhancing regional and international cooperation for building the resilience of nations and communities to disasters. *National Committee for Disaster Reduction (NCDR)*

that responsibility. Hence the urgent need to raise understanding of and building capacity for disaster risk reduction among government officials.”

Similar activities are underway in Armenia, especially in its disaster-prone region, Ararat. Local communities are provided guidance in disaster risk management, by helping communities reduce their levels of vulnerability to natural disasters, providing training to at-risk communities and assisting them in developing and implementing disaster preparedness plans. As part of these plans, and based on a locally-led risk assessment, communities prioritize mitigation activities that will reduce their exposure to natural disasters.

Other National Platforms for disaster risk reduction have focused attention on mainstreaming disaster risk management into the curriculum of every school and in the preparedness planning of hospitals and health clinics, advocacy and awareness raising of all spheres of society, development of evacuation plans for rural and urban citizens and the involvement of communities in disaster response drills and exercises.

On November 13, 2008 an estimated five million participants were involved in a preparedness drill in California to simulate the impact of a 7.8 earthquake. In the days following The Great Southern California Shakeout, the largest earthquake preparedness exercise in U.S. history, a local disaster management organization⁹ is weighing in with its perspectives regarding the drill, as well as Southern California's overall preparedness in the event of a natural or man-made disaster of this magnitude. The organization said that software and Web-based applications used during Thursday's exercise - and the successes achieved as a result of the use of those applications - further validates the importance of technology when it comes to improving disaster planning and response. This exercise demonstrates the importance of technology in saving lives and mitigating risk.

Technological applications, such as GIS 3D animations that can simulate the impact of a 7.8 magnitude earthquake, software applications that coordinate response efforts, and damage assessment programs that integrate ground and satellite photos of critically-damaged areas, were all tested and utilized as a part of The Great Shakeout exercise, with great results.

A lack of awareness of earthquake and other natural disaster risk makes some communities in Uzbekistan exceptionally vulnerable to disasters. Experience has shown that once people in a hazard-prone area are aware of their own vulnerability to hazards and risks around them, they try to develop appropriate preparedness and response actions. The opportunity to conduct a baseline public awareness survey would identify public knowledge, attitude and practices concerning earthquake risks in Tashkent. The study could also identify common household emergencies, coping mechanisms for dealing with emergencies, understanding of the early warning signals systems and the demand for disaster risk and first aid training.

Indicative activities may include:

- Community level awareness raising (HFA PFA 3)

Based on findings of a baseline public awareness survey on community perceptions on disaster risks, design and initiate a public awareness campaign at the community level, through print and broadcast media, as well as traditionally established community-based mechanisms (such as community meetings,

⁹ I.T. Crisis Services, Inc. (ITC) <http://www.ITCrisis.com>, a Los Angeles-area company that specializes in providing disaster planning technology applications and consulting services

etc). Development and dissemination of disaster risks and disaster mitigation materials to urban and rural populations in Uzbekistan on earthquake and other natural hazards.

- Enhancing community level prevention and mitigation, preparedness and response capacities (HFA PFA 1-2-3-4-5)

The project will strengthen community disaster preparedness committees, train community volunteers, facilitate development of community based disaster preparedness plans, conduct periodic mock drills to practice and test community disaster preparedness plans, including specific measures to prevent the loss of life. This will be achieved through community early warning mechanisms, enhancing communication systems, specialized trainings to the village teams on first aid, search and rescue, warning dissemination with provision of life saving kits to trained individuals.

- Building capacities of enhanced community resilience to disasters (HFA PFA 2)

Based on local conditions, the project will promote flood, landslide, earthquake and other disaster resistant construction practices through training of masons and construction of multi-purpose demonstration units.

- Small-grants programme for innovative disaster preparedness and preventions projects (HFA PFA 2)

To further stimulate community involvement in disaster preparedness and prevention activities, the project will establish a small-grants programme for piloting and implementing innovative community-based approaches to prevent and mitigate consequences.

The initial pilot of community-based risk reduction will derive lessons learned for application during Phase 2 of the project in other high-risk locales of Uzbekistan. In areas where primarily meteorological risks are to be addressed, a local level climate risk management approach will be taken, in close coordination and collaboration relevant UNDP projects in the area of climate risk management. Lessons learned from this component of the project will also be available for integration into UNDP area-based development programmes in Uzbekistan.

Responsible parties for the activities under Activity 2 include: UN technical partners (BCPR, OCHA, ISDR), Ministry of Emergency Situations, GRIP/CADRI, UNDP Uzbekistan, Academy of Science agencies, national/international consultants and Project staff.

Activity 3: Strengthening the capacity of the United Nations Country Team to create a DRR strategy to support the Republic of Uzbekistan in the event of a catastrophic disaster

As noted in the report by the Joint UNDP-OCHA Scoping Mission in November 2007, "There is no functional United Nations Disaster Management Team. The United Nations Country Team (UNCT) prepared a joint Contingency Plan in 2005, which is a very complex document and was not followed with a practical, operational tool to guide the collective response of the UN and partners in the event of a major emergency." The report further proposed that the UN Resident Coordinator and the UNCT assess how best to involve the Government in the preparedness and contingency planning process in a manner that (a) support the Government's disaster preparedness and response strategies through an understanding of the UN capacities and resources available in the event of a national catastrophe and (b) understands the benefits of coordination, joint planning and the merging of humanitarian and post-disaster recovery assistance.

The UN Disaster Management Team (UNDMT) is a mechanism for emergency preparedness and response coordination. It is responsible for preparing for, and facilitating prompt, effective and well-coordinated relief response by its member organizations in the event of a catastrophic event in Uzbekistan. The UNDMT mechanism helps coordinate the disaster-related activities, technical advice and material assistance provided by the participating organizations, including the avoidance of inefficiencies and duplication of efforts. The primary purpose of the UNDMT is to ensure a prompt, effective and coordinated country-level response by the UN system, other international organizations and donor country missions in the event of a disaster. This is achieved through building disaster preparedness and response capacities. The UNDMT can also facilitate capacity-building support to the Government of Uzbekistan and other relevant in-country entities to strengthen the country's disaster preparedness and response capabilities.

Integrating early recovery into contingency planning can help strengthen community resilience to hazard events. This should include measures to reduce immediate risk, for example by locating shelters for displaced populations outside of flood-zones or in areas at lower risk from future hazards. It should also include actions to reduce threats to livelihoods and assets that will strongly impact a community's ability to recover after a disaster. Discussions should begin well in advance of a hazard event about how quickly 'emergency' projects to provide basic services such as food, healthcare and education will give way to more transitional, or developmental interventions. Having these discussions early on can potentially lead to more sustainable and effective interventions and can minimize the use of temporary emergency supplies. Activities more compatible with longer-term recovery (such as cash for relief projects in the immediate aftermath of a disaster) may also want to be considered during the response phase to enable populations to retain their assets and livelihoods as far as possible in the wake of a hazard event.

The report further suggested that the following areas require strengthening and technical support: (1) Establishing a common platform for all UN Agencies and key external partners operating in the country, with clear cut division of roles and responsibilities. (2) Enhance knowledge/familiarity with international systems and tools for preparation of contingency and emergency planning and response activities.

Specific project activities shall include the following:

- Establishment of a UN Disaster Management Team (UNDMT), which will provide a multi-stakeholder mechanism for coordinating and providing a common platform for DRR interventions among UN, government, and other entities. Aside from coordination functions, UNDMT can facilitate capacity-building support to the government and other relevant stakeholders, enhance understanding of the UN capacities and resources available for DRR, and strengthen knowledge/familiarity with international systems in DRR. UNDMT will be comprised of UN agencies working in Uzbekistan and representatives from stakeholder agencies such as the Uzbekistan Red Crescent Society, international humanitarian non-governmental organizations and donor agencies. The Disaster Management Team may also include representatives of the Government of Uzbekistan and other agencies as observers. The UNDMT shall be chaired by the UN Resident Coordinator.
- Development of a mandate, objectives and roles/responsibilities for members of the UNDMT in accordance to the guidelines developed for sectoral responsibilities using the cluster approach.¹⁰

¹⁰ *Cluster Approach*: The Cluster Approach aims to strengthen humanitarian response capacity and effectiveness in five key ways: i) ensuring sufficient global capacity is built up and maintained in key gap sectors/areas of response; ii) identifying predictable leadership in the gap sectors/areas of response; iii) facilitating partnerships and improved inter-agency complementarity by maximizing resources; iv) strengthening accountability; and 5) improving strategic field-level coordination and prioritization in specific sectors/areas of response by placing responsibility for leadership and coordination of these issues with the competent operational agency. (*IASC Guidance Note on Using the Cluster Approach Nov 2006*)

- Name lead agency responsibility for assessment and determine the roles of others in support of the assessment process.
- Establish assessment standards and procedures, including Post Disaster Needs Assessment, disseminated to those responsible including the type of information needed, all required forms and who should receive this information, in close coordination with other clusters
- Form and train assessment teams including sectoral/thematic specialists.
- Ensure there is a stockpile of sufficient quantities of basic relief items.
- Procurement systems in place that can be activated quickly as well as pre-arranged contracts with local suppliers. If needed items are not available nationally suppliers have been identified outside of the country.
- Ensure that sectoral group participants are aware of relevant policy guidelines, technical standards and relevant commitments.
- Ensure that responses are in line with existing policy guidance, technical standards, and relevant Government human rights legal obligations.
- Facilitating annual capacity development training in disaster risk reduction and inter-agency contingency planning dialogues.
- Annual workshop for UNDMT membership to review sectoral responsibilities for specific disaster contingency planning.
- Updating of collective contingency planning and dissemination to the Ministry of Emergency Situations.
- Support for World Disaster Reduction Day (October 10) with advocacy campaign on earthquake preparedness in Tashkent and in the regions.
- The development of an “early recovery” strategy to be incorporated into the UNDMT contingency planning.
- Integration of prevention/adaptation and mitigation actions into ongoing and pipeline UN development frameworks and programmes, as well as advocacy for and guidance concerning mainstreaming DRR into national, regional, and sector development strategies and plans.

The activities listed above will be closely coordinated and, in many instances, jointly conducted with the OCHA Regional Office for Central Asia.

To ensure coherence, the UNCT in Uzbekistan is also in need of strategic policy advice and guidance in developing a comprehensive and responsive DRR portfolio, to address the wide-ranging disaster and climate risk reduction needs of the country. With a number of DRR initiatives of the UNCT in Uzbekistan, as well as forthcoming climate risk management initiatives, the UNCT requires to enhance its knowledge and programming in DRR and CRM, as well as to ensure that DRR and CRM are mainstreamed into its programmes and projects. UNCT is also committed in further enhancing its inter-agency collaboration and coordination, as well as greater cohesion with the Government DRR and CRM planning process. To provide strategic guidance and support for the anticipated project activities during the first year of its implementation and establishment of the UNDMT and the Inter-Agency Contingency Planning Platform, as well as developing a solid pipeline of DRR and CRM projects, a dedicated International Disaster Risk Reduction advisor (NDRA) will be recruited (as per ToR, in Annex-II)

NDRA will serve as the source of specialized knowledge and will be expected to:

- Render support to the Government of Uzbekistan, UNDP CO, UNCT and projects in formulating the National Disaster Risk Management Strategy
- Support to making UNDMT, Inter-Agency Contingency Planning Platform operational
- Assistance in drafting the methodology for DRR and CRM planning at the district and local level
- Development of a pipeline of DRR and CRM projects (the latter to be executed in collaboration with the Energy and Environment practice).
- Assist in mainstreaming DRR and CRM into key sectors of the economy of Uzbekistan

- Partnership building and resource mobilization
- Knowledge management and sharing
- Capacity Development to the UNCT as well as the government counterparts in DRR and CRM
- Serve as the Technical Advisor to the current project and assist in planning (Annual Work Plan and Annual Plan of Activities), implementation, monitoring and evaluation of project activities
- Ensure close coordination and, where appropriate collaboration with UNDP climate risk management projects.

Responsible parties for the activities under Activity 3 include: UN technical partners (BCPR DRT, OCHA, ISDR), Ministry of Emergency Situations, GRIP/CADRI, UNDP Uzbekistan, Academy of Science agencies, national/international consultants and Project staff.

III. MANAGEMENT ARRANGEMENTS

In accordance with the provisions of the letter of agreement signed on 30 April 2010, between UNDP and the Government of Uzbekistan, and the approved Country Programme Action Plan 2010-2015, the UNDP country office shall provide support services for the *Project* as described below.

Direct UNDP Country office Support Services to the Programme Implementation

The UNDP and Ministry of Emergency Situations have agreed that the UNDP Country Office will provide the following support services for the project activities at the request of the Ministry of Emergency Situations:

- (a) Identification and/or recruitment and solution of administrative issues related to the project personnel;
- (b) Procurement of commodities, labor and services;
- (c) Identification and facilitation of training activities, seminars and workshops;
- (d) Financial monitoring and reporting;
- (e) Processing of direct payments;
- (f) Supervision of project implementation, monitoring and assistance in project assessment.

The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of Ministry of Emergency Situations is strengthened to enable it to carry out such activities directly.

When providing the above support services, the UNDP Country Office will recover the costs for providing Implementation Support Services on the basis of actual costs and transaction fee based on the Universal Price List. According to the corporate guidelines, these costs are an integral part of project delivery and, hence, will be charged to the same budget line (account in AWP) as the project input itself.

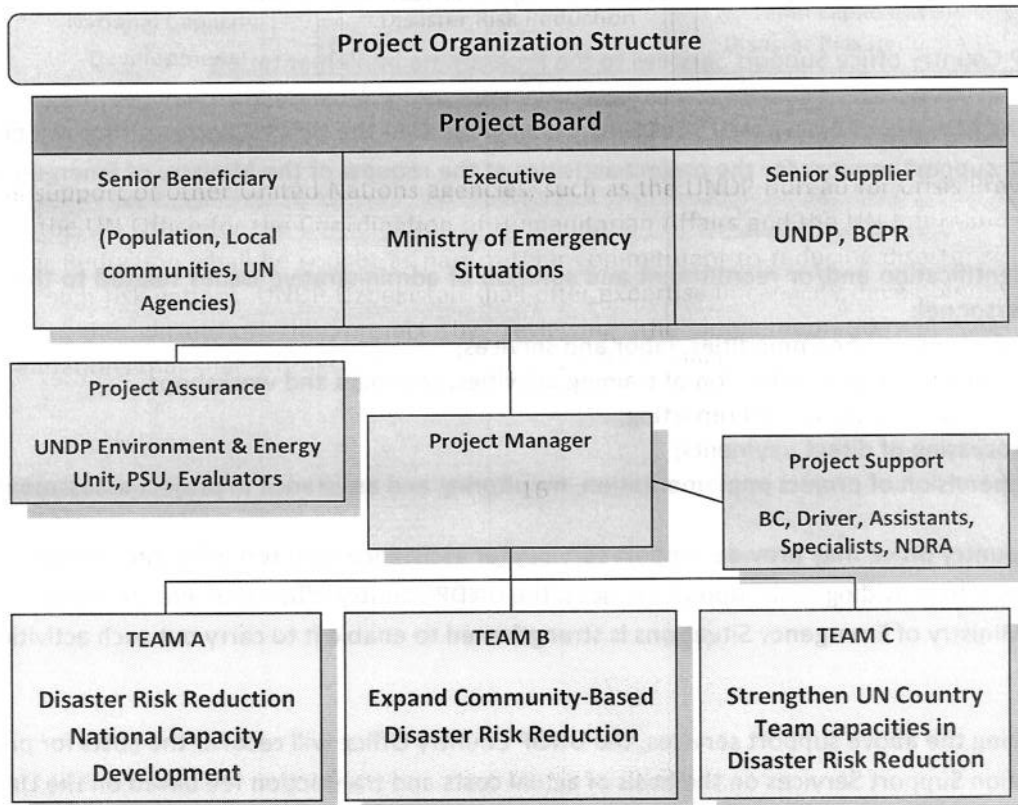
The procurement of goods and services and the recruitment of project personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. If the requirements for support services by the country office change during the life of a project, the list UNDP country office support services is revised with the mutual agreement of the UNDP resident representative and Ministry of Emergency Situations.

Project Organization Structure

The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the Government of Uzbekistan and the UNDP, signed by Parties on 10th June 1993, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services.

Ministry of Emergency Situations shall retain overall responsibility for this nationally managed project and will appoint the National Project Coordinator (NPC). Direct responsibility of the NPC will be provision of strategic advice, as well as coordination of the project activity taking into account interests of the Government. He/she will approve Annual Work Plan of the Project, according to which the whole project activity will be carried out (for more details please see roles and responsibilities of the Project Board’s Executive).

Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this document shall be handled pursuant to the relevant provisions of the SBAA.



Technical support of other United Nations agencies, such as the UNDP Bureau for Crisis Prevention and Recovery, the UN Office for the Coordination of Humanitarian Affairs and the UN International Strategy for Disaster Reduction, shall be sought as part of their commitment to reducing disaster risk to natural hazards in high-risk nations. UNDP Uzbekistan shall offer expertise in capacity development and gender equality at the onset of the project by reviewing the implementation plan and offering recommendations that shall strengthen the outcomes on the project participants.

Project Management Roles

The **Project Board** is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager (PM), including recommendation for UNDP approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure best value for money, fairness, integrity transparency and effective international competition. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the PM. This group is consulted by the PM 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 particular, the Executive role will be held by NPC, the Senior Supplier role is held by UNDP RR/DRR, and the Senior Beneficiary role is held by a group of representatives from partner government agencies and civil society.

Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The PM is responsible for day-to-day management and decision-making for the project. The Project Manager is also responsible for operational closure of the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. In order to ensure timely and successful implementation of the project activities and to support the project team Administrative Finance Assistant will be hired.

Project Assurance is the responsibility of each Project Board member; however the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Project Manager; therefore the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. A UNDP Programme Officer on Environment and Energy will hold the Project Assurance role.

Detailed Terms of Reference are presented in Annex III.

IV. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (section VIII), 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 Quarterly Progress Reports (QPR) 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

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 (the report is to be shared with BCPR)
- **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.

V. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Uzbekistan and UNDP, signed on June 10, 1993.

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

The executing agency shall:

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

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

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

VI. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: Preparedness and responsiveness to natural disasters strengthened				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Baseline: Capacity and coordination mechanism to be strengthened Indicator: Capacity built in the Ministry of Emergency Situations and other stakeholders organizations in disaster risk management Target: Strengthened capacity and better coordination among stakeholders				
Applicable MYFF Service Line:				
Partnership Strategy: The partnership strategy between the UNDP Uzbekistan and the Republic of Uzbekistan's Ministry of Emergency Situations and other implementation partners is directed at strengthening the capacity of these institutions to articulate and implement strategies that will enable them to realize their vision and mission while becoming self-sufficient to sustain their developmental momentum.				
Project title and ID (ATLAS Award ID): Strengthening Disaster Risk Management Capacities in Uzbekistan				
Phase 1: 2010-2011				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Project Output Disaster and climate risk reduction capacities in Uzbekistan are strengthened to address multi-faceted disaster risks in a gender sensitive manner by 2014 Baseline: 1.1. Capacities of the Ministry of Emergency Situations and other stakeholders can be further enhanced to strengthen prevention and mitigation, preparedness and	Targets Y2010 1.1. Gender balanced recruitment of project staff, establishment of project office followed by a rapid DRR and CRM capacity assessment (CADRI) of the Ministry of Emergency Situation and stakeholder agencies to create a capacity development plan to provide technical training and support services	<u>Activity 1: Strengthening the capacities of the Ministry of Emergency Situations and other disaster and climate risk reduction stakeholders in Uzbekistan to mitigate, reduce the disaster and climate risks and respond in a timely and strategic manner to any major catastrophic life threatening event in Tashkent, and at a later phase, in other high-risk locations</u> <u>Activity 1.1: Project governing structures established</u> Action 1: Appointment of a National Project Coordinator by the Ministry of Emergency Situations, recruitment of project support staff, and procurement of project and office equipment and establishment of the	UNDP Uzbekistan, BCPR-DRT, GRIP, CADRI, Ministry of Emergency Situations, Project Staff, national and international consultants	Y2010 \$180,000 NDRA - \$100,000 Y2011: \$200,000 NDRA - \$100,000

<p>response to address disaster and climate risks.</p> <p>1.2. Urban risks in Tashkent are not comprehensively assessed</p> <p>1.3. Low awareness of the disaster risks among population in Tashkent</p> <p>1.4. Communities in Tashkent are not resilient to earthquakes in social, technical and economic terms</p> <p>1.5. UNDP and UNCT capacities could further be built in DRR and CRM</p> <p>Indicators:</p> <p>1.1. Capacity Needs Assessment of the Ministry of Emergency Situations and other stakeholder agencies in disaster and climate risk management conducted and a Capacity Development Training Plan and time line for implementation developed and presented to the Project Board</p> <p>1.2. GRIP Country Situation Analysis and Urban risk assessment in Tashkent is conducted</p> <p>1.3. # of awareness raising campaigns and % of citizens in Tashkent aware of the earthquake risk</p> <p>1.4. Community-based disaster risk reduction activities piloted in at least one district of Tashkent</p> <p>1.5. Inter-Agency contingency planning platform is established, the National Disaster Risk Reduction Advisor (NDRA) is recruited to support the UNCT and DRR and CRM projects</p>	<p>1.2. GRIP urban risk assessment in Tashkent and Country Situation Analysis is launched and findings presented to the Project Board</p> <p>1.3. Awareness-raising campaigns in Tashkent launched</p> <p>Y2011</p> <p>1.1. Institutional capacity development strategy is formulated and a series of capacity building trainings offered</p> <p>1.4. Community based disaster and climate risk reduction activities showcased in the pilot district of Tashkent</p> <p>1.5. Inter-agency (Government-UNCT-Other stakeholders) contingency planning platform is fully-functional</p>	<p>Project Board</p> <p>Action 2: UNDP recruits a Project Manager, Assistant Project Manager, Assistant, Gender Expert and Driver. Procurement of project and office equipment initiated.</p> <p><u>Activity 1.2: Institutional capacity development strategy to raise disaster risk management aptitudes developed</u></p> <p>Action 3: DRR and CRM Capacity Needs Assessment (BCPR-DRT, CADRI) - International/national consultants recruited to evaluate the disaster risk reduction aptitudes/gaps, including gender analysis of the Ministry of Emergency Situations and other stakeholder agencies against a template of desired capacities to support the development of national member's ability to prepare for and respond to natural disasters.</p> <p>Action 4: Report on recommendations on training (with special focus on gender issues) and other needs, reviewed and accepted by stakeholders and UNDP. Potential training schedule timeline, venue, trainers and participants developed (BCPR-DRT, CADRI).</p> <p>Action 5: TOR and bid documents for initiation of training sent to national and regional training institutions. Training institutions and external consultants recruited to prepare modules and conduct disaster risk reduction training courses. An assessment of participants learning basic skills/tenets of DRR and CRM and follow up with participants for feedback on application of training will be conducted.</p> <p>Action 6: Series of trainings implemented, including a Gender Training</p> <p><u>Activity 2: Expand community-based disaster and climate risk reduction activities in accordance with national guidelines on preparedness, mitigation and response activities to natural disasters</u></p> <p><u>Activity 2.1: Awareness raising on earthquake and other disaster risks</u></p>	<p>UNDP Uzbekistan, BCPR-DRT, GRIP, CADRI, Ministry of Emergency Situations, Project Staff, national and international consultants</p>	
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		<p>Action 11: Design and conduction of pre and post intervention information gaps assessment ensuring due participation of women in the survey (using gender sex disaggregated software)</p> <p><u>Activity 2.2: Risk assessment is conducted in Tashkent</u></p> <p>Action 12: GRIP Country Risk Assessment is conducted and findings presented to the Project Board</p> <p>Action 13: GRIP/BCPR-DRT Urban Risk Assessment conducted (Hazards, Vulnerability, Capacity) and findings fed into the community based pilot project. Seismic risk analysis of priority buildings in Tashkent schools, hospitals, utilities and services, key industries, museums and historical sites, and others.</p> <p>Action 14: Based on the Urban Risk Assessment, risk maps in the pilot district of Tashkent are prepared, using modern GIS technology and other methods</p> <p>Action 15: Participatory community based risk assessment focusing on</p>		

		<p>specific needs and roles of men, women and children in case of disasters.</p> <p><u>Activity 2.3: Community based prevention & mitigation, preparedness & response activities piloted in one district in Tashkent</u></p> <p>Action 16: Comprehensive Risk Assessment of the pilot district – hazard analysis (geographical, temporal, dimensional), vulnerability (elements and people at risk; identification of vulnerability factors and causes; assessment of possible damage/loss;) and capacity analysis (analysis of self protection capabilities; development of strategies at family and community level), with a specific focus on roles of women</p> <p>Action 17: Assess district level disaster planning process, with disaster mitigation (planning process, physical preventative measures, creating institutional measures), preparedness (emergency plans, EWS, evacuation plans) activities showcased in the pilot district</p> <p><u>Activity 3: Strengthening the capacity of the United Nations Country Team to create a DRR strategy to support the Republic of Uzbekistan in the event of a catastrophic disaster</u></p> <p><u>Activity 3.1: Organization of a UN Disaster Management Team (UNDMT) chaired by the UN Resident Coordinator.</u></p> <p>Action 18: Invitations to participate in the UN DMT sent to UN agencies, international and local humanitarian agencies, with representatives of the Government invited as observers. Roles, responsibilities and objectives, in accordance with UN guidelines, defined. UNDMT initiation workshop is conducted by the NDRA, jointly with BCPR-DRT and CADRI.</p> <p>Action 19: DRR and CRM capacity assessment of the UNCT, which should form the basis for future capacity development trainings conducted by project staff with support from national and international consultants.</p> <p><u>Activity 3.2: Inter-Agency Contingency Planning Platform Established</u></p>	<p>UNDP Uzbekistan, BCPR-DRT, GRIP, CADRI, Ministry of Emergency Situations, Project Staff, national and international consultants</p>	
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		<p>(UNDMT-Government)</p> <p>Action 20: Develop and submit the Draft Inter-agency contingency planning platform proposal to the relevant stakeholders</p> <p>Action 21: Upon approval of the Inter-agency contingency planning platform by the Government, hold its first meeting to agree on the ToR for the platform</p> <p><u>Activity 3.3.: NDRA is recruited and supports the UNCT/UNDMT and projects in DRR activities *</u></p> <p>Action 22: Draft and submit relevant paperwork for recruitment of NDRA: Recruitment of NDRA in accordance with BCPR guidelines</p> <p>Action 23: NDRA supports UNCT team and UNDMT in further streamlining the work of the Inter-agency contingency planning group and provides advisory functions to DRR and CRM projects of the UNCT</p> <p>Action 24: Based on the needs of the country, NDRA formulates a pipeline of DRR and CRM projects and identifies potential funding opportunities</p>		
Phase II: 2012-2014 (subject to independent mid-term evaluation)				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Project Output</p> <p>Disaster and climate risk reduction capacities in Uzbekistan are strengthened to address multi-faceted disaster risks in a gender sensitive manner by 2014</p> <p>Baseline:</p>	<p>Targets</p> <p>Y2012</p> <p>1.1. Comprehensive risk assessment conducted in the pilot region</p> <p>1.2. Working Group for reviewing DRR and CRM legislation established</p>	<p><u>Activity 1: Strengthening the capacities of the Ministry of Emergency Situations and other disaster and climate risk reduction stakeholders in Uzbekistan to mitigate, reduce the disaster and climate risks and respond in a timely and strategic manner to any major catastrophic life threatening event in Tashkent, and at a later phase, in other high-risk locations</u></p>	<p>UNDP Uzbekistan, BCPR-DRT, GRIP, CADRI, Ministry of Emergency Situations, Project Staff, national and international consultants</p>	<p>Y2012</p> <p>\$300,000</p> <p>Y2013</p> <p>\$300,000</p> <p>Y2014</p>

<p>1.1. Risk assessment exercise is not systematic and there are no capacities to conduct it in-house</p> <p>1.2. Legislative framework for disaster and climate risk reduction can be further improved to be in line with the requirements of the HFA</p> <p>1.3. Disaster risks are not comprehensively reflected in regional and local development planning</p> <p>1.4. DRR and CRM are not mainstreamed into key sectors of the economy of Uzbekistan</p> <p>1.5. Disaster risk monitoring, prediction, prevention, preparedness and coordination capacities of the Ministry of Emergency Situations and other stakeholders can be further enhanced</p> <p>1.6. UNCT capacities in DRR and CRM limited</p>	<p>1.3. DRR and CRM planning methodology drafted</p> <p>1.4. Analysis of key sectors of the economy of Uzbekistan, vulnerable to disaster and climate risks conducted</p> <p>1.5. Needs and functional assessment of the Emergency Operations Center (EOC) is conducted</p> <p>1.6. UNCT DRR and CRM Plan of Action developed and submitted to the Government for review</p>	<p><u>Activity 1.1: National level risk assessment conducted</u></p> <p>Action 1: Based on historical disaster data, Identification of a pilot region, where comprehensive disaster and climate risk assessment could be conducted</p> <p>Action 2: Development and implementation of a training module for MoE staff on Disaster and Climate Risk Assessment Methodology, including a module on mainstreaming gender in DRR</p> <p>Action 3: Establishment of a National Disaster Database, with inputting data from the pilot region (Observatory), and ensure sex disaggregated data is stored</p> <p>Action 4: Analysis of globally existing Risk Identification Tools; adoption/creation of local equivalents, ensuring analysis of different effects upon men, women and children</p>		\$300,000
	Y2013			
<p>Indicators:</p>		<p><u>Activity 1.2: Institutional and legislative framework for DRR and CRM improved</u></p>		
<p>1.1. # of risk assessments completed and used for evidence-based decision making</p> <p>1.2. # of recommendations for introducing legislative amendments and formulation of the National DRR Strategy</p> <p>1.3. DRR and CRM planning methodology developed and the # districts piloting DRR planning</p> <p>1.4. DRR and CRM are mainstreamed into at least one sector of the economy with highest vulnerability to disaster and climate risks</p> <p>1.5. Emergency Operations Center (ЎҲҲК)</p>	<p>1.1. National Disaster Database (Observatory) established</p> <p>1.2. First set of recommendation for amending DRR and CRM legislation is presented to the Project Board</p> <p>1.3. Integrate DRR and CRM into pilot district plan</p> <p>1.4. Strategic Plan for mainstreaming DRR and CRM into one key sector of the economy formulated</p> <p>1.5. EOC is equipped to improve monitoring, prediction, prevention, preparedness and coordination for disasters</p> <p>1.6. UNCT DRR and CRM Plan of Action included into the National DRR Strategy</p>	<p>Action 5: Establishment of an inter-agency working group on reviewing national DRR and CRM legislation.</p> <p>Action 6: Conduct a comprehensive assessment and propose practical recommendations for engendering the legislative frameworks and strategies for DRR and CRM</p> <p>Action 7: Review the draft report of international and national consultants on the preliminary set of recommendations for further improving the DRR and CRM legislation</p> <p>Action 8: Formulation of the National DRR Strategy</p> <p><u>Activity 1.3: Capacities of the Ministry of Emergency Situations in monitoring, prediction, prevention, preparedness and coordination before.</u></p>		

<p>is equipped to effectively monitor and ensure timely response to disasters in Uzbekistan and # of such responses</p> <p>1.6. Operability of the UNCT Emergency Reserve and quality of the resource mobilization strategy to address vital DRR and CRM needs in the country</p>	<p>Y2014</p> <p>1.1. Risk Identification Tools adopted and adjusted to local needs</p> <p>1.2. Final legislative amendments are presented to the Parliament of Uzbekistan</p> <p>1.3. Methodology for replication of disaster and climate risk planning at the district level drafted</p> <p>1.4. DRR and CRM mainstreamed into policies and operations of the key sector of the economy (urban planning and infrastructure, agriculture, etc.)</p> <p>1.5. Risk Identification Tools are integrated into the work of the EOC</p> <p>1.6. UNCT Emergency Reserve established with a resource mobilization strategy to address unmet DRR needs in the country</p>	<p><u>during and after a disaster strengthened</u></p> <p>Action 9: Conduct needs and functional assessment of the Emergency Operations Center (EOC)</p> <p>Action 10: Identification of equipment needs of the EOC and equipping the EOC with modern equipment</p> <p>Action 11: Develop a training module and deliver a series of trainings on capabilities of the enhanced EOC, including a module on gender issues</p> <p>Action 12: Risk Identification Tools widely used around the globe, integrated into the work of the EOC.</p> <p><u>Activity 1.4: Efforts of the Ministry of Emergency Situations in disaster prevention, mitigation, preparedness and response are eased through DRR and CRM mainstreaming in a key sector of Uzbek economy</u></p> <p>Action 13: Analysis of key sectors of the economy of Uzbekistan, vulnerable to disaster risks conducted (coordinated with climate risk assessment under relevant UNDP projects)</p> <p>Action 14: In consultation with line ministries, one sector of the economy with high vulnerability to disaster identified; Strategic Plan developed (with the special focus on gender issues and women's empowerment)</p> <p>Action 15: Methodology for DRR and CRM mainstreaming developed and DRR and CRM is mainstreamed into policies and operations of the key sector of the economy (urban planning and infrastructure, agriculture, etc.)</p> <p><u>Activity 2: Expand community-based disaster and climate risk reduction activities in accordance with national guidelines on preparedness, mitigation and response activities to natural disasters</u></p> <p><u>Activity 2.1: DRR is among priorities in district and local development</u></p>	<p>UNDP Uzbekistan, BCPR-DRT, GRIP, CADRI, Ministry of Emergency Situations, Project Staff, national and international consultants</p>	
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		<p><u>planning</u></p> <p>Action 16: National forum of communities in disaster-prone areas to identify and take stock of existing best practices in CBDRR and CRM in Uzbekistan (number of women in the forum should be adequate)</p> <p>Action 17: Consultative and advocacy meetings with local stakeholders on the need for integration of DRR and CRM in local development plans</p> <p>Action 18: Hazard assessment and monitoring capacities at the district and local level identified</p> <p>Action 19: DRR and CRM planning methodology drafted and trainings for district level planning officials and decision makers in DRR conducted, including a module on gender issues</p> <p>Action 20: Integrate DRR and CRM into a pilot district plan and conduct round-tables on district level results, methodology for replication drafted. Ensure that mechanisms to promote gender issues in the DRR planning process, are in place</p> <p><u>Activity 2.2: DRR/CRM Small Grants Component provides incentives and generates interest among local communities in taking part in CBDRR activities</u></p> <p>Action 21: Provide small incentive grants to communities developing and implementing innovative projects to raise awareness, mitigate (structural and non-structural) and better prepare and respond to community needs at the time of an emergency (participation of women’s NGOs and groups should be ensured, to address their specific needs)</p> <p><u>Activity 3: Strengthening the capacity of the United Nations Country Team to create a DRR strategy to support the Republic of Uzbekistan in the event of a catastrophic disaster</u></p>	<p>UNDP Uzbekistan, BCPR-DRT, GRIP, CADRI, Ministry of Emergency Situations, Project Staff, national and international consultants</p>	
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		<p><u>Activity 3.1: DRR Action Plan is formulated by the UNDMT</u></p> <p>Action 22: Based on the improved knowledge of the UNCT through capacity building trainings, gaps in DRR are identified and addressed through the DRR Action Plan, to ensure better support to the Government before, during and after a disaster hits;</p> <p>Action 23: Establishing a UNCT Emergency Reserve</p> <p>Action 24: Formulating a resource mobilization strategy to address unmet DRR, CRM, and other vital emergency planning needs of the country</p> <p>Action 25: DRR Action Plan is updated annually and included into the National DRR Strategy, engendered and climate proofed</p> <p><u>Activity 3.2: In close collaboration with UNDP/BCPR, DRR and CRM are mainstreamed into pilot UNDP programmes and projects</u></p> <p>Action 26: DRR and CRM mainstreaming toolkit developed (checklists, mainstreaming guidelines, including a checklist on “Gender and DRR”)</p> <p>Action 27: DRR and CRM mainstreamed into select programmes and projects of the UNCT</p>		
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VII. QUALITY MANAGEMENT FOR PROJECT ACTIVITY RESULTS

OUTPUT: Disaster and climate risk reduction capacities in Uzbekistan are strengthened to address multi-faceted disaster risks in a gender sensitive manner		
Activity Result 1 (Atlas Activity ID)	DRR National Capacity Development	Start Date: 1 July, 2010 End Date: 1 July, 2012
Purpose	There is generally an insufficient understanding of the concepts of disaster risk reduction, with primary focus on preparedness and response, while mitigation and prevention activities could further be strengthened, in accordance with the objectives of the HFA.	
Description	To address the capacity building needs of main stakeholders in Uzbekistan, the project will undertake a capacity and needs assessment and will create and implement the capacity development plan. To increase general awareness of disaster risks, urban risk assessment, complemented by advocacy and awareness raising activities. CBDRR activities will be piloted in one district in Tashkent, supported by strategic analysis and blueprints, made available to the government. To ensure better coordination on DRR issues between the UN agencies and the Government, a platform for coordination and information sharing is established.	
Quality Criteria	Quality Method	Date of Assessment
Institutional capacity development needs are identified	- Capacity Development Plan approved and implemented - number of professionals trained - quality of training programs	July, 2011 July, 2012
The government is supplied with strategic analysis and blueprints on DRR issues	- Policy briefs, NHDR, round-tables and workshops - Thematic publications are produced and widely disseminated	December, 2011
Disaster Risk Reduction training needs are well understood and owned by the Government	- staff training capacities of national DRR stakeholders strengthened, including to deliver similar trainings in the future	July, 2012

OUTPUT: Disaster and climate risk reduction capacities in Uzbekistan are strengthened to address multi-

faceted disaster risks in a gender sensitive manner		
Activity Result 2 (Atlas Activity ID)	Expand Community-Based DRR	Start Date: 1 July, 2010 End Date: 1 July, 2012
Purpose	The given activity aims at increasing community resilience to disaster and climate risks, through piloting CBDRR activities, awareness raising and advocacy.	
Description	At the community level, comprehension, preparedness, mitigation, prevention and response capacities to disaster risks is insufficient, thus making significant numbers of populations and assets vulnerable. To address this, the project will pilot CBDRR activities in a pilot district in Tashkent, implement awareness raising campaigns, and risk assessment to produce risk maps of Tashkent/pilot district.	
Quality Criteria	Quality Method	Date of Assessment
The concept of CBDRR is well understood by local communities, general public and media	<ul style="list-style-type: none"> - CBDRR is part of the local development planning - range of publications/material available on DRR issues, for dissemination among stakeholders - Annual earthquake preparedness campaign 	July, 2012
Risk assessment in Tashkent reveals key areas for involvement and CBDRR activities	<ul style="list-style-type: none"> - Country Situation Analysis and Urban Risk Assessment conducted - Risk maps produced 	December, 2011
Community based prevention & mitigation, preparedness & response activities piloted in one district in Tashkent	<ul style="list-style-type: none"> - Hazard, vulnerability, capacity analysis findings feed into CBDRR pilot activities - Prevention, Preparedness, Mitigation and Response measures showcased 	July, 2012

OUTPUT: Disaster and climate risk reduction capacities in Uzbekistan are strengthened to address multi-faceted disaster risks in a gender sensitive manner		
Activity Result 3	Strengthen UN Country Team capacities in DRR	Start Date: 1 July, 2010

(Atlas Activity ID)		End Date: 1 July, 2012
Purpose	To ensure better coordination and coherence within the UNCT, and with the Government on issues pertaining to DRR and CRM, to support the country in the event of a catastrophic disaster. On the programming side, to ensure coherence, the UNCT in Uzbekistan is in need of strategic policy advice and guidance in developing a comprehensive and responsive DRR portfolio, to address the wide-ranging disaster and climate risk reduction needs of the country. With a number of DRR initiatives of the UNCT in Uzbekistan, the UNCT requires to enhance its knowledge and programming in DRR and CRM, as well as to ensure that DRR and CRM are mainstreamed into its programmes and projects.	
Description	The project will facilitate the establishment of the UNDMT and a Contingency Planning Platform between the UNCT and the Government, which should facilitate preparedness and information sharing between key stakeholders on DRR issues.	
Quality Criteria	Quality Method	Date of Assessment
The UNCT has a system in place to coordinate and plan its activities, to support the Government of Uzbekistan in the event of a disaster	<ul style="list-style-type: none"> - UNDMT is established and fully functional - Up-to-date contingency plans in place - Dedicated focal points on DRR issues appointed 	July, 2011
Effective mechanisms for coordination of activities between the UNCT and the Government, are available	<ul style="list-style-type: none"> - Inter-Agency Contingency Planning platform is established - ToR for the Inter-Agency Contingency Planning platform is agreed upon - Meetings of the Inter-Agency Contingency Planning platform held regularly 	December, 2011
DRR is mainstreamed into operations of the UNCT, and a solid portfolio of DRR projects is created	<ul style="list-style-type: none"> - DRR Mainstreaming Toolkit created - # of projects and programmes, where DRR issues are mainstreamed - # of project proposals, for which donor funding is sought 	July, 2012

VIII. RISK LOG

Project Title: Strengthening Disaster Risk Management Capacities in Uzbekistan		Award ID:		Date:	
#	Description	Type	Impact & Probability	Countermeasures / Management response	Owner
1	Insufficient support and interest from project partners for project implementation	Strategic	Impact: May delay project implementation Probability: Low	Continue consultative meetings and dialog through individual meetings with stakeholders, Project Board meetings, policy briefs and thematic reports	Project team
2	Lack of funds to support project activities	Financial	Impact: May hinder project implementation Probability: Low	Resource mobilization is prioritized, as part of other project activities, relevant sections are included into the ToR of the Project Manager, NDRA, etc.	Project team
3	Lack of relevant experts, to support project activities	Operational	Impact: May delay project implementation Probability: Low	Ensure recruitment announcements are widely disseminated, both nationally, and internationally;	Project team

Annex I: Recommendations of the “Observations on Current Disaster response Systems and Recommendations for Strengthening Disaster Management in Uzbekistan” report

First, develop a multi-year phased national risk reduction project to support earthquake disaster risk mitigation in Tashkent and other districts. Specific objectives suggested include:

- The development of clear roles and responsibilities of all preparedness, mitigation and response stakeholders in Uzbekistan and partners in the Central Asia region. This initiative would assist in “translating words into actions.”
- The development of work plans that would strive for the attainment of international standard in earthquake risk reduction by project partners and select agencies.
- Strengthen the aptitudes of the Ministry of Emergency Situations and the United Nations Country Team in Uzbekistan to respond in a timely and strategic manner to a major catastrophic life threatening event in Tashkent and in other high-risk locations in Uzbekistan.

Second, create a resource mobilization strategy to give sustainability to the technical and material needs of the Ministry of Emergency Situations and other first responders to natural and technological disasters. Activities to achieve this recommendation include:

- Development of an inventory of additional knowledge and material resources to address hazards affecting Tashkent (first phase) and other regions in Uzbekistan (further phases).
- Identify capacity development and technical needs by specific functions in order to create a successful, targeted approach for assistance to potential donors.
- Create a systematic, strategic and sustainable resource mobilization and material acquisition into the policy and annual plans of the Ministry of Emergency Situations.

Third, create a comprehensive technical earthquake risk assessment of the needs, priorities, capacities and vulnerabilities of Tashkent in order for Government and disaster risk reduction stakeholders can create a strategy to redress identified vulnerabilities while supporting national capacity development of key agencies. Activities would include:

- Conduct a comprehensive urban disaster risk assessment and creation of local capacity for carrying out such assessment in the future (opportunities for cooperation with Global Risk Identification Programme (UNDP/GRIP)
- Continue seismic risk analyses of priority buildings in Tashkent – schools, hospitals, strategic government facilities including utilities and services, key industries, museums and historical sites for their ability to withstand any major earthquake.

- Expand the outreach of advocacy campaigns on earthquake risk reduction to all citizens of Tashkent to create a culture of preparedness and understanding of disaster risk reduction.

Fourth, develop a strategic plan and initiate a capacity development training programme for national and regional level urban risk assessment and reduction and first responder stakeholders. Activities to achieve this objective may include:

- Develop a multi-sectoral capacity development training approach and materials designed to raise awareness of earthquake risk and the means to create a culture of disaster preparedness and prevention in Tashkent.
- Support existing training institutions for disaster first responders to produce methodologies, materials and trainers consistent with national and international standards on the subject of disaster risk management.

Fifth, support the expansion of community-based disaster risk reduction activities in accordance with national guidelines on preparedness, mitigation and response activities to natural disasters. This objective may be undertaken in the following manner:

- Encourage the proactive participation of community-based earthquake preparedness activities through assistance to targeted makhalla communities conducting vulnerability assessment, preparedness drills and compliance to disasters in a risk reduction proscribed manner.
- Support internet linkages to disseminate disaster risk reduction materials to community organization and industrial/Red Crescent first responder volunteer groups.
- Provide small incentive grants to communities developing and implementing innovative projects to raise awareness, mitigation and prevention activities to better respond to community needs at the time of an emergency.

Annex-II – ToR for the National Disaster Risk Reduction Advisor (NDRA)

Job ID/Title: National Disaster Reduction Advisor
Post Level: ICS-11
Duty Station: Tashkent, Uzbekistan
Type of Contract: TBC
Languages Required: Fluency in English and Russian
Starting Date: 1 January, 2010
Duration of Initial Contract: One year

Background:

UNDP works closely with governments in high disaster-risk countries to build capacities at the national, sub-national and local levels for reducing disaster risk. A major role of the Bureau for Crisis Prevention and Recovery (BCPR) is to support UNDP Country Offices in the formulation and implementation of programme and projects for disaster risk reduction. As part of this support, BCPR fields National Disaster Reduction Advisors (NDRA) in selected high disaster-risk countries.

Under the supervision of the Assistant Resident Representative (Programme) of the UNDP Country Office in Uzbekistan, and the technical supervision of the BCPR Regional Disaster Reduction Advisor (Bratislava), the NDRA is responsible for providing technical advice and strategic direction for the development and implementation of disaster and climate risk reduction programmes at the country level.

Uzbekistan ranks high among countries that have endured significant loss of life and property due to earthquakes and other natural disasters. As one of the most seismic active regions in Central Asia, Uzbekistan has been struck by earthquakes in the eight to ten point range quite frequently. It ranked 24th on the Hot-Spot Countries list of the Global Facility for Disaster Reduction and Recovery Programme in 2007. This list described Uzbekistan in the following manner: 9.3 % of total area is at risk; 65.6% of population is living in areas of risk; 65.5% of the nation's Gross Domestic Product (US \$ 12 billion annually) is earned in areas of risk.

In addition to its seismic vulnerability, Uzbekistan is affected by hydro-meteorological hazards affecting the agricultural sector with seasonal floods and periods of drought. Other threats from landslides, locust invasions and avalanche have been reported to affect the lives and livelihood of Uzbekistan's population.

The position requires high degree of technical knowledge of disaster and climate risk reduction, ability to quickly analyze and understand the country context, build partnerships, develop innovative solutions and mobilize regional and global knowledge to meet the specific country needs.

Description of Responsibilities:

Programmes

- Provide leadership and technical input for the design, development, and implementation of UNDP/ UN disaster and climate risk reduction initiatives in support of the national governments.
- Identify specific needs and demands of the country programmes in different technical areas – risk identification, urban risk management, climate risk management, pre-disaster recovery planning – and help build partnerships at the national, regional or global levels to meet those needs. Where possible, serve as a broker in harnessing regional and global support through BCPR to respond to such needs.
- Analyse the socio-economic environment, disaster-risk and institutional context to provide advisory services in the fields of disaster reduction and climate risk management, identifying catalytic areas where disaster and climate risk reduction can be integrated and add value to other, ongoing or planned UNDP support interventions.
- Coordinate UNDP disaster reduction and climate risk management efforts with the other ISDR system partners – government agencies, UN agencies, the World Bank, national and international NGOs, academic and technical institutions -- at the country level. Where suitable (such as in One-UN Pilot Countries), serve as a resource for the ISDR system in ensuring that the national government receives a coherent package of support from the System.
- Identify and follow up on potential opportunities for resource mobilization in support of disaster and climate risk reduction programmes. This may include support from bilateral development partners, the international financial institutions, as well as cost-sharing with the host government. As needed, advise the Country Office on preparation of project proposals for submission to BCPR Project Appraisal Committee (BPAC) for resource allocation.
- Monitor ongoing projects substantively through discussing project work plans, progress and performance; conduct evaluation missions and write TORs for consultants; propose direction and solutions in steering committee meetings, visit project sites to monitor and assess implementation; resolve problems in execution and implementation streamlining relations between national project directors, consultants and executing agencies. Seek complementarities and integration with ongoing projects in other portfolios.
- In post-disaster situations, in coordination with the Regional Disaster Reduction Advisor (and other support available from regional and global level) advise the Country Office on recovery issues including: utilization of emergency grants; post-disaster assessments; formulation of early recovery frameworks/ programmes; reorientation, as appropriate, of existing CO programmes to meet recovery needs; and planning for longer term recovery.

Knowledge management

- Distil lessons learned and good practices and share them with the CO, the UNCT, BCPR, the CPR Network and the wider disaster reduction and climate risk management communities of practice. Participate in regional and global practice development meetings on disaster and climate risk reduction.
- Mentor UNDP/ UN system staff members and/ or project personnel working on disaster reduction and climate risk management issues

Policy

- Advocate, promote awareness and understanding of the links and mutually supportive goals and objectives of disaster reduction, climate risk management, sustainable

- development and the achievement of the Millennium Development Goals.
- As appropriate, on behalf of UNDP/ UN system provide policy level advice to the host government in development of institutional, legislative and policy frameworks for disaster and climate risk reduction.
- As needed, based on country level experience, provide inputs for the formulation of UNDP/ UN system policy, guidelines and practice notes on disaster and climate risk reduction and recovery. Report on key trends in UNDP/ UN system programme portfolio at the country level and its policy implications.
- Facilitate advocacy efforts related to mainstreaming disaster reduction and climate risk management into UNDP/ UN system supported development initiatives in the country.

Competencies :

- Integrity and fairness -- embodies UN values and promotes the well-being of all individuals regardless of gender, religion, race, nationality, or age.
- Cultural sensitivity and adaptability – communicates effectively with and relates to people of different cultures, demonstrating an ability to see issues from other perspectives.
- Strong corporate commitment - works to achieve the goals of UNDP as a whole making significant contributions to corporate priorities or initiatives led by other UNDP offices and bureaus

Functional

- Knowledge of the international disaster reduction system
- Knowledge of country's hazards, vulnerabilities and risks
- Ability to provide inputs for disaster and climate risk assessments and its application to risk management decision-making

Managerial

- Ability to build strong relationships with external actors – cultivate productive relationships with donors, partners and other important institutions and individuals
- Excellent oral and written communication skills
- Ability to anticipate and understand client needs, formulate clear strategic plans, prioritize interventions, and allocate resources according to priorities
- Ability to develop innovative solutions - encourages and contributes creative solutions to address challenging situations

Behavioral

- Ability to establish effective working relations in a multicultural team environment
- Resourcefulness, initiative, and maturity of judgment

Qualifications :

- Advanced university degree in social sciences or discipline relevant to disaster reduction with internationally recognised contributions to the theory and practice of disaster reduction.
- Proven record of achievement over 10 years of increasingly responsible experience in planning and managing technical co-operation strategies and relevant advocacy programmes in disaster reduction, emergency response and post-disaster recovery. Extensive field experience in disaster environments and an in-depth knowledge of issues

in the country.

- Application of theoretical knowledge in the design, management and evaluation of complex, multi-disciplinary capacity building programmes involving national governments, civil society and international organisations. Well proven analytical and writing skills. Demonstrated abilities and contributions to policy and guideline formulation, resource mobilisation, team building, team leadership and management, preferably in a capacity related to the UN system. Experience in establishing inter-organisational networks and partnerships at the operational level.
- Fluency in the national language and in English essential. Other UN official languages an asset.

Annex III: Project Management Roles

Project Board

Composition and organization: The Project Board contains three roles, including (1) **an executive**: individual representing the project ownership 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; and (3) **senior beneficiary**: individual or group of individuals representing the interests of those who will ultimately benefit from the project.

I. Specific responsibilities

1. Initiating a project:

- Agree on PM's responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- 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.

2. Running a project:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- 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;

3. 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.

II. Executive

The Executive/National Project Coordinator is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier. Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure that there is a coherent project organisation structure and logical set of plans
- Approves project revisions (when applicable) and Combined Delivery Reports for each year.
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief Outcome Board and relevant stakeholders about project progress
- Organise and chair Project Board meetings

III. Senior Beneficiary

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure the expected output(s) and related activities of the project are well defined
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project output(s)
- Prioritise and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts

The assurance responsibilities of the Senior Beneficiary are to check that:

- Specification of the Beneficiary's needs is accurate, complete and unambiguous
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
- Impact of potential changes is evaluated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored

IV. Senior Supplier

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the project are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

The supplier assurance role responsibilities are to:

- Advise on the selection of strategy, design and methods to carry out project activities
- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
- Monitor any risks in the implementation aspects of the project

Project manager

The PM has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The PM's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. Specific responsibilities would include:

1. Overall project management:

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team(s)/ responsible party (ies);
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with any suppliers;
- May also perform Team Manager and Project Support roles;
- Determine partnership strategy concerning experience sharing and co-financing opportunities resulting in resource mobilization for the Project;
- Coordinate the process of raising public awareness on Project and related activities through mass media.

2. Running a project

- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using direct payments;
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the Project Brief appraised by the PAC, 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;
- Be responsible for managing issues and requests for change by maintaining an issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual review Report, and submit the report to the Project Board and the Outcome Board;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.
- Ensure proper planning, monitoring and reporting mechanism in ATLAS.

3. Closing a Project

- Prepare Final Project Review Reports to be submitted to the Project Board and the Outcome Board;
- Identify follow-on actions and submit them for consideration to the Project Board;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
- Ensure submission of the final CDRs for signature by UNDP and the Implementing Partner to the Finance Unit.

Administrative/Finance Assistant

Under the guidance and direct supervision of Project Manager, the Administrative Finance Assistant provides financial services ensuring high quality, accuracy and consistency of work.

The Administrative Finance Assistant works in close collaboration with the Government Counterparts, project, operations, and UNDP Programme's personnel in the Country Office to exchange information and ensure consistent service delivery.

- Be responsible for office logistics, travel arrangements as well as recruitment/extension/separation of the project personnel;
- Encourage awareness of and promotion of gender equality among project staff and partners;
- Based on consultations with Project Manager and UNDP Business Center to perform procurement related operations in accordance with UNDP rules and procedures;
- Prepare all financial and administrative documents related to the project implementation in accordance with the UNDP rules and procedures, maintain project's expenditures and commitments shadow budget;
- Develop quarterly and annual budget plans for recruitment of personnel; maintain financial records and monitoring systems to record and reconcile expenditures, balances, payments and other data for day-to-day transaction and reports;
- Advise and assist Project staff, experts and consultants on all respects of allowances, salary advances, travel claims and other financial and administrative matters, and calculate and authorize payments due for claims and services;
- Prepare detailed cost estimates and participates in budget analysis and projections as required to handle all financial operations of the project office, make cash payments and reconcile all accounts in required time frame;
- Maintain, update and transmit inventory records of non-expendable equipment in accordance with UNDP rules;
- Perform cash custodian's duties being primarily responsible for project's cash disbursements and maintain project's petty cash book and payrolls related to the regional offices;
- Ensure leave monitoring of project staff, check the accuracy and proper completion of monthly leave reports;
- Analyze the potential problems concerning administrative-financial issues and take respective measures to provide adequate project's resources in time for implementation of the project activities;
- Define the cost-effective measures for optimal use of resources of the project;
- Ensure full compliance of administrative and financial processes and financial records with UNDP rules, regulations, policies and strategies.

PROJECT ASSURANCE

Overall responsibility: Project Assurance is the responsibility of each Project Board member; however the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project Assurance has to be independent of the PM; therefore the Project Board cannot delegate any of its assurance responsibilities to the PM. A UNDP Programme Officer on Economic Governance will hold the Project Assurance role.

The implementation of the assurance responsibilities needs to answer the question “What is to be assured?”. The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains relevant, follows the approved plans and continues to meet the planned targets with quality.

- Maintenance of thorough liaison throughout the project between the members of the Project Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Project Justification (Business Case)
- Projects fit with the overall Country Programme
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- The scope of the project is not “creeping upwards” unnoticed
- Internal and external communications are working
- Applicable UNDP rules and regulations are being observed
- Any legislative constraints are being observed
- Adherence to RMG monitoring and reporting requirements and standards
- Quality management procedures are properly followed
- Project Board’s decisions are followed and revisions are managed in line with the required procedures

Specific responsibilities would include:

1. Initiating a project

- Ensure that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;
- Ensure that people concerned are fully informed about the project
- Ensure that all preparatory activities, including training for project staff, logistic supports are timely carried out

2. Running a project

- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular;
- Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that CDRs and FACE are prepared and submitted to the Project Board and Outcome Board;
- Perform oversight activities, such as periodic monitoring visits and “spot checks”.
- Ensure that the Project Data Quality Dashboard remains “green”

3. Closing a project

- Ensure that the project is operationally closed in Atlas;
- Ensure that all financial transactions are in Atlas based on final accounting of expenditures;
- Ensure that project accounts are closed and status set in Atlas accordingly.