PROJECT DOCUMENT

DISASTER AND CLIMATE RISK REDUCTION PROJECT

Executive Summary

The country's economy, population, and environment are highly exposed and vulnerable to natural hazards. Climate change is expected to amplify exposure to meteorological hazards. The objective of this project is to reduce disaster and climate risks in the country and thus contribute to the attainment of country development goals.

The project seeks to strengthen disaster and climate risk assessment capacities and identify priorities at the national level to inform country disaster risk and climate risk management strategies and program development. This will be done through preparation of a comprehensive Disaster Risk Assessment, creation of a web-based software application and disaster risk maps. In parallel, actions will be taken at the local level to reduce vulnerabilities and strengthen capacities to manage disaster and climate risks at local levels.

Local level risk management will be mainstreamed into and delivered through development of disaster and climate risk management plans in selected high risk municipalities as well as through implementation of small scale demonstration and/or pilot measures identified in these plans. In addition, targeted capacity building and public awareness/advocacy/education activities will be carried out countrywide.

The project will be implemented over a period of 24 months. The implementing partner is the Crisis Management Centre, and the project will be delivered in close collaboration with other key relevant government bodies that are part of the crisis management system in the country, including local level administration, research and academic institutions, and Civil Society Organizations.

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UNDAF Outcome/Indicator:	By 2015 central and local level authorities have improved capacities to integrate environment and disaster risk reduction into national and local development frameworks, while communities and CSOs participate more effectively in environmental protection and disaster risk reduction planning, implementation and monitoring.
Expected Outcome/Indicator:	National authorities are better able to reduce the risk of and respond to natural and man-made disasters
CPAP Expected Output:	A national framework for regular assessment and monitoring of disaster risks developed and piloted at local level
Annual Targets:	see attached Results and Resources Framework
Implementing Partner:	Crisis Management Centre
Responsible parties:	UNDP

Project Outputs:

1. Capacities strengthened and priorities identified to inform country disaster and climate risk management strategies and program development
2. Vulnerabilities reduced and capacities strengthened to manage disaster and climate risks at local levels
3. Public trust for disaster and climate risk reduction increased and knowledge of the targeted audience improved

Programme period:	2010 - 2015
CPAP Programme Component:	Environmental Protection
Project Title: Disaster and Climate Risks Reduction	
Atlas Award ID:	00078215
Start date:	2011
End Date	2013
PAC Meeting Date	
Management Arrangement:	NIM

Total required resources:	$ 1,300,000
Total allocated resources:	$ 150,000
• Regular (UNDP CO)	$ 140,000
• Other:	
o Government	$ 10,000
Unfunded budget:	$ 1,150,000
In-kind Contributions	
Crisis Management Centre	$ 15,000

Agreed by (Implementing Partner): Mr. Toni Jakimovski, Director, Crisis Management Centre

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Agreed by (UNDP): Mrs. Ann-Marie Ali, Resident Representative a. i.

1. SITUATION ANALYSIS

1.1. BACKGROUND

1. During the last several decades the number of natural disasters has been significantly increased with "weather-related disaster risk expanded rapidly both in terms of the territories affected, the losses reported and the frequency of events."[1] Also, it can be noticed that the rate of occurrence of climate hazards is several times above that of other natural hazards (earthquakes, volcanic eruptions etc). Accordingly, "climate change is already changing the geographic distribution, frequency and intensity of weather-related hazards and threatens" and this "combination of increasing hazard and decreasing resilience makes climate change a global driver of disaster risk."[2]

2. The country is a disaster-prone, exposed to various types of natural hazards, including earthquakes, wild fires, floods, droughts, extreme temperatures, landslides. Earthquakes pose largest risk in term of consequences - damages and human losses, wildfires are most frequent disaster, and floods are on the rise in terms of frequency and intensity. The exposure and estimated losses resulting from major types of natural hazards can be summarized as follows:

a) **Earthquakes** – The country is considered to be in high seismic activity area, despite the fact that major earthquake has not happened since the Bitola Earthquake in 1994 (5.2 magnitude; 23,000 people affected and damage estimated at 3.4% of the GDP in 1993). Recently series of minor earthquakes happened in May 2009 in the Valandovo region. The most powerful earthquake happened in Skopje on 26 July 1963 (6.1 magnitude; 1,070 people killed and more than 4,000 injured; 80% of the city was destroyed and the damage was estimated 3.1bn USD). Macedonia is divided into ten seismic zones, with Vardar zone as most active. The upper level of the intensity of earthquakes is calculated to be between 6.0 and 7.8 magnitudes.

b) **Wildfires –**Wildfires especially are considered to be most frequent hazard in the country. Total forest area in the country is 965,650 ha (state-owned forests 859,427 ha or 89% and private owned forests – 11%). The effects from the wild fires are most characteristic and result in significant damages. One of the most commonly causes is weather, i.e. climate characteristics and extreme temperatures, which cause rapid and easy burning of dry and flammable material. From the 1998 the number of wild fires is constantly increasing with two most characteristic years: 2000 – biggest number of burnt wooden mass (2,154 m3) which is more than 50% for the whole period and 2007 with biggest numbers of fires – 620 with burnt area of 39,162 ha

c) **Floods** [3] **-** The number and intensity of floods is rising. Usual period for their appearances is in the colder part of the year (November – January). Most of the floods are caused by the overflow of the major rivers Vardar, Crna Reka, Treska, Strumica, Pcinja, Lepenec and Bregalnica. Vardar River basin is the largest in the country and accounts for 80% of water resources. This area has the highest potential risk of floods in the country. During the period 1993- 2007 seven major floods happened countrywide with estimated damage of more than 350,000 USD and 112,000 people affected. In parallel to the river floods from the major river basins, which are caused by long periods of rains and intensive snowmelt (or a combination of both), there are flash floods caused by short and intensive rains (most frequently summer storms) in smaller river basins (Negotino and Kavadarci, 1995). In 1994 the damage resulting from floods in

[1] United Nations, "Summary and Recommendations: 2009 Global Assessment Report on Disaster Risk Reduction, Risk and poverty in a changing climate *Invest today for a safer tomorrow" (2009),* page 4
[2] ibid
[3] ECILS, "Preliminary Risk Profile of the Country", UNDP, (2010), pages 3-1/3-7

the country was estimated at 3.4% of GDP. The floods in 2004 affected 26 municipalities, with an estimated damage of approximately 15 million EUR, mainly affecting arable land and rural municipalities.

d) Extreme temperatures - Extreme temperatures and heat waves or cold waves have direct health impacts (humans and animals e.g. livestock)[4] The year 1994 was the hottest in the country between 1971 and 2000, with temperatures 2^0C above the multi-annual average. High temperature anomalies were also registered in 1999, 2002 and 2003. Extreme air temperatures in July 2007 exceeded all other previously registered temperatures, with 45.7^0C in Demir Kapija; 45.3^0C in Gevgelija and 43.4^0C in Skopje. EM-DAT has listed two heat waves and one cold wave resulting in 30 victims.

3. The secondary impacts caused by extreme temperatures are floods, droughts, soil aridity making areas more prone to mudflows. Drought is a major climate risk. A prolonged drought in 1993 damaged most of the crop yields and in many cases resulted in a total crop failure. At the countrywide level, the damage caused by this drought amounted to 7.6% of the total national income. The most vulnerable agricultural zone is Povardarie region, especially the area of the confluence of the Crna and Bregalnica rivers with the River Vardar (Kavadarci as a corresponding meteorological station). Highly vulnerable zones are: South-eastern part of the country (Strumica); Southern Vardar Valley (Gevgelija); Skopje-Kumanovo Valley (Skopje); and Ovce Pole (Stip)."

4. The country is exposed to climate change and its consequences, which increase the number and intensity of risks and their impact on the development and prosperity of the country and its citizens. Of all 28 ECA countries studied as part of the World Bank Study, *"Adapting to Climate Change in Eastern and Central Europe"* (2009), only three countries in this region have experienced more climate related natural disasters between 1990 and 2008 since 1990. Only four countries are likely to experience more dramatic increases in climate extremes, and The country was near the bottom in capacity to adapt to these changes. The country was ranked twelfth among ECA countries in terms of the overall Vulnerability to Climate Change using an index that takes into account exposure, sensitivity, and adaptive capacity. The country's exposure to climate change ranks highest among these three factors or fifth in the ECA region indicating the strength of future climate change relative to today's natural variability is projected to be high.

5. According to the results of the climate change scenarios up to 2010 done as part of the Second National Communication, the average increase of temperature in The country is between 1.0°C in 2025, 1.9°C in 2050, 2.9°C in 2075, and 3.8°C in 2100. At the same time, the average sum of precipitation is expected to decrease from -3% in 2025, -5% in 2050, -8% in 2075 to -13% in 2100 in comparison with the reference period.
The most affected and at the same time the most vulnerable sectors to the climate change impacts that will result from the changes of temperatures and precipitation are: agriculture, water resources, biodiversity, forestry and human health.

1.2. PROBLEM ANALYSIS

1.2.1 Disaster Risk Management

6. Disaster reduction policies and measures need to be implemented with a two-fold aim: to enable societies to be resilient to natural hazards, while also ensuring that development efforts decrease the vulnerability to these hazards. Sustainable development is not possible without taking multi-hazard risk assessments into account in planning and daily life.

7. The crisis management system in the country is established for the purposes of prevention, early warning, preparedness, and response to risks that are threatening lives and health of citizens, material, natural and cultural goods, as well as the general security of the country. It has to provide coordination and

[4] Health Action Plans for Heat Waves (WHO, 2008)

communication amongst all relevant state institutions, adoption of the highest level decisions, timely reaction and effective and adequate use of the available resources in the event of risks that can cause major disasters, accidents, and emergency situations. The foundation of this system lies in the National Concept for Security and Defence (2003) while the Law on Crisis Management (2005) and the Law on Protection and Rescue define its main aspects: organization and functioning, decision-making and use of the resources; communication, coordination and cooperation; assessment of all risks and hazards, planning and financing etc.

8. Several national governmental and non-governmental institutions are involved in this sector. The Crisis Management Centre was established in 2005. Its main competencies are as follows: ensuring continuity in inter-sector and international cooperation, consultation and coordination in the crisis management, preparation and updating of the integrated assessment from all risks and hazards in the country, proposing measures and activities for response and resolving of crisis situations etc. The Centre has eight sub-regional and 27 regional centres countrywide.

9. The Directorate for Protection and Rescue was also established in 2005 as an independent state administration body consisted of eight regional units and 35 municipal protection and rescue units. The protection and rescue in the country is organized as a single system for tracking and prevention of occurrence, and mitigation of consequences caused by natural disasters, epidemics, epizootics, epiphytic or other emergencies in times of peace or war or military activities that endanger the population, natural gifts, flora and fauna, common goods and items or facilities of special cultural and historic importance.

10. Although there has been significant progress in capacity development for disaster risk reduction (DRR) in the last five to six year in the country, there are still a number of challenges that need to be overcome in this area. Generally, the DRR policy and strategic framework in the country is not defined in a single document. The DRR concept, as defined in the Hyogo Framework for Action, cannot be completely identified in the key strategic documents related to this issue so there is a gap in having a comprehensive inclusion of disaster risk reduction in national strategies.

11. Other issues regarding the country's disaster coordination and management are the following: insufficient coordination at national level (inter-ministerial, inter-agency, interdepartmental) and local level (municipalities), and between the national and the local levels (central government-municipalities); scarce resources (human and financial resources, equipment); not enough public awareness about disaster prevention and response; and lack of understanding of varying needs of different locations and population groups.

1.2.2 Climate Risk Reduction

12. Disaster risk reduction is a cross-cutting issue in the context of sustainable development. Exposure to climate-related hazards, coupled with conditions of vulnerability and insufficient capacity to reduce or respond to damaging consequences, results in disasters and losses. Managing climate-related risks, therefore, is a key enabler of development. Identifying and reducing risks associated with climate-related hazards can help to protect people, livelihoods and assets, thereby promoting the achievement of development goals. Furthermore, it should be included in the strategies for reduction of disaster risks and strategies for adaptation to climate change.

13. The country ratified the UN Framework Convention on Climate Change (UNFCCC) in December 1997 and the Kyoto Protocol in July 2004. Responding to the obligations towards the UNFCCC the country prepared and submitted the Initial National Communication on Climate Change in 2003 and the Second

National Communication in 2008. The preparation of the Third National Communication is expected to commence in the second half of 2011.

14. The Ministry of Environment and Physical Planning is the focal point for the UNFCCC and the key government entity responsible for creating climate change policies and ensuring proper monitoring and reporting to the global convention on climate change. In addition, the Ministry of Economy and the Ministry of Agriculture, Forestry and Water Economy had responsibilities for development of sector policies that are closely related either to climate change mitigation or to climate change adaptation. National Climate Change Committee has been established as a multi-sector platform for coordination of the climate change activities in the country.

15. Although, The country's institutional and policy frameworks to deal with climate change related issues have improved noticeably in the last five years, it is certain that the country's preparedness to respond to climate change challenges, especially investments in vulnerable sectors such as agriculture, water and forests will be costly and will require long-term commitment and efforts from all segments of the society – policy and decision makers, public administration, private sector, CSOs, academic and research institutions and others.

1.2.3 Addressing the dual risk

16. Understanding the interaction of hazards, exposure and vulnerability is crucial to effective disaster prevention. Risk assessments are therefore fundamental part of the work on disaster risk reduction and recovery and it is a process to determine the nature and extent of such risk, by analyzing hazards and evaluating existing conditions of vulnerability that together could potentially harm exposed people, property, services, livelihoods and the environment on which they depend. For that reason there is a need for comprehensive risk assessment that will both evaluate the magnitude and likelihood of potential losses and the causes and impacts of those losses.

17. Also, there is insufficient technical knowledge and expertise for risks and hazards assessment, as well as lack of an integrated approach to disaster and climate risk management, both on national and local levels. Therefore, there is a need to develop capacities for addressing the risks posed by natural hazards and climate change, and for developing strategies and plans that will move the focus from the disaster preparedness and response toward prevention and mitigation, as well as integration of the climate risk management. When incorporating DRR in the various sector policies, the harmonized methodology and coordinated approach has to be used, emphasizing the proactive approach to promotion of development, adaptation to climate change and reduction of natural disaster risks.

1.3 UNDP ASSISTANCE

18. One of the three focus areas of cooperation for the UNDP and the UN agencies in the country stated in the UN Development Assistance Framework (UNDAF) and the Country Programme Document (CPD) 2010-2015 is environment protection, and in this context disaster risk reduction has been identified as an area of intervention for UNDP and UN in the country. UNDP's support in this area responds to the national priority for strengthening national capacities for integrated environmental management and enhancing administrative capacities at central and local level for enforcement and fulfilment of obligations of regional and global conventions. By the end of the five years programme cycles, capacities of central and local level authorities to integrate environment and disaster risk reduction into national and local development frameworks will be improved, while communities and CSOs shall participate more effectively in environmental protection and disaster risk reduction planning, implementation and monitoring..

19. UNDP has a proven track record and experience both in strengthening capacities for disaster risk reduction and in addressing environmental challenges in the country.

19. The successful cooperation between the Crisis Management Centre (CMC) and UNDP started in 2007 with implementation of the "Forest Fire Early Recovery Planning" project where the UNDP has technically assisted the Crisis Management Centre to conduct the necessary assessment of the extent of damages caused by the forest fires and existing threats and to prepare an early recovery plan.

20. In 2008 the collaboration was scaled up with implementation of the "Strengthening of the Capacities of the Crisis Management Centre" project. It improved the crisis management system in the country at national and local levels through activities in five component areas that have enabled national authorities to be coordinated and efficient in disaster risk reduction and communities in high-risk areas to become more disaster-resilient.

21. The key products of the project were as follows:

- Desk Review on existing legislation and relevant planning documents concerning the crisis management system*;*
- Web Based Gender Repository Database and Web Based System for Learning, Exam and Survey,
- Guidelines for Preparation of the National Crisis Management Plan;
- Software applications for entry of attributes and spatial data in the GIS database and strategic planning;
- Guidelines for development of methodologies for assessment of risks and hazards and assessment of their implications over the lives and health of the citizens and goods of the country;
- Historical database for events happened during 50 years;
- Guidelines for Preparation of the Unified Risk and Hazard Assessment; Preliminary Risk Profile of the Country;
- Handbook for citizens on crisis preparedness published;
- Interactive educational computer game on disaster preparedness.
- Local level risk management projects, training drills in educational institutions,
- Small scale disaster risk reduction infrastructure projects;

22. The project was evaluated as highly relevant for the country, contributing significantly to enhanced coordination and timely national cross-sector response to natural man-made disasters. At the national level a stronger, more capable CMC and a more coordinated Crisis Management System (CMS) were developed, ensuring better coordination among all stakeholders and resulting in better government preparedness for and response to natural disasters. Another innovation was that gender considerations were for the first time treated into in planning and development processes in this sector. Local communities in the pilot project areas were also more resilient to disasters and this local level intervention could be easily scaled-up and

replicated in other municipalities. Moreover, local governments provided significant cost-sharing funds for realization of the small scale DRR interventions on local level.

23. The second pillar of the UNDAF/CPD in the area of environmental protection is directed towards providing strategic support to decision makers and various stakeholders in raising awareness of the major impacts from climate change and associated risks posed to the economy. In the past decade UNDP has supported national efforts for addressing and responding to climate change challenges through variety of programmes for strengthening national capacities to monitor climate variability and assess the vulnerability of different sectors to climate change, and to mitigate the GHG emissions.

24. In the second half of 2011, UNDP will assist the Government in implementing activities related to preparation of its Third National Communication to the UN Framework Convention on Climate Change (TNC). The activities within the TNC are continuation and upgrade of the work done under the previous Communications. Special efforts will be made to establish links between the climate change and disaster risk reduction which will be a new topic for the TNC.

25. The project described below will build upon achievements of the previous related projects in the area of disaster risk reduction and climate change in order to fully realize benefits in these areas.

2. PROJECT STRATEGY

26. The project will build upon successful collaboration and partnership between the Crisis Management Centre and UNDP over the past four years, as well other institutions of the disaster risk reduction system such as the Directorate for Protection and Rescue, Ministry of Environment and Physical Planning, local government, academic institutions, etc. It will be in line with the national priorities and will contribute to implementation of the CMC Strategic Plan 2011- 2013, National Disaster Risk Reduction Platform, and Hyogo Framework for Action 2005 – 2015, as well as the National Strategy for Sustainable Development and National Communications to the UN Framework Convention on Climate Change.

27. Prioritization of the project interventions on DRR is based on the findings and recommendations of the national assessment report on disaster risk reduction and Capacity for Disaster Reduction Initiative (CADRI) capacity assessment report that were developed within the regional project for South Eastern Europe (SEE) and Turkey on Disaster Risk Management.

28. Activities on local level will replicate and scale up the very successful activities and interventions implemented within the previous project implemented in partnership with the CMC and local governments in selected pilot municipalities. The outputs of the risk assessment interventions will help to target future activities at this level, which will be coupled with the refined local level risk management approach to further increase the effectiveness of local level risk management in the future.

29. The project will also leverage on UNDP's work in the area of climate change, especially the processes for preparation of national reports to the UN Framework Convention on Climate Change that includes assessment of vulnerabilities and identification of adaptation measures/interventions, and ongoing collaboration at the regional and national levels among Crisis Prevention and Recovery (CPR) and Energy and Environment (EEG) practices of UNDP. For this component, the project will also benefit from the technical support of GRIP.

30. Building upon the previous work done in the area of gender mainstreaming into crisis management, special attention will be given to gender issues in the context of disaster risk reduction with more in-depth analyses that will provide reliable data, as well as mixed traditional and non traditional capacity building

activities for woman and man at risk in local communities. The project interventions will also be extended to vulnerable groups such as children, elderly, and people with disabilities which will be a new, innovative approach in the DRR in the country.

31. To the extent possible the project will relay on national expertise and experience. In addition UNDP will provide specialized knowledge and experience, and worldwide best practices. Technical support of UNDP Bureau for Crisis Prevention and Recovery and the Bratislava Regional Centre (CPR and EEG practices) shall be sought whenever necessary and as part of their commitment to reducing disaster risk in high-risk countries. UNDP CO 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.

32. The project will also facilitate the collaboration of various national entities with responsibilities in the areas of disaster risk reduction and climate change. Special efforts will be put to create synergies between the National Platform for DRR and the National Climate Change Committee.

33. The project will also benefit from the technical support of Global Risk Identification Programme (GRIP), and will make every effort to coordinate and collaborate with other players who support projects on DRR and climate change.

34. Initial funding that is secured for the inception stage of the project from the Government and CO will be used as a seed funding which should secure mobilization of additional resources that are currently unfunded. Resource mobilization activities will target bilateral donors, trust funds (TF), (including UNDP managed TF on crisis prevention, energy and environment, governance, etc) as well as climate change adaptation funds and other resources available through channels used by Energy and Environment Group, and emerging EU and other climate change funds for which the country is eligible.

35. Based on the successful experience in the past, an important element of the project partnership and resources mobilization strategy is continuation of the cost sharing arrangements with the local governments that already expressed interest to implement disaster risk reduction measures on local level and to provide funds from their municipal budgets.

3. PROJECT OBJECTIVE, INTENDED OUTPUTS AND ACTIVITIES

36. The overall objective of this project is to reduce disaster and climate risks in the country and thus contribute to the attainment of country development goals. The project seeks to strengthen disaster and climate risk assessment capacities and identify priorities at the national level to inform country disaster risk and climate risk management strategies and program development.

37. The expected results of the project are:

1. Capacities strengthened in risk assessment and priorities identified to inform country disaster and climate risk management strategies and program development;
2. Vulnerabilities reduced and capacities strengthened to manage disaster and climate risks at local levels;
3. Public trust for disaster and climate risk reduction increased and knowledge of the targeted audience improved, particularly among the most vulnerable;
4. Investment in disaster and climate risk reduction on local level increased, particularly for most at risk segment of the communities.

38. Project objectives:

- **Strengthening the disaster and climate risk assessment capacities on national and local level**

39. The general responsibility of CMC to coordinate disaster risk reduction through prevention, preparedness mitigation activities at both the central and local levels makes it the best entry point for the project to effectively enhance the operational and technical capacities of the Crisis Management System in the country. Additionally, the CMC is legally responsible for preparation of the Integrated Assessment of all risks and hazards for purposes of planned, timely and coordinated decision-making, issuance of guidance and recommendations for prevention and response to disasters and accidents.

40. The project will expand capacity in disaster and climate risk assessment in order to identify and prioritize actions to be included into DRR and climate risk management strategies and policies, target mainstreaming actions, and inform contingency planning. Furthermore, other assistance will be provided in strengthening the capacities and linkages in prevention and early warning phases and development of consequent scenarios and simulation models, and accordingly contingency planning, preparedness and response.

41. Capacities for disaster and climate risk assessment will be developed not only at the CMC and its regional offices, but also on a municipal level, within the municipalities. They will be trained for preparation and implementation of integrated multi-risk and multi-hazard assessment, as well as for conduct of response capacities assessment and loss/impact analysis in order to improve the planning and response of the consequent DRR activities.

42. In this sense, the prospective approach to disaster and climate risks assessment will be promoted in order to build up their capacities so that future assessments will seek to anticipate risks and take a proactive approach to addressing them, rather than deal with existing risks and take corrective actions. It is important to state that the analysis of risks will seek to incorporate climate change scenarios when assessing risks posed by meteorological hazards and integrate the analysis into DRR and climate risk management strategies and plans.

43. The assessment as a document providing qualitative and quantitative analysis of data on all disaster and climate-related risks and hazards represents the basis for development of possible response strategies and scenarios and a possibility for planning of concrete measures and activities toward preventive and reactive action of the competent institutions and entities. Such an established process represents the basis for efficient management of all disaster and climate-related risks within the frames of the crisis management system of the country.

44. The process of preparation of disaster risk and climate risk assessment will consist of the following steps:

- Implementation of **capacity development initiatives** such as regional workshops on the disaster risk and climate risk assessment for relevant staff from the regional offices of CMC, municipalities and institutions from the CMS, on the job trainings and advisory support, etc.

- A **Manual** for implementation of the risks and hazards assessments for the national and local institutions responsible for carrying out assessments shall consist of all relevant documents and information necessary for implementation of the assessment as well as the necessary guidance and clarifications, emphasizing methodologies, as well as institutional linkages.

- The **Database and Web-based Software Application** for nomenclature/inventory of all elements hazards shall serve as an assessment and planning tool. Initially it will be installed in CMC and shared with the regional offices, but during the second year of the project it will be made accessible for the municipalities and relevant institutions from the CMS. Also, the possibility of interlink with all existing relevant databases on national and local level shall be taken into consideration while designed. In this regard, possibilities to adapt GRIP's program DesInventar, for the county will be explored, as well as the GRIP's National Disaster Observatory service line.

- **Hazard Assessment** shall explore, document and analyse information and documents for disasters and accidents happened in the past and caused by hazards that are characteristic for the territory/region; determine/profile potential of risks and hazards; assessment of the possibilities of their happening (time, place/intensity) through scientific and methodological process of processing of verified information in organized and coordinated inter-sector procedure with inclusion of all relevant institutions from the crisis management system, on national and local level, as well as visualization of the results/findings from the assessment on charts/maps supported by ICT, GIS etc.

- **Assessment of the vulnerability and exposure of elements** to which risks are directed will consist of analysis and definition of separate/individual characteristics, specifics and circumstances for the citizens, communities, facilities and systems that subject them to negative influences of the damaging effects of the relevant hazards; qualitative and quantitative analysis of the developed values, identification and typology of facilities/buildings and their number, identification and typology of critical infrastructure and their number through the procedure of mapping; qualitative and quantitative analysis of the exposed population (gender, demographic structure, vulnerable groups etc.) through the procedure of mapping; inventorization of all elements (facilities/buildings, infrastructure, natural and other resources) that are exposed to hazards; assessment of the effect of the hazard to the assets and infrastructure; assessment of the effect of the hazard to the population; assessment of the effect on institutions from the CMS; assessment of the direct, indirect and long-term physical and financial losses as per categories based on elements of risk; summary and economic balance of the potential risk with assessment of its effect on the economy of the territory/region, as well as the assessment of other elements of the risk.

- **Climate Risk and Impact Identification** that will provide and information on actual and potential impact of climate variability and change at present (based on historical information), in the medium term (based on current situation and observed trends), and over the long term (based on projections and predictions).

- **Coping Capacity Analysis** shall contribute to reduction of disaster risks and considers the ability of population, organizations and systems using available skills and resources to face and manage adverse conditions, emergencies or disasters.[5]

- **Loss/impact analysis** will approximate potential losses of exposed population, goods, services, livelihoods and environment, and assesses their potential impacts on society.

- **Risk profiling and evaluation** shall identify cost-effective risk reduction options in terms of the socio-economic concerns of a society and its capacity for risk reduction.[6] Risk profile can be based on hazard, region or return period and can be thematic (social, productive, infrastructure) and composite (multi-hazard for appropriate return period).

[5] UNISDR Terminology on Disaster Risk Reduction, 2009
[6] UNDP, Bureau for Crisis Prevention and Recovery: Disaster Risk Assessment, October 2010

- For the purposes of improved planning and response **disaster scenarios and simulation models** for certain risk in selected high-risk municipality will be developed and accordingly a **simulation exercise** for testing of the system will be implemented.

- **Capacity building** for DRR preparedness, early warning and response ***to assessed risks consisted of review of r***esources for response (human, material, technical etc.) that are located on the territory for which the assessment is relevant; assessment of needs (equipment) and sector preparations (trainings, drills) for implementation of required measures and activities for prevention, early warning and response to assessed situations, as well as the ***c***oordination, communication and decision making for application of measures and use of resources through Standard Operating Procedures (SOPs).

45. All planned documents will be integrated and prepared through a well coordinated and organized multi-sector procedure that will further model the type of coordination required at local and national levels. The documents will be verified and adopted within the bodies of the CMS and the project will ensure that all components will be gender sensitive and responsive and will further demonstrate how to move from standalone gender projects to an integrated gender sensitive disaster risk management. In addition, needs of the most vulnerable groups, especially people with disabilities, are going to be taken into consideration.

46. Risks and hazards are not constants, but they change with time. The risk assessment and management framework assures an initial risk profile related to a particular time and space. It shall be updated periodically to account for changes of the character of hazards and the dynamic changes of exposure and vulnerability, i.e. elements-at-risk.

- **Reduction of the vulnerabilities and strengthening of the capacities for disaster risks and climate risks management at local level**

47. As stated in the Hyogo Framework for Action 2005-2015, the starting point for reducing disaster risk lies in the knowledge of the hazards and the physical, social, economic and environmental vulnerabilities and of the ways in which hazards and vulnerabilities are changing in the short and long term, followed by action taken on the basis of that knowledge.

48. A local risk assessment is an operational risk assessment for disaster/climate risk action planning, contingency planning, pre-disaster recovery planning, and proper urban planning.[7] Therefore, the building of resilient communities in disaster-prone countries requires that: a) underlying risk factors are continuously considered in all relevant sectors; and b) risk reduction standards and measures are an integral part of the planning and delivery of core development services and processes, including education, environment, and health. [8]

49. In parallel to the comprehensive disaster and climate risk analyses that will be done in the first component of the project, a set of activities aimed at reducing vulnerabilities on local level, and increasing capacities for management of disaster and climate risks will be implemented. Local level risk assessments will be undertaken for screening the selected municipalities on the basis of existing risk assessments, i.e. in the most obviously high-risk areas. Subsequent in-depth local risk assessments (post-screening) will feed not only into participatory planning and execution of local level risk management interventions, but also into

[7] UNDP, Bureau for Crisis Prevention and Recovery: Disaster Risk Assessment, October 2010
[8] UNDP, Bureau for Crisis Prevention and Recovery: Disaster Risk Reduction, Governance and Mainstreaming, October 2010

the national risk assessment. Similarly, after local level risk management approaches have been further developed during the demonstrations and/or pilot measures at the local level, the results of the national risk assessment can be utilized to better target the next round of local level risk management interventions.

50. This approach that at the same context brings together the disaster and climate risks will be promoted for the first time in the country. This creates an opportunity for close cross-sector collaboration on all levels, as well as up-scaling of the intervention, i.e. constant evidence-based advocacy at the national level to promote diffusion and official adoption of the local level risk management approach on the basis of results achieved. Furthermore, it is important to emphasize the possibility for development of capacity among the relevant authorities to replicate and apply this approach in the future. For this component, the project will benefit from a partnership with the selected Macedonian municipalities, PRD, relevant national institutions and NGOs, such as the national Red Cross and its local branches.

- **Advocacy, Awareness and Education**

51. Public awareness and advocacy are part of each DRR project and therefore the project aims to build public trust for the disaster risk reduction and the climate risk management as well as to raise the awareness and capacities of the population for preparedness and response to disaster and accidents. This will be achieved through the design of targeted public awareness campaigns, production of education/information materials, development of efficient risk communication skills of the communication officers from the institutions, improved media reporting, as well as raising general awareness and knowledge of pre-school and school children on potential risks and hazards.

52. In addition, public awareness will also be promoted in all aspects of the local level risk management process. The campaigns also will strongly support the participation of both women and men to strengthen outreach programmes as well as outreach to the most vulnerable/at risk members of the community. The project will seek partnerships with the Government (relevant line-ministries) and other relevant stakeholders to organize special events for public participation such as the World Disasters Day.

4. MANAGEMENT ARRANGEMENT

53. The Project will be executed according to the National Implementation Modality (NIM) under the overall responsibility of the national Government led by the Crisis Management Centre. UNDP (CO) will provide support to the execution of the project through provision of technical assistance and policy advice. The Crisis Management Centre (CMC) and UNDP will be responsible for timely and quality delivery of the project results, and will ensure close collaboration and coordination with all relevant stakeholders on national and local level.
The Government will entrust UNDP Country Office to provide all services related to procurement, recruitment, contracting, and direct payments to contractors on the terms to be agreed in separate agreement documents between the Government, represented by the CMC, and UNDP.

Specific Implementation Roles are as follows:

54. A Project Board (PB) will be established to serves as a main project coordinating body that will formally steer the implementation of the project.

The core responsibilities include:

- Facilitation of the institutional arrangements that are necessary for effective project implementation;

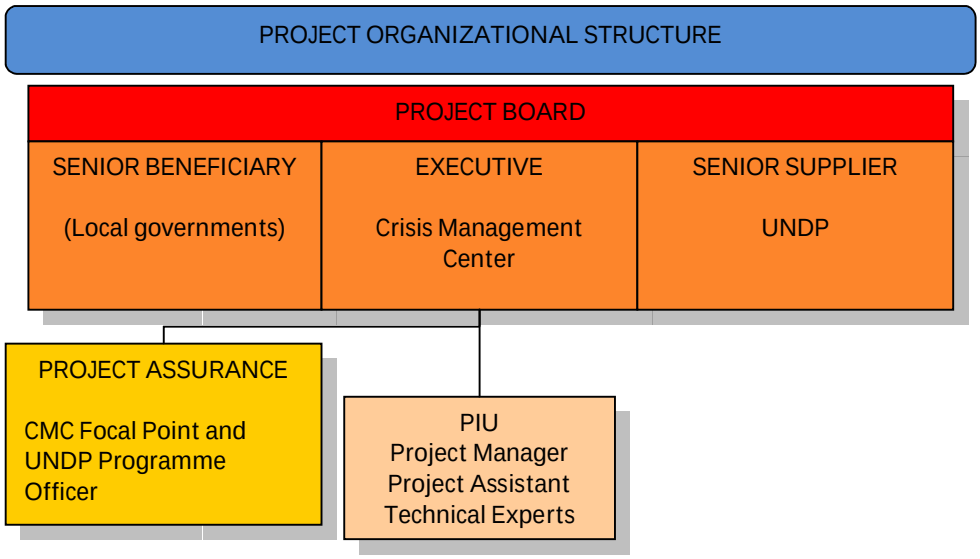
- Endorsement of work plans and ensuring of their adherence to project priorities;
- Periodic oversight of financial activities and programme achievements; and
- Review and endorsement of financial and project progress reports.

55. The Project Board will comprise of the Director of CMC (Executive) or CMC representative nominated by him/her, the Deputy Resident Representative of UNDP CO or other senior level person nominated by her/him (Senior Supplier) and representative from one local government (Beneficiary). The Project Board meetings will be organized as needed, but not less than once a year.

56. The CMC will appoint a focal point to coordinate activities with the UNDP Programme Officer (PO) and to provide technical inputs to the day-to-day implementation of the project. The CMC Focal Point and UNDP Programme Officer will play a role of a Project Assurance.

57. The Project Manager (PM) under the guidance of the Project Board and in close collaboration with the Crisis Management Centre delivers the project results, provides advisory services to the national counterparts and ensures the transfer of UNDP's worldwide experience and knowledge in the respective areas to the project partners and beneficiaries.

Figure: Management Arrangement Structure of the project



58. The CMC will provide the project office space, data communication facilities (telephone and internet connectivity), and cover office communications, utility and maintenance costs (i.e. telephone, internet, electricity, heating and water).

59. Management of the project budget will be carried out in accordance to the UNDP financial rules and procedures. The funds from the project shall not be used for paying any taxes, excise or levies. The Government will bear all charges of this kind.

60. Any assets purchased with the project funds will be transferred to the national counterpart and/or project beneficiary as per the standard UNDP procedure.

Direct UNDP Country Office Support Services to the Project Implementation

61. UNDP and the Crisis Management Centre agree that the UNDP Country Office will provide the following support services for the project activities at the request of the CMC:

(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) Processing of direct payments;
(e) Financial monitoring and reporting;
(f) Supervision of project implementation, monitoring and assistance in project assessment;
(g) Communication with an aim to ensure transparency, accountability and results reporting.

62. In providing such support services, the UNDP Country Office shall ensure that the capacity of the CMC is strengthened especially through participation of the CMC representative in the evaluation committees and recruitment panels with a voting right.

63. 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 and other corporate policies.

64. The procurement of goods and services and the recruitment of project personnel and consultants by the UNDP Country Office shall be in accordance with the UNDP regulations, rules, policies and procedures.

5. MONITORING, EVALUATION AND AUDIT

65. 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 relevant quality criteria and methods.
- 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, 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
- Bi-annual meetings of the Project Board to assess and manage progress shall be initiated
- Regular field missions by the CMC and UNDP shall be undertaken.

Annually

- **Annual Review Report**. An Annual Review Report shall be prepared by the Project Manager and shared with the Project 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.

Financial Audit

66. The project will be subject to an audit, at least once during its life span and according to applicable UNDP rules and procedures. .

External Evaluation

67. A full external evaluation of the project will be conducted at the end of the project. The evaluation will consider achievement of development goals according to parameters of the relevance and responsiveness of the actions, their effectiveness and efficiency, and the impact and sustainability of results, focusing especially upon their contribution to capacity development. The evaluation will also provide recommendations for follow-up activities and codification of lessons-learnt and best practices.

6. LEGAL CONTEXT

68. This project document shall be the legal instrument as referred in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government and the United Nations Development Programme, signed by the parties on 30 October 1995. The host country-implementing agency shall, for the purpose of the SBAA, refer to the government-cooperating agency described in that agreement.

69. The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the project document have no objections to the proposed changes:

- Revisions in, or addition of, any of the annexes of the project document.
- Revisions which do not involve significant changes in the immediate objectives, outputs or activities of a project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation.
- Mandatory annual revisions which rephrase the delivery of agreed project inputs or increased experts or other costs.

70. 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.

7. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: 3.3: By 2015 National authorities are better able to reduce the risk of and respond to natural and man-made disasters				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Indicator: Multi-hazard monitoring and evaluation system established; ***Baseline***: Does not exist; ***Target:*** Established.				
Applicable MYFF Service Line:				
Partnership Strategy:				
Project title and ID (ATLAS Award ID): 00078215 DISASTER AND CLIMATE RISKS REDUCTION				
INTENDED OUTPUTS	**OUTPUT TARGETS FOR (YEARS)**	**INDICATIVE ACTIVITIES**	**RESPONSIBLE PARTIES**	***INPUTS***
Output 1 Capacities strengthened and priorities identified to inform country disaster and climate risk management strategies and program development <u>Baseline:</u> Regulation on Methodology for Assessment of all risks and hazards adopted in January 2011 No integrated and multi-hazard risk assessment in the country Insufficient technical knowledge and expertise for risks and hazards assessment	First ever comprehensive assessment in the country of all risks and hazards developed (2011) Climate and disaster risks analyzed (2012) Integrated Disaster and Climate Risk Assessment prepared (2012)	1.1 Implementation of 8 planning workshops with participation of representatives from the regional offices of CMC 1.2 Development of a **Manual** for implementation of the risks and hazards assessments for the national and local institutions responsible for carrying out assessments 1.3 Implementation of 8 workshops on risks and hazards assessment with participation of representatives from the municipalities 1.4 Designing and development of a **database and web-based software application** for nomenclature/inventorization of all elements hazards that will serve as an assessment and planning tool	Crisis Management Centre Project Implementation Unit Individual Consultants Companies	.Total: 466,179 USD UNDP CO – 27,300 CMC – 8,879 Donor – 430,000

Indicators: Number of risks and hazards assessments prepared and number of hazard/risk maps produced. Number of disaster scenarios and simulation models developed. Gender considerations incorporated in therisks and hazard assessments		1.5 **Hazard assessment** to identify the nature, location, intensity and likelihood of all risks and hazards prevailing in a community or society. 1.6 **Climate Risk and Impact Identification** establishing the actual and potential impact of climate variability and change at present (based on historical information), in the medium term (based on current situation and observed trends), and over the long term (based on projections and predictions) **1.7 Exposure assessment** to identify population and assets at risk and delineate disaster prone areas 1.8 **Vulnerability analysis** to determine the capacity (or lack of it) of elements at risk to withstand the given hazard scenarios 1.9 Development of **Hazard Maps** for selected regions 1.10 Analysis of the **Coping Capacity** of population, organizations and systems, using available skills and resources, to face and manage adverse conditions, emergencies or disasters		

		1.11 **Risk profiling and evaluation** to identify cost-effective risk reduction options in terms of the socio-economic concerns of a society and its capacity for risk reduction 1.12 **Loss/impact analysis** to estimate potential losses of exposed population, property, services, livelihoods and environment, and assess their potential impacts on society 1.13 Development and publication of Risks Maps for the selected regions 1.14 Development of **disaster scenarios and simulation models** for selected risk in selected high-risk municipality 1.15 Implementation of at least one **simulation exercise** for testing of the system as per the developed scenarios and models 1.16 **Capacity building** for DRR preparedness, early warning and response		
Output 2 **Vulnerabilities reduced and**	At least 3 municipalities enabled to implement small	2.1 Selection of the most obvious high-risk municipalities based on existing risk	Crisis Management Centre	Total: 561,121

capacities strengthened to manage disaster and climate risks at local level <u>Baseline:</u> Initial emergency response drills and trainings executed in selected municipalities. Initial small scale disaster risk – reduction works executed in selected municipalities <u>Indicators:</u> Number of municipalities with vulnerability reduced and capacity strengthened Number of small scale risk reduction works executed	scale risk reduction works (2011) Plan for the project expansion to 5 additional municipalities formulated and agreed (2012)	assessment/information/data 2.2 Preparation of the local level disaster and climate risks assessments as a tool for DRR action planning, contingency planning, pre-disaster recovery planning, and proper urban planning. 2.3 Formulation of **disaster/climate risk managements and action plans** in selected high risk municipalities that include setting priorities, allocating resources (financial and human) and initiating programmes 2.4 Implementation of **small scale demonstration and/or pilot measures** identified as priority in the selected high risk municipalities 2.5 Mapping and assessment of the required capacities – in light of assessed risks, development priorities, and design of **comprehensive training/capacity development** programme to address identified gaps and challenges, as well as to replicate and apply this approach in future	Project Implementation Unit Local governments of elected municipalities Individual Consultants Companies	UNDP CO – 50,000 CMC – 1,121 Donor – 240,000 BCPR – 200,000 Local contribution – 70,000
Output 3 Public trust for disaster and climate risk reduction increased and knowledge of the targeted audience	Public confidence in disaster risk reduction institutions and measures increased (2011 and 2012)	3.1 Public awareness and sensitization on most frequent disaster and climate risks and hazards, as well as adequate coping mechanisms	Crisis Management Centre Project Implementation Unit selected municipalities,	Total – 60,000 Donor – 60,000

improved, particularly among the most vulnerable Baseline: Limited number of relevant publication exist; DRR is not part of the school curricula Indicators: Number of children and students educated Number of communication personnel and media representatives trained Number of visits of the interactive hazards map	Advocacy and awareness campaigns implemented, targeting key institutions, media and private sector entities to understand and promote disaster risk reduction (2012)	3.2 Increasing knowledge of pre-school and school children on potential risks and hazards; 3.3 Targeted public awareness on disaster and climate risks for relevant private sector entities (insurance companies, financial institutions, industry, etc) 3.3 Targeted training on efficient risk communications skills for communicational personnel of the key relevant institutions, and media 3.4 Creation of simple interactive map that will present the nature of hazards for certain period of years and illustrative examples of disasters in the recent past	selected private sector entities, NGOs, selected media, broader population	
Project Management Support				Total: 212,700 UNDP CO – 62,700 Donor – 150,000

8. Annual Work Plan Budget Sheet
Year: 2011

EXPECTED OUTPUTS *And baseline, associated indicatorsand annual targets*	**PLANNED ACTIVITIES** *List activity results and associated actions*	**TIMEFRAME**				**RESPONSIBLE PARTY**	**PLANNED BUDGET**		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
Output 1: Capacities strengthened and priorities identified to inform country disaster and climate risk management strategies and program development	1.1 Implementation of 8 planning workshops with participation of representatives from the regional offices of CMC.		X			UNDP, CMC	04000 04000 30000	71600 72100 71300	1,000 1,500 2,000
	1.2 Development of a **Manual** for implementation of the risks and hazards assessments for the national and local institutions responsible for caring out assessments.		x	x	x	UNDP, CMC	04000	71300	3,000
	1.3 Implementation of 8 workshops on risks and hazards assessment with participation of representatives from the municipalities.				x	UNDP, CMC, Municipalities			

	1.4 Designing and development of a **database and web-based software application** for nomenclature/inventorization of all elements hazards that will serve as an assessment and planning tool.		x	x	x	UNDP, CMC	04000 04000	72100 72800	6,800 2,000
								Sub-total `:	**16,300**
Output 2: Vulnerabilities reduced and capacities strengthened to manage disaster and climate risks at local levels	2.1 Selection of the most obvious high-risk municipalities based on existing risk assessment/information/data		x			UNDP, CMC, Municipalities			
				x	x	UNDP, CMC, Municipalities			
	2.4 Implementation of **small scale demonstration and/or pilot measures** identified as priority in the selected high risk municipalities.			x	x	UNDP, CMC, Municipalities	04000 04000 04000 30000	71300 71600 72100 72100	5,000 1,000 19,000 1,121
								Sub-total `:	**26,121**
Output 3 Public trust for disaster and climate risk reduction increased and	3.1 Public awareness and sensitization on most frequent disaster and climate risks and hazards, as well as adequate coping mechanisms		x	x	x	UNDP, CMC			

knowledge of the targeted audience improved, particularly among the most vulnerable	Project Management Support	x	x	x	x	UNDP	04000 04000 04000 04000	71400 71600 72400 74500	24,500 1,200 2,500 2,500
								Sub-total `:	**30,700**
								TOTAL:	**73,121**

Year: 2012

EXPECTED OUTPUTS *And baseline, associated indicatorsand annual targets*	**PLANNED ACTIVITIES** *List activity results and associated actions*	**TIMEFRAME**				**RESPONSIBLE PARTY**	**PLANNED BUDGET**		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
Output 1: Capacities strengthened and priorities identified to inform country disaster and climate risk management strategies and program development	1.4 Designing and development of a **database and web-based software application** for nomenclature/inventorization of all elements hazards that will serve as an assessment and planning tool	x				UNDP, CMC	04000 30000	72100 72100	2,000 6.879
	1.5 Hazard assessment to identify the nature, location, intensity and likelihood of all risks and hazards prevailing in a community or society.	x	x	x		UNDP, CMC, Municipalities	04000	72100	5,000

	1.6 Climate Risk and Impact Identification establishing the actual and potential impact of climate variability and change at present (based on historical information), in the medium term (based on current situation and observed trends), and over the long term (based on projections and predictions)	x	x	x	x	UNDP, CMC, Ministry of Environment, Hydromet	04000	72100	6,000
	1.7 Exposure assessment to identify population and assets at risk and delineate disaster prone areas	x	x	x					
								Sub-total `:	**19,879**
Output 2: Vulnerabilities reduced and capacities strengthened to manage disaster and	2.2 Preparation of the local level disaster and climate risks assessments as a tool for DRR action planning, contingency planning, pre-disaster recovery planning, and proper urban planning.	x	x	x	x	UNDP, CMC, Municipalities			

climate risks at local levels	2.3 Formulation of **disaster/climate risk managements and action plans** in selected high risk municipalities that include setting priorities, allocating resources (financial and human) and initiating programme.	x	x	x	x	UNDP, CMC, Municipalities			
	2.4 Implementation of **small scale demonstration and/or pilot measures** identified as priority in the selected high risk municipalities.	x	x	x	x	UNDP, CMC, Municipalities	04000	72100	25,000
								Sub-total `:	**25,000**
Output 3 Public trust for disaster and climate risk reduction increased and knowledge of the targeted audience improved, particularly among the most vulnerable	3.2 Increasing knowledge of pre-school and school children on potential risks and hazards		x	x	x	UNDP, CMC			
	Project Management Support	x	x	x	x	UNDP	04000 04000 04000 04000	71400 71600 72400 74500	25,000 2,000 2,500 2,500
								Sub-total `:	**32,000**
								TOTAL:	**76,879**

Annex I:

Terms of Reference

Functional Title: **Project Manager**
Duty Station: **Skopje**

DUTIES AND RESPONSIBILITIES

Under the direct supervision of the National Project Coordinator (NPC) and UNDP Programme Officer (PO) and the overall guidance of the Project Board (PB), the Project Manager will assume the following responsibilities:

S/he will:

- Ensure timely preparation and submission of yearly/quarterly project work and budget plans and reports;
- Manage funds (budget planning and ensuring payments) and delivery of substantive results in line with the work plan approved by PB;
- Record and resolve project issues occurring during the implementation within the tolerance level initially defined by PB;
- Report issues to the Project Board with recommendations to seek for solutions to project issues that exceed the defined tolerance level;
- Identify specific activities and timing in which support of consultants or by specific project personnel is required , and engage them in accordance with UNDP rules and regulations;
- Provide appropriate technical inputs both to the project and the Crisis Management Centre when required;
- Assist with the organization of the project board meetings;
- Analyze and evaluate achieved results regularly to ensure that the project is meeting the target beneficiaries' needs, while communicating them to all PB members;
- Contribute to formulation of new project concepts complementary to the ongoing project initiatives;
- Contribute to resource mobilization for the projects related to the disaster risk management.

QUALIFICATIONS

Knowledge and Skills	University degree in related field (higher an asset). Strong knowledge of disaster management is preferred. Excellent computer literacy (MS Office; Windows XP), excellent communication, negotiation, report writing and analytical skills.
Experience:	Four years of professional experience in project management and the related administrative and/or financial operations, preferably on similar projects.
Languages:	Language proficiency in both written and oral English and Macedonian. Knowledge of Albanian language will be an asset.

Annex III:

Terms of Reference

Functional Title: **Project Assistant**
Duty Station: **Skopje**

DUTIES AND RESPONSIBILITIES

Under the supervision of the Project Manager (PM), the Project Assistant will assume the following responsibilities:

S/he will:

- Collect, register and maintain information on project activities by reviewing reports and through firsthand sources;
- Contribute to the preparation of a variety of progress reports through providing administrative and ground information, preparing budget tables and etc.;
- Monitor project activities by reviewing a variety of records, including control plans, project inputs, budgets and financial expenditures;
- Advises all project counterparts on applicable administrative procedures and ensures their proper implementation;
- Support the preparations of project work-plans and operational and financial planning processes;
- Initiate procurement process and assists the preparation of Receiving Reports for the procurement of equipment, other goods and services for the project;
- Assist in the preparation of Payments requests (RDP's) for operational expenses, salaries, insurance, etc. against project budgets and work plans;
- Assist in logistical organization of meetings, trainings, workshops;
- Maintaining general project files;
- Translate, both orally and in writing from local language into English and reverse; and
- Perform any other duty as may be assigned by PM.

QUALIFICATIONS

Knowledge and skills	University degree in related field. Excellent computer literacy (MS Office; Windows); Additional commercial training in bookkeeping, business or accounting desirable; Excellent interpersonal skills, action oriented and ability to operate under pressure
Experience:	Three years of general accounting clerical experience;
Languages:	Language proficiency in both written and oral English and Macedonian. Knowledge of Albanian language will be an asset.