Provincial Government of NAD
Agency for Rehabilitation and Reconstruction of NAD-Nias
United Nations Development Programme

"Trust in Allah, but don't forget to tie up your camels..."

Making Aceh Safer Through Disaster Risk Reduction In Development (DRR-A)

Project Summary

The project "*Making Aceh Safer Through Disaster Risk Reduction In Development*" (DRR-A) is designed to make disaster risk reduction a normal part of the development process established in core functions of Aceh's local government and their public and private partners especially in Aceh's local communities where the most effective and direct actions can be taken to reduce physical, economic and social vulnerability to disasters. The above aim is to be attained through five main outputs of the project, namely:

- **Output 1:** Institutional arrangement and enabling environment established to facilitate participatory and concerted implementation of DRR measures.
  Budget: *$819,010*
- **Output 2:** Demonstration gender-sensitive projects implemented in selected locations to test and improve measures for reducing risk from natural disasters.
  Budget: *$455,000*
- **Output 3:** TDMRC-UNSYIAH strengthened to provide science-based information, service and knowledge assistance to the local government and other DRR proponents in implementing their DRR activities.
  Budget: *$5,068,775*
- **Output 4:** DRR public awareness programmes implemented to promote gender sensitive "Culture of Safety" among the people and institutions of Aceh.
  Budget: *$2,639,047*
- **Output 5:** Project effectively and efficiently managed, monitored, evaluated, and audited.
  Budget: *$888,168*

The DRR A Project, budgeted for a total of USD 9,870,000 will be implemented in three and half year period by the Provincial Government of NAD involving agencies at provincial and district levels in collaboration with BRR and related national authorities with support from UNDP. Strategic partnerships will be established with other relevant GOI ministries and agencies and with public and private partners at international, national, provincial, district levels, sub-district and village levels.

Table of Contents

Clarification of Terms iv
Abbreviations and Acronyms vi

Section I – Situation Analysis and Strategy 1
Part I. Situation Analysis 1
Part I.a. Existing DRR initiatives 2
Programmatic Analysis of DRR-A Initiatives Against HFA Priority Areas 5
Part II. Strategy 10
II.a. Strategic Approach 10
II.b. Programme Outputs 12
Output 1 13
Output 2 15
Output 3 18
Output 4 21
Output 5 24
Part III. Management Arrangements 25
III.a. Governing Principles 25
III.b. Oversight and Implementation Arrangements 25
III.c. Inception Report 28
III.c. Delivery Arrangements: 29
III.d. Coordination Arrangements: 30
III.e. Procurement Arrangements 30
III.f. Assets and Equipment: 31
Part IV. Monitoring and Evaluation 31
IV. a. Monitoring Framework 31
IV.b. Monitoring of Project Implementation 32
IV.c. Monitoring of Project Results 34
IV. d. Audit 36
IV. e. Monitoring Plan 36
Part V. Legal Context 36

Section II – Results/Resources and Logical Frameworks 38
Part I – Results and Resources Framework 38
Part II – Logical Framework 44

Section III – Risk Log 50

Section IV – Total workplan and budget 54
Annex 1 - Critical Tasks and Indicative Activity Links 60
Annex 1a - Narrative Explanation of Programme Linkages, Dependencies, Risks and Risk Reduction 67
Annex 2 – First Year Disbursement (June-Dec 2008) and Annual Disbursement 69
Annex 3 - Stakeholder Consultative Meeting Summaries 76
Annex 4 – Matrix of Agencies and DRR Project in Aceh from Convergence Workshop 95
Annex 5 – UNDP's Eight Point Agenda for Women Empowerment and Gender Equality 99
Annex 6 – Draft Organizational Terms of Reference 101
Annex 7 – Draft Key Programme Staff Job Descriptions 106
Annex 8 – Commitment Letter from Governor of NAD 113
Annex 9 – TDMRC Establishment Letter 115
Annex 10 – Project Concept Note (PCN) Review Components and Issues 118
Annex 11 – MDF Checklist from Technical Review to be addressed in PAD 125
Annex 12 – Elaboration of Outputs and Activities from 14 Dec 07 PAD 132
Annex 13 – Disaster Risk Reduction Problem Assessment 168
Annex 14 – Supplemental Provisions to the Project Document 170
Annex 15 – CPRU Anti-Corruption Mechanism 174
Annex 16 – SC-DRR Project Summary 178
Annex 17 – Summary of the Hyogo Framework for Action 2005-2010 179

Annex 18 – Distribution of DRR (HFA Related) Projects In Aceh 181

Clarification of Terms
(ISDR Definitions[1])

Crisis: A severe situation or impending situation that has resulted or is likely to result from an emerging event. An event for this purpose may be a defined as a conflict situation or natural hazard – flood, earthquake, volcanic eruption, drought or storm-surge threat.

Crisis Prevention: The implementation of proactive development and livelihood enhancement initiatives that are designed to avoid or significantly reduce the likelihood of conflict, or designed to eliminate or significantly reduce the level of community risk associated with specific natural hazards.

Climate Change Adaptation (CCA): A process by which strategies to moderate, cope with and take advantage of the consequences of climatic events are enhanced, developed and implemented *(UNDP, 2005)*

Disaster: A serious disruption of the functioning of a community or a society causing widespread human, material, economic or environmental losses which exceed the ability of the affected community or society to cope using its own resources.

Disaster or Emergency Management: The organization and management of resources and responsibilities for dealing with all aspects of emergencies, in particular preparedness, response and rehabilitation.

Disaster Risk Management (DRM): The systematic process of decision making, managing, organizing and deploying operational responses, including society's and communities' built-in coping mechanisms, to lessen the impact of natural hazards and related environmental and technological disasters. This comprises all forms of activities, including structural and non-structural measures to avoid (prevention) or to limit (mitigation and preparedness) adverse effects of hazards.

Disaster Risk Reduction (DRR): The conceptual framework of elements aimed at minimizing vulnerabilities and disaster risks throughout society, to avoid (prevention) or limit (mitigation and preparedness) the adverse impacts of hazards, within the broad context of sustainable development.

Early Warning System (EWS): The provision of timely and effective information, through identified institutions, that allows individuals exposed to a hazard to take action to avoid or reduce their risk and prepare for effective response.

Hazard: A potentially damaging event, phenomenon or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.

Mitigation: Structural and non-structural measures undertaken to limit the adverse impact of natural hazards, environmental degradation and technological hazards.

Natural Hazards: Natural processes or phenomena occurring in the biosphere that may constitute a damaging event [i.e. disaster]. Natural hazards can be classified by origin namely: geological, hydro-meteorological or biological. Hazardous events can vary in magnitude or intensity, frequency, duration, area of extent, speed of onset, spatial dispersion and temporal spacing.

[1] Definitions (except Climate Change Adaptation) are taken from ISDR, "Living with Risk. A global review of disaster reduction initiatives", Vol. II, Annexes, New York and Geneva, 2004

Preparedness: Activities and measures taken in advance to ensure effective response to the impact of hazards, including the issuance of timely and effective early warnings and the temporary evacuation of people and property from threatened locations.

Prevention: Activities to provide outright avoidance of the adverse impact of hazards and means to minimize related environmental, technological and biological disasters.

Relief/Response: The provision of assistance or intervention during or immediately after a disaster to meet the life preservation and basic subsistence needs of affected people. It can be of an immediate, short-term or protracted duration.

Risk: The probability of harmful consequences, or expected losses (deaths, injuries, property, livelihoods, economic activity disrupted or environment damaged) resulting from interactions between hazards and vulnerable conditions.

Vulnerability: The conditions determined by physical, social, economic and environmental factors or processes, which increase the susceptibility of a community to the impact of hazards.

Abbreviations and Acronyms

ASEAN	Association of Southeast Asian Nations
ACDM	ASEAN Committee on Disaster Management
ADB	Asian Development Bank
ADPC	Asian Disaster Preparedness Center
ADRC	Asian Disaster Reduction Centre (GOJ)
AIG	American Insurance Group
AIP	Annual Implementation Plan
AMDAL	Environmental Impact Analysis
APBD	Anggaran Pembangunan Belanja Daerah (Provincial Annual Workplan & Budget)
APBN	Anggaran Pembangunan Belanja Nasional (National Annual Workplan & Budget)
APR	Annual Performance Review
AusAID	The Australian's Overseas Aid Program
Austcare	Australian NGO working on community Based Disaster Preparedness
BCPR	Bureau for Crisis Prevention and Recovery
BAKORNAS PB	National Disaster Management Coordinating Agency
BAPPEDA	Provincial Development Planning Agency
BAPPEDALDA	Environmental Impact Control Agency
BAPPENAS	National Development Planning Agency
BASARNAS	National Search and Rescue Agency
BPDE	Provincial Electronic Data Management Agency
BGR	German Federal Institute for Geosciences and Natural Resources
BMG	Meteorological and Geophysical Agency of Indonesia
BPPT	Agency for the Assessment and Application of Technology
BRR	Rehabilitation and Reconstruction Agency for Aceh and Nias
CBO	Community Based Organization
CD	Country Director
CPRU	Crisis Prevention and Recovery Unit
CCITC	Coordination Committee of International Technical Cooperation
CSO	Civil Society Organization
CTA	Chief Technical Advisor
DFID	Department for International Development (UK Government)
DHL	DHL Express (Deutsche Post)
DIKNAS	Provincial Education Department, Ministry of Education
DIKJAR	Ministry of Education
Dinas INFOKOM	Provincial Information and Communication Department
Dinas PERKIM	Provincial Urban Planning and Settlement Department
Dinas PRASWIL	Provincial Regional Infrastructure Department
Dinas SDA	Provincial Water Resources Department
Din. Syariah Islam	Provincial Islamic Sharia Department
DINKES	Provincial Health Department
DINSOS	Provincial Social Department
DISHUB	Provincial Transportation Department
DISHUT	Provincial Forestry Department
DISMOBDUK	Provincial Population Mobilization Department
DISTAMBEN	Provincial Mining and Energy Department
DPRA	Provincial House of Representatives Aceh
DPRD	Provincial/ District House of Representatives
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
DRRF	Disaster Risk Reduction Framework
DSF	Decentralization Support Facility
ENSO	El Niño-Southern Oscillation
ESN	Environmental Screening Note

EOC	Emergency Operating Centre
ESCAP	Economic and Social Commission for Asia and the Pacific
GDP	Gross Domestic Product
GNP	Gross National Product
GOJ	Government of Japan
GOI	Government of Indonesia
GTZ	Agency for Technical Cooperation (Germany)
ICC	Incident Command Centre
IFI	International Finance Institution (e.g.: WB, ADB,)
INGO	International Non Governmental Organization
IOTWS	Indian Ocean Tsunami Warning System
ISDR	International Strategy for Disaster Reduction
JSP-DRR	UN Joint Strategic Plan on Disaster Risk Reduction for Sustainable Development
Kesbanglinmas	Nation's Unity and People Protection Agency
KDP	Kecamatan Development Project (KDP)
KTSP	Kurikulum Tingkat Satuan Pendidikan (DIKNAS Provincial Curricula for each education Unit/school)
LAP-DRR	Local Action Plan(s) for Disaster Risk Reduction
LIPI	Lembaga Iimu Pengetahuan Indonesia (Indonesian Institute of Sciences)
MDG	Millennium Development Goals
Mitigasi	Indonesian word recently adopted from the English word 'mitigation'
MOE	Ministry of Education
MOF	Ministry of Finance
MOH	Ministry of Health
MOHA	Ministry of Home Affairs
MPBI	Indonesian Society for Disaster Management
MUSREMBANG	Local Development Planning Process
MUSPIDA	Local Assembly Forum
Muhammadiyah	An Islamic Education and Development CBO
NAP-DRR	GOI National Action Plan for Disaster Risk Reduction (current draft)
NGO	Non Governmental Organization
NPD	National Project Director
NPM	National Project Manager
NU	Nahdlatul Ulama – An Islamic Education and Development CBO
OCHA	Office for Coordination of Humanitarian Affair
PAD	Project Approval Document
PCN	Programme Concept Note
PHS	Project Header Sheet
PM	Programme Memorandum
PMI	Indonesian Red Cross
PMR	Youth Red Cross
PED	Project Executive Board
PRSP	Poverty Reduction Strategy Paper
ProDoc	Programme Document
RCB	Regional Centre Bangkok
Qanun	Provincial Law in Nanggroe Aceh Darussalam
RCC	Regional Consultative Committee on Disaster Risk Management
RKPD	The Work Plan of Provincial Government
RPJM	Rencana Pembangunan Jangka Menengah (Mid-Term 5yr Development Plan)
RRF	Results and Resources Framework
SATKORLAK	Provincial Disaster Coordination Body
SATLAK	District Disaster Coordination Body
SC	Steering Committee
SC-DRR	Safer Communities through Disaster Risk Reduction in Development
SD	Sekolah Dasar (Elementary School)
SDC	Sea Defense Consultants, Aceh and Nias

SKPD	The Working Unit of Provincial Government Apparatus
SLAP	Strategic Local Action Plan on DRR (based on ISDR Hyogo Framework)
SMA	Senior High School
SMK	Senior Vocational School
SMP	Junior High School
SNAP	Strategic National Action Plan on DRR (based on ISDR Hyogo Framework)
SOP	Standard Operating Procedures
SPADA	Support for Poor and Disadvantaged Areas Project
TAGANA	Disaster Preparedness Volunteer under Dinsos Management
TDMRC	Tsunami and Disaster Mitigation Research Center, Syiah Kuala University (UNSYIAH)
TOR	Terms of Reference
TOT	Training of Trainers
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDMT	United Nations Disaster Management Team
UN TWG-DRR	United Nations Technical Working Group on Disaster Risk Reduction
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNSYIAH	Syiah Kuala University, Banda Aceh
IOC	Intergovernmental Oceanographic Commission
WASH	UNICEF Primary School Programme in Aceh that Promotes Hand Washing
WALHI	Wahana Lingkungan Hidup (Friend of The Earth Indonesia, a forum of Indonesian environmental NGOs)
WB	The World Bank
WMS	Web Map Service

Section I – Situation Analysis and Strategy

Part I. Situation Analysis

The province of Aceh NAD has long been the victim of disasters and setbacks, both political and physical, some of them widely publicised. The risk of resumed political conflict is currently seen as much reduced. The Peace Accords of August 2005 have held fast without any major infringement and commitments have since been largely implemented. Recent legislation has met the principal demands for greater local autonomy in Aceh province that has ultimately led to a more stable political situation.

The risk from physical disasters, however, remains ever present, causing loss of lives and livelihoods, destruction to property, setbacks to the economy and damage to the environment. While the tsunami of December 2004 attracted worldwide attention, lesser well known calamities have occurred since then, and will continue in the future. The massive floods in December 2006, for example, in Aceh Tamiang, Aceh Timur, Aceh Utara, Bener Mariah, and Gayo Lues displaced some 300,000 people. Earthquakes are a common occurrence throughout the region, many of them registering above 5.0 on the Richter scale. Climate change will result in new slow-onset disasters for the people of Aceh such as rising sea levels, salt-water intrusion into river deltas along with a destructive impact on coastal ecosystems and related livelihoods. Aceh can be a dangerous place to live, especially for poor families living in ramshackle houses that give way at the first shake of an earthquake, people living precariously on flood prone riverbanks, in the path of potential landslides or areas ravaged by drought.

Disasters affect men and women differently. Women tend to be more vulnerable to hazards because of differential and, more often than not, more limited access to resources. Women can be more easily subordinated in terms of their gender role. Several studies showed that the effects of natural disasters are not gender neutral. Gender has also influenced the condition male and female survivors significantly although changing gender roles occurred as a result of the disaster. Differentials can be observed in the way that men and women faced poverty due to loss of livelihoods and property. For instance, women or widows faced difficulties to have or inherit property because such decisions are often made though discussions among the male members of the family. Women's properties traditionally is jewellery which is a rapidly convertible form of income once sold in crisis situations because the nature of the assets is mobile/liquid (Oxfam 2005). Women lack working opportunities due to their domestic burden and socio-cultural bounds (Oxfam 2005, ILO 2006). Women also faced greater problems with regard to *inter alia* reproductive health and gender-based violence (Oxfam 2005). In general it can be concluded that women are more disadvantaged than men due to gender roles in the society and that there is thus a need to address women's rights and to support their capacity to participate actively in the process of decision making from the lowest level (village level) up to the higher level in the process of rehabilitation and reconstruction including mitigating the effects of disaster (Oxfam 2005; HRC UCLA 2005; EC 2006; Suraiya 2007).

Historically, in Indonesia as well as in Aceh, reducing the community's exposure to disaster risks was a normal part of everyday thinking, reflected for example in the design of buildings and the planning of land use. Unfortunately, these practices have been undermined by unscrupulous businesses, population growth, the search for cheap land, and the inappropriate application of new technologies for construction and agricultural production. The massive damage caused by the tsunami in Aceh, the earthquake in Yogyakarta and other recent events, however, have spurred a rethinking among government agencies and the public at large, both at national and local levels. Rather than preparing for relief and response AFTER a disaster, people have begun to recognize that sound development practices that including mitigation BEFORE such an event is a more effective way to reduce human, physical and economic losses. This shift in thinking is also reflected in statements by many of the newly elected leaders of provincial and district governments in Aceh.

At the national level, the Government of Indonesia has taken some important steps to put in place the necessary policy and regulatory environment that is beginning to form the foundation required to encourage local communities to invest in their own safety by reducing the risk of

disaster damage. This started with the passing of the new, forward-looking National Disaster Management Law No. 24/2007, which was enacted in April 2007. The government, through the joint efforts of BAPPENAS and BAKORNAS PB, also initiated an intergovernmental, public/private dialogue on a National Action Plan for Disaster Risk Reduction (NAP-DRR or SNAP). This is based on the internationally agreed UN-ISDR Hyogo Framework on Disaster Risk Reduction (DRR) that will eventually lead to a comprehensive, detailed national strategy, workplan and budgets for DRR. Inspired by this, several local governments including Central Java, Yogyakarta, Maluku and more recently Aceh, have leapt ahead of local governments in other parts of the world, by initiating processes to develop their own Local Action Plans for Disaster Risk Reduction (LAP-DRR or SLAP). The national government has also made disaster mitigation one of its nine national development priorities resulting in Annual Government Work Plans that have included substantial budgets for pre-disaster risk reduction initiatives for the last two years.

At the provincial level in Aceh, the newly elected government has also taken important initial steps since its February 2007 inauguration. From the start, the Governor pledged himself and his recently recruited administrative staff to make fundamental reforms to provincial and district government agencies. These reforms declare that disaster risk reduction is one of the province's development priorities. This declaration was further put into action in the formulation of the Mid Term Development Planning (RPJM) of NAD Province for 2007-20012 that has been officially signed and endorsed by Governor's Decree No. 21/07. The RPJM mentioned that Disaster Risk Reduction is one of seven development strategies in NAD Province. This RPJM is effective for a 5-year period starting from 2007. It describes vision, mission and programme of the newly elected Governor and Vice Governor of NAD Province. The time is thus ripe to launch a programme to make disaster reduction a normal part of Aceh's local, community level development process.

The designated institution to handle disaster management at provincial level is Satkorlak PB (Satuan Koordinasi Pelaksana Penanggulangan Bencana) or the Disaster Management Coordination Unite under the supervision of the Vice Governor. Satkorlak PB is established with the mandate to coordinate disaster management under Ministerial decree No. 131/2003. It is a non-structural organization, responsible to provide guidelines, direction and funding for disaster response and handle internally displaced people (IDP). It is also responsible to coordinate and control all technical and administration activities on disaster management and IDPs. In addition, it is required to coordinate and control aid distribution to District/Municipal government. At provincial level, the Governor's Decree No. 360/086/2007 established the Satkorlak on March 2007 with similar functions as stipulated in the ministerial decree.

The Law No. 24/2007 on Disaster Management has mandated the National Government to allocate budget for disaster management through the National Budget (APBN). It also tasked the government to establish the Disaster Management Agency (BNPB) at national level and Provincial Disaster Management Agency (BPBD) at the provincial level. The head of the BNPB will hold a rank similar to that of a minister while BPBD will be headed by an officer at echelon Ib (similar level as the regional secretary (SEKDA)). The establishment of BPBD will be tasked by a Provincial Law (Qanun) and budgeted through the local state budget (APBD). In addition, Ministerial Decree No. 33/2006 on General Manual on Disaster Mitigation has declared that the budget for implementation of Disaster Mitigation will be allocated through the state budget (APBD).

The newly elected government in NAD Province which was inaugurated in February 2007 has committed to the development of good governance and decentralized government to serve as the locomotive for "building back better" Aceh. The Provincial Government has also committed to prioritize the Provincial Law (Qanun) of Disaster Management on its Aceh Legislation Programme. It is expected that the Qanun will be produced this year to enable the new BPBD establishment in 2009.

Part I.a. Existing DRR initiatives

Various initiatives have been undertaken and continued in Aceh by a number of organizations across the province. UNDP has facilitated DRR coordination meetings to build consensus and synergies among the existing activities. The effort to collect information has been undertaken to assist provincial government in mapping who is doing what and where. A one-day workshop hosted by the local government with support from UNDP was conducted to gather organizations

and update on information of their programmes, working locations and budget relevant to DRR using the Hyogo Framework for Action (HFA) tool. A matrix of who is doing what and where is attached in Annex 3. A summary of this follows.

Several organizations such as Wahana Lingkungan Hidup Indonesia (**WALHI)** through HIVOS have also supported the government in initiating the development of an academic draft for the Qanun (Provincial Law) to establish BPBD. UNDP has been requested by the Provincial Government to help facilitate this process, ensuring consultation with multi-stakeholders. Currently, **MPBI** (Masyarakat Penanggulangan Bencana Indonesia – Indonesian Society for Disaster Management) is helping Banda Aceh municipality and Aceh Besar district to develop their respective Local Action Plans in cooperation with Tsunami and Disaster Mitigation Research Centre (**TDMRC)**. There is a need to upscale these initiatives to the provincial level and replicate them in other districts.

A number of NGOs and Red Cross/Crescent societies have been working on community-based disaster risk reduction, particularly disaster preparedness. **American Red Cross, Australian Red Cross, Canadian Red Cross, Danish Red Cross, Japanese Red Cross, IFRC and Indonesian Red Cross** (PMI NAD Chapter) have been working on a project called ICBRR (Integrated Community Based Risk Reduction). The project focuses on building disaster preparedness and response capacity of local communities by developing community based action teams (CBAT). For Early Warning Systems, the Canadian Red Cross and IFRC have been working to install a radio system and increase the capacity of the Indonesian Red Cross in all branches at district level. IFRC is also distributing Disaster Preparedness Containers (containing family, hygiene kits, tarpaulin, life jacket, etc) in all districts in Aceh.

Sea Defence, an international consultant, has been working on formulating guidelines and training on community preparedness and evacuation drills in several districts. It has also been producing the coastal defence strategy (formulation and feasibility study), coastal protection work (design and implementation support), flood protection and urban drainage (design and implementation support), Early Warning System escape planning. Sea Defense is concentrating their work in the north, west, and east coasts of Aceh. **GTZ-SLGSR** through its partner CAP has conducted community-based disaster management with village planning in settlement reconstruction. **Austcare** is working on Participatory Vulnerability Analysis (PVA) and building capacity of Community Based Organization (CBO) in disaster preparedness. In addition, Austcare is also paying specific attention to women's preparedness in facing disasters with its partner Aisyiah – a subsidiary of Muhammadiyah. **Islamic Relief** is planning to work on risk mapping at community level, training on preparedness and contingency plans at village level and training community facilitators. It will develop the capacity of village committees, Panglima Laot (Fishermen's group) and female groups. World Vision International is planning to develop and increase community capacity on hazard and risk assessment, identifying and implementing community action plan.

The above serves to illustrate how DRR initiatives at the community level mainly focus on preparedness measures. UNDP's consultations with the above organizations also indicate that there is a problem in ensuring the sustainability of these community initiatives. It is uncertain that once the project is completed, the community will still carry on DRR initiatives without sufficient support and attention from the government. Furthermore, the scope of these initiatives needs to also be widened to include *mitigation* measures.

BGR (German Institute for Geosciences and Natural Resources) has initiated roundtable discussions on geo-hazard related topics on a monthly basis involving provincial government agencies and non-governmental stakeholders. BGR is working in partnership with the Mining and Energy Resources Department to provide technical assistance on geological hazards. **BGR** has been working with the Mining and Energy Resource Department on geo-hazard mapping of Banda Aceh Municipality and Aceh Besar and Pidie Districts. Risk mapping of the areas is being planned. The **Asian Development Bank (ADB)** is in the process of developing Spatial Planning and Environmental Management (SPEM) to establish an information system to support forest management and to outline forest zoning recommendations and alternatives in NAD.

Meanwhile, to support the adoption of disaster resistant construction, **Muslim Aid** has conducted training on earthquake resistant housing construction to the local community and contractors and

provides consultation on this. **ADB** is also working in similar areas by developing a prototype of affordable seismically resistant housing (against magnitude 7 earthquakes) and promoting it in four districts. **CHF** is also implementing standard housing construction to mitigate natural disasters for its beneficiaries.

It is clear that there are enough projects that work on improving the province's technical capacity in Disaster Risk Reduction. It is important that knowledge harvested from these projects is stored and institutionalized within a resident institution for future development. The Tsunami and Disaster Mitigation Centre (TDMRC) of the Syiah Kuala University (UNSYIAH) has been designated by the local government and multi-stakeholders to be the think-thank and DRR technical resource-centre for the province and the regions. It is therefore important to develop TDMRC's capacity to be able to serve the local government and the public in providing technical advice on Disaster Risk Reduction.

The Irish Red Cross is currently working on public awareness measures through radio programmes and producing bulletins, and tabloids to disseminate information of the Red Cross/Crescent Programme on Disaster Risk Reduction. The Irish Red Cross possesses a radio production studio to support this work. Concurrently, **the German Red Cross** is focusing on an education programme on disaster preparedness and awareness in schools, teacher training and drills. **IFRC** has also developed and distributed materials for public awareness such as calendars, movies (cartoons) with disaster preparedness topics for school children, while the **American Red Cross** is implementing a safer schools programme by training teachers (3 teachers at each school) on disaster management and emergency first response, school disaster preparedness committees (SDPC) including first aid kits in a number of schools.

BGR has also developed a schools programme with geo-mobile teams to outreach schools in Banda Aceh while introducing and building students understanding of geo-hazards with a mobile library and simple but fun experiments. In the near future, **Austcare** is also planning to work on a disaster preparedness programme to increase the capacity of school children and teachers, and address particular attention to women's roles on disaster occurrence while **Islamic Relief** is planning to work in schools to develop risk mapping by involving teachers and students. **Save The Children Fund** is also working to include DRR in school curricula and teacher training.

While public awareness and education constitute an essential component to establish a "culture of safety", it is important to align the above initiatives with current government programmes in public awareness and education. More importantly, a strategy on how to include disaster risk reduction as part of the public awareness and education should be developed to ensure, that in the future, DRR is an embedded part of the local education system.

The recently completed general analysis on who's doing what and where (WWW) on disaster risk reduction using the Hyogo Framework as reference has shown that the majority of organizations work on HFA priority 3 under sub-priority 3,1 ((*information sharing and cooperation*) and 3.5 (*Training and learning on DRR)*. In contrast to the foregoing, very few organizations are working on activity 4.8 (*financial risk sharing*) and 4.9 *(Public Private Partnership)*. Geographically, although most of kabupatens are covered by the organizations mentioned above, very few organizations are working in the districts *of Langsa, Nagan Raya and Gayo Lues*. The project will further develop these data into WWW data-base that is open and accessible to public. It is expected that these data will provide sufficient information for the provincial government and other actors in developing their Local Action Plan on disaster risk reduction. A programmatic analysis of DRR-A initiatives against the HFA priority areas is provided on the next pages.

Programmatic Analysis of DRR-A Initiatives Against HFA Priority Areas

No	HFA	Other Players and Problem to be addressed*	DRR-A to fill the gaps
1.0	**Ensure that disaster risk reduction (DRR) is national and local priority with strong institutional basis for implementation**		
1.1	DRR institutional mechanisms (national platforms); designated responsibilities	3 Agencies Need of DRR policies (Qanun, Disaster Management Planning and Local Action Plan) to develop local platform for DRR implementation and integration into development planning	UNDP has initiated the process to produce a workplan to develop Qanun to establish BPBD and LAP. The process to develop Qanun and LAP will be continued with DRR-A PAD Reference: Part 1; Part 1.a
1.2	DRR part of development policies and planning, sector wise and multisector	7 Agencies No legal framework and regulation to integrate DRR into development policies and planning	UNDP has worked with Provincial Government to include DRR as one element of its Mid term Development Planning (RPJM). DRR-A will set up the framework and mechanism to integrate DRR into development policies and planning PAD Reference: Part 1.a
1.3	Legislation to support DRR	6 Agencies Limited understanding and awareness of house representative members on DRR	DRR-A will design training and capacity building for members of house of representatives, especially the People's Welfare Commission (Komisi E) PAD Reference: Output 1 A1.1 - A1.3 Annex 12 A1.2
1.4	Decentralization of responsibilities and resources	5 Agencies Need to establish Provincial and District Disaster Management Agencies (BPBD) mandated by Law No.24/2007 on Disaster Management	DRR-A will develop Qanun to establish Provincial Disaster Management Agency (BPBD) and provide guidelines for establishment of BPBD at district level and disaster management implementation PAD Reference: Output 1 A1.3 Annex 12 A1.1, A1.3
1.5	Assessment of human resources and capacities	9 Agencies Lack of knowledge and capacity of government officials to adequately plan and allocate budget for disaster mitigation	DRR-A will design training and capacity building for government officials, especially at decision makers level PAD Reference: Output 1 A1.1 – A1.3 Annex 12 A1.2
1.6	Foster political commitment	6 Agencies	To be determined later
1.7	Community participation	15 Agencies There is no link and mechanism to recognize and included community based action plan to government development planning	DRR-A will develop the framework and mechanism to integrate community action plans into government development planning PAD Reference: Output 1 A1.4 Annex 12 A2.1 – 2.5
2.0	**Identify, assess and monitor disaster risk and enhance early warning system**		
2.1	Risk assessment and maps, multi-risk	16 Agencies	

	elaboration and dissemination	Dispersion of existing disaster history data, land used planning maps, hazards maps from various organization	DRR-A will assign TDMRC to collect and compile existing information and produce hazard and risk maps for multiple users PAD Reference: Output 3 A3.1 – A3.4 Annex 12 A1.4; A3.1 – A3.4
2.2	Indicators on DRR and vulnerability	11 Agencies	To be determined later
2.3	Data and statistical loss information	5 Agencies	To be determined later
2.4	Early Warning: people centre; Information system: public policy	15 Agencies ▪ Early warning system policies and standard operating procedure to each key government institutions is not yet in place ▪ There is no link with between NGOs/Red Cross work on Community based EWS ▪ Level of awareness from government officials to allocate budget for TEWS on their annual work plan, for example : escape route and building, drills, etc ▪ Link with National Policies on handing over existing TEWS sirens and other relevant policies.	▪ UNDP with support from the UNDP Regional Programme has developed SOPs for Provincial TEWS which can be improved and replicated to other natural hazards ▪ DRR-A will set up the framework and mechanism for the early warning system ▪ DRR-A will pilot CBDRM and identify indigenous/local early warning system and link it with the government system ▪ DRR-A with support from the UNDP Regional Programme will explore and facilitate end to end TEWS efforts PAD Reference: Output 2 A2.1; A2.4 Annex 12 A2.4; A1.3.; A1.4
2.5	Scientific and technological development; data sharing; space-based earth observation; climate modeling and forecasting; early warning	7 Agencies Lack of applicable research and scientific knowledge approach on DRR especially at underlying hazards and practical ways to mitigate and reduce disaster risks	DRR-A through TDMRC will develop applied research on natural hazards to be incorporated into specific development programmes PAD Reference: Output 3 A3.1 – A3.4 Annex 12 A3.5
2.6	Regional and emerging risk	3 Agencies	To be determined later
3.0	**Use knowledge, innovation and education to build a culture of safety and resilience at all levels**		
3.1	Information sharing and cooperation	19 Agencies Need to have a regular coordination of all DRR players with various topic and target	UNDP has initiated an LoA with Provincial Government (SATKORLAK) to organize regular stakeholder coordination meetings for different DRR topics which will be continued with the DRR-A project PAD Reference: Output 1 A1.2 Annex 12 A1.1; 1.3
3.2	Networks across disciplines and regions, dialogue	14 Agencies Lack of strong coordination and commitment from all actors to work together and develop linkage and synergies	DRR-A will work DISHUBINFOKOMTEL to set up a Public Awareness Coordination Committee PAD Reference: Output 4 A4.1; A4.3 Output 1 A1.2 Annex 12 A4.1 - A4.3
3.3	Use of standard DRR terminology	8 Agencies	To be determined later
3.4	Inclusion of DRR into school, curricula, formal, and informal education	18 Agencies There is no provincial platform and clear involvement of government institution (DIKNAS)	DRR-A will work with DIKNAS as leading institution to develop DRR curriculum involving relevant NGOs

			PAD Reference: Output 4 A4.2; A4.4 Annex 12 A4.5 - A4.8
3.5	Training and learning on DRR; community level, local authorities, targeted sectors, equal access	22 Agencies There are no standardized CBDRM implementation guidelines	DRR-A will refine CBDRM best practices and develop guidelines and pilot them in several locations PAD Reference: Output 1 A1.4 Annex 12 A2.1 – 2.5
3.6	Research capacity; multi-risk; socio-economic; application	5 Agencies No comprehensive approach on applied research to include not only multiple hazards but also disaster multi-risk with socio-economic perspective	DRR-A through TDRMC will develop multi-disciplinary DRR applied research and possibly link it with other research entities and institutions at national and regional levels PAD Reference: Output 3 A3.1 – A3.4 Annex 12 A3.5
3.7	Public awareness and media	14 Agencies There is no date-based and comprehensive strategies to reach community at all level and different groups	DRR-A will work with DISHUBINFOKOMTEL to develop data-base and PA strategies for different target groups PAD Reference: Output 4 A4.1; A4.3 Output 1 A1.2 Annex 12 A4.1 - A4.3
4.0	**Reduce the underlying risk factors**		
4.1	Sustainable ecosystem and environmental management	13 Agencies Lack of involvement of Environmental Organisations on DRR effort	DRR-A will build and strengthen the network with environmental agencies and organisations by involving them in each coordination meeting and other DRR events PAD Reference: Part 1; Part 1.a Output 1 A1.1; A1.2
4.2	DRR strategies integrated with climate change adaptation	7 Agencies	To be determined later
4.3	Food security for resilience	7 Agencies	Not prioritized
4.4	DRR integrated into health sector and safe hospitals	6 Agencies Assessment of hospital construction and its standard operating procedure on emergency situation regarding to natural hazards	▪ DRR-A through TDMRC will conduct risk assessments for lifeline infrastructure including hospitals. ▪ DRR-A through TEWS effort will develop SOP for General Hospitals PAD Reference: Output 1 A1.1; A1.2 - Output 2 A2.3 - Output 3 A3.3 Annex 12 A1.3; A1.4; A2.4; A3.3; A3.4
4.5	Protection of critical public facilities	8 Agencies There is no systemically established process for doing vulnerability assessments of most "critical" or "lifeline" public facilities or infrastructure; There is no systemically established process for requiring disaster resistant construction of "critical" or "lifeline" public facilities or infrastructure; There are no spatial planning or construction	DRR-A will assign TDMRC to develop risk assessment for lifeline and public infrastructure facilities and building codes for government use PAD Reference: Output 3 A3.3; A3.4 Annex 12 A3.3; A3.4

		standards (building codes) or enforcement process in place to ensure safely planned and built public facilities	
4.6	Recovery scheme and social safety-nets	3 Agencies	Not prioritized
4.7	Vulnerability reduction with diversified income option	6 Agencies	Not prioritized
4.8	Financial risk-sharing mechanisms	2 Agencies	Not prioritized
4.9	Public-private partnership	4 Agencies	To be determined later
4.10	Land use planning and building codes	6 Agencies There is no comprehensive map especially natural hazard to assist local government to develop and design its land used and spatial planning	DRR-A through TDMRC will develop hazard specific maps and design methodology for Disaster Risk Assessments (DRAs) for government's spatial planning support PAD Reference: Output 1 A1.3 Output 3 A3.3; A3.4 Annex 12 A1.5; A3.3; A3.4
4.11	Rural development plans and DRR	5 Agencies	To be determined later
5.0	**Strengthen disaster preparedness for effective response at all levels**		
5.1	Disaster management capacities, policy, technical and institutional capacities	10 Agencies The emergency operation coordination and preparedness planning system and its institution(s) are not yet established or tested regularly	DRR-A will develop disaster preparedness capacity as part of policy, technical and institutional systems and clarify the roles and responsibilities of key actors, especially among government offices PAD Reference: Part 1; Part 1.a Output 1 A1.1; A1.2 – Output 2 2.4 - Output 3 All – Output 4 All Annex 12 A1.1; A2.4; Output 3 All – Output 4 All
5.2	Dialogue, coordination and information exchange between disaster managers and development sectors	9 Agencies Overlapping work on disaster preparedness at community level in term of target group and village/location while some locations very few organization working on community based disaster preparedness	DRR-A will facilitate various DRR related working groups under government coordination to gain consensus among all actors to avoid overlap and duplication PAD Reference: Part 1; Part 1.a Output 1 A1.1; A1. – Output 2 All – Output 3 A3.2; A3.3 – Output 4 All Annex 12 A1.1; A1.2; A2.1 – A2.5; A3.3; A3.4; A4.1 – A4.8
5.3	Regional approaches to disaster response, with risk reduction focus	9 Agencies	Not prioritized
5.4	Review and exercise preparedness and contingency plans	11 Agencies No existing contingency plans and regular preparedness plan exercises	DRR-A will set up mechanisms for coordination on disaster preparedness, contingency planning and exercises in cooperation with newly installed Incident Command Centres/Crisis Centres PAD Reference: Output 1 A1.3 Output 2 A2.1; A2.4 Annex 12 A1.3; A2.4

5.5	Emergency funds	4 Agencies	Not prioritized
5.6	Voluntarism and participation	11 Agencies	To be determined later

Note:** ***Few of the on-going initiatives in column three (Other Players and Problem to be Addressed) are currently implemented directly by, through or in coordination the local government agencies of Aceh.

Part II. Strategy

II.a. Strategic Approach

Based on the situation analysis above as well as the recent and current tsunami related projects still on-going in Aceh, the DRR-A project strategic approach seeks to address the underlying systemic root problems not currently being addressed. In summary, the gap the Strategic Approach of the DRR-A project seeks to address is as follows:

> *The DRR-A project seeks to support the Provincial Government of Aceh and its agencies in its effort to establish a comprehensive, government led, cross-sectoral framework of DRR processes identified in the GOI adopted UNISDR Hyogo Framework (HFA) that, over time, will ensure disasters are considered as a part of all development practices and decision-making.*[2]

The project is designed to help the Provincial Government put in place a range of mutually reinforcing mechanisms and systems that will result in changing to the physical, social and economic development process in Aceh. This is intended to lead to a gradual, systematic reduction of disaster risks due to embedding disaster considerations in development processes, practices and decision-making. The Provincial Government has begun to initiate this process in a number of ways (see Part I. Situation Analysis and Annexes) including the recent Convergence Workshop called by the Provincial Government to begin a series of government led meetings to analyze who is doing what DRR programme where in Aceh. The initial output from this workshop will become a central part of Aceh's Local Action Plan for DRR (LAP-DRR). The LAP-DRR will be used by the government and its partners as a tool for analyzing DRR gaps and needs throughout the province. Current preliminary analysis indicates that there is a heavy preponderance of projects that address HFA Priority 3 - Public Awareness and HFA Priority 5 – Preparedness and Response Planning. There is also a strong bias for projects to be based in Banda Aceh (see map in Annex 18).

As indicated in the glossary of terms, a disaster is defined as "a serious disruption of the functioning of a community or a society causing widespread human, material, economic or environmental losses which exceed the ability of the affected community or society to cope using its own resources". This project will limit its scope to addressing disasters induced by natural hazards. Other government and donor programmes are already operating in Aceh designed to support the peace accords and resumption of economic activity.

Disaster risk reduction refers to "the conceptual framework of elements aimed at minimizing vulnerabilities and disaster risks throughout society, to avoid (prevention) or limit (mitigation and preparedness) the adverse impacts of hazards, within the broad context of sustainable development". DRR-A aims to support the government and people of Aceh to design and put in place these elements. In practical terms, this means an integrated set of initiatives that enable the government and local communities to cooperate in preparing and instituting actions to forestall or minimise damages from potential natural disasters that may threaten each community.

More specifically, the implementation of this project is based on a strategic approach employing the following elements:

- Gender mainstreaming
- Accommodative framework
- Mutual reinforcement among project components
- Building on existing initiatives launched under other programmes
- Learning lessons from experience

[2] To see a summary of the five priority areas for action in the UNISDR Hyogo Framework for Action (HFA) 2005-2010 that has been adopted by the GOI go to Annex 18. The entire strategy can be found and reviewed by going to the UNISDR web site at www.unisdr.org/eng/hfa/hfa.htm.

1. Gender mainstreaming

The gender mainstreaming strategy in disaster risk management aims to ensure that the differential needs and interests of men and women are accommodated equally. However women's empowerment will be emphasised since women tend to be more vulnerable to disasters. At the same time, women play significant roles in both response and relief activities and disaster risk reduction. This strategy will be rooted in:

- Valuing women's knowledge and capacity
- Empowering women and women's organizations at the local level through providing opportunities for leadership
- Increasing women's representation in, *inter alia,* the policy decision making process

2. Accommodative framework

The first element of the strategy is to allow the project to serve as an accommodative framework with windows for distinct yet interconnected initiatives. In terms of the actors, this framework will need to encompass district, provincial and national agencies[3] engaged in DRR. Since DRR encompasses many sectors, the framework is also accommodative with regard to the types of measures to be taken, adopting the priorities set by the internationally accepted Hyogo Framework of Actions.

3. Mutual reinforcement among project components

The project will be implemented by pursuing the outputs and their targets of respective project components in a simultaneous manner. The four components of the project, as will be elaborated in the later part of this document, can be commenced at approximately the same time without one component being reliant on other components to start. To optimize results, the project will ensure that implementation of each component is synchronized one to another, so that accomplishments of one project component will reinforce and contribute to the other components in moving forward. However, there are parts of the components which will serve as the pre-requisites before the other parts of the same or different component can start. This linkage and dependency is depicted Chain of Results on page 29.

4. Learning lessons from experiences

This will be given special emphasis in the DRR-A project, since many of the proposed Outputs and their related activities entail breaking new ground. Learning from experiences will be a critical element in improving performance as the project advances.

Essentially, six steps are involved, in undertaking this element of strategy:

- Collecting data and information at periodic intervals on progress in implementation and impacts achieved;
- Producing a series of reports with analysis and interpretation of this information;
- Convening workshops or seminars for partners and interested stakeholders to review findings and determine what revisions and adjustments are needed to improve performance and effectiveness of activities;
- Making changes or revisions to workplans and operating procedures to ensure that these lessons and revisions are incorporated in future activities;
- Producing guidelines on the subject matter under review, which can be used by others both in Aceh and elsewhere in Indonesia; and

[3] Particularly relevant at the national level, are BAPPENAS, BAKORNAS PB, and Ministry of Home Affairs which are implementing a DRR project with UNDP support called "*Safer Communities Through Disaster Risk Reduction in Development*" (SC-DRR) (see Annex 13 for project summary).

- Using relevant lessons to influence improvement and/or issuance of supportive policy and regulations at both local and ultimately national level through UNDP-BAPPENAS project of Safer Communities through Disaster Risk Reduction in Development (SC DRR)

5. Building on existing initiatives

The components of the Disaster Risk Reduction (DRR-A) project proposed here are designed to capitalize on the relevant initiatives undertaken by the different stakeholders mentioned in the earlier part of this document (*see Part 1.a. Existing DRR initiatives*).

In addition, the DRR-A project will build on preliminary efforts launched under UNDP's Emergency Response and Transitional Recovery programme (ERTR). This programme has supported the national Government in drafting national DRR legislation, worked with UNESCO in a capacity building initiative on Tsunami Early Warning Systems, piloted a CBDRR programme, and implemented public awareness programmes on DRR. It has also assisted the Provincial government in drafting a provincial DRR policy and establishing a provincial DRR framework. UNDP is also working with BAPPENAS as the partner agency to implement the Government of Indonesia's national SC-DRR programme.

Since January 2008, UNDP's Disaster Risk Reduction Unit in Aceh has started the Project Initiation Plan to capitalize on ERTR's work and bridge to the upcoming DRR-A project. Under the ERTR Project, UNDP has drawn up an LoA with the provincial Government to establish a working group secretariat to facilitate DRR coordination meetings. This programme will be continued until June 2008 and is expected to be extended as a part of the DRR-A Project. The coordination meetings provide space and a mechanism for various organizations to share and exchange information and lessons learn on their work on DRR. This coordination meeting will, in future, serve as the coordination forum for the PMU of DRR-A to gain the critical feedback from other organizations to create synergies and avoid overlaps on project implementation.

To accelerate the development process of the Aceh Disaster Risk Reduction Local Action Plan (DRR-LAP) and Local Regulation (Qanun) to establish and operate the Provincial Disaster Management Agency (BPBD), UNDP will facilitate the process of stakeholder meetings and provide related technical assistance. Learning meetings with other provinces such as Yogyakarta and Jawa Tengah for development of LAP will take place to refine lessons learnt for Aceh. Engagement of local NGOs to draft the academic script for the local regulations on DRR will also be ensured, including new emphasis on public participation as well as alignment with national guidelines and procedures.

Public awareness activities will be conducted by producing Public Service Announcements (PSA) on local radio stations to reach the public irrespective of age, background and location in Aceh. The PSA will disseminate DRR messages to the public to build understanding of natural hazards around them and how to better mitigate them. Six minute radio features that will convey the information on emerging natural disaster risks in Aceh, the importance of disaster risk reduction, and activities that communities can undertake to build their resilience will be broadcast. Monthly advertisements in local newspapers will also be published to introduce the DRR concept and provide information of impending natural hazards in NAD Province. It is noted that Irish Red Cross is active on producing bulletins for publicising PMI and other Red Cross/Crescent activities and is facilitating radio dialogues and people's feedbacks on PMI and Red Cross/Crescent work. This project will collaborate with Irish Red Cross to ensure aligned messages while at the same time outreaching to a wider target audience. It will also ensure that DRR Public Awareness messages are part of the comprehensive government public campaign programmes.

II.b. Programme Outputs

The changes to be brought about using the strategic approach explained above are intended to lead to the following outcomes as stipulated in UNDP Country Programme Action Plan 2006 - 2010, namely "*Rehabilitation and Reconstruction of Aceh and North Sumatra*" and as stipulated in MDF outcome number 3, relating to "*improved quality of governance and public services*" and that practices conducive to "*sustainable environment management*" are implemented. See Annex 12 for original "Elaboration of Outputs and Activities from 14 Dec 07 PAD".

The attainment of the above outcomes will be contributed to by the achievement of the following Project Development Objectives as stated in the approved PCN:

- Local Government Agencies of Aceh apply knowledge of development/disaster linkages and incorporate gender sensitive DRR, mitigation and preparedness in local community planning processes, development, disaster recovery and reconstruction throughout Aceh
- TDMRC-UNSYIAH strengthened and integrated in Aceh's DRR processes as key provincial provider of DRR products, services and knowledge (multi-hazard risk assessments, maps, analysis and DRR methodologies) for Local Government Agencies and other users of Aceh.
- A Gender sensitive 'Culture of Safety' and 'Disaster Mitigation Know-How' established among the people and institutions of Aceh, through on-going DRR Public Awareness programmes and by making DRR a part of all existing teaching and education courses and curricula.

In turn, the above objectives will be attained through the fulfillment of the following outputs:

- **Output 1:** Institutional arrangement and enabling environment established to facilitate participatory and concerted implementation of DRR measures
- **Output 2:** Demonstration gender sensitive projects implemented in selected locations to test and improve measures for reducing risk from natural disasters
- **Output 3:** TDMRC-UNSYIAH strengthened to provide science-based information, service and knowledge assistance to the local government and other DRR proponents in implementing their DRR activities.
- **Output 4:** DRR public awareness programmes implemented to promote a gender sensitive "Culture of Safety" among the people and institutions of Aceh.
- **Output 5:** Project effectively and efficiently managed, monitored, evaluated, and audited.

The activities associated with each of these outputs are explained in the following sections.

Output 1
Institutional arrangement and enabling environment established to facilitate the participatory and concerted implementation of DRR measures

Rationale: A "Build Back Better" approach has been built into Aceh's recovery and reconstruction activities. However, this in-and-of-itself will not ensure future development will be disaster resilient. To ensure this, local government institutional arrangements must be redefined and an enabling regulatory, procedural and budgetary environment for disaster risk reduction (DRR) established within Aceh's provincial and district level local government agencies involved in development and disaster preparedness. These changes will help ensure that local government agencies support decentralized planning and implementation of disaster risk reduction measures as a normal component of all development. Disaster resilience must be integrated throughout the development decision-making process at provincial, district and community levels with supporting legislation, policy, procedures, budgets, regulations, enforcement procedures and based on gender sensitive approaches.

Thus, the aim of Output 1 is to establish an institutional arrangement and enabling environment at all levels of Aceh local government that support decentralized planning and implementation of disaster risk reduction measures. Such a framework must be integrated with the decision-making process at provincial, district and community levels with supporting legislation, policy, procedures, budgets, regulations and enforcement procedures. This framework should also take into consideration equal opportunities for women's participation in developing policies and

regulations. Critical milestones that the project shall contribute to through achievement of this output are:

- The passing of local regulations on Disaster Risk Management leading to establishment of policy, regulations and budgets for disaster risk reduction
- The establishment of the new BPBD
- The formulation and endorsement of the local action plan for disaster risk reduction as a reference for the development planning process.

Output 1 has a strong link to Output 2 in that it aims to set up local government mechanisms to support community based inputs to the local government process for development planning, partnerships with key local CBOs, and budgets needed to fund activities identified by communities that include DRR components.

Outcome: Disasters and appropriate DRR measures are considered and where needed funded as part of development decision making and planning by the government including community based development

Implemented by: Vice-Governor's Office through related provincial or district agencies supported by the DRR-A PMU. The DRR-A PMU and NPM first located in Satkorlak, then BPBA once established.

Implementation Arrangements: The PMU provides direct procurement of services with support from UNDP/CPRU's office in Jakarta. The Project Board and PD will approve workplans and budgets.

The activities required for this output are:

Activity 1.1 Clarify roles and responsibilities

Several government agencies and community organisations are involved or may become involved in DRR at the provincial, district and community levels. The DRR-A project will assist the Governor's Office in mapping the current DRR-related activities of these units, identifying gaps or overlaps in tasks, and setting out the specific roles and responsibilities for each of them. Once those are clarified and accepted, a system that decentralizes or delegates responsibilities to districts, sub-districts and local communities will be set up in a manner that facilitates effective planning and implementation of risk reduction measures. This activity will also, as much as possible, clarify the roles of agencies in promoting the interests of women, youth, elderly and disabled groups in Disaster Risk Reduction. Clarified roles and responsibilities among the various actors will contribute to the strategic positioning of the BPBD to fulfill its mandate in coordinating the overall disaster management initiatives within the province.

Activity 1.2. Set up mechanisms for coordination

A complementary activity is to establish mechanisms to facilitate effective coordination between the many actors involved. Several steps have already been taken in this direction. A DRR Working Group has been set-up as a discussion and coordination forum open to all interested organizations and individuals. The Indonesian Red Cross (PMI) holds regular meetings to coordinate their activities with local government agencies on local community development planning. In line with the recently enacted Disaster Management Law (No 24/2007), a new Provincial Disaster Risk Management Agency (BPBD) is to be established under the Vice Governor, who has been tasked with coordinating all disaster risk reduction programmes and mainstreaming DRR into all planning activities in Aceh. The DRR-A project will assist the Vice Governor in setting up and strengthening the capacity of the BPBD, and related coordination bodies where appropriate.

A key task is to support improved systems for the management, delivery, and application of crisis information and resources for disaster response, working with the Incident Command Centre (ICC) now being installed at the provincial level in Satkorlak PB/ BPBD. Several initiatives have recently been launched to establish Early Warning Systems (EWSs) for natural disasters, most of them

related to tsunamis[4]. Procedures will be adopted that ensure provincial agencies receive timely information from national agencies and pass this on to the district departments and local communities concerned. The demonstration projects under Output 2 (see below), will in turn assist communities to develop their own EWSs and procedures to transmit information to district and provincial agencies.

Activity 1.3. Prepare and Implement DRR policies, legislation and regulations

The DRR-A project will build on the preliminary work already undertaken through the ERTR Programme and others to assist the Governor's Office in putting in place an enabling environment to facilitate implementation of DRR measures. This will entail formulating policies for DRR, drafting legislation necessary to assign responsibilities to provincial and district departments and regulations specifying their functions, tasks and budgetary considerations. Some of this work is already underway, but much remains to be done. This activity will include steps to encourage the agencies concerned to actively participate in contributing ideas and proposals for drafting these laws and regulations, to build a consensus on what needs to be done, and to generate a sense of ownership necessary to ensure effective implementation of these measures. To ensure that women are involved in policy development especially the BPBD establishment and Operational Qanun as well as Local Action Plan (LAP-DRR), women will be actively encouraged to participate in related public hearings and consultations

Activity 1.4. Empower local communities to plan and implement activities

Equally, if not more, important in this institutional arrangement are steps to empower local communities to take the lead in designing and implementing DRR measures suited to their particular locations, since they will be primarily responsible for implementing them. The government planning process (Musrenbang) already includes requirements for community participation. The DRR-A project will provide guidance to the government on methods of community empowerment for DRR incorporated into the musrenbang process, adapting successful applications in other projects. These include steps to involve CBOs, youth organizations, religion-based organizations, female groups and organisations and other local organisations, and to ensure broad participation of all segments of the community in decision making, particularly women and other groups that are often not properly consulted or represented.

Budget: $819,010

Output 2
Demonstration gender sensitive projects implemented in selected locations to test and improve measures for reducing risk from natural disasters

Rationale: The frontline of disaster risk reduction (DRR) is in communities where development decisions either increase or decrease disaster risk. There is a need to pragmatically demonstrate how a cross section of various local government agencies can support and fund the facilitation by NGOs or CBOs or by communities themselves of community led development that has disaster mitigation and preparedness components. To do this, guidelines will be developed for Community Based Disaster Risk Reduction (CBDRR) based on the growing Indonesian experience modified to reflect Aceh's development context and planned new local government procedures and budgets intended to support community development practices with disaster mitigation components.

Thus, the DRR-A project, in collaboration with selected districts and communities, will implement a number of projects to demonstrate and test measures to reduce risks from disasters. These will be based on the actions taken under Output 1 to establish an institutional framework and enabling

[4] These include efforts by UNESCO/IOC, WMO and UN/ISDR-PPEW and other agencies to establish a system to predict tsunamis throughout the Indian Ocean region; UNDP support through UNESCO to the national Meteorological and Geophysical Agency (BMG) in setting up 25 new seismic monitoring stations in Indonesia; community-centered programmes supported by UNDP and others mainly in Aceh to alert communities of potential tsunamis and to prepare for them.

environment. Most current initiatives focus only on identifying risks but do little to reduce them. Mechanisms for interfacing on the subject of risk reduction between local government and communities are weak or non-existent. The current planning process does not take into account community disaster risk reduction initiatives. Funds for the purpose are rarely included in the government budgets.

The selection of districts and communities for the demonstration measures will be made after consultation with provincial authorities and districts that are particularly vulnerable to potential natural disasters. The demonstration projects will be based on an approach known as community based disaster risk reduction (CBDRR), which addresses both preparedness and mitigation. The approach aims to raise awareness about risks identified by both the community and outside agencies, which they may not know about, and the incorporation of these risks into a management information system to be used by local and national agencies. Steps will be taken to assist the community in preparing action plans for DRR, to establish a mechanism for incorporating DRR into the standard government planning and budgeting process for development programmes, and to design legal, regulatory and other instruments necessary to support the CBDRR approach. Since the community plays a central role in the process, particular emphasis will be placed on engaging women and more vulnerable groups in decision making and on addressing their special needs.

These demonstration projects will in time be scaled up and replicated in collaboration with other actors (especially the Red Cross/Crescent societies through PMI) to perfect the design of gender-sensitive community based disaster risk reduction initiatives that are sustainable. Ultimately, the design will be up-scaled through the existing local development planning process so both government agencies and communities understand the advantages of the projects and replicate with their own resources if they wish to do so.

Outcome: Community led development planning and projects include consideration of disasters and incorporation of DRR measures with the technical and funding support of local government.

Implemented by: Vice-Governor's Office through related provincial or district agencies supported by the DRR-A PMU. The DRR-A PMU and NPM first located in Satkorlak, then BPBA once established.

Implementation Arrangements: The PMU provides direct procurement of services with support from UNDP/CPRU's office in Jakarta. The Project Board and PD will approve workplans and budgets.

The activities required for this output are as follows:

Activity 2.1. Prepare guidelines for a CBDRR approach suitable for Aceh

The DRR-A project will first draft guidelines for a CBDRR approach suitable for application in Aceh. Numerous examples already exist, including those prepared by the Red Cross and others. While these may provide a starting point, project staff will review recent experience in Aceh (and possibly elsewhere in Indonesia) and the lessons to be learned from this experience, such as the implementation of CBDRR initiatives by the Institute of Technology Bandung in some kecamatans in Aceh and a kecamatan in West Sumatra supported by UNDP via the ERTR Programme. The primary purpose of the assignment is to produce a document that provides guidance on establishing a process to facilitate collaboration between communities, local government agencies and other stakeholders in designing and implementing measures for DRR. The preparation of the guidance will take into account the insights transpiring out of the deliberation of a CBDRR working group and its periodic national symposia facilitated jointly by the Indonesian Society and the Red Cross societies. The manual will have sections designed for each set of actors covering the activities to be undertaken by each group, including support to be provided by government. It will also include methods for encouraging the active participation of women and more disadvantaged groups.

Activity 2.2. Establish and Train a Core Group of CBDRR Facilitators

To assist communities and local governments to collaborate in applying the CBDRR approach, the DRR-A project will form and train a core group of trainers including gender awareness and gender sensitivity facilitation topics. Initially, this group will be responsible for facilitating the application of the CBDRR approach in demonstration projects in selected districts and communities. Later, this group will train facilitators to replicate the approach in other districts which are interested in applying the CBDRR approach. Each participating district will be asked to select two people to serve as trainers / facilitators, one man and one woman.

The training will be conducted in collaboration with the Red Cross, which already has a small programme for training trainers to promote and organise CBDRR and again taking relevant lessons learned from the initiative implemented by ITB mentioned above.. Where necessary, the curriculum and training materials will be adapted and expanded to meet the requirements of the DRR-A project. The training course will be of one week duration. .

Activity 2.3. Conduct Community Based Risk Assessments

The trainers will assist community representatives and staff of relevant local government agencies to conduct an assessment of disaster risks in each community selected for the demonstration of the CBDA approach. Assessments will be made using a standard methodology known as Hazard, Vulnerability and Capacity Assessment (HVCA), adapted for local conditions. This will include the preparation of community profiles containing maps indicating hazardous areas, identification of vulnerable livelihood activities (such as off-shore fishing and coastal fish ponds), and recommendations for appropriate land uses, soil conservation and environmental measures. Particular attention on different gender and vulnerable groups perceptions will be facilitated to ensure that their voices are heard and needs considered on HVCA.

In conducting this exercise, trainers will seek to engage PMI, NGOs, local CBOs concerned with DRR, livelihoods and environmental matters. Once completed, a community meeting will be held to present the results and ensure that the risks are well understood by all. In addition, a process will be set up to convey the results of the HCVA (and subsequent updates) to the disaster risk management information system to be established at TDMRC.

Activity 2.4. Design and implement DRR plans and initiatives

Based on the results of the risk assessment exercise described above, DRR-A staff and trainers will assist selected communities and relevant government departments to design and implement DRR plans and initiatives that include both preparedness and mitigation. These will include:

- Local Action Plans for Disaster Risk Reduction (LAP-DRR) designed to avoid potential threats and minimise damage BEFORE a catastrophe strikes, including setting up early warning systems (EWSs)[5] and preparing standard operating procedures (SOPs) for community organisations responsible for responding to warnings, taking due account of the differential gender needs and impacts.
- Disaster Preparedness Plans (DPPs) to be implemented by CBOs, local institutions and government departments that can assist in immediate response and recovery AFTER an emergency occurs, including school emergency evacuation drills, escape routes, safe havens and provision of emergency supplies, including reference to the gender differential needs of affected populations in the immediate aftermath of a disaster.
- A report containing comments and inputs for laws, regulations and other measures proposed by districts and the province to support DRR.
- Steps to disseminate information about these plans to members of the local community, local CBOs, relevant government departments and donor agencies, taking particular note of the need to reach women and vulnerable groups in this process,.

[5] EWSs should cover not only tsunamis, but also other hazards that affect a given community such as floods, landslides and volcanic eruptions.

- Community based disaster risk reduction (CBDRR) measures that will be implemented through Musrenbang mechanism and outsourcing by solicitation of proposals with a particular emphasis on ensuring that gender issues are incorporated in the received proposals.

Throughout the process of conducting risk assessments and preparing plans, steps will be taken to engage broad participation of all members of the community particularly those whose voice is seldom heard, and to ensure that their needs are reflected in the final products.

Activity 2.5 Integrate CBDRR Outputs with Planning and Budgeting Systems

The demonstration projects in selected locations will also include a component for district governments designed to integrate CBDRR outputs into the regular planning and budgeting process. For this purpose, the DRR-A project will work with government departments in selected districts to ensure that:

- The outputs from CBDRR planning and implementation at the community level are reflected in the development plans and programmes to be implemented by local government departments
- Both LAPs and DPPs are incorporated into district five year development plans (RPJM)
- Elements of these plans are also included in annual budgets (APBD) so that adequate financial resources are provided for implementing them
- The reports containing community inputs on DDR-related laws, regulations and other measures are made available and explained to department staff and DPRD members concerned with these matters.
- Specific need of vulnerable groups such as women, youth, elderly and the disabled are recognized and addressed in the above mentioned products.

Based on experiences gained from these demonstrations, project staff will refine and improve the section of the CBDRR guidelines designed with government staff, and develop a strategy for extending the CBDRR approach to other locations in Aceh and contribute to the knowledge management of this subject, to be shared with other CBDRR proponents.

Budget: $455,000

Output 3
TDMRC-UNSYIAH strengthened to provide science-based information, service and knowledge assistance to the local government and other DRR proponents in implementing their DRR activities.

Rationale: To ensure that DRR components of development in Aceh are based on sound scientific and engineering assessments of disaster risks, involved government agencies or other development groups (i.e. NGOs, CBOs, etc.) will need access to technical DRR products, services and knowledge (i.e. multi-hazard risk assessments, maps, analysis and DRR practices). The government of Aceh has formally identified the Tsunami and Disaster Mitigation Research Center (TDMRC) at UNSIAH in Banda Aceh to serve in this role. Therefore, TDMRC-UNSYIAH's capacity will be built to prepare multi-hazard risk assessments of critical government, education facilities (schools), health facilities, roads, infrastructure, etc. as needed to support an informed incorporation of DRR components in development planning and decision-making. While the Centre is to receive some degree of financial assistance, the goal is to enable it to become largely self-supporting through the provision of services.

TDMRC aims to become a clearing-house for information on past and potential natural hazards and their impact, and several organisations have agreed to provide support. Some of the strategic

work plans have been initiated by TDMRC, supported by Sea Defence Consultants. Further discussion is ongoing to arrange the integration of the services of the Centre with the local government, relevant national and international institutions.

As resources and skills are built up, the TDMRC intends to supply information and services to the government and other clients for the development of policies, programmes and other DRR initiatives, the design of "disaster-proof" construction projects, and human resource development. The TDMRC will serve as a resource centre for other universities in the region, and over time aims to become a model for other provinces in Indonesia and eventually other areas in south-east Asia. Towards this end, TDMRC intends to build links to similar centres in the region and in Indonesia.

Outcome: Communities and government agencies in Aceh receiving DRR technical support and information from TDMRC.

Implemented by: Vice-Governor's Office through TDMRC-UNSYIAH supported by the DRR-A PMU. The DRR-A PMU and NPM will first be located in Satkorlak, then the BPBA once it is established. The PMU Output Coordinator and team will be located in TDMRC.

Implementation Arrangements: The PMU provides direct procurement of services with support from UNDP/CPRU's office in Jakarta. The Project Board and PD will approve workplans and budgets.

The activities required for this output are as follows:

Activity 3.1 Develop and Implement a Five-Year Strategic Development Plan

The DRR-A project will assist the TDMRC in developing a five year strategic development plan that sets out the goals to be achieved and the activities, organisational structure, human and financial resources needed to achieve these goals. Key issues to be clarified here are the availability of funding for core functions, and the scope for generating additional income to become largely self-supporting. This implies the need to undertake a market assessment of potential demand for its services from government and elsewhere, the nature of technical support to be provided, and the skills and materials needed to meet demand.

Another issue to resolve is the main functions to be performed by the Centre and the appropriate organizational structure to support these functions. The project will ensure that there is adequate representation of women in Research Centre management. A priori, the structure is likely to include some variations of:

- Management and administration
- Information services (including a multi-hazard information system)
- Technical assistance services
- Training and capacity building services, and
- Support for academic programmes.

To implement the plan, the DRR-A project will assist the TDMRC in preparing job descriptions of key staff positions and recruiting personnel for these positions. Another task is to prepare a set of policies and procedures governing the operation of the Centre. A longer term task will be to develop a programme for strengthening the capacity of TDMRC both by forming links with other similar centres elsewhere in southeast Asia and through training and longer-term and certified courses to enhance the skills of administrative and professional staff.

Activity 3.2. Build Capacity to Provide Information Services

A core function of the TDMRC will be to provide information on past and potential natural hazards and DRR related activities. In collaboration with the local government and other technical organizations particularly Sea Defence Consultant and BGR currently operating in NAD, the DRR-A project will assist the TDMRC in building and expanding a multi-hazard disaster risk management

information system (DRMIS) linked to a national system being set up under the UNDP supported SC-DRR programme. (See appendix 12 for summary.)

- A first step will be to conduct a survey of potential users to determine what kind of information they need and would ideally like to obtain from the DRMIS, including geographical locations, specification of data requirements, and information on DRR related activities.
- This will be used to identify existing sources of information, including gender related research undertaken on the 2004 Tsunami, make arrangements to obtain this information, determine what additional data needs to be generated, and draft design specifications for the DRMIS to allow potential users to access it in a user-friendly manner.
- Since TDMRC skills capacity will initially be limited, the services of a contractor will be procured under the supervision of TDMRC to design and set up the DRMIS, assist in forming a risk assessment unit, and train staff on how to operate, maintain and add further information to it. This will include the development of tools and methods for mapping and modeling hazard risks and vulnerabilities. This is in line with the expressed wish of the provincial government to develop TDMRC as the technical resource centre in supporting the local government initiatives for reducing disaster risk in general. (see Annexes 7and 8)

Once the DRMIS is operational, TDMRC staff with initial assistance from national and international consultants will start to generate a range of information services in response to demands identified through the survey. This may include for example geo-hazard risk mapping for vulnerable areas in Aceh, particularly along the coast. In each case, the TORs for these consultants will include training and skill transfers to TDMRC staff, so that they will be able to undertake these tasks themselves. The longer-term goal is to make available combinations of geographically displayed information from a broad range of sources such as BAPPEDA, BPBD (SATKORLAK PB), BMG, BGR, Sea Defense Consultant, conservation NGOs and other government agencies responsible for public infrastructure and utilities, natural resources and transportation.

Activity 3.3. Build Capacity to Provide Technical Assistance Services

A potentially important source for generating revenue to enable the TDMRC to be financially sustainable is through the provision of DRR technical assistance services to government agencies, donor programmes and the private sector. While the Centre enjoys privileged status as the official provider of technical support to the provincial government, the DRR-A project will help TDMRC to develop the capacity to compete for contracts under an open procurement process. This will entail developing skills for marketing TDMRC services, writing proposals in response to RFPs, building a database of DRR experts, mobilising personnel, and implementing contracts in compliance with government and donor regulations for transparency, accountability and financial administration.

Preliminary enquiries suggest promising market opportunities for TDMRC in several areas. These include:

- preparing maps indicating potential risks from natural hazards for specific locations,
- designing and applying a methodology for Disaster Risk Assessments (DRAs) on a project-by-project basis similar to Environmental Impact Assessments (EIAs),
- recommending or evaluating proposed DRR measures to be incorporated into specific development programmes
- conducting sector-specific risk assessments for lifeline infrastructure facilities, such as power, water and roads, and critical public facilities such as hospitals, schools and government buildings.

The DRR-A project will assist the TDMRC in responding to requests for technical assistance services.

Activity 3.4. Build Capacity to Provide Training and Capacity Building Services

Another potential source for the TDMRC to generate revenue is through services for training and capacity building on DRR related matters. Again, the DRR-A project will assist the Centre in developing methods for assessing needs, curricula, instruction materials and training skills to respond to requests of this nature. All of these materials will be designed and developed with specific concern on the needs of vulnerable groups.

Potential demand for these services is large. It has already been mentioned under Output 1 that there is a need to raise awareness and improve understanding about DRR measures among government officials, department staff and elected members of local assemblies. This represents an opportunity for TDMRC to address, and the Centre would be an obvious candidate to undertake this task provided it can offer a convincing range of services. Many other opportunities exist, both within Aceh and elsewhere. DRR-A staff will help TDMRC to identify these opportunities and develop a marketing strategy to capitalise on them.

Activity 3.5. Build Capacity to Support Academic Programmes

There is clearly a need to equip students of architecture, engineering, planning and other professions with a knowledge of disaster risks and how to address them, and UNSYIAH has already indicated it plans to address this need. However, in most universities, responsibility for academic programmes and research is properly the domain of university departments. The faculty of each department is normally responsible for determining the scope and content of degree programmes they offer.

As such, the DRR-A project will assist TDMRC in developing capacity to support university departments at UNSYIAH and other universities in strengthening the DRR content of academic programmes and courses and to collaborate with them in the design and implementation of research projects. In addition to short term training courses mentioned above, local governments may also be interested in working with universities to offer opportunities for their staff to complete part-time graduate and/or post-graduate degree programmes that cover DRR related matters, possibly with a major field of study on the subject. This presents an opportunity for TDMRC to assist universities in designing degree programmes of this nature. TDMRC staff and department faculty will also be encouraged to design research projects related to disaster impacts and responses.

Budget: $5,068,775

Output 4
DRR public awareness programmes implemented to promote internalization of a gender sensitive "Culture of Safety" among the people and institutions of Aceh

Rationale: It is imperative that the public at large and those responsible for development planning and implementation in particular are aware of the links between natural disasters and development. More importantly, these groups must understand better the physical disaster threats they face and what can be done to prepare for these events and reduce potential damage when they occur. To raise awareness and improve this understanding, assistance must be provided to the government and other organizations in Aceh to promote and sustain DRR Public Awareness programmes. Numerous organizations are already involved in a number of public awareness activities in Aceh. There is need to develop a coherent, commonly agreed strategy and approach.

Learning from experience of the earthquake and tsunami in 2004 and its impact on women, public awareness activities will actively seek women's participation and clarify their prominent roles in the context of DRR. Women will be encouraged to lead public awareness activities, using existing knowledge, skills and experience in disaster risk reduction. Public awareness will use practical language in the guidelines and utilize available local traditional groups of women and/or men. The project will ensure that women's participation in public awareness trainings is adequate.

Additionally, the project will design and conduct public awareness trainings for women and youth leaders

In order to raise awareness and improve understanding, the DRR-A project will assist the government and other organisations in Aceh to promote and sustain a "Culture of Safety".

Two approaches will be adopted to achieve this objective:

- To conduct a series of gender sensitive public awareness programmes or campaigns, which will be implemented during the life of the project; and
- To sustain this effort over the longer term, the second approach aims to embed this way of thinking among the younger population through school curricula and the training of teachers to provide instruction.

Several organisations are already involved in this activity, some of which will be recruited as partners in designing and implementing the programmes envisioned here. For this purpose, the DRR-A project will establish a Public Awareness Coordinating Committee (PACC) whose members are expected from various stakeholders. Once the PACC is established, the project will also strive to enhance its capacity and effectiveness in fulfilling its mission. A survey will be conducted to determine current views among different groups and appropriate media to use for campaigns. A follow-up survey will also be conducted to evaluate the effectiveness of the methods used.

Outcome: Government agencies, local communities, families, students and the general public of Aceh better understand disaster risks, what to do to better protect themselves from disasters and how to apply this knowledge to development.

Implemented by: Vice-Governor's Office through DIKNAS & DISHUBINFOKOMTEL supported by the DRR-A PMU. The DRR-A PMU and NPM will first be located in Satkorlak, then the BPBA once it is established. The PMU Output Coordinators will be located in DIKNAS & DISHUBINFOKOMTEL offices.

Implementation Arrangements: The PMU provides direct procurement of services with support from UNDP/CPRU's office in Jakarta. The Project Board and Project Director will approve workplans and budgets.

The activities required for this output are as follows:

Activity 4.1. Establish and Support the Public Awareness Coordinating Committee

A Public Awareness Coordinating Committee (PACC) for disaster risk information will be set up in Aceh by the provincial government. This Committee will be responsible for ensuring that common messages are being promoted by the different agencies that are conducting information campaigns, thus minimizing duplication of effort. It will also be tasked with ensuring overall coverage of the province with public information rather than merely in a few selected areas.

The DRR-A project will assist the department concerned in forming a small secretariat, organising regular meetings and forging an agenda for action. Tasks will include creating a database of agencies working in DRR public awareness, the nature of their activities, sources of funding, staff skills, the locations they cover, and details of their programmes. Another task will be to build a collection of resource materials used in awareness campaigns. The current and emerging women's leaders at local level will be strongly encouraged to become members of committee.

Activity 4.2. Prepare a strategy for raising awareness and improving understanding

Before embarking on the design of specific programmes for public awareness, the DRR-A project will assist the PACC secretariat to prepare a strategy based on surveys and research. Particularly important here is to link provincial activities to national efforts being organised through the SC-DRR programme, which will involve several central government ministries and their counterparts at the provincial level. The national programme will also provide information and guidance on strategies for provincial campaigns.

In any case, the PACC Secretariat will need to undertake its own research, taking into account the following measures:

- A baseline survey will be carried out by collecting sample data from different segments of the population, disaggregated by sex, to assess current attitudes and understanding of DRR issues and the sources people rely on for information. The survey will cover male and female adults, youth, children, media professionals and community leaders;
- This will provide empirical evidence for potential media to use for public awareness campaigns, and serve later to measure changes in perception at periodic intervals after public awareness programmes have been implemented;
- Information will be collected on alternative media to be used in conveying messages, including radio, television, print, posters and workshops, and the relative cost effectiveness of alternatives.
- Staff will also seek information from organisations that have carried out similar campaigns elsewhere in Indonesia to learn what works and what does not.

Activity 4.3. Identify partner institutions including education authorities

The next step will be to identify and select organisations and institutions to serve as partners in implementing public awareness programmes in Aceh. The selection of partners will be based on criteria reflecting institutional capacity and experience, financial resources and stability, geographical spread and level of interest and commitment to the task. Again, staff will also need to liaise with the national SC-DRR programme to clarify their plans and proposed partners in the province.

To implement the second approach mentioned above for achieving sustainability through school curricula, the PACC Secretariat will need to collaborate with government departments for education (DIKNAS) and private schools. The provincial education department will set up a committee to incorporate "a Culture of Safety" and disaster risk reduction messages into education curricula. In terms of private schools, the Secretariat will explore the feasibility of partnering with government departments of religion through Islamic Boarding Schools (Dayahs and Pesantren). Exploring materials for informal education to reach women and men beyond school age is also required

Activity 4.4. Design and implement public awareness programmes

Given the variety of audiences to be targeted, the design and implementation of public awareness programmes will be outsourced to selected partners according to their skills and previous experience. The DRR-A project will assist the PACC Secretariat in doing this through contracts and Letter of Agreements (LOAs) specifying the scope of work and activities to be undertaken coupled with grants for the purpose.

Based on the results of surveys and other research mentioned above, programme modules will be designed to address different groups and segments of the population through appropriate activities. Different modules will be tailored to:

- journalists and media professionals, since they are in the front line for communicating information to a broad audience;
- community leaders, religious leaders and representatives from local NGOs, CBOs and similar organisations, who are involved in development activities at the community level;
- students and school children;
- school teachers and leaders of religious schools, who are to be responsible for imparting ideas and information to those under their charge;
- women, youth, elderly and other groups with special interests or concerns; and
- the general public.

Government leaders, operational staff and elected representatives at the provincial and district levels will be addressed through other means under Output 3.

The means of communicating information on DRR will depend on the conclusions reached earlier on the cost-effectiveness of different media and the nature of the audience to be reached. Options include:

- simple posters, flyers, banners and fact sheets;
- public service announcements on radio, television or in newspapers;
- web sites for those with access to the internet;
- workshops and training courses for those who need more detailed information, particularly media personnel, community leaders and teachers;
- TOT courses for those who will train others;
- pamphlets, books, videos and other materials for teaching and instruction; and
- revision of school curricula to incorporate information on DRR.

While the design and content of these materials will be the responsibility of partner institutions, the PACC Secretariat will ensure that the basic messages are consistent and in line with general policy directives.

Budget: $2,639,047

Output 5
Project effectively and efficiently managed, monitored, evaluated and audited.

Rationale: This output is crucial for successful project implementation. The attainment of this output will ensure that the project receives appropriate and required policy direction and guidance, technical, financial, and managerial support, and that the monitoring, evaluation, and audit of the project function properly. Activities required to attain the output involve establishing a viable organizational structure, management arrangement, and supportive funding allocation, and check and control mechanism. The modalities are elaborated in Part III - Management Arrangements of this document.

Outcome: DRR-A successfully implemented and Outputs 1-4 achieved.

Implemented by: Vice-Governor's Office through related provincial or district agencies supported by the DRR-A PMU. The DRR-A PMU and NPM first located in Satkorlak, then BPBA once established.

Implementation Arrangements: The PMU provides direct procurement of services with support from UNDP/CPRU's office in Jakarta. The Project Board and PD will approve workplans and budgets.

Budget: $888,168

.

Part III. Management Arrangements

III.a. Governing Principles

The following principles will govern management and implementation arrangements.

- Since the DRR-A project is likely to receive numerous requests for support from many agencies, priority will be given to those activities that promise prompt tangible results that contribute most to achieving immediate outcomes;
- Since the DRR-A project aims to operate with a limited number of core staff, specific activities will be outsourced by the NAD Government, to partners and other organisations wherever feasible through contracts and LOAs;
- In so doing, the project will seek to decentralise tasks and build sustainable capacity among local government agencies, CSOs and the private sector;
- Since several national programmes also aim to support DRR in Aceh, DRR-A management will seek to collaborate with them wherever feasible;
- Project management will place particular emphasis on documenting best practices and lessons learned;
- Project management will also stress activities that empower local communities and strengthen the role of women and more vulnerable groups in decision making;
- Similarly, management will emphasize methods and procedures that ensure that the special needs of the poor and disadvantaged are taken into account and that they are not adversely affected by proposed policies and project activities; and
- The project will also seek to promote actions that reduce the vulnerability of children, for example through adoption of disaster resilient construction methods for schools.

III.b. Oversight and Implementation Arrangements

Under National Execution (NEX) modality, the Project Document will be co-signed by the leadership of UNDP Indonesia and a senior official of a National Agency to be appointed by the Government of Indonesia. The national agency will, in turn, delegate the execution of the project to the NAD Government. At the national level, the signatories of the Project Document, the Vice Governor of NAD, and representatives of other relevant agencies will form the Steering Committee of the project, providing overall policy guidance and oversight to the Project Board, which will be established at the provincial level. The Project Board will be formed and chaired by a senior official of the local government assigned by the Vice-Governor of NAD to provide overall supervision and directions for the DRR-A project. The Chair of the Project Board is also the Project Director. Members of the Project Board will initially include representatives from UNDP, provincial government agencies playing a key role in DRR (Satkorlak, Dinas Perhubungan Komunikasi, Informasi dan Telematika and Dinas Pendidikan), and the University of Syiah Kuala/ TDMRC. One task of the Project Board will be to ensure alignment of the DRR-A project with the Government of Indonesia/UNDP national DRR programme, the Safer Communities through Disaster Risk Reduction in Development (SC DRR) Project. While the DRR A project is programmatically executed within the framework of and in coordination with the SC DRR Project, it is not structurally and administratively operated within the SC DRR arrangement. A more detailed description of the authorities and responsibilities of the Project Board is stipulated in Terms of References for the Project Board as attached in Annex 6.

The Project Board may decide to establish a Technical Advisory Team comprising individuals with necessary expertise to provide technical advice to the Board and PMU. Should it be formed, the Technical Advisory Team will be **appointed and funded** by the Provincial Government.

A Project Management Unit (PMU) for DRR-A will be set up comprising of a Project Manager, an international Technical Advisor, a core team of professionals plus administrative support staff. The

PMU will work in coordination with, but autonomous from, the Project Coordination and Implementation Support Unit (PCISU) of the SC DRR. The PMU will initially be located in the Vice-Governor's Office, but may be transferred to the Provincial Agency for Disaster Management (BPBD NAD), once it is established and operational. The Project Manager, leading the PMU, will report to the Project Director, the chair of the Project Board.

The DRR A Project Board directs and supervises the DRR A project under the auspices of DRR A Steering Committee comprising of representatives from Bappenas, BNPB, the Ministry of Home Affairs, UNDP, the NAD Vice Governor's Office, Bappeda NAD and BRR. The Vice Governor is the Chair of the Steering Committee. The DRR A Project Board will work in coordination with the Project Board of SC DRR Project. The overall project implementation will be the responsibility of the Office of the Vice Governor of NAD. Once the BPBD is established and operational, the responsibility may be handed to the new office as agreed by the Provincial Project Board. .

While the Government of NAD implements the project, a particular set of activities for monitoring and evaluation will be under the direct responsibility of UNDP. This arrangement will enable UNDP as the Partner Agency to ensure provision of project assurance to and oversight of the overall project implementation. **UNDP serves as the partner agency with the main responsibilities to provide technical guidance, administrative and managerial support and oversight**. This is to ensure the project is implemented in accordance with best practices and UNDP rules and regulations.

In executing its support and oversight functions, UNDP will divide these responsibilities between the Crisis Prevention and Recovery Unit (CPRU) in Jakarta and Field Programme Office (FPO) in Banda Aceh. CPRU is responsible for the oversight, monitoring, reporting, evaluation, and audit of the project whereas FPO is responsible for liaison, coordination and implementation support, for the project. The CPRU will provide project assurance for the overall project implementation. The project assurance component is an extended arm of the Project Board and the Steering Committee, whose duties are to monitor, evaluate and verify that results are delivered as reported by the Project Management Unit.

Project supervision by UNDP is housed within the Crisis Prevention and Recovery Unit (CPRU) of the UNDP Country Office in Jakarta. For that purpose, UNDP will recruit a Programme Officer hosted by CPRU. In performing his/her duties, the Programme Officer will be supported and supervised by CPRU, particularly its Disaster Management Section. With regard to checking on the quality of outputs and the adequate implementation of all triggered safeguards (as indicated in the PAD), the Strategic Planning and Monitoring Section of the Crisis Prevention and Recovery Unit assumes this responsibility for all projects included within the MDF portfolio. The Strategic Planning and Monitoring Section's work is undertaken in partnership with the Disaster Management Section, also housed in the Crisis Prevention and Recovery Unit. The monitoring and evaluation system is prepared and managed by the Strategic Planning and Monitoring Section and executed by the Disaster Management Section.

The Disaster Management Section of the Crisis Prevention and Recovery Unit is responsible to ensure, through use of UNDP's regular monitoring and evaluation tools, that the project is being implemented in accordance with the agreed standards (i.e. United Nations Rules and Procedures (ref. para. 66 of the MDF Operations Manual)) and to perform the initial check that monitoring and evaluation obligations are fulfilled. Final checking rests with the Strategic Planning and Monitoring Section. Monitoring and evaluation documentation is used as a basis for the twice-yearly review of the UNDP Country Programme with the Government of Indonesia, and forms the basis for the submission of UNDP's periodical reports to the MDF.

Project implementation bottlenecks are identified as a result of the fulfillment by the implementing agency of its monitoring and evaluation requirements. The identification and addressing of such bottlenecks rests in the first instance with the Disaster Management Section of the UNDP Country Office. Where additional support and expertise may be required, concerns are addressed to the Strategic Planning and Monitoring Section and, in the final instance (if so required) to the Programme Monitoring and Evaluation Unit of the Country Office, which is responsible for overall UNDP Indonesia programme management issues.

With regard to paragraph 152 of the Operations Manual (supervision mission according to Partner Agency's standards) it should be noted that UNDP does not use World Bank terminology for its oversight activities. However, in order to ensure standardized terminology for this PAD, "supervision" missions are conducted every four months involving the Steering Committee and the Project Board. UNDP Jakarta acting in its capacity as the Partner Agency will organize and participate in the supervision and monitoring missions with staff from the Disaster Management and Strategic Planning and Monitoring Sections participating and ensuring that the missions fulfill the partner agency role.

In compliance with Para 153 (regular reporting) the Partner Agency periodically submits Semi Annual Reports and Annual Reports to the MDF Secretariat to be forwarded to the MDF donors. Additionally, UNDP also shares quarterly reports of the project with the MDF Secretariat. All data relevant to the MDF Logical Framework as detailed in the Monitoring Arrangements column of the Framework are stated in each Quarterly Report submitted by the Partner Agency to the Secretariat.

Utilising the outreach facilities made possible by UNDP Field Programme Office (FPO) in Banda Aceh, UNDP also provides some implementation (business process operation), coordination, and liaison support that is decentralized to this office as governed by UNDP rules, standards and procedures. The FPO is responsible to provide the liaison, coordination and implementation support including:

- Human resources mobilization such as recruitment and contracting of international technical advisor, specialists, national professional staff, programme support and monitoring staff.
- Gender Specialist's insight and assistance;
- Contracting partners and procurement of services for the delivery of programme components;
- Support for overall financial management; and
- Coordination with other relevant initiatives supported by UNDP and other stakeholders.

Following the NEX regulations and to ensure local ownership over the results, the above mentioned support is to be provided when UNDP receives a formal request for support services from the designated requesting officers in the PMU. Support personnel based in the FPO in Banda Aceh will be hired to facilitate administrative coordination and the project's timely administration. In providing the implementation support, the FPO will be guided, backstopped, and assisted by the Operations Department of UNDP Jakarta.

There are three main parties involved in the implementation of the project, namely Implementing Agency, Partner Agency, and Field Programme Office. The **Implementing Agency** for this project is the Government of Indonesia. At the national level, it is a national agency appointed by the Government of Indonesia to co-sign the Project Document. This is the arrangement as agreed with the Government of Indonesia. Since the project implementation is at the sub-national level, the national agency will, in turn, delegate the project implementation to the Government of NAD Province.

The Partner Agency for this project is United Nations Development Programme (UNDP). UNDP serves as **the Partner Agency** with the main responsibilities to provide technical guidance, administrative and managerial support and oversight. This is to ensure the project is implemented in accordance with best practices and UNDP rules and regulations.

In executing its support and oversight functions, UNDP will divide these responsibilities between the Crisis Prevention and Recovery Unit (CPRU) in Jakarta and **Field Programme Office (FPO)** in Banda Aceh. CPRU is responsible for the oversight, monitoring, reporting, evaluation, and audit of the project whereas FPO is responsible for liaison, coordination and implementation support, for

the project. The CPRU will provide project assurance for the overall project implementation. The project assurance component is an extended arm of the Project Board and the Steering Committee, whose duties are to monitor, evaluate and verify that results are delivered as reported by the Project Management Unit.

Utilising the outreach facilities made possible by UNDP Field Programme Office (FPO) in Banda Aceh, UNDP also provides some implementation (business process operation), coordination, and liaison support that is decentralized to this office as governed by UNDP rules, standards and procedures. The FPO is responsible to provide the liaison, coordination and implementation support including:

- Human resources mobilization such as recruitment and contracting of international technical advisor, specialists, national professional staff, programme support and monitoring staff;
- Gender Specialist's insight and assistance;
- Contracting partners and procurement of services for the delivery of programme components;
- Support for overall financial management; and
- Coordination with other relevant initiatives supported by UNDP and other stakeholders.

These descriptions will be reiterated and elaborated in the later parts of this document including the graphical charts on institutional arrangements below (page 29).

III.c. Inception Report

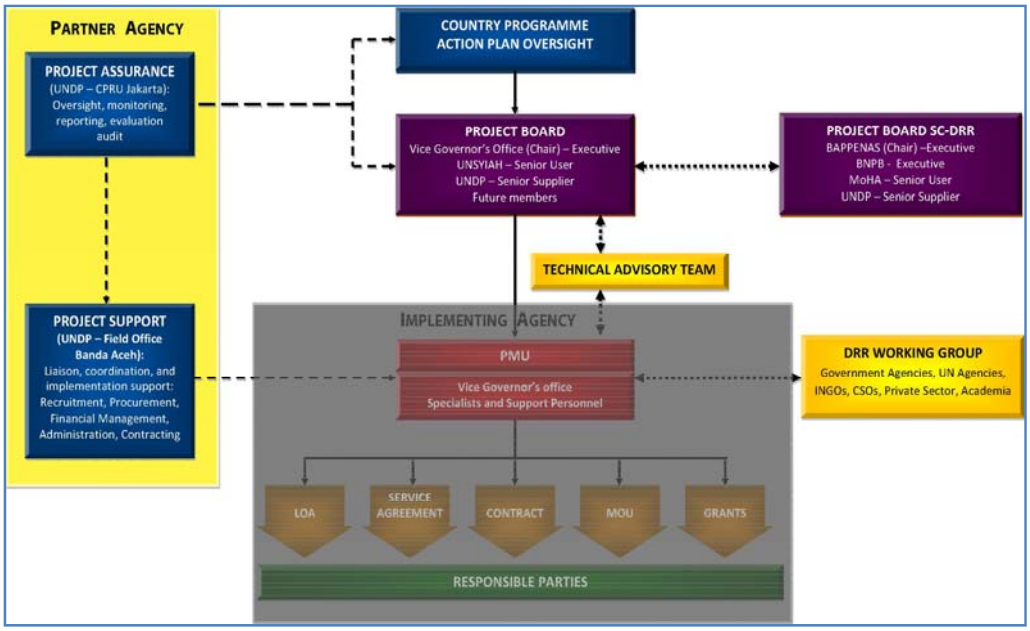
An Inception Report will be prepared within five months of the project launch that will be approved by the Project Board and the Provincial Government of Aceh. The inception report planning process will be used to further develop the following thre1e important areas, among others, of project implementation:

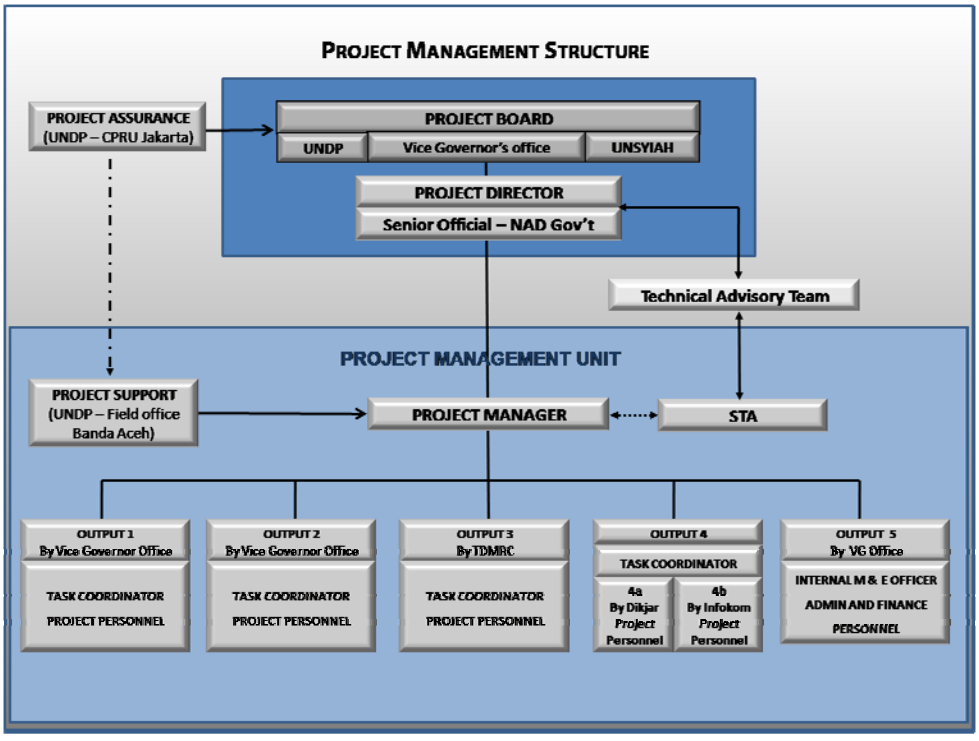
a) **Detailed Action Plan:** Development of a detailed plan of action for implementing the project and achieving the project's Immediate Objectives and Outputs through its activities in measurable ways.
b) **Final Logical Framework:** Further development of the Logical Framework (already discussed and approved by the MDF Secretariat) based on detailed baseline studies from which quantifiable and measureable indicators will be developed and made a part of the Logical Framework.
c) **Final Detailed Gender Mainstreaming Strategies:** Gender strategies developed that will be mainstreamed into all aspects of the projects as indicated elsewhere in this project

The purpose of this final step is to ensure closure on these issues within the first 6 months of the project's implementation.

The institutional arrangements for the implementation of this project are shown in the diagrams below.

INSTITUTIONAL ARRANGEMENTS





III.c. Delivery Arrangements:

As mentioned earlier, for each of the project outputs, under the overall project management of the Project Management Unit (PMU), a particular party to act as the project implementation unit has been designated. The designated PIUs for respective outputs are as follows:

- **Output 1:** Institutional arrangement and enabling environment under **PIU** Vice Governor Office or BPBD A when ready and operational

- **Output 2:** Demonstration gender-sensitive DRR projects under **PIU** Vice Governor Office or BPBD A

- **Output 3:** TDMRC-UNSYIAH strengthened under **PIU** UNSYAH

- **Output 4:** DRR public awareness programmes under **PIU** Dinas Perhubungan Infokom BPDE

- **Output 5:** Project management under **PIU** Project Management Unit and Project Assurance of UNDP

The implementation units will in turn arrange for the delivery of the various activities of this project within their respective project components (outputs) to be undertaken through partnerships with local and national authorities, national NGOs, civil society groups, the private sector, and international organizations as delivery agents selected and engaged through a range of mechanisms as appropriate, including competitive processes (grant application processes, requests for proposals, invitations to bid, etc.).

The NAD Government, being the delegated implementing partner, will ensure that the delivery arrangement is in line with the Government Regulation No 2/ Year 2007, governing the loan and grant management, but will promote decentralized execution by the NAD Provincial Government. Pending on the definitive delivery arrangements, in recognition of the on-going pressing imperatives that the project needs to respond, the delegated implementing partner will authorise UNDP as the responsible party for all the project inputs. The delivery arrangements under the responsibility of UNDP will employ a range of mechanisms including partnership for implementation of specific components or activities by Government agencies and UN partners, provision of technical assistance and capacity building to Government and civil society, and procurement of contract services through international NGOs, national and local NGOs, the private sector or others.

III.d. Coordination Arrangements:

The project will be managed by the Project Management Unit overseeing the attainment, coordination and synergies of each of the five outputs of the project in alignment with the next level of management coordination namely Project Coordination and Implementation Support Unit (PCISU) at the national level. At the next levels, the policy and direction coordination will be the responsibilities of the DRR A Project Board and the Steering Committee in consultation with the SC DRR Project Board. This project has been prepared with intensive consultation with proponents of Disaster Risk Reduction in the province (the process is recorded in Annex 3). The consultation has been carried out through bilateral and round table discussions. The different stages of the preparation of the project document were also presented and discussed in the DRR Working Group for feedback. The group, which will be supported by the project, will also serve as a forum for coordination aligning the initiatives. These include the project activities and those of the respective participants of the group. The group will also facilitate consensus building on disaster risk reduction initiatives and issues among DRR proponents in the province. The DRR Working Group is a potential nucleus to develop into a multi-stakeholder Provincial Platform for Disaster Management[6].

III.e. Procurement Arrangements

[6] This is an adaptation and expansion of the National Platform for DRR suggested by ISDR in 'Guidelines National Platforms for Disaster Risk Reduction.

Procurement for goods and services for this project will primarily be undertaken by the NAD government through competitive and transparent tender processes, in line with the GOI rules and procedures. For specific goods and services, the NAD government might opt to request UNDP's support service to undertake the procurement process. Whenever the procurement is undertaken by UNDP it will be undertaken through competitive and transparent tender processes, in line with UN and UNDP rules and procedures. Contracting of individual contractors is also subject to UNDP's procurement rules and procedures. Whenever necessary and appropriate, UNDP may also make use of existing long-term agreements with firms in order to expedite procurement processes. Requests for Proposals (RFPs) and Invitations to Bid (ITBs) will be advertised publicly via the web, newspaper advertisements, through searches of vendor databases maintained by UNDP Indonesia and the Inter-Agency Procurement Services Office (IAPSO) databases, and through direct email distribution (i.e. through the IAPSO procurement notices distribution list). Procurement Notices for will be posted on:

UNDP Indonesia Website <http://www.undp.or.id/procurement>
UNDP Global Website <http://www.undp.org/procurement >
IAPSO <http://www.iapso.org/supplying/procurement-notices.asp >

Procedures and criteria for evaluation of bids will be detailed in tender documents prepared jointly by the NAD Government and UNDP. Generally, proposals/bids will be assessed according to principles of technical quality (including proposed approach and work plan, responsiveness to the specifications of the scope of services, and capacity and experience of the proposing organization/firm, including experience on previous similar projects) and value for money.

Results of procurement processes for the project will be reviewed by UNDP's Contracts, Assets and Procurement Committee (CAPC) and UNDP's Advisory Committee on Procurement (ACP) in New York, as relevant, in order to ensure that competitive and transparent processes are undertaken. An external procurement audit conducted in December 2006, has found no significant findings and rated the project as fully satisfactory.

III.f. Assets and Equipment:

UNDP will keep separate records for equipment and vehicles purchased for the purposes of this project. As per UNDP rules and regulations, equipment purchased with project funds will remain UNDP property until formally transferred or otherwise disposed of at the end of the project. Transfer/disposal of vehicles and equipment requiring PP 19 facilities (tax exemption) at the completion of the project will be decided following joint consultations by the Steering Committee.

Part IV. Monitoring and Evaluation

IV. a. Monitoring Framework

An overall monitoring framework will be designed to ensure effective multi-stakeholder (UNDP, Government, civil society, community, donors) monitoring of activities supported through the programme, through on-site monitoring, regular reporting, and financial expenditure tracking. The monitoring framework for this programme is intended to achieve the following purposes:

- **Results-Orientation:** Ensure appropriate measurement and assessment of programme performance to effectively improve performance and achieve results;
- **Quality Assurance**: Ensure quality in project activities supported through this programme to ensure best possible benefit for beneficiaries, through monitoring programme delivery and identifying issues that need corrective action and ensure that additional assistance is provided early;
- **Accountability:** Ensure accountability in the use of programme resources through heavy emphasis on financial reviews to make sure that funds are being appropriately used to achieve

project outputs, and that the implementing agents have sufficient controls in place to demonstrate that funds are being used appropriately;

- **Transparency:** Ensure transparency in programme activities, finances, and results to all stakeholders; and
- **Learning:** Ensure that the programme has learning mechanisms for purposes of improving ongoing implementation and guiding new initiatives, and to identify key lessons learned and successes stories from programme implementation in relation to mainstreaming disaster risk reduction into the development planning and implementation processes of UNDP, the Government and development partners.

In order to achieve these purposes, the monitoring framework for the programme will seek to apply the following measures:

- **Appropriate Resourcing of Monitoring:** The programme will dedicate staffing to ensure proper implementation of monitoring systems, including monitoring officers and monitoring assistants, as well as financial resources for monitoring purposes;
- **Lessons from Previous Programmes:** The programme will seek to address lessons from previous evaluations and assessments of UNDP/CPRU programmes regarding monitoring systems;
- **Field-Oriented:** Priority is placed on active on-site field monitoring and regularly scheduled field visits to all activities supported by this programme, to ensure close interaction with implementing agents;
- **Template-Based System:** The programme will seek to apply a template-based system to structure monitoring information and ensure its collection on a regular basis;
- **Joint Monitoring:** Monitoring should include joint monitoring activities with government and other partners at various levels;
- **Operational Effectiveness:** Ensure proper application of UNDP's internal control framework, and reviews of operational effectiveness; and
- **Downward Accountability:** The programme will seek to identify monitoring approaches that promote downward accountability in the monitoring framework.

The CPRU-UNDP Monitoring Requirement Guidelines (May 2007) encompassing monitoring requirements, reporting, staff roles and responsibilities, and templates and tools, will be used as the main references in conducting monitoring of this project

IV.b. Monitoring of Project Implementation

Monitoring of project implementation (including financial) will focus on the analysis of inputs, process, and results of project, and synthesis lessons learned. The main output is regular reports of project progress (narrative and financial), including issues and challenges; lessons learned; and recommendations and follow up.

The scope of project implementation monitoring includes the following:

- Development within the project Inception Report preparation period of a complete baseline assessment and final Logical Framework for project monitoring;
- Monitoring achievement of deliverables/milestones specified in project document as a basis for payment;
- Monitoring progress on planned activities and work plans, and progress on achievement of results (outputs and outcomes/objectives);
- Identifying issues, challenges, and lessons learned, to provide recommendations on corrective action, and design of future projects;
- Monitoring financial information and status through reviews of financial reports to ensure the appropriate and accountable use of UNDP programme resources are meeting the objectives of the project; and

- Monitoring project implementation (e.g. human resources management, procurement of goods and services, and financial management) to ensure that transparent and competitive procedures are undertaken as necessary.

The major activities of project implementation and financial monitoring include:

Preparation of mechanisms for financial monitoring. A more detail internal arrangement of financial monitoring activities will be developed. The programme's financial resources will be managed through a series of controls at various levels. All financial transactions are monitored, recorded, analyzed and reported through UNDP's newly introduced ATLAS Enterprise Resource Planning (ERP) system. Approved project budgets and expenditures will be publicly posted in project areas, as well as on the UNDP website.

Payments to the implementing partner and delivery agents/responsible partners will generally be made directly by UNDP. Payments are made on the basis of payment schedules articulated in the contract or partnership agreement with the implementing agent. Payment schedules are linked into achievement of agreed deliverables and outputs.

Implementing partners are closely monitored in the field through UNDP field monitoring teams. Field monitors confirm delivery of activities and outputs against agreed schedules, and review and confirm whether by implementing agents have appropriate control mechanisms in place. All partners and contractors receiving funds from UNDP are subjects to financial monitoring by the UNDP programme support team, which includes qualified auditors who serve as finance monitors. Financial monitoring includes:

- Monitoring and reviewing financial reports of implementing agents against agreed project budgets to ensure fairness of expenditure;
- Verifying accuracy and completeness of financial information, including review of supporting documents and test of expenditure details;
- Requesting clarification or additional information as required to verify and justify expenditures;
- Providing advice and technical assistance to implementing partners and contractors on measures necessary to enhance their project financial management in line with UNDP standards and norms; and
- Payments by implementing agents that are not in line with approved expenditures and which do not have adequate supporting details and documentation can be rejected for reimbursement by UNDP.

Development of expenditure forecasting (annual and quarter). To ensure the project to be more realistic about costing, the project will prepare a Financial Forecast, both annual and quarterly to indicate the total amount of project funds that will be needed to cover project expenditures by budget line. The project will make sure that management of project funds will be based on an updated work plan with a corresponding budget.

Development of procedures for financial management. The project will maintain the up-to-date accounting system that contains records and controls to ensure the accuracy and reliability of financial information and reporting, and record the receipt and disbursement of funds in a well presented manner and verifying that disbursements do not exceed the available funds or the amount allocated to each approved budgetary category. It will also maintain an inventory that records the acquisition and disposal of equipment and ensure an appropriate separation of approving and certifying functions (development of an Internal Control Framework).

Establishment of 'contract monitoring' mechanism. As some of activities will be contracted to the third parties, the project will establish the contact monitoring mechanism, including how the fund will be disbursed to contractors; policies and procedures of the contract management (e.g. procurement, recruitment, equipment, reports); monitoring process, activities, and tools; review and validation process; and resources required to support the contract monitoring (e.g. staff, budget).

Preparation of regular financial reports and supporting documentations. The financial report will be prepared in order to record the expenditures in the current period against the advance of funds received; and request an advance of funds for the next period in line with the project work plan and corresponding budget. The financial report will be linked to the substantive reporting on progress towards results and to monitoring. The project will maintain complete, accurate and up-to date accounts, records and supporting documentation for all expenditures.

Ensuring visibility. The project will ensure donor visibility in all project activities. This will include UNDP logos and donor flag placement on signage at project sites, acknowledgement of UNDP and donor financing of the project activity in all project information, brochures, etc. The project will also acknowledge the financial support from UNDP and donor in any advertisement, report, publication, or permanent record associated with the support provided.

Implementation of audit (See ' IV.d. Audit' after the next section on following pages).

IV.c. Monitoring of Project Results

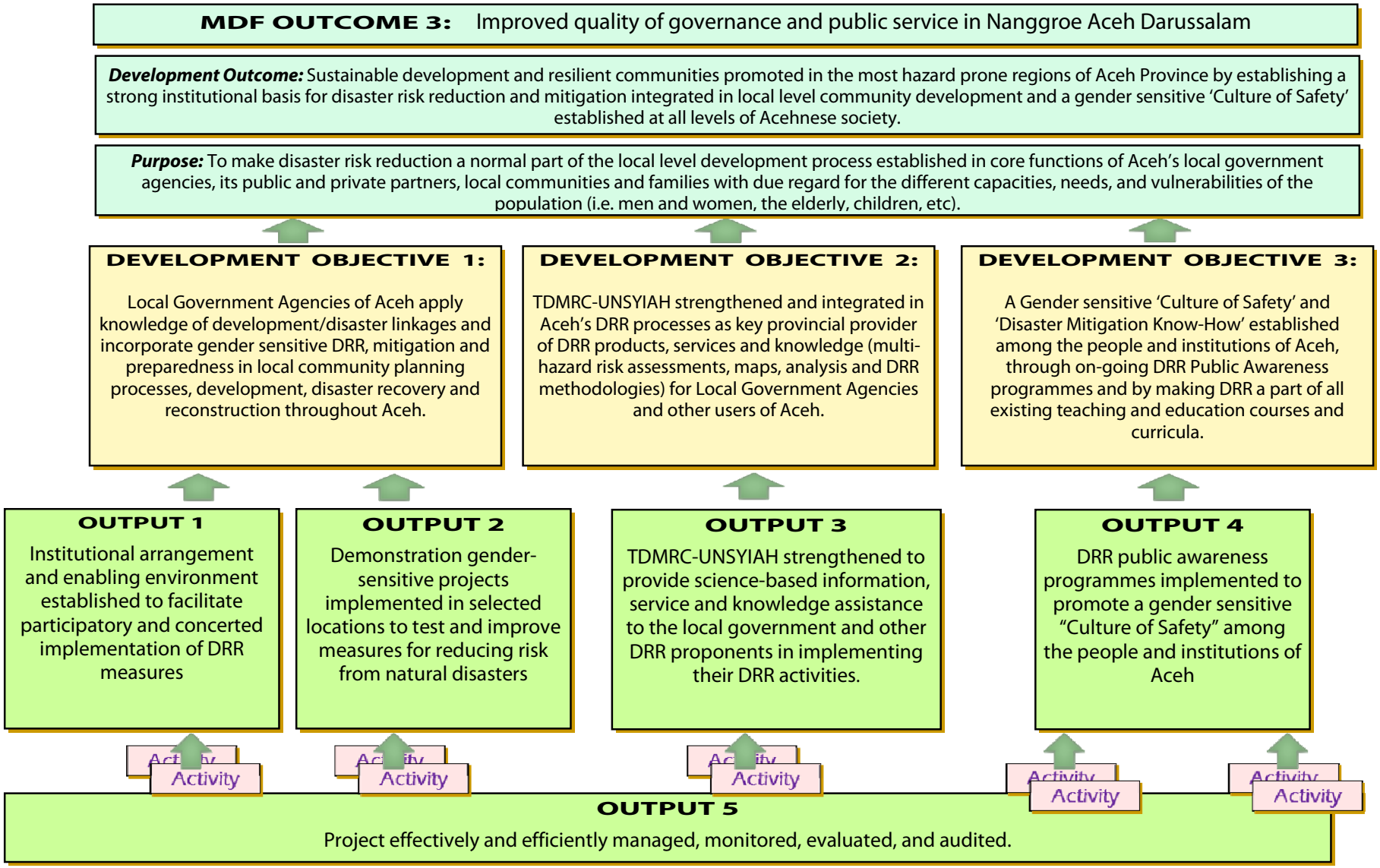
The monitoring of project results assesses progress of specific results of outputs that emerge from the implementation of project activities; synthesize lessons learned at the output level; and provide feedback on the implementation of project. These periodically produce reports that analyze the extent to which the expected outputs have been achieved and or are being achieved. They also identify challenges, lessons learned, recommendations, and follow up actions.

Assessment as to whether or not the project results would contribute to the development outcome; synthesis of lessons learned at objective level; and identification of feedbacks to overall performance are the main emphasis of results monitoring. Periodic (quarterly and annually) reports analyzing results of the project and their contributions to the development outcome through the analysis of achievements of project objectives are one of the main outputs.

Monitoring of project result involves monitoring of overall progress of substantive projects towards the intended results (outputs, objectives, and outcomes) articulated in the project document. The scope of result monitoring includes the following:

- Monitoring contribution of activities to outputs progress, and contribution of outputs to overall outcomes (objectives) progress;
- Identification of issues, challenges, and lessons learned, to provide recommendations on corrective actions required as well as recommendations on design of future programmes;
- Assessment of risk and mitigation measurement ;
- Management reviews of programmatic and operational effectiveness to improve overall programme performance; and
- Project closure evaluation.

The chain of results is illustrated in the diagram below:



IV. d. Audit

The programme will be audited in line with the rules and regulations of UNDP and the Government of Indonesia for provincially implemented UNDP-supported programmes.

For programme components implemented by the provincial government, the Indonesia State Auditor (BPPKP) will conduct an audit(s) annually if the expenditure exceeds the amount of USD 100,000 for 1 fiscal year.

The scope of audit involves:

- Compliance with policies, procedures, laws, and regulation of GOI
- The audit will examine the system established to ensure compliance with GOI policies, procedures, laws, and regulations that could have a significant impact on programmes and report. The audit should determine whether the organization is in compliance.
- Safe guarding of assets
- The auditor will examine means of safeguarding assets and as appropriate, verify the existence of such asset
- Accomplishment of established objective and goals for programmes.
- Auditor will appraise the programme to ascertain whether results are consistent with established objective and whether programme are being carried out as planned.

IV. e. Monitoring Plan

ID	Event	Description	Schedule
1	Field implementation monitoring	Ongoing monitoring of field implementation by implementing partners and grantees, including field verification, review of progress reporting, and analysis of financial expenditure.	Ongoing/Continuous
2	Quarterly and Annual Reviews	Quarterly Meetings of the Project Board to review progress, address issues, and provide programme and policy guidance	Quarterly
3	Mid-Term Evaluation	Mid-term evaluation to assess progress towards programme results articulated in the Results Framework and provide recommendations.	50% project completion
4	Final Project Evaluation	Final project evaluation to assess achievement of programme results articulated in the Results Framework and document lessons learned.	100% project completion
5	Audits	Annual audits in line with UNDP and Government rules and regulations.	Annual

Part V. Legal Context

This document together with the CPAP signed by the Government and UNDP, and that is incorporated by reference, constitute together a Project Document.

a. The Revised Basic Agreement for Technical Assistance signed 29 October 1954 between the United Nations, the International Labour Organization, the Food and Agriculture

Organization of the United Nations, the United Nations Educational, Scientific and Cultural Organization, the International Civil Aviation Organization, and the World Health Organization and the Government of the Republic of Indonesia,

b. The Standard Agreement on Operational Assistance signed 12 June 1969 between the United Nations, the International Labour Organization, the Food and Agriculture Organization of the United Nations, the United Nations Educational, Scientific and Cultural Organization, the International Civil Aviation Organization, the World Health Organization, the International Telecommunication Union, the World Meteorological Organization, the International Atomic Energy Agency, the Universal Postal Union, the Inter-Governmental Maritime Consultative Organization and the United Nations Industrial Development Organization and the Government of the Republic of Indonesia,
c. The Agreement signed 7 October 1960 between the United Nations Special Fund and the Government of the Republic of Indonesia, and
d. All CPAP provisions apply to this document.

Additionally, this document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto as Annex 14.

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

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

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

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

Section II – Results/Resources and Logical Frameworks

Part I – Results and Resources Framework

Intended Outcome as stated in the Country Programme Results and Resource Framework: UNDAF Outcome (3): Protecting the Vulnerable and Reducing Vulnerabilities Country Programme Outcome (4.2): Capacities of Government and communities for disaster preparedness and reduction have been developed
Applicable MYFF Service Line: Service Line (4.5) –Disaster Reduction
Partnership Strategy: This project will be implemented through the Provincial Government of Nanggroe Aceh Darussalam and its DRR related agencies (i.e. the Provincial Governors Offices, BPPD, InfoKom, related District Government Agencies, etc.) between which, DRR roles, responsibilities and interrelationships will be identified and established in support of community level DRR initiatives. Strategic partnerships will also be established with key GOI agencies at national, other provinces and districts and other relevant GOI ministries and agencies. Strategic partnerships will also be established with Aceh's civil society (i.e. NGOs, CBOs, academic institutions, research organizations, media), private sector (i.e. professional associations, public service organizations, banks, insurance companies) as well as regional/international stakeholders and other UN agencies.
Project title and ID (ATLAS Award ID): MAKING ACEH SAFER THROUGH DISASTER RISK REDUCTION IN DEVELOPMENT (DRR-A)

Intended Outputs	Output Targets (3.5 Year Programme)	Indicative Activities	Responsible parties	Inputs
Output 1: **An institutional arrangement and an enabling environment are established to facilitate the participatory and concerted implementation of DRR measures**	• Roles and responsibilities is clarified • Mechanisms Coordination it set up • DRR policies, legislation and regulations are prepared and Implemented • Local communities to plan and implement activities is empowered	1.1.Map who is doing what on DRR and identify the gap and overlap 1.2. Prepare institutional framework to set up roles and responsibilities 1.3 Strengthen and continue recently establishing coordination committee 1.4 Develop and establish permanent preparedness planning process 1.5 Establish Emergency Operations Coordination and Preparedness Planning Systems 1.6 Establish and implement Qanun for BPBD establishment and Operation 1.7 Develop and establish Disaster Risk Reduction Local Action Plan (DRR-LAP) and its regular review 1.8 Promote Gender equality perspective in DRR 1.9 Develop and establish mechanism to link CBDRR plan to RPJM and APBD 1.10 Build local government partnership linked to development with CBO working on DRR including female organisation	Provincial Government, UNDP and BRR (programme oversight & coordination) Provincial, District & Sub-District Government in partnership with and/or with technical assistance and support from: • Governor's Offices : BPBD, SATKORLAK, BAPPEDA, BAPPEDALDA, Asisten Keistimewaan Aceh, Pembangunan dan Ekonomi, Biro Hukum dan Humas, Biro Organisasi, Biro Keistimewaan dan Kesejahteraan Rakyat, Badan Kesbanglinmas, Dinas Bina Marga dan Cipta Karya, Dinas Pengairan, Dinas Pertambangan dan Energi, Dinas Kesehatan, Dinas Sosial, Dinas Perhubungan, Dinas Kesehatan, Informasi	

Intended Outputs	Output Targets (3.5 Year Programme)	Indicative Activities	Responsible parties	Inputs
			Komunikasi dan Telematika, TNI/POLRI • Local NGOs & CBOs • National GOI Agencies (i.e. BAKORNAS, BNPB, BAPPENAS, MENDAGRI, RISTEK BMG, LIPI, BAKORSURTANAL • National DRR Centers (i.e. ITB, UGM) • International.& Regional DRR Centres (i.e. ADPC, AIT, ADRC,) • TA Providers (consultant) including Gender Specialist	
Output 2: **Demonstration gender sensitive projects are implemented in selected locations to test and improve measures for reducing risk from natural disasters**	• Guidelines for a CBDRR approach suitable for Aceh is prepared • A Core Group of CBDRR Facilitators established and trained • Community Based Risk Assessments is conducted • DRR plans and initiatives are designed and implemented • CBDRR Outputs with Planning and Budgeting Systems are integrated to government development planning	2.1 Review existing CBDRR project and refine good practices 2.2 Develop gender sensitive guideline in designing and implementing DRR measures 2.3 Develop training module for CBDDR facilitators with capacity to address gender issue 2.4 Train a core group of CBDRR facilitators with balance number of female and male participants 2.5 Implement gender sensitive community based risk assessments based on HVCA methodology 2.6. Identify local EWS and find out the way to link it with Local Government SOP and System 2.7 Implement CBDRR plan based on HVCA that Include mitigation and preparedness with involvement of men and women 2.8 Set up local EWS SOP and implement Disaster Preparation Plan including emergency drills with gender sensitive approach 2.9 Collect CBDRR plans and submit them	Provincial Government, UNDP and BRR (programme oversight & coordination) Provincial and District Government Agencies (BAPPEDA, BAPPEDALDA, BPBD, Satkorlak, Satlak, Badan Kesbanglinmas, Dinas Sosial) in *partnership with* and/or *with technical assistance and support from*: • PMI, IFRC and National Red Cross/Crescent Agencies • TDMRC, National Academic DRR (PMB-ITB) Programmes • International, National and Local Humanitarian, Development and Environmental NGOs • Local Training Institutions including gender specialist training institution	

Intended Outputs	Output Targets (3.5 Year Programme)	Indicative Activities	Responsible parties	Inputs
		to Local Development Planning Agency and Provincial Development Planning Agency 2.10 Conduct meeting with district government (executive and legislative) to discuss CBDRR plan		
Output 3: TDMRC-UNSYIAH strengthened to provide science-based information, service and knowledge assistance to the local government and other DRR proponents in implementing their DRR activities.	A Five Year Strategic Development Plan are developed and implemented • Capacity to Provide Information Services is built • Capacity to Provide Technical Assistance Services is built	3.1 Identify human resources need and prepare key staff job description with adequate women representation 3.2 Recruit and hire required human resources, technical expertise, and assistance 3.3 Set up procedures and policies to run the centre 3.4 Identify and develop learning plan for staff (administrative and professional) 3.5 Assess market potential demand of TDMRC service 3.5 Conduct survey of potential users for DRMIS 3.6 Conduct survey of existing sources of information including gender related research on Tsunami 2004 and arranging the way to obtain it 3.7 Procure contractor to design and set up DRMIS and transfer the skills 3.8 Combine all available information from various sources to be DRMIS 3.9 Develop and Establish DRR data history and library 3.10 Develop capacity of center's staff of marketing services such as writing project proposal, building expert data based, mobilizing personnel 3.11 Develop gender sensitive tool and method for mapping and modeling hazard, risk and vulnerability 3.12 Develop capacity center's staff to prepare natural hazard maps in specific location 3.13 Conduct survey for natural hazard	Provincial Government, UNDP and BRR (programme oversight & coordination) TDMRC-UNSYIAH in *partnership with* and/or *with technical assistance and support from*: • Provincial & District Government (Satkorlak, BPBD, BAPPEDA, BAPPEDALDA, Badan Kepegawaian, Pendidikan dan Pelatihan, Dinas Pertambangan dan Energi, Dinas Pengairan, Dinas Bina Marga dan Cipta Karya, Dinas Kehutanan dan Perkebunan) • PMI, IFRC and National Red Cross/Crescent Agencies • International, National, and Local humanitarian, Development and Environmental NGOs • National Agencies and Organizations (i.e. LIPI, BMG, ITB, UGM, ITS, BAKORSURTANAL, other DRR Centers & Academic DRR Programmes) • Regional & International Agencies and Organizations (i.e. ADPC, ADRC, Kobe University, DRM Centers &	

Intended Outputs	Output Targets (3.5 Year Programme)	Indicative Activities	Responsible parties	Inputs
	• Capacity to Provide Training and Capacity Building Services is built • Capacity to Support Academic Programmes is built	mapping (including geo-hazard) of vulnerable areas in Aceh 3.14 Conduct sector specific multi-hazard risk assessment for infrastructures and public critical building 3.15 Develop Hazard Resistant Building Code 3.16 Design and implement methodology for Disaster Risk Assessment (DRA) 3.17 Evaluate DRR proposed to be incorporated into specific provincial development program 3.18 Develop method to assess training need, curricula, instruction and material 3.19 Asses understanding local government officials of DRR 3.20 Develop training curricula, instruction and material for specific need of DRR practitioners 3.21 Implement short courses/training for DRR practitioners and managers 3.22 Identify and implement application research on DRR 3.23 Identify the need of and design academically accredited training programme 3.24 Assist University to design and establish DRR degree programme	DRR Academic Centres/ Programmes) • Bi-Lateral & BRR/MDF Funded Preparedness Planning and Risk Mapping Agencies in Aceh (i.e. SDC, BGR) • TA Providers (i.e. Risk Assessment, Mapping & Analysis, Institutional Development, Library Systems, MIS, Web Development, Public Awareness, Media, Training)	
Output 4: **DRR public awareness programmes implemented to promote internalization of a gender sensitive "Culture of Safety" among the people and institutions of Aceh**	• Support to the Public Awareness Coordinating Committee is provided	4.1 Identify and help government to assign particular department/agency as focal point 4.2 Set up Public Awareness Coordination Committee (PACC)s secretariat and organise Regular Meeting with women members committees 4.3 Develop data-based of who is doing what on DRR Public Awareness 4.4 Collect and review existing resources material 4.5 Develop and increase capacities PACC	Provincial Government, UNDP and BRR (programme oversight & coordination) Dinas Pendidikan and Dinas Perhubungan, Infokom dan Telematika in *partnership with* and/or *with technical assistance and support from*: • Badan Pendidikan dan Pembinaan Dayah • Dinas Syariah Islam and	

Intended Outputs	Output Targets (3.5 Year Programme)	Indicative Activities	Responsible parties	Inputs
	• A strategy for raising awareness and improving understanding is prepared • Partner institutions including education authorities is identified • Public awareness programmes is designed and implemented •	members 4.6 Develop and establish Library 4.7 Develop method to conduct gender sensitive baseline survey to assess current attitudes and understanding of DRR and sources/media preference 4.8 Implement DRR gender sensitive baseline survey of current attitudes and understanding of DRR and source/media preference 4.9 Define good practices on DRR Public Awareness campaign elsewhere in Indonesia with emphasize on gender roles 4.10 Identify and select organization to implement Public Awareness Programme 4.11 Assist and provide technical assistance to Provincial Education Department to develop and establish DRR school permanent curricula 4.12 Provide Assistance to PACC to develop LoA and contract with implementing partners or contractors 4.13 Develop tailor-made modules for specific target groups : Journalist/media professional, Community Leaders, Religious Leaders, Local NGOs Representatives, School teachers, School children, Leader of Religious School, Women and Young Group with specific interest 4.14 Develop means of communicating information with following options : Poster, flyer, banner, fact sheet, PSA on TV, Radio and Newspaper, Website, Workshop and training course, ToT, pamphlet, books, etc.	MPU • Local School Systems • Red Cross/Crescent Agencies • International, National, Local Humanitarian, Development and Environmental NGOs • MGMP, MAPALA, PMR, Dokter Kecil, KWARDA (Scouts), Police • National Research and Academic Institution (i.e. ITB, LIPI, TDMRC, Coremap) • TA Providers (i.e. DRR Education Specialists, Curriculum Developers, Web Development, MIS) • TA Providers (i.e. Public Relations, Social Marketing, Polling and Public Surveys, MIS, Web Development)	
Output 5 : **Project is effectively and efficiently managed, monitored, evaluated, and audited.**	• Project staffs and technical expert is timely recruited and effectively managed • Procurement of goods and services is delivered • Financial reporting system is enhanced compliance with UNDP standards	5.1 Recruit Project staffs and technical expert and manage human resources 5.2 Procure required good and services 5.3 Conduct regular financial report 5.4 Conduct monitoring and reporting system	• UNDP for recruitment, procurement, management, supervision, monitoring and reporting	

Intended Outputs	Output Targets (3.5 Year Programme)	Indicative Activities	Responsible parties	Inputs
	• Effective monitoring and reporting system is implemented compliance with UNDP standards 6. Project Lesson Learnt and best practice are shared	5.5 Conduct lesson learn workshop for each project outputs		

Part II – Logical Framework

Objectives	Verifiable indicators	Means of Verification	Assumptions/Risks
MDF Outcome 3: **Improved quality of governance and public service in Nanggroe Aceh Darussalam** ***Development Outcome:*** **Sustainable development and resilient communities promoted in the most hazard prone regions of Aceh Province by establishing a strong institutional basis for disaster risk reduction and mitigation integrated in local level community development and a gender sensitive 'Culture of Safety' established at all levels of Acehnese society.** ***Purpose:*** **To make disaster risk reduction a normal part of the local level development process established in core functions of Aceh's local government agencies, its public and private partners, local communities and families with due regard for the different capacities, needs, and vulnerabilities of the population (i.e. men and women, the elderly, children, etc).**			
Immediate Objective 1: Local Government Agencies of Aceh apply knowledge of development/disaster linkages and incorporate DRR, mitigation and preparedness in local community planning processes, development, disaster recovery and reconstruction throughout Aceh.			
Output 1: **An institutional arrangement and an enabling environment are established to facilitate the participatory and concerted implementation of DRR measures** ***Output Targets:*** • Roles and responsibilities is clarified • Mechanisms for Coordination it set up • DRR policies, legislation and regulations are prepared and Implemented • Local communities to plan and implement activities is empowered	***Output Indicators:*** • Number of local government agencies, other organization roles, responsibilities and interrelationships redefined with DRR components • Number of coordination meeting organised to coordinate DRR activities among DRR key players • Number of Preparedness Planning, Standard Operating Procedures and emergency drill are in place, exercised and regularly updated • Percentage of all local government agencies that have and practice their own preparedness plan and evacuations • Extent that local government DRR *Qanun* for BPBD establishment and operation and Local Action Plan (LAP-DRR) are in place • Extend that LAP-DRR is used as tool by	• Records of mapping database of DRR players in Aceh and institutional framework • Record on coordination meeting and attendance list of participants • Record on regularly updated Preparedness Planning and Emergency Coordination SOP and Drills • BPBD establishment and operational *qanun* & LAP documents • APBA document indicating certain amount of budget allocation for mitigation • Strategic Planning of Provincial Government (RENSTRA) document reflecting LAP-DRR • Annual records & minutes of LAP-DRR forums • Annual records & minutes of Musrenbang, RPJM and APBA meeting	• Current decentralization process continues & results in transfer of responsibility & resources for local level community development and service delivery • Sustained political commitment to long-term DRR from Aceh public and newly elected government leaders • Continued strong political will to reform local government agencies with low capacity • Gender equality socialized at the community level through existing mechanism including traditional organizations at local level • Local government agencies accept changed modes of operation due to DRR • Internal and external governmental

local government to develop Strategic Planning of Provincial Government (RENSTRA)

- Percentage of Local government development budget is allocated (APBA) for mitigation
- Number of local government & gender sensitive community level CBO partnerships for DRR coordination
- Effectiveness of local government disaster response and recovery operations in partnership with CBOs
- Number involvement of women and or women's organization in planning development process increased and play leader roles

- DRR partnership agreements between local government agencies and CBOs
- Surveys of future disaster affected community members on effectiveness of local government response and recovery assistance

institutional relationships can be identified and established

- Complex development, DRR and mitigation concepts can be converted into training programmes include gender that development decision makers can readily understand and apply
- UNDP able to deliver required technical expertise, advice, workshops, etc. to support needed government actions to achieve project outputs
- Acknowledgement of the society to involve women in planning development process

Output 2:

Permanent Local Government systems established to support, respond to and fund community based initiatives on DRR, Preparedness, Mitigation and indigenous EWSs in partnership with local CBOs in Aceh

Output Targets:

- Gender sensitive Guidelines for a CBDRR approach suitable for Aceh is prepared
- A Core Group of CBDRR Facilitators established and trained
- Community Based Risk Assessments is conducted
- DRR plans and initiatives are designed and implemented

Output Indicators:

- Number of CBDRR projects surveyed and developed guideline
- Number of gender sensitive modules for CBDRR facilitators developed
- Number of training for CBDRR facilitators implemented with balanced number of male and female participants
- Number of Gender Sensitive community based risk assessment based on HVCA methodology implemented
- Number of Community based EWS identified and explored
- Number of community based EWS linked to local government systems and SOPs
- Number of community based risk assessments with mitigation and preparedness needs identified
- Number of local community level

- Survey of extent & range of documents on CBDRR good practices and refining into CBDRR practical guideline
- Record on CBDRR facilitators training modules
- Record on CBDRR facilitators training in cooperation with Red Cross/Red Crescent agencies
- Community based risk assessment documents facilitated by trained facilitators in cooperation with local CBOs
- Community based EWS written documents by train facilitators
- Local government multi-hazard SOP documents that show links with community level early warning, evacuation and preparedness plans
- Community based mitigation and preparedness documents facilitated by trained

- Sustained national and local government interest in and commitment with gender consideration to long-term risk-reduction programming
- Local government, CSOs, academic institutions including women's organisation, public & private sector organizations willing collaborate to provide, share & use public domain DRR information databases and information resources
- Increased donor interest in and funding of disaster risk reduction (especially mitigation) programs rather than current relief, recovery and preparedness focus
- CBDRR (or CBDRM) is an approach that can be sustained and supported over the long-term by communities and local governments without outside support
- UNDP able to deliver required technical

- CBDRR Outputs with Planning and Budgeting Systems are integrated into local government development planning

development projects that include DRR (esp. mitigation) components

- Increased percentage of CBO facilitated community identified mitigation measures funded by local government in local communities

facilitators in cooperation with Local CBOs

- Local government and CBO budget & project documents records of local community level development projects that include DRR (esp. mitigation) components

expertise, advice, workshops, etc. to support needed government actions to enable them to support CBDRR

Immediate Objective 2: TDMRC-UNSYIAH strengthened and integrated in Aceh's DRR processes as key provincial provider of DRR products, services and knowledge (multi-hazard risk assessments, maps, analysis and DRR methodologies) for Local Government Agencies and other users of Aceh.

Output 3:

TDMRC-UNSYIAH strengthened to provide science-based information, service and knowledge assistance to the local government and other DRR proponents in implementing their DRR activities.

Output Targets:

- A Five Year Strategic Development Plan are developed and implemented
- Capacity to Provide Information Services is built
- Capacity to Provide Technical Assistance Services is built
- Capacity to Provide Training and Capacity Building Services is built
- Capacity to Support Academic Programmes is built

Output Indicators:

- Extent to which TDMRC is established, appropriately staffed with sufficient women representative and achieving its institutional mission, vision, goal and objective statements
- Percentage of total required long-term, core financial revenues needed by TDMRC contributed by local government and project income outside UNDP sources
- Extent to which TDMRC disaster risk information on the DRMIS is openly available to and used by public/private partner/users
- Extent to which TDMRC is identifying & meeting the needs of its DRMIS potential users
- Number and quality of TDMRC hazard, vulnerability and capacity assessment and analysis being used for development decision-making throughout Aceh
- Number of the geographical coverage of natural hazard maps and analysis for high risk areas of Aceh at TDMRC (either prepared by TDMRC or others) being used for development decision making throughout Aceh

- TDMRC's institutional plan and financial plan; TDMRC account and bookkeeping records
- TDMRC's DRR support agreements with Local Government Agencies, Red Cross/Red Crescent Societies, NGOs.
- TDMRC's own internal self-monitoring and evaluation programme
- Surveys of TDMRC user satisfaction with quality and usefulness of TDMRC services and products
- Hazard, risk and vulnerability assessments, maps & analysis of Aceh communities (electronic or hard copies)
- Peer reviews of TDMRC DRR methodologies for producing risk assessments, maps and analysis
- TDMRC DRR project and grant agreements
- TDMRC management and project tracking documents
- Codes and guideline documents on disaster resistant buildings and infrastructure

- Needed institutional relationships can be identified, clarified and established
- Appropriate, cost effective technical assistance to build the current low capacity of TDMRC can be effectively applied
- Increased donor interest in and funding of disaster risk reduction projects rather than current relief and recovery focus
- UNDP able to deliver required technical expertise, advice, workshops, conferences, training, etc. needed by TDMRC to produce DRR services and products needed by Aceh
- Need high commitment on gender equality and its implementation gender mainstreaming strategies

- Number of sector specific risk assessment for infrastructure and critical public building being used for development decision making throughout Aceh.
- Number of Disaster Risk Assessment methodology being used for development decision making throughout Aceh
- Number of training, curricula, instruction material for DRR being used for DRR practitioner
- Percentage of DRR modules that are part of required local government courses with gender awareness
- Number of local government officials applying DRR training principals in implementing local development planning
- Number of new or existing houses, schools, health or government facilities built or strengthened to resist disasters based on locally enacted guidelines
- Number of TDMRC certified & trained development planners, professionals and decision makers effectively applying their DRR skills
- Number of externally funded basic DRR research programmes at UNSYIAH working through TDMRC and with collaboration of international and national partners
- Number and quality of TDMRC applied research projects that lead to permanent DRR processes in Aceh
- Number and quality of academically
- Records of code or guideline enforcement or application in construction of buildings or infrastructure
- Records of local government supported programmes on disaster resistant construction or strengthening of new or existing buildings and infrastructure
- TDMRC training certificates and learning objective based adult training course syllabuses
- Professional development DRR curricula module documents for local government officials
- Surveys of government officials using newly acquired DRR skills in their jobs
- Training course evaluations and peer reviews
- Surveys of TDMRC training participants
- Agreements with other national & intl. DRR training, learning and academic institutions on certification of training courses leading to academic qualifications
- TDMRC DRR applied research papers
- UNSYIAH DRR national and international basic research partnership agreements
- UNSYIAH academic course syllabus's revised with DRR modules
- National/International accreditation of UNSYIAH DRR courses or in other academic areas with DRR modules

accredited TDMRC DRR training and professional continued education programmes

- Number of UNSYIAH DRR core courses established for joint use by all academic units
- Number and quality of UNSYIAH Academic Programmes with integrated DRR components
- Survey of extent & range of documents on the process of establishing TDMRC that have been produced, available & used by other universities and institutions to establish DRR centres

Immediate Objective 3: A 'Culture of Safety' and 'Disaster Mitigation Know-How' established among the people and institutions of Aceh, through on-going DRR Public Awareness programmes and by making DRR a part of all existing Teaching and Education Courses and Curricula.

Output 4:

DRR public awareness programmes implemented to promote internalization of a gender sensitive "Culture of Safety" among the people and institutions of Aceh

Output Targets:

- Support to the Public Awareness Coordinating Committee is provided
- A strategy for raising awareness and improving understanding is prepared
- Partner institutions including education authorities is identified
- Public awareness programmes is designed and implemented

Output Indicators:

- Existence partner institution and its strategies to implement public awareness program and to establish Public Awareness Coordination Committee (PACC) with female members
- Extend to which PACC is working and to develop data base of PA players
- Number and effectiveness of provincial and local level public awareness strategies with consistent sets of Aceh friendly change initiating messages
- Number and quality good practices of PA implementation based on baseline survey of public understanding and media/resources preference considering the vulnerable group needs
- Existence partner institution and its strategies to implement Education Programmes
- Number of education, community, media, private sector DRR awareness partnerships formed with local
- Record on PACC regular meeting and data base of Public awareness players
- Survey on existing public awareness material
- Before-and-after surveys of Acehnese public awareness and understanding of disaster risk reduction and media/resources preference
- Survey of range of print, radio and television DRR public awareness products in Aceh produced, available and that positively influence those who need them
- Pre-school, primary, secondary and high school education curricula, course syllabus and DRR module documents
- Survey of extent to which local government public and private partners support DRR public awareness programmes
- Survey of extent to which DRR modules integrated into existing curricula and numerous topic in each
- Complex development, DRR and mitigation concepts can be converted into information that the public can understand
- Local government lead agency has capacity to develop and implement broad public awareness policy and resulting understandable DRR public awareness programs
- DRR curricula and teaching modules for existing curricula actually teach how to take actions to reduce disaster risks and are not just hazard based science courses
- UNDP able to deliver required technical expertise, advice, advocacy, workshops, conferences, training, etc. needed by local government lead agencies to produce Public Awareness Programmes needed by Aceh
- UNDP able to deliver required technical expertise, advice, training, etc. needed by Aceh Education Department to develop and put in place DRR curricula and teaching modules needed in Aceh

	government that are operational and effectively changing attitudes • Number and effectiveness of primary, secondary and high schools with DRR modules integrated into existing curricula and numerous topics in each grade • Number of topics per grade that have DRR modules that teach "How To Reduce Disaster Risk" practices for home, families, schools and communities	grade • Survey of extent to which DRR module per grade that taught " how to reduce disaster risk" practices for home families, schools and communities	
Immediate Objectives 1, 2 and 3: DRR-A Project is efficiently and timely implemented through provincial government partners with defined and standardized monitoring and evaluation system and sufficiently supported by UNDP.			
Output 5: **Project is effectively and efficiently managed, monitored, evaluated, and audited.** ***Output Targets:*** • Project staffs and technical expert is timely recruited and effectively managed • Procurement of goods and services is delivered • Financial reporting system is enhanced compliance with UNDP standards • Effective monitoring and reporting system is implemented compliance with UNDP standards • Project Lesson Learnt and best practice are shared	• Extend to which the PMU is staffed and working to achieve its deliverable in timely manner • Extend to which PMU meet the required procedures and system for good and service procurement • Extend to which PMU meet financial reporting system compliance with UNDP standards • Regular monitoring and evaluation system • Bad and good practices are documented and shared at provincial and national level	• Project implementation report on regular basis including interim report • Procurement of goods and services records (LoA and contracts) • Regular Financial report documents • Project monitoring and evaluation report documents • Lesson learnt and good practices refining workshops documents	• PMU is established and operational • Local Government designate and appoint National Project Director to guide and supervise PMU in line with its institutional policies and regulation • UNDP able to deliver required technical expertise, advice, workshops, conferences, training, etc. needed by PMU • UNDP Project Office and Country Office able to provide project assurance support

Section III – Risk Log

ID	Type	Date Identified / Author	Description	Comments	Status	Status Change Date	Owner
1	Financial	Project Formulation	Misappropriation or misuse of project funds.	Rigorous monitoring of DRR-A support, with emphasis on field validation of outputs, beneficiary interviews and surveys, and review of financial expenditure. Measures such as independent, third party monitoring like CSOs as "watch-dogs" of effectiveness at local level will be used to mitigate corruption risks.	To be factored into design and implementation of monitoring systems.	N/A	National Project Director
2	Organizational	Project Formulation	Capacity of project implementing partners hinders speed or quality of programme implementation.	Work closely with recruitment process and development of TORs for staff. Mentor staff, and ensure knowledge transfer from all experts and learning from all activities. Regular appraisal of provincial DRR body and its performance. Consultancy and technical assistance. Partnerships with Civil Society and Private Sector.	To be factored into programme formulation.	N/A	National Project Director
3	Organizational	Project Formulation	Uncertain institutional landscape, including roles and responsibilities of agencies and various administrative levels in DRR.	Secure project ownership by both the Provincial and district governments. Assist with definition of roles and responsibilities through the process. Contribute to the development of legal and regulatory frameworks.	To be factored into programme formulation.	N/A	National Project Director
4	Institutional	Project Formulation	Lack of visibility of DRR and political ownership leading to insufficient support of the project	Targeted advocacy (senior decision-makers at provincial and District level. Promote necessity of complying with new Disaster Management law (24/2007) Promote linkage of Aceh province closely with Hyogo Framework implementation.	To be factored into programme formulation.	N/A	National Project Director
5	Organizational	Project Formulation	Insufficient consultation with and integration of non-governmental, private sectors and local stake-holders into project activities	Set up inclusive institutional architecture (Steering Committee and Working Groups). Create downward accountability mechanisms through CSO involvement and targeted activities (public hearings, performance reviews, etc.). Initiate activities at local level (studies,	To be factored into programme formulation and monitored by programme management and	N/A	National Project Director

				assessments and planning exercises) to inform strategy and policy design at national level.	board.		
6	Organisational	Project Formulation	Resistance to changes required to establish disaster risk reduction approaches or to fundamental principles embodied in disaster risk reduction.	Need to ensure initially that potential partners are fully supportive institutionally to the proposed changes or that if alternatives do not exist (as in the case of ministries) adequate arrangements are made to factor in need for awareness raising, technical assistance and/or training for institutional partners.	To be factored into programme formulation and monitored by programme management and board.	N/A	National Project Director
7	Financial	Project Formulation	Limited resources for implementation of DRR plans	Map government, private sector, CSO and donor resources currently dedicated to DRR initiatives. Align donors and multi-lateral/ bi-lateral agencies. Build upon already existing development and poverty reduction processes and initiatives and integrate DRR aspects into these. Provide seed funding and help with fund-raising.	To be factored into programme formulation and monitored by project management board.	N/A	Project Management **B**oard
8	Institutional	Project Formulation	Personnel capacity of the newly established Tsunami and Disaster Mitigation Research Centre is insufficient at the start of the project	Provide coordinator for the development. Link with accredited organizations. Identify the Centre's strengths and weaknesses.	To be factored into programme formulation.	N/A	National Project Director
9	Operational	Project Formulation	Application of innovative spatial planning and geo-hazard maps is below expectation	Result dissemination and consultation with users is a key element of the project; from early on in the project the absorption capacity for spatial planning concepts and geo-hazard information will be supported and closely monitored. Collaboration with other (ongoing) projects creates synergies.	To be factored into programme formulation.	N/A	National Project Director
10	Political	Project Formulation	After programme provides technical and general support to identify development related investments to reduce disaster risks, financial resources are not made available from normal development budgets.	Need to establish partnerships with range of financial institutions willing to provide resources for actual risk reduction measures identified to be incorporated in the development process identified as a result of the programme activities. Need to identify potential funding sources.	To be factored into programme formulation and monitored by programme management and board.	N/A	National Project Director

DRR-A Operational Risk Management

Benchmark	***Risk***	***Risk Assessment*** *1=low 3=high*	***Tentative Risk Reduction Measures***
1. BPBD	*Not Established* *(Key Link 1.6 & 1.7)*	*1*	*Close monitoring of BPBD establishment process; Work with government at local or national levels (through SC-DRR) to resolve barriers; Work with existing SATKORLAK*
2. Provincial DM Guidelines	*Not put in place*	*1*	*Monitor BNPB guideline preparation process; Support delivery and establishment of guidelines (through SC-DRR);*
3. District Level Government CBDRR Capacity	*Low capacity or unwillingness to support and fund CBDRR* *(Key Link 2.5) (Other Links 1.1, 1.2, 1.9, 2.9 & 2.10)*	*3*	*Monitor district agencies capacity development process and select most capable agencies for pilots; Work through Office of Governor to ensure compliance; Use public awareness programs to build community level public expectations for DRR support from district agencies*
4. Overlap of programme activities with other DRR programmes	*Duplication* *(Key Link 1.7) (Other Links 1.1, 1.2, 1.3 & 1.5)*	*2*	*Programme design to focus on underlying development patterns in government led development process that current programmes are not linked to; Close monitoring and tracking of Provincial level DRR Platform (stakeholder forum) and Local Action Plan on DRR (LAP-DRR) establishment process; Work with other agencies through existing DRR committee and convergence DRR programme tracking process*
5. Government's political commitment and funding of DRR	*Reduced DRR political will and funding support* *(Key Link 2.5) (Other Links 3.5 & 3.10)*	*3*	*Ensure political DRR commitment and DRR funding initially in writing; Monitor closely DRR commitment and process of establishing GOI DRR budgets (at both national, provincial and district levels); Use public awareness programs to build public expectations for DRR support from provincial and district government agencies*
6. TDMRC Capacity to deliver DRR services	*Unable to deliver needed DRR assessments and services* *(Key Links 3.1 & 3.17) (Other Links 3.7, 3.11, 3.12 & 3.14)*	*2*	*Monitor capacity development process working closely in close coordination with various levels of TDMRC Management starting with TDMRC management itself, UNSIAH Governance, Governors Council and then Office of Governor; Establish TDMRC ties to other strong academic DRR centers that can support TDMRC capacity building and DRR service delivery; Identify alternative agencies and organizations that can deliver required DRR services and make alternate arrangements for them to deliver if required*
7. New DRR Curricula	*Does not adequately inform students how to protect*	*2*	*Carefully monitor assessment of public understanding of DRR and practical approaches to protect themselves; Carefully assess the gap between current DRR understanding and what is not*

Benchmark	***Risk***	***Risk Assessment*** *1=low 3=high*	***Tentative Risk Reduction Measures***
	themselves from future disasters *(Key Links 4.7 & 4.11)*		*being taught in school and determine key long-term social and cultural motivators that will stay with students long into the future; Develop curricula to fill this gap; provide training and capacity building support to ensure educational programmes have skills and capacity required.*
8. Provincial Agency Capacity to Manage Public Awareness Programme	*Capacity cannot be built enough to achieve project outputs (Key Links 4.1, 4.5 & 4.10)*	*2*	*Monitor closely the capacity development of the DISHUBINFOKOMTEL and determine early if it will be able to contribute to Public Awareness programme; Establish Public Awareness Coordinating Committee and develop with Office of Governor an alternative approach to delivery of Public Awareness Programme if needed*

Section IV – Total workplan and budget

(ProDoc and Atlas budget for the DRR-A three and a half - 3 ½ - year programme)

Project ID	Expected Output	Activ. ID	Deliverable / Activity Description	Y1	Y2	Y3	Y4	R.Pty	Fund	Donor	Acct	Description	USD Amount
TBD	**An Institutional arrangement and an enabling environment are established to facilitate the participatory and concerted implementation of DRR measures**	**1.1**	Clarify Roles and responsibilities	X	X	X	x	GOI	30000	MDTF	71300	Local Consultants	35,000
								UNDP	30000	MDTF	71400	Contractual Services-Individual	32,000
								GOI	30000	MDTF	71600	Travel	25,100
								GOI	30000	MDTF	72100	Contractual Services-Companies	30,000
								GOI	30000	MDTF	72400	Communications and audio visual equipments	10,000
								GOI	30000	MDTF	72600	Grants to Institutions	35,000
								GOI	30000	MDTF	74200	Audio Visual & Print Prod Costs	20,000
								UNDP	30000	MDTF	74500	Miscellaneous Expenses	10,000
												TOTAL	**197,100**
		1.2	Set up Mechanism for Coordination	X	X	X	x	GOI	30000	MDTF	71300	Local Consultants	30,000
								UNDP	30000	MDTF	71400	Contractual Services-Individual	32,000
								GOI	30000	MDTF	71600	Travel	20,000
								GOI	30000	MDTF	72100	Contractual Services-Companies	20,000
								GOI	30000	MDTF	72600	Grants to Institutions	40,000
								UNDP	30000	MDTF	74200	Audio Visual & Print Prod Costs	20,000
								UNDP	30000	MDTF	74500	Miscellaneous Expenses	10,000
												TOTAL	**172,000**
		1.3	Prepare and implement DRR Policies, legislation and regulations	X	X	X	x	UNDP	30000	MDTF	71100	ALD Employee Cost	50,000
								GOI	30000	MDTF	71300	Local Consultants	40,000
								UNDP	30000	MDTF	71400	Contractual Services-Individual	32,100
								GOI	30000	MDTF	71600	Travel	38,000
								GoI	30000	MDTF	72600	Grants to Institutions	50,000
								UNDP	30000	MDTF	72100	Contractual Services-Companies	45,000
								GOI	30000	MDTF	74200	Audio Visual Print Prod Costs	25,000
								UNDP	30000	MDTF	74500	Miscellaneous Expenses	15,000
												TOTAL	**295,100**

Project ID	Expected Output	Activ. ID	Deliverable / Activity Description	Y1	Y2	Y3	Y4	R.Pty	Fund	Donor	Acct	Description	USD Amount
		1.4	Empower local communities to plan and implement activities	X	X	X	x						
								GOI	30000	MDTF	71300	Local Consultants	25,000
								UNDP	30000	MDTF	71400	Contractual Services-Individual	30,000
								GOI	30000	MDTF	71600	Travel	30,000
								GOI	30000	MDTF	72100	Contractual Services-Companies	25,000
								GOI	30000	MDTF	72600	Grants to Institutions	35,000
								UNDP	30000	MDTF	72600	Miscellaneous Expenses	9,810
												TOTAL	**154,810**
												SUB TOTAL	**819,010**
TBD	**Demonstrations project are implemented in selected locations to test and improve measures for reducing risk from natural disasters**	**2.1**	Prepare guidelines for CBDRR approach suitable for Aceh	X	X	X	x						
								GOI	30000	MDTF	71300	Local Consultants	15,000
								UNDP	30000	MDTF	71400	Contractual Services-Individual	13,000
								GOI	30000	MDTF	71600	Travel	15,000
								UNDP	30000	MDTF	72100	Contractual Services-Companies	22,000
								GOI	30000	MDTF	74200	Audio Visual Print Prod Costs	10,000
								UNDP	30000	MDTF	74500	Miscellaneous Expenses	15,000
												TOTAL	**90,000**
		2.2	Establish and Train a core group of CBDRR Facilitators	X	X	X	x						
								GOI	30000	MDTF	71300	Local Consultants	20,000
								UNDP	30000	MDTF	71400	Contractual Services-Individual	13,500
								GOI	30000	MDTF	71600	Travel	15,000
								GOI	30000	MDTF	72100	Contractual Services-Companies	20,000
								UNDP	30000	MDTF	74200	Audio Visual Print Prod Costs	12,500
								UNDP	30000	MDTF	74500	Miscellaneous Expenses	10,000
												TOTAL	**91,000**
		2.3	Conduct Community Based Risk Assessments		X	X	X						
								GOI	30000	MDTF	71300	Local Consultants	13,000
								UNDP	30000	MDTF	71400	Contractual Services-Individual	13,500
								GOI	30000	MDTF	71600	Travel	15,000
								GOI	30000	MDTF	72100	Contractual Services-Companies	22,000

Project ID	Expected Output	Activ. ID	Deliverable / Activity Description	Y1	Y2	Y3	Y4	R.Pty	Fund	Donor	Acct	Description	USD Amount
								UNDP	30000	MDTF	72500	Supplies	20,000
								UNDP	30000	MDTF	74500	Miscellaneous Expenses	9,000
												TOTAL	**92,500**
		2.4	Design and Implement DRR Plans and initiatives	X	X	X		UNDP	30000	MDTF	71300	Local Consultants	20,000
								UNDP	30000	MDTF	71400	Contractual Services-Individual	14,000
								UNDP	30000	MDTF	71600	Travel	18,000
								UNDP	30000	MDTF	72100	Contractual Services-Companies	20,000
								UNDP	30000	MDTF	74500	Miscellaneous Expenses	11,500
												TOTAL	**83,500**
		2.5	Integrate CBDRR Outputs with Planning Systems and Budget Support	X	X	X		UNDP	30000	MDTF	71100	ALD Employee Cost	28,000
								GOI	30000	MDTF	71300	Local Consultants	20,000
								UNDP	30000	MDTF	71400	Contractual Services-Individual	15,000
								UNDP	30000	MDTF	71600	Travel	10,000
								UNDP	30000	MDTF	72100	Contractual Services-Companies	15,000
								UNDP	30000	MDTF	74500	Miscellaneous Expenses	10,000
												TOTAL	**98,000**
												SUB TOTAL	**455,000**
TBD	**Strengthen TDMRC-UNSYIAH**	**3.1**	Develop and Implement a 5 Year TDMRC Strategic Institutional Development Plan	X	X	X		GOI	30000	MDTF	71300	Local Consultants	110,000
								UNDP	30000	MDTF	71400	Contractual Services-Individual	72,200
								GoI	30000	MDTF	71600	Travel	65,000
								UNDP	30000	MDTF	72100	Contractual Services-Companies	80,000
								GoI	30000	MDTF	72400	Communications and audio visual equipments	40,000
								GoI	30000	MDTF	72600	Grants	490,000
								UNDP	30000	MDTF	74500	Miscellaneous Expenses	15,000
												TOTAL	**872,200**
		3.2	Build Capacity to provide information services		X	X	X	GoI	30000	MDTF	71300	Local Consultants	75,000

Project ID	Expected Output	Activ. ID	Deliverable / Activity Description	Y1	Y2	Y3	Y4	R.Pty	Fund	Donor	Acct	Description	USD Amount
								UNDP	30000	MDTF	71400	Contractual Services-Individual	72,100
								GoI	30000	MDTF	71600	Travel	68,000
								GoI	30000	MDTF	72100	Contractual Services-Companies	900,000
								GoI	30000	MDTF	72400	Communications and audio visual equipments	50,000
								GoI	30000	MDTF	72600	Grants	175,000
								UNDP	30000	MDTF	72800	Information Technology Equipmt	125,000
								GoI	30000	MDTF	74500	Miscellaneous Expenses	24,775
												TOTAL	**1,489,875**
		3.3	Build Capacity to provide Technical Assistance Services	X	X	X	x	GOI	30000	MDTF	71300	Local Consultants	55,000
								UNDP	30000	MDTF	71400	Contractual Services-Individual	72,000
								GOI	30000	MDTF	71600	Travel	50,000
								GOI	30000	MDTF	72100	Contractual Services-Companies	1,200,000
								UNDP	30000	MDTF	73100	Rental and maintenance other equipment	150,000
								UNDP	30000	MDTF	74200	Audio Visual Print Prod Costs	45,000
								UNDP	30000	MDTF	74500	Miscellaneous Expenses	25,000
												TOTAL	**1,597,000**
		3.4	Build capacity to provide Training and Capacity Building services	X	X	X		GOI	30000	MDTF	71300	Local Consultants	55,900
								UNDP	30000	MDTF	71400	Contractual Services-Individual	72,100
								GOI	30000	MDTF	71600	Travel	45,500
								GOI	30000	MDTF	72100	Contractual Services-Companies	50,000
								GOI	30000	MDTF	73100	Rental and maintenance other equipment	50,000
								UNDP	30000	MDTF	74500	Miscellaneous Expenses	15,000
												TOTAL	**288,500**
		3.5	Build Capacity to support Academic Programmes	X	X	X		UNDP	30000	MDTF	71100	ALD Employee Cost	290,000
								GOI	30000	MDTF	71300	Local Consultants	50,000
								UNDP	30000	MDTF	71400	Contractual Services-Individual	72,200

Project ID	Expected Output	Activ. ID	Deliverable / Activity Description	Y1	Y2	Y3	Y4	R.Pty	Fund	Donor	Acct	Description	USD Amount
								GOI	30000	MDTF	71600	Travel	53,000
								GOI	30000	MDTF	72600	Grants	175,000
								UNDP	30000	MDTF	72100	Contractual Services-Companies	106,000
								UNDP	30000	MDTF	74200	Audio Visual & Print Prod Costs	50,000
								UNDP	30000	MDTF	74500	Miscellaneous Expenses	25,000
												TOTAL	**821,200**
													5,068,775
TBD	**Raised Public awareness on DRR risks and mitigation practices**	**4,1**	Establish Public Awareness Coordinating Committee	X	X	X		GoI	30000	MDTF	71300	Local Consultants	50,000
								UNDP	30000	MDTF	71400	Contractual Services-Individual	65,000
								UNDP	30000	MDTF	71600	Travel	75,000
								GoI	30000	MDTF	72100	Contractual Services-Companies	132,000
								UNDP	30000	MDTF	72800	Information Technology Equipmt	75,000
								GoI	30000	MDTF	74200	Audio Visual & Print Prod Costs	60,000
								GoI	30000	MDTF	72600	Grants	150,000
								UNDP	30000	MDTF	74500	Miscellaneous Expenses	25,000
												TOTAL	**632,000**
		4.2	Prepare strategy for raised public awareness on DRR Risk and mitigation practices	X	X	X		GOI	30000	MDTF	71300	Local Consultants	70,000
								UNDP	30000	MDTF	71400	Contractual Services-Individual	65,000
								GOI	30000	MDTF	71600	Travel	55,000
								GOI	30000	MDTF	72100	Contractual Services-Companies	100,000
								GoI	30000	MDTF	72600	Grants to Institutions	150,000
								UNDP	30000	MDTF	74200	Audio Visual & Print Prod Costs	80,000
								UNDP	30000	MDTF	74500	Miscellaneous Expenses	15,047
												TOTAL	**535,047**
		4.3	Identify partner institutions including education authorities	X	X	X		GOI	30000	MDTF	71300	Local Consultants	55,000
								UNDP	30000	MDTF	71400	Contractual Services-Individual	65,000

Project ID	Expected Output	Activ. ID	Deliverable / Activity Description	Y1	Y2	Y3	Y4	R.Pty	Fund	Donor	Acct	Description	USD Amount
								GOI	30000	MDTF	71600	Travel	45,000
								GOI	30000	MDTF	72100	Contractual Services-Companies	190,000
								GOI	30000	MDTF	72500	Supplies	55,000
								GoI	30000	MDTF	72600	Grants to Institutions	200,000
								UNDP	30000	MDTF	74500	Miscellaneous Expenses	18,000
												TOTAL	**628,000**
		4.4	Design and implement public awareness programmes	X	X	X		UNDP	30000	MDTF	71100	ALD Employee Cost	165,000
								UNDP	30000	MDTF	71400	Contractual Services-Individual	65,000
								UNDP	30000	MDTF	71300	Local Consultants	40,000
								UNDP	30000	MDTF	71600	Travel	35,000
								UNDP	30000	MDTF	72100	Contractual Services-Companies	119,000
								UNDP	30000	MDTF	74200	Audio Visual & Print Prod Costs	80,000
								UNDP	30000	MDTF	73100	Rental and maintenance premises	170,000
								UNDP	30000	MDTF	73100	Rental and maintenance other equipments transportation	150,000
								UNDP	30000	MDTF	74500	Miscellaneous Expenses	20,000
												TOTAL	**844,000**
												SUB TOTAL	**2,639,047**
												TOTAL PROGRAM BUDGET	**8,981,832**
TBD	**Project is effectively and efficiently managed, monitored, evaluated and audited**	**5.1**	Project is effectively and efficiently managed, monitored, evaluated and audited	X	X	X	X	UNDP	30000	MDTF	71400	Contractual services - Individual	325,368
								UNDP	30000	MDTF	71600	Travel	55,000
								UNDP	30000	MDTF	72100	Contractual Services-Companies	70,000
								UNDP	30000	MDTF	72500	Supplies	43,000
								UNDP	30000	MDTF	74500	Miscellaneous Expenses	98,700
								UNDP	30000	MDTF	75100	Facilities & Administration (GMS)	296,100
												TOTAL UNDP OPERATIONAL COST	**888,168**
												GRAND TOTAL BUDGET	**9,870,000**