“Moldova Disaster and Climate Risk Reduction Project”
Phase II

Atlas Award: 00076574
Atlas Project No: 00087884

Final Review, October 2016

Government of the Republic of Moldova
Civil Protection and Emergency Situations Service (CPESS)

United National Development Program (UNDP)

Stanislav Kim, UNDP IRH
Acknowledgements

I would like to thank all the staff and people connected with the “Moldova Disaster and Climate Risk Reduction Project” Phase II, who gave freely of their time and ideas to make the final review process a success. Special mention must be made of Ecaterina Melnicenco, the Project Manager, who gave me all her time, unwaveringly answered all the questions I threw at or emailed to her and was generous in her demonstrations of hospitality. Ecaterina was also responsible for setting up all the meetings and sharing with me all project related materials.

And finally, it is a pleasure to be welcomed by the UNDP CO staff and national counterparts and to saw the results of the dedication and enthusiasm that people had put into the work on disaster and climate risk reduction. I would like to offer them our thanks and wish them every success in their continuing endeavours.
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Executive Summary

The Final Review was carried out by the DRR specialist of UNDP IRH with a mission to Moldova between 3–7 October 2016. The Review took place in 3 months before the project was due to close on 31 December 2016. During the mission, the DRR specialist met and interviewed a large number of stakeholders including:
   i) members of the Project Steering Committee (PSC);
   ii) UNDP Moldova;
   iii) Project Team (PT) and project consultants;
   iv) representatives from Ministry of Agriculture, CPESS, and State Hydrometeo Service;
   v) representatives of local NGOs supported over the course of the project;
   vi) representative of regional PPRD project.

Overall conclusion of the review is that the project has made a significant contribution to strengthen national capacity and policies in the area of disaster and climate risk reduction. The approaches and implementation represent best practices and warrant replication and scaling-up.

<table>
<thead>
<tr>
<th>Item</th>
<th>Rating</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Project Results</td>
<td>Highly satisfactory (HS)</td>
<td>The project has achieved all of its major objectives and yielded satisfactory benefits, with no significant shortcomings.</td>
</tr>
<tr>
<td>Execution</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall quality of implementation &amp; execution</td>
<td>HS</td>
<td>The implementation may have taken a little time to become fully focused but with corrective measures, the implementation has been excellent.</td>
</tr>
<tr>
<td>Executing Agency Execution</td>
<td>HS</td>
<td>UNDP provided excellent support for the project. The implementation was NIM with direct payments by UNDP. In no way was this a barrier to project implementation; on the contrary, this was an efficient mechanism for implementation. The project was monitored by the UNDP-CO receiving useful support and feedback. The PT was trained in UNDP procurement and accounting processes.</td>
</tr>
<tr>
<td>M&amp;E</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall quality of M&amp;E</td>
<td>Satisfactory (S)</td>
<td>The M&amp;E overall quality appeared to be adequate, with satisfactory monitoring events in place.</td>
</tr>
<tr>
<td>M&amp;E design and Implementation</td>
<td>S</td>
<td>The M&amp;E design appeared to be adequate, with satisfactory monitoring events in place and it was an effective catalyst to effective project delivery. Also the support provided by the UNDP-CO was excellent.</td>
</tr>
<tr>
<td>Outcomes</td>
<td></td>
<td></td>
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<tr>
<td>Overall quality of project outcomes</td>
<td>HS</td>
<td>See Conclusions</td>
</tr>
<tr>
<td>Relevance</td>
<td>S</td>
<td>In general, the project kept a tight focus on the design in the project document and has delivered on the outcomes and outputs. The outcomes are very relevant and the contribution to the reduction of disaster and climate risks.</td>
</tr>
<tr>
<td>Effectiveness</td>
<td>Highly satisfactory (HS)</td>
<td>The project has been effective as the outcomes of the project were commensurate with the original objectives of the project. The project was designed such that the outcomes, outputs and indicators did not just measure the outputs and inputs; rather the focus was on outcomes and impacts. By achieving the outputs and outcomes, the project has been highly successful and there were no shortcomings to achieving its objectives.</td>
</tr>
<tr>
<td>Item</td>
<td>Rating</td>
<td>Comment</td>
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<tr>
<td>-------------------------------------------</td>
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<td>----------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Efficiency</td>
<td>S</td>
<td>The project was very cost effective in its delivery of the outcomes and outputs. On a day-to-day management level, the project used procurement modalities to ensure good value for money.</td>
</tr>
<tr>
<td><strong>Sustainability</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial resources</td>
<td>Moderately Likely (ML)</td>
<td>The government and specifically the CPESS is committed to continue implementation some of measures developed by the Project and financing them. In addition, cooperation with project “Climate Change Adaptation Planning Process in Moldova” and EC funded PPRD project will contribute to ensuring continuation of some of project initiated interventions.</td>
</tr>
<tr>
<td>Institutional Framework and governance</td>
<td>ML</td>
<td>While the institutions themselves are now resilient and robust, there is one challenge to institutional sustainability: this is the recruitment and retention of good quality staff. The project has made some headway to reduce this risk (through training) but the quality of the staff is relatively low and good staff still need to be attracted with additional trainings. Until the creation of competitive conditions to attract and retain staff, this risk will remain.</td>
</tr>
<tr>
<td>Acronyms and Abbreviations</td>
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<tr>
<td>-----------------------------</td>
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<tr>
<td>APR</td>
<td>Annual Progress Report</td>
<td></td>
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<tr>
<td>BCPR</td>
<td>Bureau for Crisis Prevention and Recovery</td>
<td></td>
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<tr>
<td>BPPS</td>
<td>Bureau for Policy and Programme Support</td>
<td></td>
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<tr>
<td>CBO</td>
<td>Community Based Organization</td>
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<tr>
<td>CC</td>
<td>Climate Change</td>
<td></td>
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<tr>
<td>CPESS</td>
<td>Civil Protection and Emergency Situations Service</td>
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<tr>
<td>CO</td>
<td>Country Office</td>
<td></td>
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<tr>
<td>DCRR</td>
<td>Disaster and Climate Risk Reduction</td>
<td></td>
</tr>
<tr>
<td>DRR</td>
<td>Disaster Risk Reduction</td>
<td></td>
</tr>
<tr>
<td>DRM</td>
<td>Disaster Risk Management</td>
<td></td>
</tr>
<tr>
<td>EA</td>
<td>Executing Agency</td>
<td></td>
</tr>
<tr>
<td>EC</td>
<td>European Commission</td>
<td></td>
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<tr>
<td>EU</td>
<td>European Union</td>
<td></td>
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<tr>
<td>EWS</td>
<td>Early Warning Solution</td>
<td></td>
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<tr>
<td>GCF</td>
<td>Green Climate Fund</td>
<td></td>
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<tr>
<td>GEF</td>
<td>Global Environmental Facility</td>
<td></td>
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<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
<td></td>
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<tr>
<td>IA</td>
<td>Implementing Agency</td>
<td></td>
</tr>
<tr>
<td>IFIs</td>
<td>International Financial Institutions</td>
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<tr>
<td>IRH</td>
<td>Istanbul Regional Hub</td>
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<tr>
<td>LLRM</td>
<td>Local Level Risk Management</td>
<td></td>
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<tr>
<td>LPA</td>
<td>Local Public Authorities</td>
<td></td>
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<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<tr>
<td>NDS</td>
<td>National Development Strategy</td>
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<td>NIM</td>
<td>National Implementation Modality</td>
<td></td>
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<tr>
<td>NGO</td>
<td>Non-governmental Organization</td>
<td></td>
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<tr>
<td>NDRMS</td>
<td>National Disaster Risk Management Strategy</td>
<td></td>
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<tr>
<td>PM</td>
<td>Project Manager</td>
<td></td>
</tr>
<tr>
<td>ProDoc</td>
<td>Project Document</td>
<td></td>
</tr>
<tr>
<td>PSC</td>
<td>Project Steering Committee</td>
<td></td>
</tr>
<tr>
<td>PPRD</td>
<td>EU funded programme for the Prevention, Preparedness and Response to natural and man-made disasters in the ENPI East Region</td>
<td></td>
</tr>
<tr>
<td>PT</td>
<td>Project Team</td>
<td></td>
</tr>
<tr>
<td>SWOT</td>
<td>Strengths, Weaknesses, Opportunities, and Threats</td>
<td></td>
</tr>
<tr>
<td>ToR</td>
<td>Terms of Reference</td>
<td></td>
</tr>
<tr>
<td>ToT</td>
<td>Training of Trainers</td>
<td></td>
</tr>
<tr>
<td>TRAC</td>
<td>Target for Resource Assignment from the Core</td>
<td></td>
</tr>
<tr>
<td>UNCT</td>
<td>United Nations Country Team</td>
<td></td>
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<tr>
<td>UNICEF</td>
<td>United Nations Children’s Fund</td>
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<tr>
<td>UNISDR</td>
<td>United Nations Office for Disaster Risk Reduction</td>
<td></td>
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<tr>
<td>UNDP</td>
<td>United Nations Development Program</td>
<td></td>
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<tr>
<td>USAID</td>
<td>United States Agency for International Development</td>
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<tr>
<td>USD</td>
<td>United States Dollar</td>
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</table>
1. Introduction

The Final Review of the “Moldova Disaster and Climate Risk Reduction Project” Phase II was carried out according to the UNDP Monitoring and Evaluation Policy. Thus, it was conducted with the aim of providing a systematic and comprehensive review of the performance of the project by assessing its design, processes of implementation, achievement relative to its objectives. Under this overarching aim, its objectives were i) to promote accountability and transparency for the achievement of project objectives through the assessment of results, effectiveness, efficiency, relevance, sustainability and impact of the partners involved in the project, and ii) to promote learning, feedback and knowledge sharing on the results and lessons learned from the project and its partners as a basis for decision-making on policies, strategies, programme management and projects, and to improve knowledge and performance. As such, this Final Review was initiated by UNDP Moldova for “Moldova Disaster and Climate Risk Reduction Project” Phase II to determine its success in relation to its stated objectives and to understand the lessons learned through the implementation of the project.

The Final Review was conducted by the UNDP IRH DRR specialist, who was independent of the policy-making process, and the direct delivery and management of the assistance to the project. Also he wasn’t involved in the design, implementation and/or supervision of the project.

The Final Review was carried out over a period of 10 working days in September - October 2016, three months before the project was due to close (on 31 December 2016).

1.1 Approach and methodology

The approach for the Final Review was determined by the Terms of Reference (TOR, see Annex I). The TOR was followed closely but the review has focused on assessing: i) the concept and design of the project, ii) its implementation in terms of quality and timeliness of inputs, financial planning, and monitoring and evaluation, iii) the efficiency, effectiveness and relevance of the activities that were carried out, iv) whether the desired (and other undesirable but not intended) outcomes and objectives were achieved, v) the likelihood of sustainability of the results of the project, and vi) the involvement of stakeholders in the project’s processes and activities.

The Final Review included a thorough review of the project documents and other outputs, documents, monitoring reports, Annual Project Reports (APR), relevant correspondence and other project related material produced by the project staff or their partners. The review assessed whether a number of recommendations that had been made following support visits from members of the DRR team of UNDP’s IRH had been implemented and to ascertain the explanations if they had not been.

The Final Review also included a mission to Moldova between 3 – 7 October 2016. The review process during the mission followed a participatory approach and included a series of structured and unstructured interviews, both individually and in small groups. Site visits were also conducted i) to validate the reports and indicators, ii) to examine, in particular, any infrastructure development and equipment procured, iii) to consult with local authorities or government representatives and local communities, and iv) to assess data that may be held only locally. The reviewer worked with the staff of the Project Team (PT) and particularly with the Project Manager (PM) throughout the review. Special attention was paid to listening to the stakeholders’ views and the confidentiality of all interviews was stressed. Whenever possible, the information was crosschecked among the various sources. A full list of people consulted over the course of the mission is given in Annex III.

According to the M&E policy, the relevant areas of the project were reviewed according to the performance criteria (Table 1).

Table 1. The ratings that were assigned to the various aspects of the project.

<table>
<thead>
<tr>
<th>Rating</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly satisfactory (HS)</td>
<td>The aspect had no shortcomings in the achievement of its objectives in terms of relevance, effectiveness and efficiency</td>
</tr>
</tbody>
</table>
Satisfactory (S) | The aspect had minor shortcomings in the achievement of its objectives in terms of relevance, effectiveness and efficiency

Moderately Satisfactory (MS) | The aspect had moderate shortcomings in the achievement of its objectives in terms of relevance, effectiveness and efficiency

Moderately Unsatisfactory (MU) | The aspect had significant shortcomings in the achievement of its objectives in terms of relevance, effectiveness and efficiency

Unsatisfactory (U) | The aspect had major shortcomings in the achievement of its objectives in terms of relevance, effectiveness and efficiency

Highly Unsatisfactory (HU) | The aspect had severe shortcomings in the achievement of its objectives in terms of relevance, effectiveness and efficiency

There were no aspects of the project that were deemed Not Applicable (N/A) or Unable to Assess (U/A).

In a similar way, the sustainability of the project’s interventions and achievements were examined using the relevant ratings (Table 2).

**Table 2. The ratings that were assigned to the different dimensions of sustainability of the interventions and achievements of the project.**

<table>
<thead>
<tr>
<th>Rating</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Likely (L)</td>
<td>Negligible risks to sustainability, with key outcomes expected to continue into the foreseeable future</td>
</tr>
<tr>
<td>Moderately Likely (ML)</td>
<td>Moderate risks, but expectations that at least some outcomes will be sustained</td>
</tr>
<tr>
<td>Moderately Unlikely (MU)</td>
<td>Substantial risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on</td>
</tr>
<tr>
<td>Unlikely (U)</td>
<td>Severe risk that project outcomes as well as key outputs will not be sustained</td>
</tr>
<tr>
<td>Highly Unlikely (HU)</td>
<td>Expectation that few if any outputs or activities will continue after project closure</td>
</tr>
</tbody>
</table>

A summary of the results of the review was given to the CO programme staff at the end of the mission to Moldova, and the debriefing was also held.

The Final Review was carried out with a number of audiences in mind, including: i) the CPESS – that has the mandate for the disaster policy development and implementation  ii) the UNDP-CO – for two primary reasons – first, as an assessment of how their overall strategy for making gains in the CC and DRR sector in Moldova is progressing and, second, to make recommendations for the areas in which they may need to focus in the other projects (Like project “Climate Change Adaptation Planning Process in Moldova”) that complement the “Moldova Disaster and Climate Risk Reduction Project” Phase II project and which continue to be implemented. It is also hoped that some of the lessons learned and recommendations will be useful i) for other development programmes in Moldova and ii) for other projects in Moldova that are both still being implemented, those that are currently being developed and those that shall be developed in the future.

The report follows the structure of Final Review agreed with the CO. As such, it first deals with a description of the project and the development context in Moldova, it then deals with the Findings of the review. The report then draws together the Conclusions, Recommendations and Lessons from the project.
2. Project Description and Development Context

The Project Document provides a concise and coherent summary of the project’s design history and associated rationale:

“With support from UNDP in the initial phase of the programme, the orientation of CPESS and other DRR stakeholders began to broaden to include not only disaster response, but also disaster prevention and climate risk management. With the National Disaster Risk Management Strategy (NDRMS) soon to be in place and innovative LLRM approaches developed, together with advocacy and training, a foundation has been laid for a comprehensive approach to DRR. It remains to develop disaster prevention and recovery capacities, raise awareness of the general population and policy- and decision makers and level of knowledge of practitioners, and demonstrate and upscale LLRM approaches to build the next part of the edifice.

The project is result of consultation with national partners and will involve a wide range of them, including Moldova Civil Protection and Emergency Situation Service under the Ministry of Interior (CPESS), the State Hydrometeorological Service subordinated to the Ministry of Environment, the Crisis Medicine Center of the Ministry of Health and the Ministry of Education as well as CBOs, NGOs, LPAs. Consultations were conducted during and subsequent to a national level DRR Capacity Assessment undertaken by BCPR in June 2012. The most significant gaps and needs are in the areas of coordination among agencies; mandates for prevention, preparedness, and response; risk assessment and its application; local level disaster risk management, and gender.”

2.1 Baseline for UNDP Intervention

Since 2007 UNDP has been instrumental in assisting the national and local stakeholders in disaster response and increasing the resilience of communities at the local level, while capacitating the national and local governments to adopt a holistic approach to disaster and climate risk reduction. Some of the more prominent actions include the following:

- The Moldova UN Country Team (UNCT) led a major intervention in 2007 to deliver humanitarian aid to the population mobilizing TRAC 3.2 resources into a $10 million disaster response and recovery project. To sustain the livelihood of the most affected, emergency support reached 530,000 people (including in Transnistria). During that process, the UN role in coordinating the donors’ assistance in the case of disasters proved to be critical as the UNCT Moldova played key role in mobilizing and delivering the emergency assistance, which was designed to reduce vulnerability and improve adaptive capacity to climate variability and change.

- In 2008 UNCT led a response to flooding that damaged 500 homes and impacted 20 settlements near the rivers, displacing as many as 10,000 people. UNICEF provided cash for education for children to families affected by floods in 2008, and assisted the Government in the renovation of the school buildings affected, while UNDP implemented a number of labour intensive civil works projects, rehabilitating critical infrastructure and facilities in the most affected communities.

- In response to record floods in 2010 (affecting affected 85 communities in 16 districts) and drought in 2012 (affecting most of the country), UNDP Moldova conducted recovery assessments (launching a Post-Disaster Needs Assessment with World Bank in 2010) and supported the government and UNCT in coordinating response actions.

As a follow-up to response and recovery activities, UNDP Moldova with support from the Bureau of Crisis Prevention and Recovery (BCPR) developed the Disaster and Climate Risk Reduction Programme (2010 – 2013, funded by BCPR and the Government of Austria). The project accomplished the following:

- Assessed the current legal and institutional set up and capacity gaps in the area of disaster risk management.

- Strengthened the overall enabling environment through the elaboration of a National Disaster Risk Management Strategy (NDRMS; pending official approval) and facilitation of UNCT and other coordination mechanisms, including advocacy for a National Platform for DRR.

- Set forth a methodology and toolkit for implementing disaster and climate risk management and piloted innovative disaster prevention/climate adaptation measures at the community level.
- Developed capacity and advocated for comprehensive DRR, including disaster prevention at the national and local levels.
- Is establishing a National Disaster Observatory, which will contribute to better information management, as well as decision making at all levels.
- Significantly enhanced the understanding of modern approaches to Disaster Risk Management, focusing on prevention rather than response, of key national institutions, incl. the Civil Protection and Emergency Situations Service

UNDP has provided significant support to climate change adaptation in Moldova. Key actions include the following:

- Provision of support to the development of the *First National Communication of the Republic of Moldova under the United Nations Framework Convention on Climate Change*.  
- Under UNDP auspices, the National Human Development for 2009-10 was created on Climate Change in Moldova: Socio-Economic Impact and Policy Options for Adaptation. The report suggests that Moldova develop a comprehensive National Climate Change Adaptation Programme to oversee overall and sector adaptation strategies.
- Support for the development of the National Climate Change Adaptation Strategy (awaiting Government approval), establishing a strong enabling environment and a coherent and effective climate change adaptation process to take place across sectors

The Government of Moldova has fully embraced the need to promote an agenda that would enable the country to become more resilient in the face of future disaster-related shocks. Key strategies and concepts are listed below:

- At the end of 2007, the Government approved a strategy for the development of the agricultural sector, which recognizes the vulnerability of agriculture in Moldova to drought and other climate related hazards, particularly its technical ability to cope with weather related shocks, farmer awareness about various adaptation technologies, varieties and cultivation methods, and the availability of financial and insurance mechanisms that can reduce losses to the sector.
- The SWOT analysis for the National Development Strategy (NDS) for 2008-2011 emphasizes the negative role in development played by natural disasters. The actions specified in the NDS include improvement of hydrometeorological observation, forecasting, and early warning, as well as regional development, with an emphasis upon rural development and agriculture productivity growth.
- In 2010 the Government of Moldova adopted the National Programme for Promoting Gender Equality in Society, which supports the development of capacities in women’s empowerment, raising awareness concerning and promoting the concept of gender equality, preventing violence towards women and children, and ensuring gender equality in decision-making bodies, the labor market, social services, and healthcare.
- In 2012 the National Decentralization Strategy was adopted, which is to improve accountability to constituents and devolve decision-making, management, and budgetary discretion to the local governments, particularly for public services.

The project was designed fully in line with the UN–Moldova Partnership Framework 2013-17, which identifies climate and disaster risk management as strategic priority for cooperation (Pillar 3). The UNDP Moldova Country Programme supports the achievement of outcome 3.2. on low emission and resilient development touching upon the local vulnerability to climate and disasters risks through community-based DRR practices, use of knowledge and education and improved coordination, with a specific focus on strengthening local and national level disaster and climate risk management capacities, improved coordination and resilience. The following areas of emphasis were noted:

- Support to the development of appropriate institutional and legislative systems and coordination mechanisms for reducing and managing disaster risks.
- Integrating climate and disaster risk management into local, sectoral and national level planning processes, and strengthening the management and application of risk information.
• Putting in place risk monitoring and early warning systems and developing functional information management systems at local and national levels, including for the general public.
• Enhancing communication and education capacities in terms of awareness-raising among the population; and
• Ensuring an adequate level of preparedness and response in vulnerable sectors like food, agriculture, and health.

2.2 Objectives of the Project

The main objective of the project was to reduce disaster and climate risks in Moldova through the development of national and local risk management capacities. Outputs in support of this objective were as follows:
• **Output 1**: Coordination, planning, and monitoring capacities enhanced to execute the National Disaster Risk Management Strategy.
• **Output 2**: Key stakeholders and society have improved DRR awareness and knowledge, as well as strengthened ability to develop own capacity.
• **Output 3**: Regional and Local level risk management replicated and up scaled in Moldova.

2.3 Main Stakeholders Developmental Interest in Disaster and Climate Risk Reduction

As per the initial plan the target groups for capacity development activities, specifically under Output 1 and 2, were decision makers and civil servants from all relevant line Ministries (most importantly Interior/Civil Protection and Emergency Situations Service, Regional Development and Construction, Environment, Agriculture and Food Industry, Finance, Economy, Health), Government and State Chancellery involved in the development and implementation of national and sector policies, strategies and plans, and planners (civil servants) and DRM stakeholders at the district and local level. It was plan that policy and decision makers will be equipped with better decision support tools and civil servants will have improved skills enabling them to better perform their policy development, monitoring, budgeting and implementation functions, in view of DRR policies and mainstreaming and integration of DRM priorities. The National Commission for Emergency Situations and the authorities represented in it are the main target group and beneficiaries of technical assistance oriented at improving DRM cross-sectoral and vertical coordination and planning.

Output 2 targeted specifically the Civil Protection and Emergency Situations Service Training Center and the Emergency Medicine Training Center, schools, and Universities, directly benefitting students, pupils, regional and local DRR decision makers and practitioners at national, local and sectoral level. Other target groups include NGOs and CBOs active in the relevant fields at the regional and local level including Women’s Associations which plan to be involved in training and capacity development activities at the regional and local level and in the target districts. Specific attention was given to addressing the needs of vulnerable groups, such as boys and girls, elderly and people with disabilities. The target group for improving risk assessment and early warning includes civil servants and researchers from the National Hydrometeorological Service, Cadastre Institute, and relevant academic institutions. A specific target group under Output 2 was journalists and media professionals who benefited from targeted training and online learning.

Also as per the plan, the direct beneficiaries of the project are the local population of at least 3 pilot districts (early warning installations, interventions from the CSOs) with the potential of upscaling to other districts where outreach activities (including dissemination of case studies and lessons learned in the framework of targeted workshops to foster replication of pilot activities) will be implemented in the framework of Output 3. Beneficiaries further are the population of Moldova, currently 3.56 mill out of which 51.9% women, 16.2% children in the age of 0-14, 14.8% aged over 60, and 58.3% rural residents, indirectly benefitting from improved DRM policies and directly through increased awareness and knowledge. Indirect beneficiaries through replication and upscaling of disaster and climate risk management measures include both public and private actors.
2.4 Results Expected

Three outputs have been developed and are presented below with individual results noted for achievement by UNDP Country Office and participating national partners.

Output 1: Coordination, planning, and monitoring capacities enhanced to execute the National Disaster Risk Management Strategy

Activity Result 1.1 National Disaster Risk Management Strategy consulted (incl. gender review) and ready for submission to government approval.

- Facilitation of the official and public consultation, incl. negotiation with line Ministries, of the National Disaster Risk Management Strategy and Activity Plan.
- Undertake a study on gender-specific impacts of climate variability/risk and analysis of disaster vulnerabilities, building on the findings of the vulnerability assessments undertaken as part of the 3rd National Communication and National Adaptation Strategy.
- Support the incorporation of consultation results and recommendations, incl. the results of review from a gender perspective building on the gender and vulnerability study, and finalization of the strategy, incl. ensuring legal compliance.
- Conduct an international peer review/validation of the final draft.
- Awareness raising seminar for government and parliamentarians to familiarize with the main objectives and importance of the Strategy and facilitate the approval process, with participation from BCPR.

Activity Result 1.2 National Commission for Emergency Situations strengthened to assume full responsibility as DRM Coordination Mechanism.

- Review and update the regulation of the National Commission in view of strengthening horizontal and vertical coordination of DRM policy development and implementation, incl. advocacy for the inclusion of Women NGOs.
- Support setting up of a Technical Advisory Board, composed of technical specialists of all key stakeholders incl. women organizations, advising the National Commission and supporting the National Commission in operationalizing its coordination function. The Technical Advisory Board shall meet regularly and prepare the meetings of the National Commission.
- Elaborate the justification for the proposed revision of the Government Decision on the Commission of Emergency Situations and operational guidelines (incl. related to coordination with other bodies, incl. the Crisis Command Center, the Special Commission for Public Health; communication and data exchange modalities and reporting lines).
- A system of regular “Mapping” of donor and partners’ activities in disaster and climate risk reduction will be elaborated.
- Creation of an online discussion platform (web-site) for disaster and climate risk reduction activities in Moldova, as integral part of the web-site of the CPESS, providing up-to-date information to the general public incl. development of a multi-level user-interface to the National Disaster Observatory.

Activity Result 1.3 Basis for DRR mainstreaming set and mainstreaming supported in priority sectors and thematic areas.

- Elaborate a methodology and guidelines for mainstreaming at national, local and sectoral level.
- Facilitate a participatory, gender-sensitive process in view of identifying and advocating an initial set of actions designed to put in place tools, mechanisms, and processes for DRR mainstreaming, with an emphasis upon strengthening the resilience of especially vulnerable social groups and sectors.
- Organize trainings and capacity building events on DRM mainstreaming in identified priority sectors and thematic areas.
In the context of the National Decentralization Strategy which gives additional responsibilities to LPAs and emphasizes the need to have Local Development Strategies in place in every community, barriers for integration of LLRM will be identified and recommendations and advocacy on how to overcome them provided. This will be preceded by a review of the enabling environment and local capacities.

**Activity Result 1.4** Implementation of priority measures of the NDRMS supported.

- Support the establishment of an early warning system for disasters based on mobile communication systems existing in the country, incl. facilitation of sustainable Public Private Partnerships and wide awareness raising on the system to promote country-wide coverage. The opportunities for establishing the same early warning system in Transnistria Region will be explored and promoted.
- Support for the elaboration and formulation of Institutional Development Plan and Reform process in the Civil Protection.

**Output 2: Key stakeholders and society have improved DRR awareness and knowledge, as well as strengthened ability to develop own capacity**

**Activity Result 2.1** Basis for DRR education and training reform put in place.

- Conduct a comprehensive review of the current system and content of DRR related education and training in Moldova, incl. the school and university curricula, continuous education, the training programmes of specialized training providers, incl. the CPESS Training Center and the Emergency Medicine Training Center, and NGOs, and provide recommendations for their improvement, incl. gender-responsiveness, consolidated in a DRR Capacity Development Strategy and Action Plan for all key target groups.
- Conduct a consultations process with stakeholders to discuss the findings of proposed reforms.

**Activity Result 2.2** CPESS Training Center curricula and training materials and methodologies improved

- Update and revise training materials and methodologies for priority topics and target groups in line with international best practices, incl. gender-aspects of climate and disaster risk management and their importance. One target group will be members of district and local civil protection commissions, with an emphasis upon institutionalization of the training and local delivery (as part of the initial and particularly follow-up /spot training).
- Support CPESS Training Center in developing and implementing a Training of Trainers for NGOs for DRR-related trainings for regional and local stakeholders.

**Activity Result 2.3** NGO-led pilot trainings for regional/local stakeholders supported in each Region of the country (North, Center, South, Gagauzia, Transnistria).

- Organize a competition among ToT NGO participants to conduct pilot trainings for regional/local stakeholders. For each Region on NGO will be selected. The selection criteria will put emphasis on NGOs which also represent the interest of women and social protection, focusing on a rights-based approach.
- Each selected NGO will be supported with a small grant for the organization and implementation of a pilot training according to the updated materials and methodologies.

**Activity Result 2.4** National DRR Awareness Raising Campaign designed and implemented.

- Design a nation-wide sustained DRM awareness raising and informational campaign to increase the knowledge and preparedness of the general population, with specific focus on the most vulnerable population. Pro-bono partnerships with national and regional TV and radio stations for the implementation of the campaign will be sought.

**Output 3: Regional and local level risk management replicated and upscaled in Moldova**
Activity Result 3.1 Early warning solutions piloted.

- Innovative solutions for early warning will be piloted in one of the target districts (sensitive to the needs of vulnerable groups, incl. elderly), to be selected in close collaboration with CPESS, for further nationwide up-scaling.
- Conduct an information campaign in the localities selected to ensure the understanding of the early warning codes/signals.
3. Findings

3.1 Project formulation process
Project formulation followed the standards UNDP approach and based on UN and UNDP country guiding documents (UNPF and CPAP), the national priorities, previous experience of CO both in CC and DRR areas and finally in close cooperation/coordination not only with the Governmental counterparts, but also with academia and CSOs.

The project as formulated to be relevant, potentially effective and efficient, and to the extent that the project is successful in demonstrating good practice, it will likely be sustainable.

3.2 Stakeholder participation
The project has broadly speaking followed the stakeholder engagement strategy set out in the Prodoc. The reviewer was able to observe good and vigorous engagement of all partners involved in project development during the meetings and interviews held by the team indicates that there is still strong interest within national and local authorities.

We find that stakeholder participation is adequate but will need to be monitored closely by the steering committee for continued effectiveness.

3.3 Implementation approach
The project was implemented under the National Implementation (NIM) modality. However, all contractual payments were made directly by the UNDP-CO. As such, the UNDP-CO managed all project funds, including budgetary planning, monitoring, revisions, disbursements, record keeping, reporting. In conclusion, the project was implemented under a NIM modality with UNDP making direct payments. Unlike in other places around the globe, this arrangement was in no way an obstacle or barrier to efficient implementation of the project; on the contrary, this has been a very effective mechanism for implementation with the full engagement from the side of the main partner, Civil Protection and Emergency Situations Service.

Project oversight was carried out by a Project Steering Committee (PSC)/ The Project Board that was comprised of 11 members drawn from national government bodies and other partners:

- Civil Protection and Emergency Situations Service (2 persons)
- State Hydrometeo Service
- Ministry of Agriculture and Food Industry
- Ecological Movement of Moldova, NGO
- "Honour and Rights of Contemporary Women" NGO
- UNDP Moldova
- Ministry of Education
- Ministry of Health
- State Chancellery
- Local Public Authorities (Cantemir District)

The PSC was co-chaired by the CPESS and UNDP, while the PT provided secretariat services to the PSC.

The project’s activities were implemented by the PT and, where appropriate, by contracted persons or organizations. All contracts and procurement were awarded after a competitive tendering process, adhering to UNDP procurement rules. The PT prepared all tender documents and terms of reference and the UNDP-CO, through the direct payment modality, was the contracting agency on contracts.

At the national level, the project, through the PM, had an excellent working relationship with the CPESS and the members of the PSC. In addition, the PT formed good working relationships with the local authorities. The representatives of different counterparts, who were met over the course of the Final Review mission displayed respect for the PM and his team, and knowledge of the project and its objectives.
<table>
<thead>
<tr>
<th>Item</th>
<th>Rating</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>IA &amp; EA Execution</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall quality of implementation &amp; execution</td>
<td>HS</td>
<td>The implementation has been excellent.</td>
</tr>
<tr>
<td>Implementation Agency Execution</td>
<td>HS</td>
<td>The CPESS, as the IA, has provided full support for the project, committing itself to ensuring sustainability of the results and achievements. It provided the project the space with which to carry out its tasks to its fullest capacity.</td>
</tr>
<tr>
<td>Executing Agency Execution*</td>
<td>HS</td>
<td>UNDP CO provided excellent support for the project. The implementation was NIM with direct payments by UNDP. In no way was this a barrier to project implementation; on the contrary, this was an efficient mechanism for implementation. The project was monitored by the UNDP-CO, receiving useful support and feedback. The PT was trained in UNDP procurement and accounting processes.</td>
</tr>
</tbody>
</table>

3.4 Country ownership

I, and almost all stakeholders interviewed, assess the project as being highly relevant in the national and international context. The problems it addresses are urgent and directly relevant to CC and DRR. It has particular relevance to the institutional aspects of establishing new CC and DRR practices in coordination among agencies; mandates for prevention, preparedness, and response; risk assessment and its application; local level disaster risk management, gender, etc.

We find country ownership to be adequate for effectiveness and efficiency although continued ownership is subject to key officials observing good results in terms of models for CC and DR management that can be replicated and supported.

3.5 Cost effectiveness

The project ensured the complementarity with other projects that demonstrates good planning at the UNDP-CO level, and significant cost-effectiveness.

Also the project demonstrated cost-effectiveness on a day-to-day management level, where the project used procurement modalities to ensure good value for money and strictly followed the usual UNDP rules for procurement of project personnel, studies, consultants, and materials and equipment such that cost-effectiveness was assured. In summary, the project has been cost effective and adaptive in its use of resources to achieve the targeted outcomes and outputs.

3.6 UNDP Comparative advantage and management by the CO

UNDP has some advantages in implementing of a project of this nature, which is in detail described in the ProDoc. That was also confirmed by the national counterparts during the interviews. UNDP apparently serves the project quite well.

We find UNDP Management to have been adequate for effectiveness and UNDP involvement does provide some advantages and that they have been effective.

3.7 Monitoring and evaluation

The project has an operating monitoring and evaluation system and it is used to report Project Inputs and Outputs for reporting purposes. It is intended that this also operate in a participatory way with local stakeholders contributing in recording outcomes. There is some evidence this has begun but this will have to be strengthened as results in the field become apparent and replicable.
The UNDP-CO and staff of IRH regularly visited the project. The project was otherwise monitored by the PSC and the PT produced all necessary reports. In summary, the Final Review finds the monitoring and evaluation of the project to be Satisfactory.

<table>
<thead>
<tr>
<th>Item</th>
<th>Rating</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall quality of M&amp;E</td>
<td>S</td>
<td>See comments below.</td>
</tr>
<tr>
<td>M&amp;E design and Implementation</td>
<td>S</td>
<td>The M&amp;E design appeared to be adequate, with satisfactory monitoring events in place and it was an effective catalyst to effective project delivery. Also the support provided by the UNDP-CO was excellent.</td>
</tr>
</tbody>
</table>

3.8 Financial planning

The project was funded by UNDP BCPR/BPPS with substantial co-finance, including both cash and in-kind co-finance from the Government of Moldova (Table 3).

The Project has a Finance Plan and cash flow budget and the cash contributions indicated below have apparently been contributed as planned although there is some slight difficulty as the row implementing agencies have a different approach to procurement and hiring resulting in delayed disbursement and this causes tensions.

We find that the in kind contributions part of the financing plan to be satisfactory for effectiveness and efficiency.

Table 3. The value of the project including the funding from BCPR and sources of co-finance and leveraged funds (both cash and in-kind).

<table>
<thead>
<tr>
<th>Type</th>
<th>Donor</th>
<th>Value (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNDP-managed grants</td>
<td>BCPR/BPPS</td>
<td>415,639.90 USD</td>
</tr>
<tr>
<td></td>
<td>UNDP CO</td>
<td>49,000.00 USD</td>
</tr>
<tr>
<td>In-kind contribution</td>
<td>Civil Protection and Emergency Situations Service</td>
<td>25,000.00 USD</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>489,639.90 USD</strong></td>
</tr>
</tbody>
</table>

The implementation of the project followed usual UNDP procedures with the workplan and associated budget being examined and endorsed by the PSC each year. The annual budget for BCPR/BPPS funds, by Outcome, with associated expenditure is shown in Table 4.

Table 4 refers to the amounts allocated by BCPR/BPPS and Moldova CO.

Table 4. The budget (as it appears in the annual, approved work plan) and actual expenditure, by Outcome and funding source, for the project.

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Budgeted</th>
<th>Actual</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome 1</td>
<td>120,450.00</td>
<td>120,450.00</td>
<td>100%</td>
</tr>
<tr>
<td>Outcome 2</td>
<td>51,769</td>
<td>51,769</td>
<td>100%</td>
</tr>
<tr>
<td>Outcome 3</td>
<td>54,110</td>
<td>54,110</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td>100%</td>
</tr>
</tbody>
</table>

3.9 PT and project staff

The composition of the PT was not changed through the course of the project (Table 5) that positively influenced the effectiveness of the project implementation.

Table 5. The staff employed by the PT over the implementation of the project, their positions and their duration of employment in the PT.
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Period of service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ecaterina Melnicenco</td>
<td>Project Manager</td>
<td>For the whole project duration 2013-2016</td>
</tr>
<tr>
<td>Ecaterina Chisitruga</td>
<td>Project assistant</td>
<td>2013 – March 2016</td>
</tr>
<tr>
<td>Elena Olaru</td>
<td>Project assistant</td>
<td>October 2015 – February 2016 (Maternity leave replacement)</td>
</tr>
</tbody>
</table>

### 3.10 Gender considerations

The policy and planning component of the project can be considered as a model for future DRR initiatives in terms of mainstreaming gender considerations. Gender screening and mainstreaming has been completed for each sectoral policy/planning document. As part of this work gender trainings have been delivered to the national institutional partners. A set of gender indicators have been elaborated and monitored.

The Project Board was created taking into consideration a gender balanced participation: out of 13 members 6 were women (46%) and 7 men (54%). Out of 25 total number of experts involved - 11 were women. The Project Manager displays a high sense of gender equity and this fact is very important for constant integration of a gender dimension in project activities.

Within the activities carried by the project gender dimension was fully integrated into the activities realized. Engendering of the curricula of the CPESS training center, proposals submitted to CPESS for engendering the National Disaster Risk Management Strategy are one of the key gender project activities. The project hired gender expert for providing guidance, consultations and trainings for CPESS personnel on the gender issues. The CPESS Training Centre curricula and training materials and methodologies was improved and modules for community risk assessment have been elaborated, including the gender information to be included for each target group. Gender sensitive informative materials were developed and disseminated (leaflets and video spots “Warm waves” and “Cold waves”).

As conclusion, the project has engaged a very strong national gender consultant to inform and guide its activities. This experience needs to be disseminated further within and beyond Moldova.
4. Results, by outputs

The results of the Phase II Project are presented here with respect to the Intermediate Objectives and their associated outputs expressed in the project document. While space does not allow for full elaboration, selected examples and specific observations are included here to validate the observations which are made.

Output 1: Coordination, planning, and monitoring capacities enhanced to execute the National Disaster Risk Management Strategy (Achieved).

Activity Result 1.1 National Disaster Risk Management Strategy consulted (incl. gender review) and ready for submission to government approval

- The project supported the elaboration of the National Disaster Risk Management Strategy and the Action Plan. The support was provided starting from the beginning of the project implementation. The basis for formulation of the National Strategy was on the recommendations of the international experts on formulation if strategic directions, improving the institutional setup to improve the services delivered. To ensure the full correlation with the national requirements and priorities a local expert with the experience of drafting of legal documents and knowledge of the procedures was hired to support the working group established within the Civil Protection and Emergency Situations Service, the Ministry of Internal Affairs (CPRESS).
- To ensure that gender considerations are fully mainstreamed into the National Disaster Risk Management Strategy the project supported the review of the draft document in this matter, providing recommendations for improving the formulation of the text and including the relevant measures into the Action Plan.
- The National Disaster Risk Management Strategy and the Action Plan being the products elaborated with the involvement of the Civil Protection and Emergency Situations Service has been discussed during the round tables organized by the project with the wide range of stakeholders from the national level. Later on the project has ensured that the comments and recommendations have been fully addressed in the new documents revision.

Activity Result 1.2 National Commission for Emergency Situations strengthened to assume full responsibility as DRM Coordination Mechanism

- The project has supported capacity building activities during focusing on the main stakeholders involved into the disaster risk management on the national level. The aspects selected for the capacity building initiatives, such as Early Warning Systems, Risk Assessment, Risk Management, Volunteerism gave the better understanding of the areas.
- DRR Project has supported the donor coordination meetings in the Disaster Risk Management. This is seen as the mechanism for joining efforts in the DRM between governmental actors and development partners that increases the efficiency of intervention.

Activity Result 1.3 Basis for DRR mainstreaming set and mainstreaming supported in priority sectors and thematic areas

- A community risk management module has been elaborated (please refer to activity 2.2). These guidelines have served as the basis for mainstreaming the disaster and climate risk reduction measure into the local development planning. Ungheni town; community Carpineni, Hincesti district; village Vorniceni Straseni district have introduced measures for strengthening disaster and climate resilience into their local and thematic planning documents.

Activity Result 1.4 Implementation of priority measures of the NDRMS supported

- Development of CPRESS capacities in Risk Management, Risk Assessment and Project Management. To enable CPRESS better implement activities their capacities were strengthened in three areas mentioned above. That has raised the knowledge of main stakeholders (CPRESS the personnel from HQ and from the territorial departments, State Agency “Apele Moldovei”, State Hydro
Meteorological Service, Seismological Centre of the Institute of Geology) on up-to-date approaches to risk assessment and risk management, using as the basis « EU/EC Risk Assessment and Mapping Guidelines for Disaster management », and Sendai Framework for Disaster Reduction.

- The project made a first step for establishing the national wide people centered early warning system. Needs and gaps assessment has been conducted by Telegrafia, Slovak company at the beginning of the project. Based on the recommendations provided the local expert conducted the research on the technical possibilities, legal requirements and possible solutions for introducing IT and mobile technologies for ensuring early warning messages. The possible project ideas have been design based on the recommendations provided by the studies conducted in the DRR project.
- Support for the establishing of voluntary firefighters units was provided by the project. As the result of the work executed by the local consultant the recommendations for establishing of volunteer firefighters units in the rural localities were elaborated and approved by CPESS.
- Support was provided to the newly created Prevention and Communication Department. The new department was created in 2014. To identify the main strategic priorities, the action plan DRR Project supported the elaboration of the following documents:
  - Communication and visibility strategy (1).
  - Communication and visibility action plan (2).
  - Concept for Prevention of Exceptional Situations (3).
- Documents (2) and (1) from the list above have been officially approved by the Head of the CPESS in January, 2016.
- Building partnership relations between Prevention and Communication Department from CPESS, Moldova and similar services within EU countries. The Prevention Department of Estonian Rescue Service was selected as a twinning organization. Study visit to Estonia, a mission of Estonian counter partners to Moldova resulted in the bilateral project supported by the Ministry of External Affairs, Estonia. That’s a three-year initiative started in September 2015. The main objective of the project is to raise the level of awareness and preparedness for the fires for children of pre-school age.

**Output 2: Key stakeholders and society have improved DRR awareness and knowledge, as well as strengthened ability to develop own capacity (Achieved).**

**Activity Result 2.1 Basis for DRR education and training reform put in place**

- A comprehensive review of the educational program starting from school level was executed. A set of recommendations for mainstreaming DRR into the school and universities curricula have been elaborated.
- Detailed set of recommendations for the Civil Protection Training Center have been developed to support the change of civil protection approach to the disaster risk management, the one widely used on the international level.
- Proposals for gender mainstreaming into the educational programs of the CPESS Training Center have been presented, followed by capacity building activities in the area.

**Activity Result 2.2 CPESS Training Centre curricula and training materials and methodologies improved**

- Based on the initial assessment “Community Disaster Risk Management” curricula have been developed for the CPESS training center. It consists of 10 modules each covering a specific aspect/risk of risk management, the modules can be used as a stand-alone products depending of available time and needs of the target group;
- For enabling CPESS and NGO trainers to conduct the modules according to curricula ToT has been developed and delivered for the target trainers/
- Launching on-line training platform and sharing the manual online will give free access to the training materials developed in the frames of the project.

**Activity Result 2.3 NGO-led pilot trainings for regional/local stakeholders supported in each Region of the country (North, Center, South, Gagauzia, Transnistria)**
Four NGOs from different parts of the country have been selecting for conducting pilot trainings and activities in the districts and communities they are located in. Each organization ensured the broad coverage of the beneficiaries and co-financing for the small pilot projects.

**Activity Result 2.4 National DRR Awareness Raising Campaign designed and implemented**

- Support for the campaigns dedicated the international day for disaster risk reduction was provided in 2013 (with the focus on people in disabilities in disasters), 2014 and 2015 (that also included activities carried out by NGOs in the territories).
- Communication and Visibility Strategy and Action Plan has been approved by CPESS and now is a guiding document for the intervention.
- The project has supported the development of the CPESS website ([www.dse.md](http://www.dse.md)) to ensure that the information appears timely and user friendly mode.
- Data base of the donor interventions which are realized by CPESS has been developed and will be transferred to the CPESS website by the end of the year.

**Output 3: Regional and local level risk management replicated and up-scaled in Moldova (Achieved).**

**Activity Result 3.1 Early warning solutions piloted**

- The Early Warning Solution (EWS) present the Local Command Unit and the Control Center which was installed on the computer located in the premises of the Fire-fighters unit in Causeni district. The electronic signal transmitters (sirens) installed locally in each village.
- The Project together with the Civil Protection and Emergency Situations Service started the pilot on installing the early warning systems. The localities were selected in a close cooperation with CPESS:
  - Copanca village, Causeni district (1 installation).
  - Taraclia village, Causeni district (1 installation).
  - Causeni town (2 installations).
- The EWS software has the multi-level access based on the user rights which allows the access from the local and regional level. Mobile connection, Internet and regular land line are the communication channels which ensure permanent work of the system in case of communication channels crashes.
- Based on the experience from piloting of EWS and capacities acquired by CPESS on project management a follow up project has been submitted to and further supported by Eastern Partnership Territorial Cross Border Cooperation Programme Moldova-Ukraine for the period 2016-2018. The total project budget is 330,000.00 EUR and 5-7 early warning systems will be installed in the locations with the high flooding risk.

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>HS</th>
<th>See Conclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall quality of project outcomes</td>
<td>HS</td>
<td>In general, the project kept a tight focus on the design in the project document and has delivered on the outcomes and outputs. The outcomes are very relevant and the contribution to the reduction of disaster and climate risks.</td>
</tr>
<tr>
<td>Relevance</td>
<td>S</td>
<td>The project has been effective as the outcomes of the project were commensurate with the original objectives of the project. The project was designed such that the outcomes, outputs and indicators did not just measure the outputs and inputs; rather the focus was on outcomes and impacts. By achieving the outputs and outcomes, the project has been highly successful and there were no shortcomings to achieving its objectives.</td>
</tr>
<tr>
<td>Efficiency</td>
<td>S</td>
<td>The project was very cost effective in its delivery of the outcomes and outputs. On a day-to-day management level, the project used procurement modalities to ensure good value for money.</td>
</tr>
</tbody>
</table>
5. Sustainability

The Final Review assessed the sustainability of the activities and results of the project, taking into account the different facets of sustainability, but mainly institutional and financial.

5.1 Institutional Sustainability

Institutional sustainability was assured through four mechanisms: i) ownership of the project and institutions with which the project worked by the CPESS, ii) building the capacity of the partner organizations, iii) the UNDP-CO partnership with CPESS and iv) involvement of all stakeholders, including those of the local government levels, in the project and its processes.

Institutional sustainability warrants a little more discussion because it was identified as one of the principal barriers to effective CC and DR management. Before the project and during the project implementation a series of institutional re-arrangements, changes and re-organizations happened that reduced CC and DR management efficiency and effectiveness.

There are indications that further rearrangements will occur in the near future, but we are confident that the CPESS and UNDP-CO will be in a position to ensure the sustainability of the results that have been achieved by the project.

5.2 Financial Sustainability

Financial sustainability remained in the forefront of the minds of the project implementers, primarily because the global and national financial crisis in the last years. In addition, the project’s results demand some financial inputs from the CPESS for its further development and replication, all of which come with their associated financial and human resource demands.

The project has worked for financial sustainability in a number of ways:

- Primarily by ensuring buy-in from the CPESS into all CC and DRR area developments. In order to do this, the CPESS was involved at all stages of development, kept informed and, as a member of the PSC, they oversaw the processes. As such, the CPESS is fully aware and committed to the financial responsibilities that they have on closure of the project.
- The project has trained the CPESS staff to calculate, present and justify their ideas for funding by the state and international donors. In a result a number of projects have been developed and funded by the Govt. of Estonia, EC, etc.
- Similarly, where other are involved in all stages of development and kept informed such that they are not just aware of their responsibilities but they are committed to them as well.
- The project has worked, at a local level, with the local authorities to explore mechanisms by which they can increase their budgets. However, they faced a number of limitations.
- Some of the project results have been integrated to the plans of other projects and now under the implementation. For example, the awareness raising concept developed by the project is now implementing by the PPRD regional project.

5.3 Conclusion on sustainability

In conclusion, the project has put into place everything necessary to achieve sustainability of its activities and results.

<table>
<thead>
<tr>
<th>Item</th>
<th>Rating*</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial resources</td>
<td>ML</td>
<td>The government and specifically the CPESS is committed to continue promotion of projects ideas and financing them.</td>
</tr>
<tr>
<td>Institutional Framework and governance</td>
<td>ML</td>
<td>While the institutions themselves are now resilient and robust, there is one challenge to institutional</td>
</tr>
</tbody>
</table>
sustainability: this is the recruitment and retention of good quality staff. The project has made some headway to reduce this risk (through training) but the quality of the staff is relatively low and any good staff may be attracted. But until the CPESS can provide competitive conditions for the staff, this risk will remain.

* Sustainability is rated as: Likely (L), Moderately Likely (ML), Moderately Unlikely (MU), Unlikely (U), Highly Unlikely (HU).

5.4 Catalytic role and impact

Arguably, the project has not been particularly effective about monitoring the impacts that it might be having. Instead, it has chosen to carry out its work effectively and efficiently with a sharp focus on the project’s indicators and the activities as described in the project document. As such it has had faith that the project was designed effectively and that the feedback from monitoring and evaluation processes – including the monitoring and visits from the UNDP-CO and the UNDP IRH – would be sufficient to ensure that the project’s activities and, therefore, ultimate impacts would be satisfactorily achieved. While this strategy might have gone awry, the project will have profound impacts. In addition, having ensured the sustainability of the majority of the activities and results, the impacts should continue to grow.

The long-term impacts of the project pivot on the levels of sustainability attained. As indicated above, the project has worked hard to ensure sustainability but there remain a few assumptions to that sustainability. As long as the partners remain vigilant and mitigate risks to sustainability, the project will have achieved significant long-term impacts.

The project has made significant gains at all levels of catalysis through demonstration, replication and, in some instances, scaling-up of practices: i) in piloting new approaches, ii) successful training of partners’ staff, iii) finding mechanisms for involving stakeholders thereby accelerating bureaucracy, iv) building awareness among local communities, v) high levels of media coverage.
6. Conclusions

The following comments summarize the conclusions of the background and analysis as elaborated above, and support the recommendations for future consideration of disaster risk reduction initiatives.

- Based on interview of key stakeholders and by analysing the project achievements we can conclude that the project was successful, relevant to country needs and effective and efficient in implementation. The key factors for success were: full support and ownership to the results from the key national counterparts; support from UNDP CO; effective cooperation with all stakeholders and partners; and project integration in on-going broader context of UNDP work.
- The key barriers the project faced are: lack of understanding of intersectoral nature of DRR/DRM and as result not effective cross sectoral cooperation between Govt. bodies; low priority of DRR/DRM and climate related actions for the Govt.; limited capacity of the relevant state structures.
- Further capacity development is required in strengthening the primary national entities entrusted with disaster risk response, line agencies holding sectoral responsibilities for disaster mitigation or prevention, and political/legislative policy makers in the alignment of national development planning and disaster risk reduction.
- Further support with approval and implementation of National Disaster Risk Management Strategy, setting up of effective institutional DRR system, risk and post disaster needs assessment methodologies still required to establish effective national DRR system.
- A primary aspect of project activities has been to build capacity within national entities i.e. CPESS and at risk communities to identify hazards, assess risks and best prepare for possible crises. The reviewer has gathered significant evidence of growing understanding and wider application of expanded disaster and risk management concepts and language, both within the government agencies and civil societies associated with disaster and climate risk reduction activities. Further, disaster and climate risk reduction stakeholders have welcomed the support offered through the project as being timely, relevant and effective in strengthening their capacities to better serve the needs of their families, communities and the nation.
- It is also evident that the project has had an important influence in being able to highlight and provide support to some of the more strategic functional areas such as training, information and communications, and addressing some of the many material requirements necessary for strengthening the skills of key stakeholders. While institutional capabilities and expanded engagement in disaster management and risk reduction have grown with support from these functions, other areas such as public awareness and limitations in material equipment require further and more strategic approaches. Both areas are important for wider public support to the subject and to enable both national entities and civil society agencies to demonstrate operational effectiveness across expanded roles.
- The success of the overall development objectives of the project depends on the realization of partnership in several dimensions. Some project activities sought to expand relationships across additional professional disciplines with wider official government and ministerial association, including with more non-governmental, civil society or private sector involvement as well as indications of growing Governmental involvement in a wider disaster and climate risk management institutional environment.

Project Formulation, Goals and Strategy

The Project has been well-conceived with the intention of extending the previous accomplishments of earlier disaster and climate risk reduction initiatives with the specific intention on policy for disaster and climate management and risk reduction, developing capacity within national disaster response agency, and encouraging wider development of partnerships throughout the country in various supporting fields. The Project has admirably sought to identify the latest elements of international thinking in the subject and to associate that in its most appropriate means to the specific structures and requirements of prevailing conditions in Moldova.
The emphasis given to the appropriately related project objective have outputs which coherently begin to address multiple disaster mitigation and management needs in a changing country environment. As each one focuses on a distinct target audience or set of intended partners, this approach has provided a useful basis for many activities across a wide spectrum of interests. As such the strategy needs to be appreciated as having been one of breadth, and has served well as a basis for more concentrated engagement in subsequent projects.

**Implementation of the Project**

Individual elements of the Project have created better and wider awareness of disaster and associated development issues to more people than before, although the effort clearly remains a work in progress. There is admirable recognition of the changing role of disaster management and the expanded concepts involved among those people most closely associated with the Project.

**Support for capacity building**

Project staff and the primary Project partners were dedicated in their many efforts to undertake nearly all of the activities envisioned in the project to strengthen disaster risk reduction capabilities, even as some have demonstrated more explicit results than others.

The number and variety as well as evident beneficial effect of training activities conducted during the brief life of this Project is noteworthy. Such trainings have had a significant effect on altering professional thinking about the changing concepts of disaster and climate risk management among the officials involved and also amongst the targeted local communities. It is anticipated by all major stakeholders that similar awareness raising will continue and also expand into new areas of professional activity and wider public familiarity, particularly in urban environments. For those people already involved in project activities, there is evident interest for additional and more specific forms of training or professional capacity building, tending towards either more technical or specific subjects and for subject matters which have greater relevance in terms of small scale relevance or local application. This is consistent with the view of more disaggregated approaches to the various disasters people are exposed to in various locations or livelihood settings.

The expanded availability and use of information and telecommunications services within the realm of disaster response practitioners specifically and in the country more generally have been a particularly valued element. The newly engaged information resources also offers considerable promise for extended access to and from more distant areas and improved early warning capabilities. It also offers the possibility for new and cost effective means of education and public information about disaster and risk management issues.

**Further development and expansion of the national partnerships for risk reduction**

The future success of disaster and climate risk reduction depends on the further realization of partnership in several dimensions. Some Project activities have sought to expand relationships across additional professional disciplines, with wider official government and ministerial association, and more non-governmental, civil society or private sector involvement. There have been some excellent individual examples of partnership, as well as indications of growing Governmental involvement in a wider disaster and risk management institutional environment, but a more sustained and strategic approach is required to realize wider forms of partnership. The approach to NGOs and the private sector can be enhanced strengthened at the field level for both preparedness planning and a role in response rather than as a fully developed set of shared responsibilities or a formalized work programme.

Additional partnership development will certainly require a longer time frame and must necessarily involve more specifically intentioned efforts through designated project activities. Partnership needs to be encouraged. It can equally be encouraged and fostered by more sustained efforts of the wider international and donor community in which the United Nations system can have considerable influence.

In future, the community empowerment can become a key area for the CPESS staff and other stakeholders where building community resilience through strengthening traditional warning systems and expanding indigenous coping capacities is an unrealized opportunity.
Lessons learned

The experience gained during the implementation of the Project has demonstrated the value of the following lessons. While none of these lessons is unique to Moldova, the experience in developing an expanded national disaster and climate risk management strategy in recent years attests to their relevance and validity for further accomplishments.

The particular lessons derived from the project, as attributed to project staff, were related to both the project design and project coordination with government stakeholders and project staff. Specifically noted was: (1) Create a project with activities that may be ambitious but highly likely to be attainable; (2) Ensure the availability and commitment of a dedicated project staff at the onset of the project; (3) The programmatic approach used in the project was effective in stimulating the cooperation among primary stakeholders in disaster risk reduction; (4) Collaboration with the primary national disaster management agency such i.e. the CPESS has been crucial to ensure the continuity and ownership of disaster risk reduction programs; (5) With adequate approach and dedicated staff, it is possible to achieve tangible results even with limited budget, but by promoting the right partnerships and raising additional resources; (6) the design of the projects deserves investing sufficient resources as its quality will affect the extent of delivery and delivery on time. In particular, the underestimation of the resources (time, financial) for the key components will lead to delays. Delays related to key deliverables might influence the delivery of the other components on time, hence it is important to have a clearly laid out time bound results chains.

Different Types of Disaster Risk Exposure in the Society

As an emphasis given to reducing the physical, social, economic and environmental vulnerability remains the bedrock foundation of successful disaster risk reduction, it is important to be able to make distinctions among different segments of the population, where they live and the livelihoods on which the people depend. The findings of this evaluation suggest that the variety of disaster risk exposure experienced in urban and rural environments is sufficiently different for future disaster management planning to adopt altered approaches for each. The success of the field-based interventions bears this out.

In order to apply this lesson, more attention can be given to the risk identification and assessment process. As it needs to be a collective activity to be successful, it can provide additional benefits by motivating different communities of interest to participate in disaster risk reduction activities, particularly at local levels. By encouraging more opportunities for public participation and dialogue it is inherently educational. It also allows people to express their various needs and emphasis, allowing better focus on relative strengths or needs in various contexts. One such example is that fire-fighting and emergency rescue service capabilities may be more relevant in urban environments, while a greater concentration on changing climate implications would focus more on support to rural economies, etc. Such a distributed outlook of needs and responsibilities can also lead to the identification of additional productive partnerships that can be developed for specific purposes.

Relevance of Disaster Risk Reduction and Sustainable Development

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

It is crucial to build such an understanding and involvement throughout programme sectors of government by mainstreaming disaster-related interests, and by seeking to engage an ever expanding role of professional skills and abilities that extent much beyond traditional sense of emergency services. This is associated with the related principle that disaster and climate risk reduction is integral to development policy and planning. As such, additional commitments, and resources, are necessary at national, regional, bi- or multilateral and international levels of responsibility for activities to be planned and implemented in a sustained manner.
8. Recommendations

The following recommendations are made to maintain the momentum evident in developing the wider understanding of mitigation and disaster management.

1. Develop a Resource Mobilization Strategy

Suggested activities for consideration include:

- Creation of a systematic, strategic and sustainable resource mobilization and material acquisition policy and plan related to the Strategic Action plans of the state. Ideally this would be keyed to functions outlined in annual implementation plans.
- Conduct inventory, scale, prioritize, rationalize needs with external technical assistance that can forge preliminary linkage with potential sources of supply.
- Develop strategic resource mobilization plan related to such functional requirements, to seek materials from both established and non-traditional DRR donor sources in Moldova (Govt. of Japan, USAID, IFIs, etc).

2. Intergrade DRR in other development areas to promote and implement risk informed development approach

- To analyse on going CO portfolio (GEF, local development, environmental projects) to identify the projects/programmes with capacity for risk management introduction.
- Integrate risk informed development approach in a number of pilot projects and to develop and implement correspondent “modus operandi”.
- To discuss with the Government of Moldova the idea of adaptation project development for UNCT with DRR elements.

3. To support the Government of Moldova with formulation of long term Comprehensive DRR vision and enhanced cross sectoral cooperation/coordination

Suggested activities for consideration include:

- As per the results of consultations with the national counterparts one of the key focus of the national DRR framework related work should be directed at the establishment of the national coordination mechanism for the DRR process in Moldova. There have been several institutional alternatives for setting up this coordination mechanism. A joint collaborative effort is required from all project partners - the NIM agency, UNDP and other players - to secure effective well-functioning national coordination mechanism and leadership for DRR planning and mainstreaming. It is important that the national coordination mechanism to be established in Moldova to coordinate the DRR planning and mainstreaming is supported with a qualified and effective secretariat capable of pursuing continuous iterative DRR action within the broader development agenda.
- Support CPESS with the elaboration of long term vision of DRR sector development and finalization and approval of DRR Strategy developed within the project.

4. Continue support to CPESS and Civil Society risk reduction stakeholders through linkage with UN Country Team mentors offering technical training/programme support

This recommendation can be addressed through the adoption of the two cross-cutting capacity building initiatives given below to (1) raise the level of national partnerships and (2) focus on elevating information, education and communication capacities within the national and local institutions.

Cross-Cutting Capacity Building – National Level Partnerships

Suggested activities for consideration include:

- Identify and invite specific agencies to partner with CPESS on designated project activities or functions in which they share mutual interests.
- To work with CPESS staff to link mutually supporting interventions, cross-referenced studies, resource applications, training opportunities, and shared technical assistance with national and regional partnership.
• Support CPESS to conduct and host \textit{incoming} study tours for other selected countries for mutual review of mitigation and disaster management experience, and to showcase own sustained efforts – at all levels of activity.

\textbf{Cross-Cutting Capacity Building – Information, Education, Communications}

Capacity building is critical, if the broader mandate is to succeed in shifting to a risk management culture. Suggested activities for consideration include:

• Develop a structured risk management skills development programme for CPESS headquarter and the field staff to enable people to work more widely and effectively with other stakeholder organizations. This may be developed as a specific section of the national implementation plan, with annual emphasis given to specific functions.

• Conduct a study and gap analysis to create a sustained training plan for CPESS at the headquarter level and at national/oblast/rayon levels over a five-year period.

• Develop a basic body of CPESS training materials, including technical support provided by partner organizations/ministries for building training material resources.

• Develop existing education standards into national curricula course materials for primary and secondary school students with the Ministry of Education.

• Continue promotion of gender elements to the DRR and response and recovery work of CPESS and other national partners, including LPAs.

5. \textbf{Thematic areas for future DRR interventions}

• \textit{Systematic assessment of risks} (hazards, vulnerabilities and exposure) must provide the evidence base for risk-informed development. The involvement of decision-makers and communities in the risk assessment process and the communication of that process’s results are crucial to ensuring the application of risk information. Suggested activities for consideration include:
  
  o Applying risk assessment to risk management, planning and development.
  
  o Climate Risk Assessment.
  
  o Disaster loss and damage database/observatories.
  
  o Country/Local level risk profiling.

• \textit{Early warning and preparedness}. Building the capacity of CPESS and communities to generate and disseminate timely and meaningful warning information is essential. In addition, capacity needs to be developed to prepare adequately for any disaster—from national coordination structures to local government and community planning. Suggested activities for consideration include:
  
  o National and local EWS connected to at risk-communities.
  
  o Institutional support and multi-stakeholder interfaces for EWS.
  
  o EWS communication network for dissemination of messages.
  
  o Improve existing climate information systems and adopt new and alternative technologies.
  
  o Preparedness plans with consideration for different risk levels and characteristics of the exposed communities.

• \textit{Risk governance} is at the heart of building resilience by ingraining risk reduction into a country institutional, political and financial systems. Suggested activities for consideration include:
  
  o Contextual analysis.
  
  o Inclusive risk governance institutions.
  
  o Risk-informed development planning and budgeting.
  
  o Policy and legislative frameworks.

• \textit{Local and community level risk management}. The capacities of local governments, municipalities and communities, it is absolutely essential that we systematically establish a two-way process that informs national policy and development programmes with local level needs and priorities, as well translate national guidance into local policy and regulations. Suggested activities for consideration:
  
  o Evidence-based and risk-informed urban development.
  
  o Strengthen urban and local level risk governance.
  
  o Develop local and community level disaster and climate risk assessments.
  
  o Support gender-sensitive disaster and climate risk management.
Resilient recovering from disasters. The post-disaster phase has traditionally been a critical moment for pushing forward risk reduction reforms and investments, and for building comprehensive resilience to disaster. Suggested activities for consideration include:

- Strengthening capacities in damage, loss and needs assessment.
- Developing policies and institutional frameworks for recovery.
- Promoting financial mechanisms for recovery.
Annex 1. Terms of Reference

Final review of the 2nd phase of the Disaster and Climate Risk Management Project

I. Background

Moldova’s economy, population, and environment are highly exposed and vulnerable to climate variability and change and different kinds of natural hazards, including drought, floods, severe weather, earthquakes, and landslides. Average annual losses from hydrometeorological hazards comprise around three percent of GDP (if the 2007 drought is factored into the annual average). They have a severe impact upon the rural population of Moldova, which makes up around 60% of the total and depends largely upon agriculture for their livelihood. Overall annual losses from geophysical hazards account for 0.9% of GDP. These primarily threaten infrastructure, homes, and public buildings.

The Moldova Disaster and Climate Risk Reduction Project, Phase II, is a 3-year project (October 2013 – September 2016), funded and implemented by UNDP. During the first phase of the project a gradual shift of focus from traditional disaster response towards a more comprehensive approach to Disaster and Climate Risk Management oriented at prevention and preparedness could be observed. Building on this, the second phase will put emphasis on developing disaster risk management capacities, raising awareness of the general population and policy- and decision makers and increasing the level of knowledge of practitioners.

The main objective of the 2nd phase of the project is to reduce disaster and climate risks in Moldova through the development of national and local risk management capacities. Outputs in support of this objective are as follows:

1. Coordination, planning, and monitoring capacities enhanced to execute the National Disaster Risk Management Strategy
2. Key stakeholders and society have improved DRR awareness and knowledge, as well as strengthened ability to develop own capacity
3. Regional and Local level risk management replicated and upscaled in Moldova

The main implementing partners are the Civil Protection and Emergency Situations Service of the Ministry of Interior and its affiliated training centers, Ministry of Environment, Ministry of Health, Crisis Medicine Training Center, Ministry of Education, LPAs, NGOs and CBOs.

II. Scope of mission and expected outputs

UNDP Moldova is requesting the support form Istanbul Regional Hub for conducting the final review of the second Phase of the Disaster and Climate Risk Reduction Project (2013 – 2016) implemented by UNDP Moldova. The objective of the assignment is to assess the relevance, performance, management arrangements and success of the project.

Particular emphasis should be put on the project results, the lessons learned, achievement of development goals, their effectiveness and efficiency, the impact and sustainability of results, focusing on their contribution to capacity development. For executing the review, it is expected that a documentary analysis will be conducted as well as interviews/meetings with the project, portfolio manager of UNDP, beneficiaries’ representative and participants of the project.

The purpose of the Final Review are as follows:

- To assess overall performance against the Project objective and outcomes as set out in the Project Document and other related documents.
- To assess the effectiveness and efficiency of the Project.
• To analyze critically the implementation and management arrangements of the Project.
• To assess the sustainability of the Project’s interventions.
• To list and document lessons concerning Project design, implementation and management.
• To assess Project relevance to national priorities.
• To provide recommendations for the further developments in the area of disaster risk management.

III. Dates and Place

The Final Review is supposed to be conducted during October, 2016. Implementation documents, reviews, deliverable elaborated will be presented by the Project Manager.

Interviews, discussions can be organized during the PDNA mission to Moldova (dated to be set later) or alternatively via on-line communication tools.

It is expected that the final review will be ready by the end of October, 2016 to be presented for the Board members of the DCRR project.
<table>
<thead>
<tr>
<th>Time</th>
<th>Institution/participants</th>
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<tbody>
<tr>
<td>Monday, October 03</td>
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<tr>
<td>12.20</td>
<td>Arrival of Stanislav Kim to Chisinau</td>
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<tr>
<td>14.00 – 15.00</td>
<td>CO discussion on mission, timeline, objectives</td>
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<tr>
<td>17.30 – 18.30</td>
<td>Sergej Anagnosti, Team leader PPRD project</td>
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<tr>
<td>Tuesday, October 04</td>
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<tr>
<td>9.00 – 10.00</td>
<td>Iurie Pintea, project expert</td>
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<tr>
<td>10.15 – 11.00</td>
<td>Svetlana Drobot, Head of International Department, CPESS (project focal point)</td>
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<td>12.00 – 13.00</td>
<td>Mihail Suvac, Ministry of Agriculture</td>
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<tr>
<td>13.00 – 13.30</td>
<td>Valentina Bodrug-Lungu, Gender expert</td>
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<tr>
<td>13.30 – 14.15</td>
<td>Lunch break</td>
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<tr>
<td>15.00- 16.00</td>
<td>Lidia Trescilo, Head of Meteorology Department, State Hidrometeo Service</td>
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<tr>
<td>16.30 – 18.00</td>
<td>Alexandru Oprea, Deputy Head of CPESS</td>
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<tr>
<td>Wednesday, October 05</td>
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<tr>
<td>8.00 – 14.00</td>
<td>Filed visit to Ungheni, Meeting with counter partners in Ungheni.</td>
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<td>Thursday, October 06</td>
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<tr>
<td>8.00 – 13.00</td>
<td>Filed visit to Stefan Voda, Ecological Movement of Stefan Voda. Attending community forum where the results of the project will be presented.</td>
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<td>14.00-15.00</td>
<td>Ecaterina Melnicenco, PM</td>
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<tr>
<td>16.00 – 16.30</td>
<td>Mission conclusions, De-briefing, country office</td>
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<td>Friday, October 07</td>
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<td>Departure, Stanislav Kim</td>
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*Annex 2 Schedule of meetings and field visits*
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<tr>
<th>#</th>
<th>Name</th>
<th>Organization</th>
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<tbody>
<tr>
<td>1</td>
<td>Sergej Anagnosti</td>
<td>Team leader PPRD project</td>
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<tr>
<td>2</td>
<td>Iurie Pintea</td>
<td>DRR expert</td>
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<tr>
<td>3</td>
<td>Ecaterina Melnicenco</td>
<td>Project manager</td>
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<tr>
<td>4</td>
<td>Svetlana Drobot</td>
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<td>Head of Meteorology Department, State Hidrometeo Service</td>
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<td>8</td>
<td>Alexandru Oprea</td>
<td>Deputy Head of CPESS</td>
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<td>9</td>
<td>Eduard Balan</td>
<td>Deputy Mayor of Ungheni</td>
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<td>10</td>
<td>Andrei Racovet</td>
<td>Sef adjunct DSE Ungheni</td>
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<tr>
<td>11</td>
<td>Marina Zama</td>
<td>Specialist (Ungheni)</td>
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<td>12</td>
<td>Oxana Ciobanu</td>
<td>Specialist JP CRDDLR</td>
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<tr>
<td>13</td>
<td>Sergiu Mutu</td>
<td>Specialist (Ungheni)</td>
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<tr>
<td>14</td>
<td>Liliana Tincu</td>
<td>Specialist (Ungheni)</td>
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## Annex 4 List of documents reviewed

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<tr>
<th>#</th>
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<tbody>
<tr>
<td>1</td>
<td>Disaster and Climate Risk Reduction Project, Annual Report 2014</td>
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<td>2</td>
<td>Disaster and Climate Risk Reduction Project, Annual Report 2015</td>
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<td>Annual Work Plan 2016, “Moldova Disaster and Climate Risk Reduction Project, Phase II”</td>
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<td>8</td>
<td>Communication and Prevention Strategy for the CPESS, 2016 – 2020</td>
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<td>9</td>
<td>Draft National Disaster Risk Management Strategy, CPESS 2016 -2021</td>
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<td>10</td>
<td>ToT Community Disaster Risk Management, 10 , modules</td>
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<tr>
<td>11</td>
<td>Project Training Reports, 2015: Risk Management Modules, Project Proposal Writing Training</td>
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