



## ANNEX C1: Twinning Fiche

**Project title:** Enhancing Civil Protection in Armenia

**Beneficiary administration:** Ministry of Emergency Situations of the Republic of Armenia/ Rescue Service

**Twining Reference:** AM 17 ENI OT 01 19

**Publication notice reference:** EuropeAid/2019/164523/ACT/AM

**EU funded project**

***TWINNING TOOL***

## 1. Basic Information

- 1.1 Programme: ENI 2017/C(2017)8195/Annual Action Programme for Armenia; Financing Agreement: "Armenia Technical Cooperation Facility" 2017/040-523

Programme management mode is direct. It means Twinning Grant Contract is concluded directly by the Commission, represented by the EUD in the Beneficiary country, acting as Contracting Authority.

For British applicants: Please be aware that eligibility criteria must be complied with for the entire duration of the grant. If the United Kingdom withdraws from the EU during the grant period without concluding an agreement with the EU ensuring in particular that British applicants continue to be eligible, you will cease to receive EU funding (while continuing, where possible, to participate) or be required to leave the project on the basis of Article 12.2 of the General Conditions<sup>1</sup> to the grant agreement.

- 1.2 Twinning Sector: Other  
1.3 EU funded budget: *1,000,000 EUR*

## 2. Objectives

- 2.1 Overall Objective(s):

To make Armenia disaster resilient and ensure significant reduction of various disaster risks to human lives, country's economy and communities.

- 2.2 Specific objective:

To strengthen disaster risk management capacities through enhancing and building a comprehensive civil protection system.

- 2.3 The elements targeted in strategic documents i.e. National Development Plan/Cooperation agreement/Association Agreement/Sector reform strategy and related Action Plans:

The **Comprehensive and Enhanced Partnership Agreement** (CEPA) has been provisional applied as of 1 June 2018. The CEPA is a comprehensive and ambitious agreement, which deepens EU's and Armenia's relations in political, sectorial and trade areas of mutual interest. Chapter 23 is fully dedicated to the cooperation in the field of Civil Protection, stating that the Parties shall develop and strengthen their cooperation on natural and man-made disasters. Among the objectives it covers, it outlines the following:

- facilitating mutual assistance in case of major emergencies;
- cooperating with regard to host-nation support when requesting or providing assistance;
- exchanging best practices and guidelines in the field of disaster prevention, preparedness and response;
- cooperating on disaster risk reduction by addressing, inter alia: institutional linkages and advocacy, information, education and communication; and best practices aimed at preventing or mitigating the impact of natural hazards;
- cooperating with the view to improving the knowledge base on disasters and on hazard and risk assessment for disaster management; strengthening cooperation on the most effective use of available civil-protection capabilities.

The project is in line with and greatly contributes to national priorities stipulated by Armenia in the **National Strategy on Disaster Risk Management and its Action Plan** (adopted in March 2017)<sup>1</sup>, which outlines priorities for the development of the DRM system for the period of 2017-2030. The DRM Strategy was developed in consultations with local and international partners and other stakeholders of Civil Protection system in Armenia, and in line with the priorities and targets of Sendai Framework for Disaster Risk Reduction (DRR) and Sustainable Development Goals (SDGs). The Strategy and its Action Plan are the basis for improving effectiveness and efficiency of the functions of the Civil Protection System in Armenia.

There are number of **Population Protection Plans** based on legal framework on national level including: (1) Decision N 919-N of the Government of RA, 2011 on “Approving the plan of population protection in case of major earthquake”, (2) Decision N 2328-N of the Government of RA, 2005 on “Approving the national plan of population protection in case of nuclear and/or radiological accidents in Armenian Nuclear Power Plant”, (3) Decision N 1470 of the Mayor of the City of Yerevan, 2013 on “Approving the plan of the city of Yerevan on seismic risk management and response”.

And also on **regional and local level** including: (1) Disaster Risk Reduction and Emergency Situations Action Plan for Marzes (Regions), (2) Disaster Risk Reduction and Emergency Situations Action Plan for Local Level Communities, (3) Disaster Risk Reduction and Emergency Situations Action Plan for Schools, (4) Disaster Risk Reduction and Emergency Situations Action Plan for Pre-school Educational Institutions.

### 3. Description

#### 3.1 Background and justification:

The Republic of Armenia is a country in the South Caucasus region bordering Georgia, Azerbaijan, Iran and Turkey. It occupies a territory of 29 743 km<sup>2</sup> and has a population of about 2,900,000. Based on OECD/DAC criteria, Armenia is classified as an upper middle-income country with projected GDP per capita 4,190 USD (2018)<sup>2</sup>.

Armenia has historically faced a high level of risk to natural disasters, the impacts of which are enhanced by an insufficient capacity to manage disaster risks. Natural hazards are a major concern in Armenia. There are more than 100 typical natural hazards in the Republic of Armenia. 80% of the area is prone to severe earthquakes. Over the past 30 years, earthquakes have significantly affected the Armenian population and caused severe economic losses. In addition to earthquakes, risk of natural hazards includes mudflows, flash floods and floods (30% of territory), hails (17%), drought (15%), landslides (8%), etc.

As a result of Study on Landslide Disaster Management (2004-2006), conducted by Japan International Cooperation Agency (JICA), 2,504 landslides were registered on an inventory form and recorded damage reached to be 2.13 billion AMD. 15% of an entire population (about 470,000 people) live in the areas of the landslide risks.

To date, the 1988 Spitak earthquake is the most devastating seismic event in Armenia’s history, which affected around 40% of the country. About 25 000 people lost their life, around 20 000 were injured, and 514,000 became homeless. Significant damage was caused to several cities, which resulted in great direct economic losses.

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<sup>1</sup> [www.mes.am/files/legislation/477.doc](http://www.mes.am/files/legislation/477.doc)

<sup>2</sup> IMF: <https://www.imf.org/external/datamapper/NGDPDPC@WEO/OEMDC/ADVEC/WEOWORLD/ARM>

There are also potential sources for man-made hazards, among them 23 organizations are registered in the Republic of Armenia which use chemical substances (chlorine, ammonia, nitric acid etc.), and more than 1500 enterprises are prone to fire and explosion. In addition, in the territory of Armenia there are 82 water reservoirs, 24 tail reservoirs, and a Nuclear Power Plant of Metsamor.

The overall State Civil Protection **policy framework** in Armenia is based on documents setting priorities and objectives in the area of civil protection: in particular, National Strategy on Disaster Risk Management (adopted in March 2017), but also the Constitution, National Security Strategy and other relevant conceptual documents.

The **legislative framework** for the State Civil Protection Policy is set through the following main laws in the national legislation: The Law of the Republic of Armenia on Population Protection in Emergency Situations (December 2/1998); The Law of the Republic of Armenia on Rescue Service (July 8/ 2005); The Law of the Republic of Armenia on the Code of Rescue Service (January 9/2017); The Law of the Republic of Armenia on Rescue Forces and Status of Rescuer (May 25/ 2004); The Law of the Republic of Armenia on State Regulation of Technical Safety (October 24/ 2005); The Law on Fire Safety (April 18/2001); and The Law on Seismic Protection (June 12/2002).

There are ongoing discussions around a new draft Law on Civil Protection, which aims to further complement and somewhat consolidate a comprehensive legal framework in the civil protection field. This includes also harmonizing the existing laws in the field, with each other, as well as ensure their harmonisation with other related laws. The draft law also aims to comply with existing international agreements, such as Sendai Framework for DRR, Sustainable Development Goals, etc.

In addition to the laws there are the following regulations and orders governing the sector:

- Regulation of the Government of the Republic of Armenia on the Settlement of Civil Aviation Airplanes Operations in Emergency Situations and the procedure of Complementary Action with the State Bodies of the Republic of Armenia (2017, N 105);
- Regulation of the Government of the Republic of Armenia on the Approval of the Plan on Population Protection in Chemical object crash and Chemical Danger and Crash Recovering Actions during Chemical Object Crash (2010, N 861-N);
- Protocol decision of the Government of the Republic of Armenia on Approval of the Plan on Landslide Disaster Management (2017, N 22);
- Order of the Minister of Emergency Situations "On Approval of Methodological Guidelines for Developing an Emergency Plan for Accidents at Mining and Waste Recycling Facilities" (2018, N 316);
- Order of the Minister of Emergency Situations "On informing the population of the affected community, establishing the procedure for submitting suggestions by the affected community and discussing those recommendations with the view of ensuring participation of the population in the development and review process of the Emergency Plan for Accidents at Mining and Waste Recycling Facilities" (2018, N 302).

The current **institutional framework** began to evolve in 1991, when the Emergency Management Administration was set up, and the Civil Defence Headquarter which was acting from 1961 with all of its units, was allocated under the Emergency Management Administration. The Administration, in contrast to the narrow frame of the civil defence activities in the past, accepted new, wider approach to the organization of the whole system from conceptual, professional as well as legal point of view.

In 2005, the Emergency Management Administration was reorganised and renamed as **Armenian Rescue Service** of the Ministry of Territorial Administration. In 2008, by the Decision of RA President, **the Ministry of Emergency Situations (MES)** was established. The newly established Ministry included also the Rescue Service. In 2014, the Ministry of Emergency Situations was reorganised and united with the Ministry of Territorial Administration. In 2016, by the RA President's NH-196-A decree, the Ministry of Territorial Administration and Emergency Situations was reorganized once again into two separate Ministries - the Ministry of Territorial Administration and Development, and the Ministry of Emergency Situations, which includes Armenian Rescue Service.<sup>3</sup>

The Structure of the **Ministry of Emergency Situations** is led by Minister and three Deputy Ministers and includes eight Departments and a Secretariat. Under the Ministry there are several separated divisions (Rescue Service, State Reserves Agency, State Fire and Technical Security investigation Agency), State non-profit organisations, and stock companies, including Agencies, Inspections, Services and an Academy (Seismic Protection Regional Survey, Hydrometeorology and Active Influence on Atmospheric Phenomena Service, Crises Management State Academy, National Centre of Technical Safety, Special Mountain Rescue Service, Disaster Medicine Centre) (*Annexes 3a and 3b*).

The Structure of the **Rescue Service**, led by Rescue Service Director and four Deputy Directors includes 8 Departments, 2 Centres and 10 Regional Rescue Departments with 52 Fire and Rescue Stations and Yerevan Rescue Department with 13 Fire and Rescue Stations (*Annex 4*).

In December 2010, by the Government of RA Decree, the National Platform for DRR (ARNAP) was established by the Republic of Armenia, with the Ministry of Emergency Situations as the authorized state body to represent the Government of Armenia. The goal of the Fund is to support the establishment of multi-sectoral mechanism for disaster risk reduction on the RA, reduction of risks of technological and natural emergency situations and reduction of and recovery from implications of emergencies.<sup>4</sup>

The institutional set-up of the civil protection system has room for improvement, some of the weaknesses include **long bureaucratic procedures, lack of delegation and cumbersome decision-making process**. Currently, all major and some minor decisions are made centrally, at the level of MES. Regional and community structures of the Civil Protection system have to consult and get approval from the MES for any actions, including organizing local events or engaging in activities organized by local and regional governments. The lack of necessary financial and material resources is another underlying issue. Thus, there is a need to review and revise the functional and structural roles and responsibilities to identify the best method for distribution of functions as well as resources to eliminate duplications and support delegation of responsibilities.

During 2004-2014, efforts were made in building up a decentralized and complete rescue system through implementation of the „Ardzagank“ and „Medical Units“ projects, supported by the Swiss Agency for Development and Cooperation (SDC). Further improvement of the rescue system was supported following international standards by creating, training and equipping five Regional Rapid Response Teams (RRRT) in Yerevan (International) and in Shirak, Syunik, Lori and Tavush regions. Total of 300 staff were prepared for deployments that require advanced capacities to autonomously operate in complex situations. The Crisis Management Academy was involved with the aim to offer and ensure continuous knowledge transfer to rescue teams

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<sup>3</sup> Source of History Overview - <http://www.mes.am/en/history/>

<sup>4</sup> The GoA Decree N 1694-N [[http://www.arnap.am/?page\\_id=24&lang=en](http://www.arnap.am/?page_id=24&lang=en)]

to keep the teams' skills on a high level. Further distribution of roles needs to be complemented by increased capacity building efforts in the regions and communities as well as improved methodological basis for the delegation of responsibilities.

There is also a perception of existence of duplications of some functions, lack of motivation among the staff due to low salaries and lack of non-financial incentives. The Disaster Risk Management Capacity Assessment Report of Armenia (2016) highlighted human capacity as one of the most critical issues for the future development of the system.

To ensure further sustainability of capacity building efforts, **Crisis Management State Academy (CMSA)** as an educational and scientific state high educational institution could be involved further also in this twinning project. Academy's activities are currently carried out in the following directions: higher and secondary specialized educational programs for professionals; training of leadership and specialists, qualification raising; fire-rescue training, qualification raising; population training on confronting issues in emergency situations; and performing scientific-methodological workshops.

Furthermore, the CMSA has also been actively involved in the public awareness raising efforts, together with the National Seismic Centre, Rescue Service and some other private initiatives. Currently, the awareness raising efforts are rather fragmented and lack coordination and common strategic vision.

Rescue Service has also been exploring the option to build the resilience of Armenia and to further engage the society through promoting **voluntary service**. A draft concept paper on Voluntary Service in Rescue Service has been developed. However, the Rescue Service is interested in learning more from EU best practices to further enhance the idea, adopt appropriate models to Armenian context, explore different motivation models, develop necessary legal regulations, and kick-start the envisioned activities.

### 3.2 Ongoing reforms:

In 2015 Armenia changed its Constitution, which modified presidential model of government into a parliamentary one, with the changes taking effect after the 2017-2018 electoral cycle. In the spring 2018 peaceful anti-government protests brought new political forces to power. The change of power was further consolidated as a result of snap elections in the beginning of December 2018. The new leadership aims to prepare a comprehensive reform agenda based on rule of law, fight against corruption, transparency and democracy. The reform plans also include large-scale optimisation of public administration and decreasing the number of Ministries, which may also imply some changes in the current structure of the civil protection system in Armenia. MES remains a separate Ministry.

The transition from Presidential to Parliamentary system of governance with increased role of the National Assembly adds another layer of complexity as it requires further defining the legislative powers at the level of the Parliament, Government and the Ministry.

Currently, a number of existing laws and decrees are being reviewed by the Government. This includes, the legal framework governing the civil protection sector, where a new draft Law on Civil Protection is envisioned. In parallel the draft Law on Civil Defence is developed.

The integration of Disaster Risk Management in the development of Local Communities is in process. In 2016-2017, two ministries, the MES and the Ministry of Territorial Administration and Development (MTAD) adopted a joint decision to implement a local level risk management (LLRM) approach for all Communities of the country. However,

the complexity of the methodology means that lack of human and financial resources is the major bottleneck for its implementation. Furthermore, the ongoing processes of consolidation of Communities, whereby several small Communities are consolidated into a new expanded single Community, poses a valid question of revising the suggested methodology of LLRM and adjust the approach to meet new realities. Nevertheless, there is a growing understanding that further strengthening of DRM capacities at regional and local level is a vital component to achieve efficient and responsive civil protection system in the country.

### 3.3 Linked activities:

Public Administration reform is one of the key areas identified for domestic reform which also includes developing an accountable, efficient, transparent and professional civil service. In support of these efforts, in 2018-2019, **SIGMA** has been conducting a comprehensive review and assessment of horizontal areas of public administration in Armenia, based on the Principles of Public Administration for ENP Countries. SIGMA Baseline Measurement Report will be published in May 2019.

The **Prevention, Preparedness and Response to Natural and Man-made Disasters in the Eastern Partnership Countries (PPRD) Programme** was designed in 2009 as the first flagship initiative of the European Commission in the ENP region with focusing on increasing disaster risk management capacities in Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine. Program started in 2010 and operated till 2014, the 2nd phase was launched directly after, and will be concluded in May 2019. A 3rd phase is envisioned but not yet defined. PPRD is a regional programme, which is managed by DG-ECHO. Based on the lessons learnt from the two previous phases, there is a need for stronger efforts to implement the DRM Strategy and follow through on adopted commitments. Strategic process management and institutional capacity building also need further support. This twinning project will build on the Phase II and contribute to capacity building activities envisioned in Phase III of PPRD.

From 2010-2013 The Ministry of Education and Science, the Ministry of Emergency Situations, “Disaster Risk Reduction National Platform” Foundation, UNICEF, OXFAM, Armenian Red Cross Society (ARCS) and Save the Children Armenian branches were involved in the programme called **“Support to disaster risk management in vulnerable communities and institutions” (DIPECHO II)** funded by the DG-ECHO. The activities implemented in the framework of Programme included provision with preparedness mechanisms, training of knowledge and skills directed to disaster preparedness and risk reduction for more than 4000 children and 25 000 residents from target communities, etc. The materials and networks created in the frame of these projects could be further utilised during capacity building efforts of local communities as well as public awareness raising.

**“Strengthening Community Based Resilience and Environmental Emergency Preparedness Capacities in Armenia”** is another project with similar areas of intervention. It was implemented by UNDP and funded by the DG ECHO, in collaboration with National Platform for DRR and MES. In the framework of the project trainings on “Strengthening Radiation, Chemical and Biological Capacities of First Responders” and a simulation exercise (Simex) on Community level were conducted in 2017.

The National Platform for DRR is currently implementing a project called “Ensuring children’s safety through building resilience of communities and education institutions” funded by UNICEF and the European Commission under the DG European Civil Protection and Humanitarian Aid Operations Programme (DG ECHO).

The **United Nations Development Program** (UNDP) has been one of the key players in Armenia in the field of Disaster Risk Reduction and Management. UNDP plans to focus on further strengthening the capacity of the National Platform for DRR for effective monitoring of the implementation of the DRM Strategy and Sendai Framework for DRR. Future areas of support include supporting local communities and municipalities in developing capacities for risk assessment and mapping, establishing early warning systems and promoting further decentralization of capacities to regions and communities.

The **World Bank National Disaster Risk Management Program** (NDRMP) in Armenia, in partnership with UNDP supported the efforts of the GoA and its DRR stakeholders to strengthen DRM capacities and developed the new DRM Strategy of Armenia. The NDRMP also provided support in developing an updated Seismic Hazard Map of Armenia, which is a key tool for future planning as well as development of the Civil Protection System. NDRMP also conducted assessment and developed recommendations for the Government of Armenia in strengthening fiscal capacities for DRM. The Management of the World Bank adopted in August 2018 an extension of the project - NDRMP-2 with main focus on strengthening capacities of Hydro-Met Service and fiscal system for DRR and DRM in country.

**Japan International Cooperation Agency** (JICA) has several DRM related projects with MES RA. The Project for **Seismic Risk Assessment and Risk Management Planning in the Republic of Armenia** is addressing seismic disaster risk in Yerevan City to promote earthquake disaster management activities, which include the formulation of plans and implementation of measures. “Promotion of comprehensive disaster management activities” is set as a global agenda. **Landslide Disaster Management Project in the Republic of Armenia** (2014-2017) aimed to reduce landslide disaster damage in Armenia through the formulation of a comprehensive landslide disaster management plan and implementation of measures on the basis of results of investigation/ assessment of landslide disaster risks. The Land Disaster Management Plan remained as a draft. In 2019, the Project for the **Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction**, has been launched.

#### 3.4 List of applicable *Union acquis*/standards/norms:

[http://ec.europa.eu/echo/who/about-echo/legal-framework\\_en](http://ec.europa.eu/echo/who/about-echo/legal-framework_en)

- The Lisbon Treaty, Humanitarian Aid (Art214)
- Decision (EU) 2019/420 of the European Parliament and of the Council of 13 of March 2019 on amending Decision No 1313/2013/EU on a Union Civil Protection Mechanism
- Council Conclusions on Host Nation Support
- Commission Staff Working Document on EU Host Nation Support Guidelines
- Commission Staff Working Paper on Risk Assessment and Mapping Guidelines for Disaster Management
- Council Conclusions on Reinforcing the Union's Disaster Response Capacity – towards an integrated approach to managing disasters
- Conclusions on Innovative Solutions for Financing Disaster Prevention
- Council Conclusions on a Community framework on disaster prevention within the EU
- EU Strategy for supporting disaster risk reduction in developing countries (COM(2009)220)



- Commission Staff Working Document, Action Plan on the Sendai Framework for Disaster Risk Reduction 2015-2030, A disaster risk-informed approach for all EU policies SWD(2016) 205 final/2.

### 3.5 Components and results per component

This Twinning Project will aim to deliver three Components/Mandatory Results with Sub-results as follows:

#### **Mandatory Result/ Component 1: Enhanced civil protection legal and policy framework**

*The indicators of achievement:*

- Legal and policy framework prepared in inclusive and evidence-based process, on the basis of impact assessments and internal and external stakeholders consultations.

Sub-result 1.1: Harmonized legal framework aligned with the new Constitution and EU best practices and revised policies

*The indicators of achievement are:*

- Percentage of the civil protection and other laws revised based on a comprehensive analysis and submitted for adoption;

Sub-result 1.2: Enhanced communication with the National Assembly and civil protection stakeholders

*The indicators of achievement is:*

- Number of hearings and meetings held at National Assembly/ Defence and Security Committee per year. (2018: one; target: at least twice a year)

Sub-result 1.3: Revised National Disaster Risk Management strategy based on updated comprehensive civil protection system, including a refined implementation, coordination and monitoring framework submitted for approval.

*The indicators of achievement are:*

- National Disaster Risk Management (DRM) strategy revised in an inclusive and evidence-based manner and submitted for approval;
- Updated National DRM Strategy Coordination and Monitoring Framework submitted for approval.

In line with the ongoing reform efforts of MES/ Rescue Service, this component foresees support to the revision of the legal and policy framework governing Civil Protection. Support is needed in know-how and exchange of experience to build the capacity of the MES/ Rescue Service to finalise the revision of legal framework as well as develop skills to map and identify gaps and contradictions in other related legal acts. This component also includes support towards establishing an effective process of engagement with the National Assembly, which could be particularly reflected through the number of hearings held in the National Assembly on the topic of civil protection. Official Protocols and meeting minutes are public and thus, available for monitoring and follow up. Further collaboration with the National Assembly is also relevant to further support the sustainability and impact of the planned activities and to further promote the implementation of priorities set in the National DRM Strategy. In light of the planned

reforms and ongoing work on the legal framework, the National DRM Strategy needs to be revised and sent for approval to the Government according to the pre-defined procedures to remain up to date and relevant.

## **Mandatory Result/ Component 2: Improved effectiveness and efficiency of the comprehensive civil protection system**

*The indicators of achievement:*

- Inter-Agency Standing Committee and European Commission Global Risk Management Index: Lack of coping capacity (2018: index 4.8/10; Target: index 4.4/10<sup>5</sup>)

### Sub-result 2.1: Enhanced distribution and delegation of responsibilities in the disaster risk reduction and emergency management sphere at national, regional and community level

*The indicators of achievement are:*

- Functional review and gap analysis of capacity and resources in the national, regional and community level conducted;
- Draft by-laws related to distribution of responsibilities within civil protection system (based on delivered concept paper on the options and their impacts) submitted for approval;
- Conceptual framework for distribution of responsibilities within civil protection system developed and related draft legal acts elaborated and submitted for approval.

### Sub-result 2.2: Improved methodological basis, in particular the local level risk management (LLRM)

*The indicators of achievement are:*

- Gap assessment for methodological base in the area of civil protection conducted;
- Situational analysis to refine LLRM methodology conducted;
- A methodology for LLRM is revised and approved in an inclusive manner.

### Sub-result 2.3: Improved Volunteerism in Civil Protection

*The indicators of achievement are:*

- Concept paper on Volunteerism for the Rescue Service developed and approved;
- Draft legal acts/ amendments to the legislation developed in an inclusive and evidence-based manner and sent for approval;
- Training curriculum for volunteers developed.

### Sub-result 2.4: Improved planning, coordination and implementation of public awareness in Disaster Risk Reduction (DRR)

*The indicators of achievement are:*

- An overarching concept paper for public awareness in DRR drafted and approved.

To improve MES/ Rescue Service capacity to manage comprehensive civil protection

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<sup>5</sup> At all levels of the INFORM model, a lower value (close to 0) always represents a lower risk and a higher value (closer to 10) always represents a higher risk.

system, this component includes assisting MES/ Rescue Service to conduct a functional review and a gap analysis of the capacity and resources in the national, regional and community level and to develop a conceptual framework for distribution of responsibilities within the Civil Protection System. A study tour could be considered under this component. The local community level methodological basis needs to be revised, in particular the methodology for local level risk management (LLRM) to better correspond to the real situation and existing capacities. To further complement the overall objective of enhancing the resilience of the society, this component will support the MES/ Rescue Service with their efforts to develop a concept for Voluntary Service in Armenia, as well as consolidate and better coordinate public awareness raising efforts in the field of civil protection.

### **Mandatory Result/ Component 3: Improved capacity to ensure effective human resource management and development**

*The indicators of achievement:*

- Percentage of staff turn-over

#### Sub-result 3.1: Improved human resource management (HRM) of Rescue Service

*The indicator of achievement is:*

- Concept paper for Rescue Service HRM developed with specific focus on revised career model and approved.

#### Sub-result 3.2: Improved training system for Rescue Service

*The indicators of achievement are:*

- Training and professional development programme for Rescue Service developed;
- Training of Trainers conducted;
- Pilot conducted.

This component will support building the capacity of Rescue Service to ensure effective human resource management and development on a continuous basis, including boosting motivation for personnel at all levels for skills development and leadership initiatives. The Rescue Service highlights the importance of human resource development throughout the system as the basis for its effective functioning. Thus, this component foresees support in improving the existing training system and conducting Training of Trainers.

### 3.6 Means/input from the EU Member State Partner Administration(s):

#### 3.6.1 Profile and tasks of the Member State Project Leader (PL):

Profile:

- Proven contractual relation to a public administration or mandated body;
- University degree in a relevant field or equivalent relevant professional experience of 8 years;
- A high ranking Member State official with an active senior position in the field of civil protection or DRM;
- Minimum of 3 years of professional experience in civil protection and disaster risk management field;
- Good working knowledge of written and spoken English;
- Good communications, team work and inter-personal skills;
- Experience in supervising similar or related assistance and cooperation projects will be considered an asset;

- Solid knowledge of European Union policies, legislation and institutional set up in the field of Union Civil Protection Mechanism will be considered an asset

Tasks:

- Overall direction, monitoring, quality control and backstopping of the project, on behalf of the Member State;
- Mobilising the necessary expertise required for the implementation of project activities;
- Monitoring and steering the project implementation with RTA and taking corrective measures if and when needed;
- Accountability to beneficiary and EUD for the timely achievement of expected project results;
- Maintaining a close and permanent professional relationship with the Resident Twinning Adviser (RTA), the Beneficiary Country's project leadership and the EU Delegation;
- Coordinate, on the Member State's side, the Project Steering Committee, which will meet in Yerevan at least once in a quarter.

### 3.6.2 Profile and tasks of the Resident Twinning Adviser (RTA):

Profile:

- University degree preferably in civil protection, emergency management, management or in another relevant area or equivalent relevant professional experience of 8 years;
- Minimum 3 years of experience in Member State civil protection and disaster management field including minimum 2 year in senior position (min. Head of Department);
- Demonstrated experience both at the strategical and policy-making level;
- Good working knowledge of written and spoken English;
- Good communication, team work and inter-personal skills;
- Strong analytical and report writing skills;
- Experience in implementing similar or related assistance and cooperation projects will be considered an asset;
- Working knowledge of Russian and experience in the region will be considered an asset;
- Solid knowledge of European Union policies, legislation and institutional set up in the field of Union Civil Protection Mechanism will be considered an asset.

Tasks:

- Drafting, along with PL and in close cooperation with all relevant actors, the work plan and progress reports submitted to the Steering Committee;
- Overall coordination of the activities of the team members in line with the agreed work plan to enable timely completion of project outputs;
- Providing expert assistance and advice to the representatives of beneficiary administration, in particular for Components 2 and 3;
- Together with the Member State PL, mobilize and supervise the short-term experts;
- Keeping daily contacts with the beneficiary's RTA counterpart and PLs (both MS and beneficiary);
- Liaison with relevant Project Manager at the EU Delegation and the Programme Administration Office (PAO);
- Liaison with other Armenian institutions and programmes of the EU and other development partners.

### 3.6.3 Profile and tasks of Component Leaders:

#### Profile:

- Have at least Master's degree in Law or other relevant field, or have equivalent relevant professional experience of eight (8) years;
- Minimum 3 years of professional experience in the relevant field;
- Excellent command of spoken and written English;
- Good communication skills;
- Experience with similar international projects will be considered an asset.

#### Tasks:

- Coordinate planning and implementation of the Component of the project;
- Coordinate and guide other team members implementing Component;
- Provide technical input on its knowledge area as required for Component;
- Contribute to effective monitoring and reporting;
- Proposing to the RTA corrective measures needed to achieve timely delivery according to work plan;
- Liaise with the beneficiary's RTA counterpart and relevant staff members of the Beneficiary administration on a regular basis.

### 3.6.4 Profile and tasks of other short-term experts:

#### Profile:

- A university degree in a discipline relevant to the assignment or equivalent professional experience of 5 years linked to the specific subject;
- A minimum of 3 years of experience in the respective field;
- Good working knowledge of written and spoken English;
- Good communication skills.

#### Tasks:

Short-term experts will be made available for the implementation of the twinning project, they will deliver their expertise under the overall responsibility of the Member State PL and under the coordination and supervision of the RTA. Short-term experts are expected to perform specific tasks/activities. The detailed expert input shall be established when setting the twinning work plan including the drafting of Terms of Reference.

## **4. Budget**

The maximum budget available will be EUR 1,000,000

## **5. Implementation Arrangements**

- 5.1 The European Union Delegation in Yerevan (Armenia) will be responsible for the tendering, contracting, payments and financial reporting, and will work in close co-operation with the Beneficiary. The person in charge of this project at the Delegation is:

Paulius Strelciunas

International Aid/Cooperation Officer - Head of PAR, PFM and Anti-Corruption Portfolio

Delegation of the European Union to Armenia

21 Frik Street, Yerevan 0002, Armenia

Telephone: + 374 (10) 54 64 94

E-mail: Paulius.Strelciunas@eeas.europa.eu

## 5.2 Institutional framework

The Twinning project will support Ministry of Emergency Situations of the Republic of Armenia, focusing in particular on Rescue Service, who will coordinate and collaborate closely to ensure effective and efficient implementation of the project and achievement of results. The institutional framework of the Rescue Service as well as MES has been outlined in more detail above. In addition, the organograms of both are attached to the Twinning Fiche.

Other institutions, which may be involved in the implementation of project activities are Crises Management State Academy, ARNAP, Ministry of Education and Sciences, Local Authorities, etc.

The EU Programs Administration Division (PAO) in the Ministry of Economy is the national coordinator of the EU programmes, including Twinning projects.

## 5.3 Counterparts in the Beneficiary administration:

### 5.3.1 Contact person:

- Sona Hovhannisyan
- Head of the International Programs Division of the Emergency Situations Policymaking and International Cooperation Department of the MES of RA
- [interdep@mes.am](mailto:interdep@mes.am), [hovsona@yahoo.com](mailto:hovsona@yahoo.com)

### 5.3.2 PL counterpart

- Artavazd Davtyan
- Deputy Director of the Rescue Service of the MES of RA, r/s colonel
- [a.davtyan@mes.am](mailto:a.davtyan@mes.am), [davtyan.artavazd@gmail.com](mailto:davtyan.artavazd@gmail.com)

### 5.3.3 RTA counterpart

- Mkrtich Ulikyan
- Head of Service Organization Department of the Rescue service of the MES of RA, r/s colonel
- [mkrtich.ulikyan@mes.am](mailto:mkrtich.ulikyan@mes.am), [misha-ers@rambler.ru](mailto:misha-ers@rambler.ru)

## 6. Duration of the project

The execution period of the Project is 24 months.

## 7. Management and reporting

### 7.1 Language

The official language of the project is English, which is also used as contract language. All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.

### 7.2 Project Steering Committee

A project steering committee (PSC) shall oversee the implementation of the project. The main duties of the PSC include verification of the progress and achievements via-à-vis the mandatory results/outputs chain (from mandatory results/outputs per component to impact), ensuring good coordination among the actors, finalising the interim reports and discuss the updated work plan. Other details concerning the establishment and functioning of the PSC are described in the Twinning Manual. Other stakeholders in the civil protection system as well as development partners active in the sector might be considered to be included as observers in the PSC to ensure better coordination and synergies with ongoing support.

### 7.3 Reporting

All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in section 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and inputs. Two types of reports are foreseen in the framework of Twinning: interim quarterly reports and final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take stock of the progress and achievements via-à-vis the mandatory results and provide precise recommendations and corrective measures to be decided by in order to ensure the further progress.

## 8. Sustainability

The project has been designed in line with the MES and Rescue Service reform plans, supporting the activities envisioned in the National Strategy and thus, ensuring the sustainability of the assistance. The main results of the twinning are focusing on building the capacity of MES/ Rescue Service to avoid one time interventions and capacity substitution.

The increased capacity of MES to map and identify gaps in the existing legal framework as well as monitor the related laws and regulations will contribute towards ensuring continuous harmonisation efforts by the MES legal staff. Delegation of responsibilities will ensure broader involvement of stakeholders and strengthen the disaster resilience efforts of Rescue Service in the community level. Review and modernisation of HRM will provide the basis for reducing staff turnover as well as attracting new talented people.

## 9. Crosscutting issues

The project will take a **rights-based approach**, ensuring **equal opportunities for both men and women** throughout its implementation, in particular during the capacity building activities.

**Environmentally friendly activities and climate change mitigation** are directly linked to the disaster risk reduction efforts and thus, are important cross-cutting issues which will indirectly be tackled during this project.

Cooperation with civil society, in particular **grass-root level organisations** will be relevant whilst implementing the activities in the regions envisioned in the twinning project. Furthermore, local active groups could be key partners in developing Voluntary Service in their communities.

**Good governance** will be supported through institution and capacity building activities as well as through exchanging best practices between EU MS and Armenia.

## 10. Conditionality and sequencing

There are no pre-conditions for this Twinning project. Institutional changes might occur due to the planned comprehensive public administration reforms. These might have an impact to the institutional set-up of the Civil Protection system. Nevertheless, it will not impact the core functions which have been identified in this twinning fiche.

MES and the Rescue Service commit themselves to fully support the implementation of the twinning project, through assigning dedicated staff, providing relevant information and documents, as well as suitable venues and facilities for training sessions and meetings held under the Project.

Sequencing of activities should be based on the logical framework of the twinning fiche as well as the timeline of the reform plans of MES and the Rescue Service to ensure maximum impact of the activities towards achieving the pre-defined main results.

If PPRD III will be launched, then the activities could be further reviewed and harmonised according to the regional programme's work plan. The Twinning project will also consider other Twinning and TAIEX projects.

## **11. Indicators for performance measurement**

The main indicators for achievement are:

- Legal and policy framework prepared in inclusive and evidence-based process, on the basis of impact assessments and internal and external stakeholders consultations;
- Inter-Agency Standing Committee and European Commission Global Risk Management Index: Lack of coping capacity (2018: index 4.8/10; Target: index 4.4/10<sup>6</sup>);
- Percentage of staff turn-over.

The more detailed indicators for performance measurements have been outlined above in the section 3.5. and in the logical framework in annex 1.

The logical framework, including the indicators will be revisited during the inception period of the project. The work plan which will be composed in collaboration between the MS and the MES/ Rescue Service will further refine and specify the indicators.

## **12. Facilities available**

Following facilities will be available: meeting rooms, office space, and facilities for training, seminars, conferences, etc. Security related issues will be covered by the MES/Rescue Service.

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<sup>6</sup> At all levels of the INFORM model, a lower value (close to 0) always represents a lower risk and a higher value (closer to 10) always represents a higher risk.



## **ANNEXES TO PROJECT FICHE**

1. The Simplified Logical framework matrix
2. National DRM Strategy and its Action Plan
3. Organograms of:
  - a. MES of RA - Separated Divisions
  - b. MES of RA - Structural Subdivisions
4. Organogram of Rescue Service

## Annex 1

### Simplified Logical Framework

	Description	Indicators (with relevant baseline and target data)	Source of verification	Risks	Assumptions (external to project)
<b>Overall Objective</b>	To make Armenia disaster resilient and ensure significant reduction of various disaster risks to human lives, country's economy and communities	Global Risk Management Index <sup>7</sup> (2019: rank 99/191; index 3.5/10; Target: 3.8/10)	Inter-Agency Support Group and EU Commission's INFORM Index for Risk Management		
<b>Specific (Project) Objective(s)</b>	To strengthen disaster risk management capacities through building a comprehensive civil protection system more effectively and efficiently	<ol style="list-style-type: none"> <li>1. Number of victims (2018: 403; Target: decreased);</li> <li>2. Level of Trust in Rescue Services.</li> </ol>	<ul style="list-style-type: none"> <li>- Annual administrative reports;</li> <li>- Surveys.</li> </ul>	<ul style="list-style-type: none"> <li>- There is a change in the political agenda and lack of interest in DRR/ DRM.</li> </ul>	The security and political situation is stable.
<b>Mandatory results/outputs by components</b>	<ol style="list-style-type: none"> <li>1. Enhanced civil protection legal and policy framework;</li> <li>2. Improved effectiveness and efficiency of the comprehensive civil protection system;</li> <li>3. Improved capacity to ensure effective human resource management and development.</li> </ol>	<ol style="list-style-type: none"> <li>1. Legal and policy framework prepared in inclusive and evidence-based process, on the basis of impact assessments and internal and external stakeholders consultations;</li> <li>2. Inter-Agency Standing Committee and European Commission Global Risk Management Index, Lack of coping capacity (2018: index 4.8/10; Target: index</li> </ol>	<ul style="list-style-type: none"> <li>- Records from e-draft platform;</li> <li>- Inter-Agency Standing Committee and EU Commission's INFORM Index for Risk Management;</li> <li>- Annual report on HRM of the</li> </ul>	<ul style="list-style-type: none"> <li>- Further restructuring of the Government of Armenia, which can lead to re-distribution of functions in DRR/ DRM sector.</li> </ul>	The structure and functions of the Rescue Service will remain more or less the same to address existing and emerging disaster threats.

<sup>7</sup> At all levels of the INFORM model, a lower value (close to 0) always represents a lower risk and a higher value (closer to 10) always represents a higher risk.

		4.4/10); 3. Percentage of staff turnover (Baseline to be calculated at the start of the project; Target: reduced by at least 1%)	MES/ Rescue Service.		
<b>Sub-results per components (optional and indicative)</b>	1.1. Harmonized legal framework, aligned with the new Constitution, EU best practices and revised policies;	1.1.1. Percentage of the civil protection and other laws revised based on a comprehensive analysis and submitted for adoption (2018: 0%; Target: 100%)	- Records from e-draft platform - MES and RS approved project reports.	- The amendments, draft laws and draft by-laws developed will not be adopted by the National Assembly.	There is a political will to harmonise the DRR/DRM legislation in line with EU standards.
	1.2. Enhanced communication with the National Assembly and civil protection stakeholders	1.2.1. Number of hearings and meetings held at National Assembly per year (2018: one; Target: at least twice per year).	- Official protocols of the NA and its structure(s).	- Lack of interest of the NA members on DRR/ DRM.	The public support to the DRR/DRM sector and discussions on the relevance of it continue.
	1.3. Revised National Disaster Risk Management strategy based on updated comprehensive civil protection system, including a refined implementation, coordination and monitoring framework, submitted for approval	1.3.1. National DRM strategy revised in an inclusive and evidence-based manner and submitted for approval (2018: 2015 edition; Target: updated); 1.3.2. Updated National DRM Strategy Coordination and Monitoring Framework submitted for approval (2018: 2015 edition; Target: updated).	- Records from e-draft platform; - MES and RS approved project reports.	- Lack of capacity at MES and ARNAP to conduct the regular revision process; - Lack of stakeholder participation in the process.	The sector stakeholders are motivated and remain dedicated to the reforms in the sector.
	2.1. Enhanced distribution and delegation of responsibilities in the	2.1.1. Functional review and gap analysis of capacity	- MES and RS approved	- Lack of motivation for new distribution	The sector stakeholders are motivated and

	disaster risk reduction and emergency management sphere at regional and community level	<p>and resources in the national, regional and community level (2018: 0; Target: 1);</p> <p>2.1.2. Draft by-laws related to distribution of responsibilities within civil protection system (based on delivered concept paper on the options and their impacts) submitted for approval (2018: no; Target: yes);</p> <p>2.1.3. Conceptual framework for distribution of responsibilities within civil protection system developed and related draft legal acts elaborated and submitted for approval.</p>	<p>functional review report;</p> <ul style="list-style-type: none"> <li>- MES and RS approved concept paper on roles and responsibilities;</li> <li>- Records from the e-draft platform.</li> </ul>	<p>of responsibilities at different levels;</p> <ul style="list-style-type: none"> <li>- Lack of 'political will' for delegation and decentralization;</li> <li>- Lack of resources.</li> </ul>	remain dedicated to the reforms in the sector.
	2.2. Improved methodological basis for delegation of responsibilities, in particular in LLRM	<p>2.2.1. Gap assessment for methodological base in the area of civil protection (2018: 0; Target: 1);</p> <p>2.2.2. Situation analysis to refine LLRM methodology (2018: N/A; Target: conducted);</p> <p>2.2.3. A methodology for LLRM revised and approved in an inclusive manner (2018: 2017 edition; Target: revised)</p>	<ul style="list-style-type: none"> <li>- Assessment report;</li> <li>- Updated document on LLRM methodology.</li> </ul>	No major risks	<p>The sector stakeholders are motivated and remain dedicated to the reforms in the sector;</p> <p>Updated LLRM methodology is used by local communities and experts to identify and map disaster threats and help in action planning process.</p>

	2.3. Improved Volunteerism in Civil Protection	<p>2.3.1. Concept paper on Volunteerism for the Rescue Service developed and approved (2018: no; Target: yes);</p> <p>2.3.2. Draft legal acts/ amendments to the legislation developed in an inclusive and evidence-based manner and sent for approval (2018: no; Target: yes);</p> <p>2.3.3. Training curriculum for volunteers developed (2018: no; Target: yes).</p>	<ul style="list-style-type: none"> <li>- MES and RS approved Concept paper;</li> <li>- Records from e-draft;</li> <li>- MES and RS approved Training curricula in Armenian;</li> <li>- MES and RS approved project reports.</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of motivation of potential volunteers;</li> <li>- Lack of capacities at RS to manage volunteers;</li> <li>- Lack of resources for promoting volunteerism in civil protection.</li> </ul>	<p>The sector stakeholders are motivated and remain dedicated to the reforms in the sector;</p> <p>There are training institutions and resources to offer capacity building support to volunteers.</p>
	2.4. Improved planning, coordination and implementation of public awareness in DRR	2.4.1. An overarching concept paper for public awareness in DRR drafted and approved (2018: 0; Target: 1).	Public Awareness Concept Paper and Action Plan.	<ul style="list-style-type: none"> <li>- There is no dedicated unit/ personnel to take lead/charge of Public Awareness coordination;</li> <li>- There is no sufficient capacity and resources for Public Awareness.</li> </ul>	There is willingness among the Public Awareness stakeholders to collaborate and coordinate their activities.

	3.1. Improved human resource management (HRM) of Rescue Service	3.1.1. Concept paper for Rescue Service HRM developed with specific focus on revised career model and approved (2018: 0; Target: 1).	<ul style="list-style-type: none"> <li>- MES and RS approved Concept paper;</li> <li>- MES and RS approved project reports.</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of communication and proper message delivery at Human Resources of Rescue Service;</li> <li>- Possible resistance to move to merit-based system from the staff.</li> </ul>	There is political will to reform HRM and move to the new system
	3.2. Improved training system for Rescue Service	<p>3.2.1. Training and professional development programme for Rescue Service developed (2018: 0; Target: 1);</p> <p>3.2.2. Training of Trainers conducted (2018: no; Target: yes);</p> <p>3.2.3. Training and professional development programme piloted (2019: NA; Target: yes).</p>	<ul style="list-style-type: none"> <li>- MES and RS approved project reports</li> <li>- Finalized training and capacity building programme;</li> <li>- TOT reports;</li> <li>- Reports on pilot exercises.</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of commitment and resources for capacity building programme implementation.</li> </ul>	The sector stakeholders are motivated and remain dedicated to the reforms in the sector

**Annex 2**

**National DRM Strategy and its Action Plan**

[www.mes.am/files/legislation/477.doc](http://www.mes.am/files/legislation/477.doc)