

1 Background.

On September 22nd and 23rd 2002, the Yucatan Peninsula suffered during 30 hours the stroke of Isidore hurricane, with sustained winds of 130 MPH and gusts of 150 MPH. The associated rainfall during those hours exceeded 500 mm, almost the third of the regional annual average. Ocean swells of almost a mile along the coastal line added to the rainfall causing enormous destruction.

More than 500,000 people were affected, with 37,900 totally destroyed houses and another 86,400 severely damaged. Almost a half of electricity network was knocked down. Around 2 million tropical forest hectares were also destroyed; even standing trees were totally defoliated. In Yucatan and Campeche states, the agriculture was heavily affected with total or partial losses as follows: 100% of grain crops, 60% of fruit plantations, 80% of chicken and pork husbandry, 50% of fisheries' effort and 70% of beekeeping.

Even worse, the immediate alleviation campaigns caused important local conflicts and allowed for corruption acts, showing the need of strengthening local organisation practices, community institutions and people's capacities to better cope with disasters. In such circumstances the Mexican UNDP office asked for financial aid from TRAC 1.1.3 CATEGORY II funds, in order to support the creation of local experts units for crisis prevention and alleviation.

The Bureau for Crisis Prevention and Recovery assigned an initial amount of USD 100,000.00 to such purpose, creating the Local Management of Risk in the Yucatan Peninsula Project, with the following goals:

- 1.1 Creating Micro-regional Crisis Recovery Units (UMACs by their Spanish acronym) that increase local capacities to re-establish public services and food production immediately after major disasters.
- 1.2 Technically assist local governments, community based organisations and NGO to build up risk management plans, operate and evaluate them, making the best use of scarce governmental resources.
- 1.3 Technically assist community based organisations and NGO in project proposals' design that include crisis prevention criteria.
- 1.4 Allow the exchange of successful experiences of recovery processes after climate-related disasters, among local governments, community based organisations and NGO, national and international, including pests control caused by flood.
- 1.5 Support community and local government actions to access resources to invest in recovery, reconstruction actions, as well as the monitoring of both.

According to the general goals of the project, the present Procedure Manual establishes the main norms and practices for the Micro-regional Crisis Recovery Units (UMACs), so they can deliver the products specified in the project proposal in the most organised and efficient way.

2 Manual's purpose:

The present manual aims to provide support tools regarding procedures, functions and Interrelation among the Micro-regional Crisis Recovery Units (UMACs).

3 Concepts and Terms:

For the purpose of this manual we understand:

- 3.1 The SGP-GEF as the responsible agency of operating and monitoring the Local Management of Risk Project in Mexico.
- 3.2 The Local Management of Risk Project in Mexico is a UNDP related initiative whose goals were already listed before.
- 3.3 The Micro-regional Crisis Recovery Units in Mexico are the teams integrated by local experts trained by the project in each micro region.
- 3.4 The Procedures Manual for the project and the units, is the main document include
- 3.5 The National Civil Protection System in Mexico (SINAPROC,) is the governmental agency that co-ordinates public offices at the municipal and state levels, among them and with community based organisations and NGO, towards protecting citizens' lives and society resources.

4. Procedures Manual.

4.1 General Organisation of UMACs:

The Micro-regional Crisis Recovery Units (UMACs), will depend on the project co-ordinator, appointed by the SGP-GEF, and his project assistant. Their responsibilities are:

- 4.1.1 Supervise selection and training of UMACs in each micro-region.
- 4.1.2 Support the planning processes of UMACs.
- 4.1.3 Apply for additional resources for the correct function of the UMACs.
- 4.1.4 Join at least monthly with the UMAC members, in order to monitor their work and results.
- 4.1.5 Periodically evaluating the UMAC work and plan operation.
- 4.1.6. Co-ordinate the exchange between UMAC and the "Protección Civil" system.

4.2 UMAC task and responsibility distribution.

The UMACs may freely determine their internal working team, including tasks distribution, seeking the best use of their resources, etc. However, the basic and compulsory structure of UMACs is as follows:

- A local co-ordinator, whose functions are:
 - Co-ordinating project local actions.
 - Representation of UMAC with local governments and military authorities in the micro-region.
 - Co-ordinating activities with the governmental agency "Protección Civil".
 - Contact the community based and non governmental organisations with the project.
 - Connect with the local Risk Management Committees.

- Holding a direct communication with the project co-ordinator and the project assistant.
- Leading his UMAC mates in reports formulation, according to this Manual.
- Support the Project Co-ordinator and the Project assistant in their field trips to each micro-region.
- Support any process of project appraisal and/or evaluation.
- Host any official visit interested in knowing the field work of the project in each micro-region.

➤ A local administrator, whose functions are:

- Manage the human, material and financial resources of the project, at the local level.
- Keep the accounting in a transparent way.
- Produce financial reports when asked by the project co-ordinator.

4.2.1. According to the total number of members of each UMAC, the above described roles will be permanent or temporary; in such case, the elected local co-ordinator and local administrator will remain in that function at least for one year.

4.3. Members of UMACs: “Local Experts”.

UMACs will be integrated by the local experts appointed by at least 10 community based organisations (C.B.O.) and/or NGO of their micro-region. Participant micro-regions are those where SGP-GEF has been acting during the last years.

4.3.1. Appointing UMAC members require a specific procedure: At least one general meeting of CBO and NGO has to take place in each micro-region. Project co-ordinator and/or project assistant will make a presentation of the local experts’ profile, and organisations’ representatives will come with proposals of members that match such profile.

4.3.2. Once the local experts are appointed, they will participate in intensive training activities so they become capable of developing their tasks in a professional and high standards way, such required for a successful risk management and disaster prevention.

4.3.3. In addition to the UMAC members, also known as local experts, the UMAC is allowed to receive the support of volunteers, who will receive proper training, supervised by the project co-ordinator.

4.3.4. UMAC members will promote participation of the governmental agency “Protección Civil” personnel in project activities of each micro-region, ensuring proper communication and co-ordination.

4.4 UMAC activities.

4.4.1. According to their main objectives and the general project goals, each UMAC will produce a working plan, in annual basis. Such plan must be delivered to the Project co-ordinator who will endorse and support it, in order to receive the necessary resources for its’ operation.

4.4.2. The annual working plan will match the following points:

- Introduction, including the general situation of the UMAC.
- Medium term objectives.
- Annual objective and goals.
- Co-ordination strategies (particularly with the governmental “Protección Civil” agency and other related institutions).

- Main activities to be carried out.
- Direct responsibilities of each activity.
- A communication and information exchange system adapted to the micro-region situation.
- A training and/or educational strategy and actions has to be part of the UMACs annual plan.
- Necessary resources.
- Timetable of actions.
- Evaluation indicators and verification means.

4.4.3. The UMACs are responsible of promoting the creation of community risk management committees, and supporting them to design local risk management plans, with the participation of local population.

4.4.4. UMACs will train and transfer information to the local committee members, including the specific local brigades, ensuring their appropriation of methods and capacities.

4.4.5. UMAC members (local experts) must keep committed to detect their own educational needs and keep participating in training programmes, in order to continuously increase their knowledge and capacities about disasters and risk management.

4.4.6. Since the moment they start the annual planning, UMACs must deliver a monthly report of activities, including: Activities carried out, Main results, Next month priorities.

4.4.7. UMAC members (local experts) must participate in the follow up and evaluation activities organised by the Project co-ordinator.

4.4.8. UMAC members will also participate in the Project systematisation process. In order to do so, they will keep a written record of their activities and participate in the especial meetings called for this purpose at the Project level.

4.4.9. UMACs will participate and promote experience exchanges with other UMAC, according to the communication strategy established in their annual plans.

4.5. About UMAC's resources administration.

4.5.1. Every UMAC should have a simple and effective accounting system, in order to manage the human, material and financial resources they will be provided with.

4.5.2. In order to manage such system, the UMAC will appoint an administrator for a limited period (not less than one year).

4.5.3. Administration of all resources must be accountable and transparent, in such a way that a report could be produced and delivered at any time, according to what is established in the Letter of Agreement of funding agencies.

4.5.4. UMAC's administrator will produce an inventory of all material resources kept by the UMAC, and renewed four times a year, delivering it to the Project co-ordinator.

4.5.5. UMAC's administrator will lead his team unit to make every year a budget according to the unit needs, that will be delivered to the Project co-ordinator.

4.5.6. UMAC's administrator will produce and deliver a regular report of the usage of project resources, according to the appropriate form.

4.6. About the reports.

- 4.6.1. UMACs will produce and deliver different kind of reports in regular basis, according to the following classification:
- a. Monthly achievements report, including general data, fixed goals for that period, activities carried out, results, obstacles, self-evaluation. See attached form.
 - b. Regular administrative report, including general data, received amount for that period, activities carried out, proportional expenses such as transportation, meals, educational material, telephone calls, etc. See attached form.
 - c. Annual operative report: General data, an accurate evaluation of their own annual plan, including an analysis of strengths and weaknesses.
 - d. Annual administrative report: General data, annual goals, total financial resources received, annual balance and results status, a qualitative evaluation of the resource management.
 - e. Another reports: Those derived from specific needs of donors.

4.7. About Follow Up and Monitoring of the Project Activities.

- 4.7.1. The follow up role is in charge of the Project Co-ordinator, and the Project assistant, and will include:
- Regular visits to every micro-region, that will include: achievements on goals and objectives of the Project and of the UMACs particular annual plans, monitoring of UMAC activities (both office and in the field).
 - Supervision of UMACs reports about achievements and obstacles, both operative and administrative.
- 4.7.2. Regular co-ordination meetings among different UMACs, called by the Project co-ordinator. Such meetings will take place in the best easy access points for all the UMACs, and will be attended by the UMAC co-ordinator or by the whole unit members, according to the budget availability.
- 4.7.3. Specific visits and exchanges from persons and groups from other regions, given a previous agreement with the local UMAC members.

4.8. About the Communication System.

- 4.8.1. It was stated that every UMAC will include in his annual working program an information and communication system adequate to their geographical conditions, namely transportation networks and technical capacities of their members. Such system will include, if possible:
- A telephone, if possible, of their own.
 - A fax equipment.
 - A computer with INTERNET access.
- 4.8.2. UMAC members (local experts) will acquire capacities in order to manage basic computer software, that will be used to produce their reports.
- 4.8.3. All the UMACs will seek to be connected through one of the above mentioned media, in order to receive on time summaries, bulletins and messages. At least two of their members will be properly trained to do so.

4.8.4. In case UMACs cannot access such equipment and capabilities, they will consider them in their annual work plan, and will receive support of the Project co-ordinator in order to successfully achieve such goals.

4.9. About the Project Evaluation.

4.9.1. Within the project we distinguish for evaluation levels:

- General evaluations emerged from the Project document, according to the proposed indicators. In such they will participate both the UMAC members and the project co-ordinator and assistant.
- External evaluations agreed with the Project co-ordinator usually proposed by donors.
- Self and inter-evaluation among UMACs, through workshops and cross-visits.

4.10. About Project Systematisation:

4.10.1. Systematisation will be part of Project co-ordinator, and UMACs will participate in the following parts:

- Retrieve and deliver the necessary information about the tasks they normally carry out.
- Participate in systematisation meetings and workshops.

4.11. Upraising aspects:

In case another aspects come up that are not included in this manual, they will be analysed together with the Project co-ordinator to give them the appropriate attention, aiming the satisfaction of all involved stakeholders and the attainment of UMAC plans and goals.