

アルメニア共和国
非常事態省

アルメニア共和国
クライシス・コミュニケーション及び
防災啓発能力向上プロジェクト
業務完了報告書

2023年1月

独立行政法人
国際協力機構（JICA）

応用地質株式会社

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目次

図リスト	iii
表リスト	iv
略語表	vi
第1章 プロジェクトの基本情報	1
1.1 アルメニア共和国の概要	1
1.2 プロジェクト名	2
1.3 プロジェクト期間（計画及び現状）	2
1.4 背景	2
1.5 上位目標、プロジェクト目標、成果	3
1.6 実施機関	3
第2章 プロジェクトの結果	4
2.1 プロジェクトの結果	4
2.1.1 日本側のインプット	4
2.1.2 アルメニア側のインプット	6
2.1.3 活動	9
2.2 プロジェクトの達成度	68
2.2.1 各成果の達成度	68
2.2.2 プロジェクト目標の達成度	69
2.3 PDM 変更の変遷	70
2.4 その他	70
2.4.1 環境・社会配慮の結果	70
2.4.2 ジェンダー・平和構築/貧困削減に関する検討結果	70
第3章 共同レビュー結果	71
3.1 DAC 評価基準に基づくレビュー結果	71
3.2 実装と結果に影響を与える主な要因	74
3.2.1 成果3	74
3.2.2 成果4	75
3.3 教訓	76
3.3.1 成果1	76
3.3.2 成果2	76
3.3.3 成果3	77
3.3.4 成果4	78
第4章 プロジェクト完了後の上位目標達成	79
4.1 上位目標達成の見通し	79
4.2 上位目標を達成するためのアルメニア側の計画と実施体制	79
4.3 アルメニア側への提言	80

4.4	プロジェクト終了から事後評価までのモニタリング計画	81
4.5	参考：PDM.....	82
4.5.1	PDM Ver. 1.....	82
4.5.2	PDM Ver. 2.....	85
Annex 1	：技術協力成果品リスト	A1-1
Annex 2	：R/D 及び JCC の M/M	A2-1
Annex 3	：モニタリングシート	A3-1

図リスト

図 2.1-1	情報センターのコンセプト（左：平常時、右：災害時）	16
図 2.1-2	ハザード及び被害情報の伝達	18
図 2.1-3	SOP の枠組み（地震の場合）	21
図 2.1-4	第 1 回目訓練の状況	28
図 2.1-5	説明会の状況	29
図 2.1-6	第 2 回目訓練の状況	30
図 2.1-7	タイムラインの例（地すべりの場合、部分）	32
図 2.1-8	ポケットブックガイドラインの表紙、裏表紙（あとがき）と内容の一例（英訳版）	36
図 2.1-9	求める能力の概念図	40
図 2.1-10	研修モジュール	40
図 2.1-11	能力と研修モジュールの関係性（改訂版）	41
図 2.1-12	研修プログラム	46
図 2.1-13	国家危機管理アカデミーが作成した小冊子（防災報道指針）（左）、およびジャーナリストの行動規範の教材英訳版の一部（右）	47
図 2.1-14	講師研修の実施	48
図 2.1-15	研修の実施	52
図 2.1-16	研修実施に係るゾーニング	56
図 2.1-17	研修モジュール	57
図 2.1-18	研修プログラム	58
図 2.1-19	プロトタイプウェブサイト	60
図 2.1-20	ウェブサイトのトップページ	60
図 2.1-21	情報広報部職員を対象とした研修（左：1 回目、右 2 回目）	61
図 2.1-22	震源の分布	61
図 2.1-23	マグニチュード連動の被害予測	66
図 2.1-24	国家危機管理センターにインストールされたプログラム	67
図 2.1-25	エレバンの震度表示ソフトウェアで表示された震度分布の例（2022 年 2 月 13 日）	67
図 3.1-1	レーティング・フローチャートにおける総合評価	74

表リスト

表 1.1-1	アルメニアの概要.....	1
表 1.5-1	上位目標、プロジェクト目標、成果.....	3
表 2.1-1	専門家チームの渡航.....	4
表 2.1-2	研修日程表・研修内容.....	5
表 2.1-3	調達機材.....	6
表 2.1-4	JCC 及び WG メンバーの変遷.....	7
表 2.1-5	JCC 会議の概要.....	9
表 2.1-6	モニタリングシートの概要.....	10
表 2.1-7	研修の概要.....	11
表 2.1-8	メディアの情報発信に関する課題と解決策.....	11
表 2.1-9	非常事態省とメディアの関係に関する課題と解決策.....	12
表 2.1-10	参加者により発信された成果.....	13
表 2.1-11	非常事態省のクライシス・コミュニケーションに関する課題と解決策.....	17
表 2.1-12	ドラフト SOP の目次.....	22
表 2.1-13	強震発生時における時系列ごとの情報伝達手順.....	23
表 2.1-14	弱震発生時の国家危機管理センター各部門の活動 (SOP 活動表).....	24
表 2.1-15	ガイドラインに記述すべき項目.....	25
表 2.1-16	ドラフトガイドライン目次.....	25
表 2.1-17	第 1 回目訓練における問題点と改善策.....	27
表 2.1-18	ドラフト SOP の主要な改訂点.....	30
表 2.1-19	SOP 活動表の例 (国家危機管理センター、地震の場合、部分).....	31
表 2.1-20	SOP の章構造の改訂前後の比較.....	33
表 2.1-21	改訂前後のガイドラインの目次の比較.....	35
表 2.1-22	ポケットブックへの掲載部分 (赤線で囲んだ部分).....	35
表 2.1-23	クライシス・コミュニケーションの主な課題.....	38
表 2.1-24	研修概要.....	41
表 2.1-25	3 つの災害の概要に関して作成された研修素材.....	43
表 2.1-26	研修計画案.....	45
表 2.1-27	ターゲットグループ別の受講モジュール.....	45
表 2.1-28	研修モジュール.....	46
表 2.1-29	研修教材.....	47
表 2.1-30	講師研修参加者.....	48
表 2.1-31	講師研修のプログラム.....	49
表 2.1-32	研修内容.....	51
表 2.1-33	実施した研修のフィードバック.....	52
表 2.1-34	研修計画 (再掲).....	54
表 2.1-35	ターゲットグループ別の受講モジュール.....	55

表 2.1-36	研修モジュール概要.....	57
表 2.1-37	最終化された教材の内容.....	58
表 2.1-38	ウェブサイト用に作成したコンテンツ.....	61
表 2.2-1	各成果の達成度.....	68
表 2.2-2	プロジェクト目標の達成度.....	69
表 2.3-1	PDM の変遷.....	70
表 4.1-1	上位目標達成の見通し.....	79
表 4.2-1	非常事態省の計画と実施体制.....	80
表 4.4-1	モニタリング計画概要.....	82
表 4.5-1	PDM の主な変更点.....	85

略語表

略語	英語	日本語
C/P	Counterpart	カウンターパート
CMSA	Crisis Management State Academy	国家危機管理アカデミー
DRR	Disaster Risk Reduction	災害リスク削減
JCC	Joint Coordinating Committee	合同調整委員会
IPRD	Information and Public Relation Division	情報広報部
MES	Ministry of Emergency Situations	非常事態省
NCMC	National Crisis Management Center	国家危機管理センター
PDM	Project Design Matrix	プロジェクト・デザイン・マトリックス
R/D	Record of Discussion	協議議事録
SDGs	Sustainable Development Goals	持続可能な開発目標
SOP	Standard Operation Procedure	標準作業手順書
ToT	Training of Trainers	講師研修
WG	Working Group	ワーキンググループ

第1章 プロジェクトの基本情報

1.1 アルメニア共和国の概要

日本国外務省（2021）¹を基に、表 1.1-1 にアルメニア共和国（以下、アルメニア）の概要を示す。

表 1.1-1 アルメニアの概要

一般事情	面積	29,800 平方キロメートル
	人口	300 万人
	首都	エレバン
	民族	アルメニア系 (98.1%)、ヤズィディ系 (1.1%)、ロシア系 (0.3%)、アッシリア系 (0.1%)、クルド系 (0.1%)、その他 (0.3%)
	言語	公用語はアルメニア語
経済	主要産業	農業、宝石加工（ダイヤモンド）、IT 産業
	GDP	123 億 USD
	一人当たり GDP	4,155 USD
	経済（実質 GDP）成長率	-7.6%
	物価上昇率	1.2%
	失業率	24.2%
	貿易額	輸出：25.45 億 USD 輸入：45.59 億 USD
	主要貿易品目	輸出：銅鉱、金、たばこ、アルコール飲料、モリブデン鉱石・精鉱、合金鉄 輸入：石油ガス類、石油製品、医薬品、通信用機器、ダイヤモンド、たばこ
主要貿易相手国	輸出：ロシア、スイス、中国、イラク、ブルガリア 輸入：ロシア、中国、イラン、ドイツ、トルコ	
経済協力	日本の援助実績	有償資金協力：318.00 億円（2019 年度までの累計） 無償資金協力：92.02 億円（2019 年度までの累計／文化・草の根無償等を含む） 技術協力実績：46.86 億円（2019 年度までの累計）
	主要援助国	ドイツ、米国、フランス、スイス、オーストリア、日本

¹ <https://www.mofa.go.jp/mofaj/area/armenia/data.html>

1.2 プロジェクト名

和文： クライシス・コミュニケーション及び防災啓発能力向上プロジェクト

英文： Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction

1.3 プロジェクト期間（計画及び現状）

当初の計画

第1期： 2019年2月～2020年1月

第2期： 2020年2月～2022年1月

現状

第1期： 2019年2月～2019年12月

第2期： 2020年1月～2023年1月

1.4 背景

アルメニア共和国（以下、アルメニア）は、コーカサスに位置し、国土29,800平方キロメートル（日本の約13分の1）、人口約290万人（2019年国連人口基金データ）の内陸国である。アルメニアでは1988年に発生したスピタク地震をはじめ、幾多の自然災害に見舞われている災害多発地域であることから防災政策はアルメニア政府の重要課題の一つに位置付けられている。

また、アルメニア政府は2012年に国家防災戦略を策定し、国家の持続可能な開発を実現推進していく上で、災害リスク軽減対策を通じて、災害等の緊急時における国民および国土を保護することを重要な要素の一つとしている。加えて、国家防災戦略の中では災害リスク軽減（Disaster Risk Reduction：DRR）のために発災時の国民への情報提供及び国民の防災意識向上が重要な役割を果たすと明記されている。

これらの国家戦略に基づき、アルメニア政府は政府関係機関、地方自治体、国民の災害危機管理における意識を高めることを目的とした技術協力プロジェクト「クライシス・コミュニケーション及び防災啓発能力向上プロジェクト」（以下、「本プロジェクト」（2016年8月に要請）を我が国に対して要請した。

2017年11月に実施した基本計画策定調査では、プロジェクトに係る計画枠組、実施体制、成果と活動等を整理した上で、本プロジェクトの内容を確認・協議し、協議議事録（M/M）で合意した。

また、2017年11月に合意した協議議事録を基に、2018年9月にRecord of Discussions（以下、「R/D」）を締結した。

1.5 上位目標、プロジェクト目標、成果

本節では、当初計画とプロジェクト終了時の上位目標、プロジェクト目標、成果を表 1.5-1 にまとめる。なお、当初計画は R/D 署名時の PDM であり、本プロジェクトの Joint Coordinating Committee（以下、JCC）会議で承認された PDM Ver. 1 である。プロジェクト終了時の PDM は第 3 回 JCC 会議で承認された PDM Ver. 2 である。

表 1.5-1 上位目標、プロジェクト目標、成果

項目		当初計画	現状
上位目標		緊急時の適切な情報が適時に国民へ伝達される。	当初計画から変更なし
プロジェクト目標		適時に正しい緊急情報を伝えられるよう非常事態省及びメディアのクライシス・コミュニケーションの能力が強化される。	当初計画から変更なし
成果	成果 1	クライシス・コミュニケーション及び防災啓発に係る課題及び解決策が明らかになる。	当初計画から変更なし
	成果 2	2 年目以降の活動計画が最終化され、活動が実施される。	当初計画から変更なし
	成果 3	クライシス・コミュニケーションに係る SOP (Standard Operation Procedures) が整備され、SOP を使った訓練の計画及び訓練が実施され、更新される。	地震、地すべり、森林火災に関するクライシス・コミュニケーションに係る非常事態省の SOP 及びメディア向けガイドラインが整備され、これらの SOP 及びガイドラインを最終化するために SOP 及びガイドラインを基にした実地訓練の計画が作成され、計画に基づき訓練が実施される。
	成果 4	研修センターにて使用される研修用教材及び研修計画が整備され、研修が実施される。	クライシス・コミュニケーションに係る研修用教材や及び研修計画が整備され、それを基にした研修が実施される。

1.6 実施機関

非常事態省

第2章 プロジェクトの結果

2.1 プロジェクトの結果

2.1.1 日本側のインプット

2.1.1.1 専門家チームの渡航

専門家チームのアルメニアへの渡航を表 2.1-1 に示した。

表 2.1-1 専門家チームの渡航

担当業務	氏名	渡航
総括／防災啓発	塩飽孝一	2019年3月11日～3月30日 2019年5月8日～5月27日 2019年7月13日～8月3日 2019年9月22日～9月29日 2019年11月9日～11月7日 2021年5月18日～6月4日 2021年10月2日～10月9日 2022年4月2日～4月29日 2022年7月5日～7月22日 2022年10月7日～10月22日 2022年11月23日～12月10日
副総括／防災啓発 (2022年3月まで)	金子 史夫	2019年6月19日～7月3日
副総括／防災啓発 (2022年4月から)	松尾 淳	渡航なし
防災 SOP	西井 理	2019年3月11日～3月30日 2019年6月27日～7月16日 2021年9月25日～10月24日 2022年1月26日～2月24日 2022年4月25日～5月24日 2022年7月4日～7月28日 2022年10月1日～10月14日
防災 SOP 補助	関口 菜摘子	2021年5月18日～6月4日 2021年7月6日～8月5日 2021年10月12日～11月10日 2022年3月8日～4月6日
防災研修	ショウ 智子	2019年5月7日～5月26日 2019年9月10日～10月3日 2021年7月8日～8月7日 2021年9月28日～10月28日 2022年1月19日～2月17日 2022年5月17日～6月15日 2022年9月24日～10月7日
業務調整／広報	松尾 淳	2021年6月12日～6月26日 2021年9月5日～9月28日

		2022年4月16日～5月15日 2022年7月4日～8月1日 2022年9月3日～9月24日
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2.1.1.2 本邦研修

2020年2月に本邦研修を実施した。本研修は、成果3及び4に係る日本の知見、経験を共有するために実施したものである。本研修の目的は、研修員が日本の防災体制、災害及び防災情報の伝達、意識啓発についての理解を深め、その上で、本プロジェクトの第2期に考慮すべき事項、取り入れるべき活動を明確にすることであった。表2.1-2に本邦研修の概要を示す。

表 2.1-2 研修日程表・研修内容

日時		研修内用	講師	研修場所
2/11	火	来日	-	-
2/12	水	AM	-	JICA 東京
		13:30 - 16:00	オリエンテーション（研修目的、訪問先紹介、プロジェクト活動のレビュー、日本の防災体制等）	専門家チーム JICA 東京
2/13	木	9:30 - 11:30	地すべり・土砂災害の対策と警戒避難	国土交通省 JICA 東京
		13:00 - 16:30	気象庁の業務概要：防災気象情報の伝達や国民の啓発活動（予報部、観測部、地震火山部の見学含む）	気象庁 気象庁
2/14	金	9:00 - 10:20	災害対応業務プロセス1 危機管理	東京大学 JICA 東京
		10:30 - 11:50	災害対応業務プロセス2 情報管理	東京大学 JICA 東京
		11:50 - 12:40	災害対応業務プロセス3 災害対応プロセス	東京大学 JICA 東京
		14:20 - 16:50	本所防災館見学コース参加	- 本所防災館
2/15	土	休日		
2/16	日	14:00 - 15:00	人と防災未来センターガイダンス	人と防災未来センター 人と防災未来センター
		15:10 - 17:25	人と防災未来センター視察	人と防災未来センター 人と防災未来センター
2/17	月	8:50 - 11:30	阪神・淡路大震災とメディア	毎日放送 神戸国際会館セミナーハウス
		13:00 - 15:15	神戸市の危機管理（管制室見学含む）	神戸市危機管理室 神戸市危機管理室
2/18	火	10:00 - 15:00	防災における放送メディアの役割	NHK 放送文化研究所 JICA 東京
		15:20 - 16:30	ディスカッション：アルメニアでの防災におけるメディアの役割	NHK 放送文化研究所 JICA 東京
2/19	水	9:30 - 11:45	災害時の情報共有技術	防災科学技術研究所 JICA 東京
		13:30 - 15:00	ソーシャルメディアを活用した災害対応	LINE 株式会社 LINE 株式会社
		15:00 - 15:40	LINE 株式会社社内見学	LINE 株式会社 LINE 株式会社
2/20	木	9:30 - 12:00	住民レベルでの災害対応：タイムラインの活用	応用地質株式会社 JICA 東京
		13:00 - 15:40	ディスカッション：2期計画で考慮すべき日本の知見	専門家チーム JICA 東京
2/21	金	9:15 - 11:30	発表準備	- JICA 東京
		13:00 - 15:00	発表・ディスカッション	- JICA 東京
		15:30 - 16:10	評価会	- JICA 東京
		16:10 - 16:20	閉講式	- JICA 東京
2/22	土	離日	-	-

本研修の成果として、研修参加者は以下について理解した。

- ✓ クライシス・コミュニケーション関連の関係者が全体として取り組むことが重要である。アルメニアで言えば、まずは非常事態省とメディア、非常事態省と地方政府の連携が必要である。

- ✓ 法律やシステムを継続して改善する必要がある。
- ✓ ジャーナリストの意識改善のための啓発活動が重要である。また、メディアは常に災害時を念頭に置いた準備をする必要がある。
- ✓ ジャーナリストの役割は、事前の意識啓発含めて、災害サイクル全体で考える必要がある。意識啓発では災害対応の方法を伝えるだけでなく、地域のリスクとこれらリスクに備える意識を共有することも重要である。
- ✓ 研修は重要であるが、理論を学ぶだけでなく、それを定着させるための実践的な活動が必要である。
- ✓ 災害時の住民のパニックは、第1期より懸念されていたアルメニアの課題であり、住民が理解しやすい情報を提供する必要がある。また、被災者に寄り添う報道が必要である。
- ✓ 報道番組やビデオによって、理解を促進させることができることが理解できた。そのため、国民が理解しやすいコンテンツを作成する必要がある。
- ✓ 過去の災害時の事例を知ること、特に語り部による経験の伝達は有効である。

2.1.1.3 事業用物品の調達

本プロジェクトにおいては、当初の計画では機材調達はなかった。専門家チームと非常事態省との協議の中で、成果3で作成するドラフト SOP 及びドラフトガイドラインの検証の訓練を災害時に近い状況で実施することがより効果的であると判断された。具体的には、被災地と想定した場所から映像や画像を非常事態省に送信し、それをドラフト SOP 及びドラフトガイドラインに従い処理する実践訓練である。そのためには、表 2.1-3 に示す事業用物品が必要となり、JICA との協議の結果、調達することになった。調達は 2021 年 7 月に完了した。現地訓練時以外の期間は非常事態省に貸与し、プロジェクト関連の活動に活用した。

表 2.1-3 調達機材

種別	機材	数量
消耗品	ポータブル 3G/4G ルーター	1
	長距離 WiFi ルーター	1
機材	ドローン	1
	デジタルカメラ	1
	情報収集用 PC	1
	情報編集用 PC	1
	スマートテレビ	1
	モバイルラジオ(mobile)	1
	モバイルラジオ(handheld)	3

2.1.2 アルメニア側のインプット

アルメニア側のインプットとして、以下に第1期末（モニタリングシート Ver. 2 時）及びプロジェクト終了時点の JCC メンバーと Working Group（以下、WG）メンバーを示す。第2期は

成果ごとにWGを設立しているが、第1期は、成果1でクライシス・コミュニケーションの課題を特定するという包括的な内容であり、さらに成果2も、第2期の計画策定という包括的な活動であることをふまえ、成果ごとのWGは設立しなかった。

表 2.1-4 JCC 及び WG メンバーの変遷

種別	第1期	第2期
JCC	<ol style="list-style-type: none"> 1. Project Director - Mr. Arkadi Balyan, Deputy Minister of Emergency Situations of RA 2. Project Manager - Mr. Edmon Zargaryan, Press Secretary of the Minister of Emergency Situations, Head of the Department of Information and Public Relations of the Ministry of Emergency Situations of RA 3. Mr. Hamlet Matevosyan, Rector of CMSA of MES 4. Ms. Mariam Gevorgyan, Head of the Department of ES Policy Making and International Cooperation of the Ministry of Emergency Situations of RA 	<ol style="list-style-type: none"> 1. Project Director - Mr. Davit Hambaryan, Deputy Minister of ES 2. Project Manager - Mr. Grisha Kostanyan, Press Secretary of the Minister of Emergency Situations, Head of IPRD of MES 3. Mr. Hamlet Matevosyan, Rector of CMSA of MES 4. Head of the Department of ES Policy Making and International Cooperation of MES (不在)
WG	<ol style="list-style-type: none"> 1. Hovhannes Khangel'dyan, Head of NCMC of MES 2. Hasmik Amirkhanyan, Head of Personnel Management Department of MES 3. Tigran Gidachyan, Deputy Head of the Department of Population Protection and Liquidation of Disaster Consequences of RS of MES 4. Gohar Yeghiazaryan, Deputy Head of Financial-economic Department of MES 5. Ara Aslanyan, Head of the ES Policy Making Division of the ES Policymaking and International Cooperation Department of MES 	<p>Output 3 WG members</p> <ol style="list-style-type: none"> 1. Arsen Mkrtychyan, Deputy Head of NCMC of MES 2. Gohar Khanvelyan, Chief Specialist of IPRD of MES 3. Sargis Kyureghyan, Deputy Rector of CMSA of MES 4. Armen Dashyan, Deputy Head of Population Protection and Disaster Risk Reduction Department of RS of MES 5. Hovhannes Hovhannisyan, Head of Emergency Situations Planning Division of Population Protection and Disaster Risk Reduction Department of RS of MES

	<ol style="list-style-type: none"> 6. Sargis Kyureghyan, Head of Firefighting-rescue Preparedness Division of the Rescue Forces Department of RS of MES 7. Liliana Margaryan, Head of Information Division of IPRD of MES 8. Gohar Darbinyan, Head of International Contracts Division of the Department of Legal Provision and International Contracts of MES 9. Sona Hovhannisyan, Head of the Second Division of the International Cooperation of the Department of Policy Development and International Cooperation of MES 10. Mary Arakelyan, Head of Information Provision and Statistics Division of NCMC of RS of MES 11. Lusine Zhamharyan, Representative of MES of RA in other countries, international organizations, other state governing bodies of RA, 12. Syuzanna Hakobyan, Chief Instructor of the Division of Coordination of Working Programs and Plans of the Department of Organization of Service of RS of MES 13. Karen Ghazaryan, Person in charge of Information Provision of IPRD of MES 14. Nunufar Stepanyan, Chief specialist of the Second Division of the International Cooperation 	<ol style="list-style-type: none"> 6. Meri Arakelyan, Head of the Division of Autonomous Management Systems of the Department of Service Organization of RS of MES 7. Liana Abrahamyan, Head of Information Provision and Statistics Division of NCMC of MES 8. Anna Hakobyan, instructor for publishing of information in the website, Information Provision and Statistics Division of NCMC of RS of MES 9. Mariam Margaryan, Junior instructor for publishing of information in the website, Information Provision and Statistics Division of NCMC of RS of MES 10. Siranush Barseghyan, Chief specialist of IPRD of MES 11. Irina Aleyan, Chief Monitoring Specialist of Mass Media Monitoring and Analysis Division of IPRD of MES <p>Output 4 WG members</p> <ol style="list-style-type: none"> 1. Sargis Kyureghyan, Deputy Rector of CMSA of MES 2. Gohar Khanvelyan, Chief Specialist of IPRD of MES 3. Hakob Hakobyan, Head of Natural Disasters Division of Population Protection and Disaster Risk Reduction Department of RS of MES 4. Syuzanna Hakobyan, Chief Instructor of the Division of Analysis and Coordination of
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	of the Department of Policy Development and International Cooperation of MES 15. Astghik Vardanyan, specialist of IPRD of MES 16. Aram Zakaryan, journalist of 911 tert. am and cmsa. am web-pages of the CMSA of MES	Programs and Plans of the Department of Organization of Service of RS of MES 5. Aram Zakaryan, journalist of 911tert. am webpage of MES and cmsa. am webpage of CMSA of MES 6. Irina Aleyan, Chief Monitoring Specialist of Mass Media Monitoring and Analysis Division of IPRD of MES
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2.1.3 活動

2.1.3.1 全体に関する活動

JCC 会議の開催

表 2.1-5 にこれまで実施した JCC の概要を示す。当初、JCC は年に 1 回程度の頻度で実施することが計画されていた。しかし、第 2 期においては COVID-19 の影響により、専門家チームの渡航が延期となり、2020 年 4 月に予定されていた第 3 回 JCC は延期となった。

その後、JICA 及び非常事態省が渡航再開後に JCC を開催することで合意したため、第 3 回 JCC は渡航再開後の 2021 年 5 月に実施された。本プロジェクトにおいては計 6 回の JCC が開催された。

表 2.1-5 JCC 会議の概要

No.	開催日	主な協議事項
第 1 回	2019 年 3 月 26 日	<ul style="list-style-type: none"> ✓ ワークプラン及びモニタリングシート Ver. 1 の承認 ✓ JCC メンバーとワーキンググループメンバーの承認 ✓ 2 段階計画策定による成果 3 及び 4 の活動計画策定の確認 ✓ 現地セミナーのスケジュールの確認 ✓ メディアのプロジェクトへの巻き込みに関する重要性の認識共有
第 2 回	2019 年 11 月 14 日	<ul style="list-style-type: none"> ✓ 本邦研修実施時期の変更とそれに伴うプロジェクト期分け及び期間の変更の合意 ✓ 詳細計画策定調査報告書案及び PDM Ver. 2 案の承認 ✓ モニタリングシート Ver. 2 の承認 ✓ 今後の JCC メンバーと WG メンバーの変更と選定に関する確認 ✓ 本邦研修参加者の選定に関する確認
第 3 回	2021 年 5 月 24 日	<ul style="list-style-type: none"> ✓ モニタリングシート Ver. 3 及び 4 の承認 ✓ PDM Ver. 2 の承認 ✓ 第 2 期ワークプランの承認 ✓ ドラフト SOP 及びドラフトガイドライン作成のスケジュールの合意

		<ul style="list-style-type: none"> ✓ 研修のモジュールの概要の確認 ✓ 第4回 JCC の実施時期及び想定される協議事項の確認
第4回	2021年10月4日	<ul style="list-style-type: none"> ✓ モニタリングシート Ver. 5 の承認 ✓ ドラフト SOP 及びドラフトガイドラインの承認 ✓ 演習及び実践に分類される研修のモジュール及び教材作成の進捗状況の確認 ✓ 広報活動の進捗確認 ✓ 工期の延長と今後の活動予定の合意
第5回	2022年7月13日	<ul style="list-style-type: none"> ✓ モニタリングシート Ver. 6 の承認 ✓ SOP 及びガイドラインの最終化状況の確認 ✓ 研修計画、プログラム、モジュール、教材の作成状況確認 ✓ 講師研修の結果確認 ✓ 広報活動の進捗確認 ✓ プロジェクト目標及び成果の指標の達成度の確認と今後の活動予定の合意
第6回	2022年12月	<ul style="list-style-type: none"> ✓ モニタリングシート Ver. 7 及び8 の承認 ✓ 業務完了報告書案の承認 ✓ プロジェクト活動の完了確認 ✓ プロジェクト目標及び成果の指標達成の確認 ✓ 上位目標達成の活動とそのモニタリング計画

モニタリングシートの作成

モニタリングシートのモニタリング期間を表 2.1-6 に示す。2019年10月から2019年12月までの活動については、詳細計画策定調査報告書に記載している。

表 2.1-6 モニタリングシートの概要

Ver.	モニタリング期間
Ver. 1	-
Ver. 2	2019年3月～9月
Ver. 3	2020年1月～6月
Ver. 4	2020年7月～12月
Ver. 5	2021年1月～6月
Ver. 6	2021年7月～12月
Ver. 7	2022年1月～6月
Ver. 8	2022年7月～12月

2.1.3.2 成果1：クライシス・コミュニケーションの課題特定

成果1の活動は第1期に完了する予定であったが、成果1の活動の一部と位置付けていた本邦研修とそれに係る活動は、日本側の受け入れ体制の関係から、第2期に実施することになった。第1期に実施した活動の詳細は、詳細計画策定調査報告書に記載しており、成果1の活動に関しては主要な結果のみをここで述べる。

活動 1.1 研修計画の策定

本プロジェクトは、「セミナー／ワークショップ」、「現地研修」及び「本邦研修」の3回の研

修を行うことを計画した。「セミナー／ワークショップ」はより多くの非常事態省職員を対象とし、「現地研修」は非常事態省及びメディアを主対象とし実施することとした。「本邦研修」はプロジェクトへの寄与を考慮し、Project Director（以下、PD）、Project Manager（以下、PM）、主要 WG メンバー、メディア関係者を対象として実施した。

活動 1.2 研修の実施

当初はすべての研修を第 1 期に実施する予定であったが、本邦研修は第 2 期に実施することになった。表 2.1-7 に研修の概要を示す。

表 2.1-7 研修の概要

研修名	実施日	場所	講師	主な対象と参加者数
セミナー／ ワークショップ	2019 年 5 月 14 日	アルメニア	時事通信解説委員 中川和之氏	非常事態省 セミナー：121 人 ワークショップ：52 人
現地研修	2019 年 9 月 24、25、 27 日	アルメニア	外国人特派員協会元会長 Suvendrini Kakuchi 氏	非常事態省、メディア 9 月 24 日：44 人 9 月 25 日：31 人 9 月 27 日：26 人
本邦研修	2020 年 2 月 12～21 日	日本	表 2.1-2 参照	非常事態省、メディアの 10 名

活動 1.3 クライシス・コミュニケーションの課題特定と解決策の検討

セミナー／ワークショップ及び現地研修をとおして明らかになった課題と解決策は詳細計画策定調査報告書に記載した。表 2.1-8 にはメディアの情報発信に関する課題と解決策、表 2.1-9 では非常事態省とメディアの関係に関する課題と解決策を示す。

表 2.1-8 メディアの情報発信に関する課題と解決策

課題	解決策
災害専門の記者は限られている。	各社や全員が災害の専門性を持つ必要はないと考えるが、各社に複数人は災害や防災に理解のある記者を育成すべきである。防災は必ずしも災害時のためだけでなく、事前及び事後にも記事を発信することが求められる。
災害や防災の知識が十分でない。そのため、災害時に応急対応の支障になったこともある。	最低限の防災の知識は必要である。災害の頻度が高くないアルメニアでは、災害時の現場の状況を伝えておくことが必要である。
防災・災害以外の通常の報道においては、一般的に政府の情報をそのまま掲載する傾向があり、記者の視点が入っていない記事が多い。防災や災害の報道では、状況に応じてメディアや記者の役割が変化することが現状では考えられていない。	災害直後であれば政府が発信する情報を国民に伝えることが必要であるが、事前や、応急対応・復旧時には被災地の状況を記者の視点を持って取材し、被災地及び被災地外に発信することが必要である。被災地の状況を分析できる能力を把握する必要がある。そのためには、本プロジェクトでの

	研修（成果4）が重要となる。
実施した避難訓練に関する記事はあるが、リスク・コミュニケーション、リカバリー・コミュニケーションに関する記事がほとんどない。	大きな災害が少ないアルメニアでは、災害時に国民がパニックを起こすことが懸念されている。リスクを伝えることでのパニックも懸念しているが、リスクや災害時の対応を適切な形で伝えることで、災害時のパニックを低下させることができる。リカバリー期の状況を記事にすることは、被災地の活動や努力、問題点を発信するとともに、被災地を励ますことにもなり、また被災地外に対しては、将来の災害を考える機会になる。本プロジェクトでの研修（成果4）が重要となる。
防災に係る取材力が高くない。政府が把握できていないことを発信することも記者の役目である。	同上
メディア各社に災害報道の方針はなく、また非常事態省もメディア用対応方針・ガイドラインを持っていない。	成果3でメディア用ガイドラインを作成する。報道の自由のため、非常事態省がメディアの動きを規制することはできないため、SOPではなくガイドラインとする。

表 2.1-9 非常事態省とメディアの関係に関する課題と解決策

課題	解決策
非常事態省とメディアとの災害報道の協定はない。現状は、非常事態省とメディアの関係というよりは、非常事態省の個人とメディアの関係によって現地研修を行った印象がある。	クライシス・コミュニケーションに関する非常事態省とメディアの協定などが必要と考えられる。具体的には、非常事態省が被害の拡大を防止するために、メディアに対して報道や広報を依頼することなどが考えられる。その前段階としてメディア向けガイドライン開発が重要と考える。
災害時の情報収集及び発信に関して、非常事態省としてはある程度情報が整理してから発信したいと考えている。一方、メディアはできるだけ早く現場の情報を伝えたいと考えている。しかし、メディアが発信する情報は知識や意識の問題で、誤った情報である可能性もある。	災害時の情報を整理して発信することは重要であるが、早く正確な第一報を出すことが重要である。限られた情報からなるべく正確な第一報を出すための訓練が必要である。
災害時にメディアから非常事態省への問い合わせがある。これにより、非常事態省の業務に支障が出る。	同上
ジャーナリストへの聞き取りによれば、災害時に非常事態省が提供する映像の質（解像度）がよくないため、テレビで放送できない。そのため、メディアが現場に行かなければならない。また、非常事態省からの情報だけでは書きたいことが書けないため、取材が必要となる（ジャーナリストとしての意識は高いと考えられる。）しかし、災害時の状況やタイミングにより、非常事態省からの情報を流すのか、自らが取材に行くのかの判断が必要となる。	災害時にメディアが提供する情報、メディアの動きを整理して、研修に活かす。

本邦研修以降、質問票を作成し、研修参加者に対してアンケート調査を実施した。今後考慮すべき事項として、以下の回答があった。

- ✓ クライシス・コミュニケーションの訓練をプロジェクトで行うことが必要である。
- ✓ 日本で体験した起震装置は国民にとっても啓発になるため、将来的には、起震装置の導入が望まれる。
- ✓ 国民啓発用のビデオクリップやマテリアルをプロジェクトで作成する。
- ✓ ジャーナリストはお互い競争意識があるが、災害時にはその競争により被災者への不利益があってはならず、その改善が望まれる。
- ✓ 災害関連の SIP4D や LINE のような SNS を活用した取り組みがプロジェクト以降であればよい。
- ✓ 本所防災館のような施設がプロジェクト以降にアルメニアでも設立されることが望まれる。
- ✓ Joint information platform をプロジェクトで導入することを期待する。
- ✓ 展示物、映像、研究成果の整理をプロジェクトで行うことが考えられる。
- ✓ 研修教材の開発をプロジェクトで行う。
- ✓ 日本では早期警戒のために多様な機材が活用されており、時期にかかわらず導入したい。
- ✓ 将来的には、日本のようなテレビを通じた災害情報を速報として提供したい。
- ✓ メディアが自ら訓練をできるようになることが望まれる。

活動 1.4 研修で得られた知識及び経験の普及

本邦研修以降、メディアからの参加者は YouTube にて、成果を発信している。国家危機管理アカデミーの参加者はウェブサイトにて記事を公開した。表 2.1-10 に発信された内容をまとめている。

表 2.1-10 参加者により発信された成果

No.	Title	Provider	No. of views	Confirmation date of views	URL
1	A boy with Armenian name in Japan. Why his mother called him Aharon	Kentron TV	45,392	2nd July 2020	https://www.youtube.com/watch?v=0xVjiD9Z4TY&feature=share&fbclid=IwAR0XWb3StwzGnvJYpvYFFYxo37Rkzof4iui2NXy6YdWmrD2TpGLSTjxUwc
2	Kobe, a city that experienced the earthquake. Exclusive reportage of "Epicenter" from Japan	Kentron TV	606	2nd July 2020	https://www.youtube.com/watch?v=QkMXg2zehjE&fbclid=IwAR0vV1gBX6Cy440eLSpeqNWrbFzP1n2SDj9ZUugE1SLzbCnQBvzv8FmmVnw
3	Exclusive reportage of "Epicenter" from Tokyo: in	Kentron TV	1,896	2nd July 2020	https://www.youtube.com/watch?v=XD0ticVqpZA&fbclid=IwAR1vaQuVDYhQ-MLW4ThV7QYZ3Vy9bNvIuXZ2bPtmz-wOW4FNP5CNL5YhzKs

	the earthquake simulation room. How to resist disasters.				
4	How disaster prevention is taught in Japan	Public TV	745	2nd July 2020	https://www.youtube.com/watch?v=0oU_DyeqcfE&feature=emb_logo
5	“Lraber” ² news	H2 TV	143	2nd July 2020	https://www.youtube.com/watch?v=qHTkz-wmQDA&feature=youtu.be&fbclid=IwAR1_8ZvUoHBrhNxSuvsU1hNaagPf5SY525kRrnm6e9ZrmQRmWfaearN3vcU
6	Armenians “survived” intensity 7 earthquake in Japan	ArmenPress	6,000 ³	2nd July 2020	http://www.hhpress.am/index.php?sub=hodv&hodv=20200304_10&flag=am&fbclid=IwAR2cvMh8FuFwUUNrK-VGqy_vVJCD3yMHsgg02ah01jmEpARomhC5TeYGXM
7	Training in Japan: One cannot respond to what one doesn’ t imagine	Crisis Management State Academy	2,270	2nd July 2020	https://911tert.am/2020/02/24/%D5%BE%D5%A5%D6%80%D5%A1%D5%BA%D5%A1%D5%BF%D6%80%D5%A1%D5%BD%D5%BF%D5%B8%D6%82%D5%B4-%D5%B3%D5%A1%D5%BA%D5%B8%D5%B6%D5%AB%D5%A1%D5%B5%D5%B8%D6%82%D5%B4-E2%80%A4-%D5%B4%D5%A1%D6%80%D5%A4%D5%A8-%D5%B9/?fbclid=IwAR1rcdgDb3qy9FeUxrpGGBPJdJUzsuR4muah7jvqrJS-J3wvaQG8SXNDj8
8	Training in Japan: Experience of NHK in the field of public awareness	Crisis Management State Academy	2,210	2nd July 2020	https://911tert.am/2020/02/28/%D5%BE%D5%A5%D6%80%D5%A1%D5%BA%D5%A1%D5%BF%D6%80%D5%A1%D5%BD%D5%BF%D5%B8%D6%82%D5%B4-%D5%B3%D5%A1%D5%BA%D5%B8%D5%B6%D5%AB%D5%A1%D5%B5%D5%B8%D6%82%D5%B4-%D5%B0%D5%A1%D5%B6%D6%80%D5%A1%D5%B5%D5%AB/?fbclid=IwAR34Mf7q27pLKUT1P2vEjxGe9pUqaDfbqtor-_wEczm7MpXm3drQ9w7nnE
9	Training in Japan: Public awareness steps of the State	Crisis Management State Academy	663	2nd July 2020	https://911tert.am/2020/03/09/%D5%BE%D5%A5%D6%80%D5%A1%D5%BA%D5%A1%D5%BF%D6%80%D5%A1%D5%BD%D5%BF%D5%B8%D6%82%D5%B4-%D5%B3%D5%A1%D5%BA%D5%B8%D5%B6%D5%AB%D5%A1%D5%B5%D5%B8%D6%82%D5%B4-%D5%B0%D5%A1%D5%B6%D6%80%D5%A1%D5%B5%D5%AB-2/?fbclid=IwAR0m_WdVPKhKefHnIHg_PocSxg00A1nDjBHMfmcvcv-WPgfXkZDFkvNOIgoE

² “Lraber” とはニュースをもたらすという意味であり、通常のニュース番組である。

³ およその新聞の発行数であり、ArmenPress では閲覧数確認のカウンターを保有していない。

2.1.3.3 成果2：第2期の活動計画の最終化と実施

活動2.1 第2期に必要な活動の明確化

詳細については第1期作成の詳細計画策定調査報告書に記載しているため、主要な結果のみまとめる。

(1) 「情報センター」の構想の明確化

本プロジェクト開始後、PDM Ver. 1 で言及されている「トレーニングセンター」について、非常事態省の意向や状況について聞き取りを行った。当初、本プロジェクトでは、非常事態省内に「トレーニングセンター」が設立されることを前提に事業計画を立てていたが、非常事態省は、「トレーニングセンター」ではなく、「情報センター」の設立を目指していた。情報センターの構想では、同センターは災害時のみに設置されるものではなく、平常時からスペース、機材を確保し、活動を行う機関とされ、研修機能も有することが想定されていた。第1期時点の構想では、このセンターは、情報広報部の一部になると想定されており、情報広報部のオフィスが情報センターとして活用される予定であった。

第1期においては、設置時期は未定であった。また、非常事態省によれば、情報センターは、2020年のアクションプランに設立の内容が含まれており、将来的には大臣令となることで計画されているとの情報があったが、本プロジェクト完了時において大臣令とはなっていない。2020年末、情報センターは情報広報部執務室内のスペースに設置されたが、非常事態省の組織として位置付けられているわけではなく、現状、情報広報部の活動に利用されている（第2期では成果3の実地訓練の模擬記者会見で情報センターが使用された）。非常事態省は、その場所をメディアとの関係構築の拠点として活用することを考えている。以下は、非常事態省が構想する平常時と災害時の主な機能・役割である。

平常時

- ✓ 災害時の情報提供政策の作成
- ✓ メディア、ジャーナリスト、ブロガー、地方政府、国民の研修、教育、意識啓発
- ✓ メディア、関連省庁、地方政府に対するクライシス・コミュニケーションの実地研修
- ✓ TV番組の作成
- ✓ マスメディアを通じた、実生活や災害時に実際に活用できる情報の国民への提供

災害時

- ✓ クライシス・コミュニケーション
- ✓ 情報の分析
- ✓ 記者発表の開催
- ✓ ライブ放送・会見の提供

図 2.1-1 は、第1期に実施した非常事態省意向への聞き取り過程において、専門家チームが示した簡略化した情報センターのコンセプトである。このコンセプトは、非常事態省のイメージする情報センターと大方一致しており、情報センター設立以降も大きな変更はない。研修機能以外の情報センターの機能については、設立以前から情報広報部が担っており、本事業実施への負の影響はない。

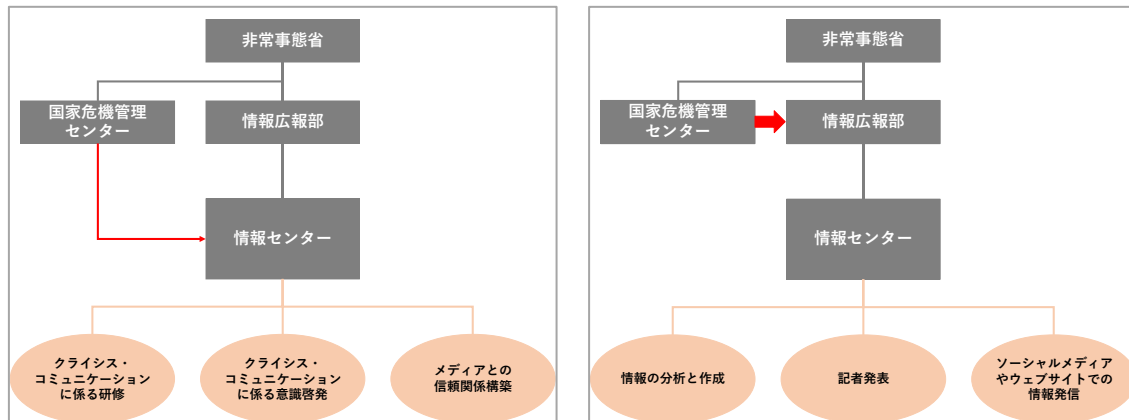


図 2.1-1 情報センターのコンセプト (左：平常時、右：災害時)

(2) 法令・政令、省令等のレビュー

現在のクライシス・コミュニケーションに関しては、時間軸上での伝達の手順が図示されているわけではなく、国家危機管理センター、地方危機管理センター職員にとってはかなり難解なものとなっている。加えて、災害対応に出勤した救助部隊による災害情報収集の手順も決められていない。これらの問題をまとめて、国家危機管理センター及び地方危機管理センターの災害情報伝達手順書としての SOP を作る必要性を指摘した。

(3) アルメニアでの防災研修、意識啓発に関する調査

アルメニアでは、国家危機管理アカデミーが防災研修を実施しているが、ジャーナリストを対象とした研修はない。また、防災に従事する行政官に対しても、非常時の効果的な情報伝達を訓練するものではなく、地震のように同時多発的に大規模な範囲で災害が発生する場合には大混乱となることが考えられる。ジャーナリストや一般市民にとっても、どこで非常時に信頼のおける情報が得られるのかが周知されておらず、避難場所の機能や所在地、現在想定されている災害のリスクについても正しく把握している人は殆どいない状況である。

(4) アルメニアのメディアの現状

クライシス・コミュニケーションにおける問題点として、メディアが公式な情報を使わない、防災の知識の不足による誤った理解をすることが WG メンバーから挙げられている。しかし、メディア各社は十分な数のジャーナリストを抱えているわけではなく、また、メディアが適切な報道をするための防災に関する基礎的な知識を取得する施設や研修の機会はない。メディアの協力を得ることが重要な鍵となる本プロジェクトでは、非常事態省がメディアの上層部への連絡及び協力依頼をしていくことで、個々のジャーナリストだけでなく、災害関連組織との連携を醸成することが重要である。

(5) 非常事態省のクライシス・コミュニケーションに関する課題と解決策

活動 2-1 の結果を基に、表 2.1-11 に非常事態省のクライシス・コミュニケーションに関する問題点と解決策をまとめる。SOP には手順だけでなく様式も含めたものにすることで有用になると考えられる。情報発信については、ウェブサイトや記者会見、ソーシャルメディアなど

多様な方法が考えられるため、SOP においても考慮する。ハザード情報や被害状況を迅速に把握・伝達することが求められるが、これは SOP だけでは対応できない課題である。将来的には、他のプロジェクトを活用し、SOP で記した手順を基に、国家危機管理センターや情報広報部が活用するための情報システムを開発することが期待される。また、被害状況を迅速及び適切に把握するため、関係省庁や地方政府との連携が必要となる。

表 2.1-11 非常事態省のクライシス・コミュニケーションに関する課題と解決策

課題	解決策
情報収集と発信に係る文書はあるが、タイミングや具体的な手段については記載されていない。SOP はない。	SOP が必要である。特に本プロジェクトでは、ハザードや被害状況を迅速に把握・伝達することが求められる。
大臣令に、災害時の情報収集は国家危機管理センターにより行われること及び情報収集源（関係各機関名）と収集すべき情報項目は記述されている。住民からの被害情報は 911 サービス（日本の 110 番と 119 番に相当）を通じて通報されると思われる。地方政府により設置される委員会には非常事態省も含まれており、そこから被害情報が提供される。しかし、情報の収集や処理の手順は規定されていない。	関係各機関からの情報収集の具体的な手順書を作成し、協定を締結する。
現地に派遣された救助隊、消防隊からの被害情報収集の手順が規定されていない。	現地の専門家からの情報収集の手順書を作成し、訓練を行う。 現地に派遣される専門家が、情報をリアルタイムに送信できる資機材を携行する。
収集した情報は報告書に時系列で記述されるので、被害の状況を把握するのが簡単ではない。	災害種ごとに、収集すべき情報を項目に分けて記録するフォーマットを作成し、随時更新する。
関係機関への災害情報の発信は、ガイドとなる文書に従い、国家危機管理センターが行い、災害種により発信先と情報項目が決められているが、具体的な手順は明確に規定されていない。	上記フォーマットを発信する。誰がどの機関の誰に発信するのか手順書を作成し、訓練を行う。
非常事態省のウェブサイトへの、ハザードや被害などの災害情報の掲載は国家危機管理センターが行うが、記載の基準や項目は明確には決められていない。	ウェブサイトへの災害情報掲載の手順書を作成する。
災害時（災害直後は除く）において、国民とメディアへの情報発信は国家危機管理センターから送られてきた情報を基に情報広報部が行う。しかし、国家危機管理センターからの情報は他の関係機関に送付されるものと同じであり、国民・メディア向けに整理・編集された情報ではない。その為、国民やメディア用の情報作成に時間を要することとなり、速達性に欠ける。	国家危機管理センターから情報広報部への情報共有の手順、共有する情報の内容を見直し、国民、メディアに対する必要情報の迅速な入手・発信できる手順を決める。
マスメディア、国民に対する情報発信の手段と手順が明確ではない	伝達情報とタイミングにより、迅速性、確実性などを踏まえた伝達手段の選択が必要であり、記者会見、プレスリリース、説明会、ビデオ資料発信などの方法についてマニュアルを整備し訓練を行う。

活動 2.2 第 2 期詳細計画の策定

第 1 期の活動の結果を基に、基本方針を整理した。第 1 期に設置されていなかった情報センターは 2020 年末に情報広報部内に設置されている。しかし、設置による基本方針への影響はなく、この基本方針を基に第 2 期の活動を実施した。そのため、ここでは第 1 期終了時点での基本方針を以下のとおり示す。

情報センターに関わる非常事態省の部署としては、情報広報部と国家危機管理センターがある。国家危機管理センターが災害情報（ハザード、被害情報）を集約して分析し、その結果を基に、外部に発信するための情報を情報広報部及び情報センターで作成することが想定される。成果3では、以下の内容のSOPを想定する。

- ✓ 本プロジェクトに関わる国家危機管理センターの情報伝達（情報広報部や情報センターへの伝達）
- ✓ 情報広報部及び情報センターでの情報処理と公開情報の作成
- ✓ メディアへの情報伝達（記者発表、記者会見）
- ✓ 非常事態省ウェブサイト及びソーシャルメディアでの発信
- ✓ SMSによる発信

このように、本プロジェクトで作成するSOPは非常事態省内部間及び内部から外部への情報伝達のSOPである。国民への情報伝達、特にメディアから国民への情報伝達は非常事態省では規制できないため、メディア向けの災害時報道のガイドラインを作成する。

さらに、SOP及びメディア用災害時報道のガイドラインは指針とはなっているものの、非常事態省にしても、地方自治体やメディアにしても、実際現地で非常事態に対応するとすれば、経験が少ないことから心もとない状態にあることは事実である。このため、実地の訓練が非常に大きな効果を発揮する。したがって、非常事態時の情報伝達に関する実地訓練を計画し、試行、実施する。

(3) 成果4の基本方針

成果4は「研修センターにて使用される研修用教材や及び研修計画が整備され、研修が実施される。」となっているが、R/DによるとTentativeとなっている。前述のとおり、研修センターが設立されず、情報センターの中に研修機能を包含することが構想されているため、変更が必要である。

上位目標、プロジェクト目標の達成には、メディアやジャーナリストが防災の基本知識及び本プロジェクトで提案するクライシス・コミュニケーションに関する知識を持つこと、国民が基本的な防災知識を持ちかつ適切な情報源を理解すること、地方政府が非常事態省の本プロジェクトのクライシス・コミュニケーションを理解することが求められる。基礎的な防災研修の教材はすでに国家危機管理アカデミーが保有しており、本プロジェクトで扱う必要はない。しかし、国家危機管理アカデミーはクライシス・コミュニケーションの研修教材や研修プログラムを開発していない（本プロジェクト第1期時点）。また、本プロジェクトにおけるクライシス・コミュニケーションのための、啓発教材や広報資料の開発も望まれる。啓発教材は研修にも活用が可能である。メディアや地方政府は、成果3の情報伝達の実地訓練と成果4のクライシス・コミュニケーションの研修を一つのセットとして、受講することが望まれる。

(4) 現状・課題における位置づけ

アルメニアのクライシス・コミュニケーションに係る主要な課題は以下のとおり整理することができる。

1. 省令として非常事態省が災害時の情報伝達を行うことが明記されている。作業が記載されたガイドとなる文書はあるが、SOPが文書となっておらず、SOPを文書として取りま

とめることが求められている。

2. SOP の実施においては、非常事態省からメディアへの情報提供が行われるため、メディアとの協力関係の構築が重要である。
3. 公式情報源である非常事態省がハザード情報、被害情報を迅速に出すことが求められ、そのための実地訓練の必要がある。
4. メディアやジャーナリストが公式な情報源からの情報を使い報道することが必要である。また、そのための適切な防災知識・意識を持つことが求められる。
5. 国民が公式な情報源を知り、情報提供を受けるだけでなく自ら情報を得て、適切な行動をとることが望まれる。

本プロジェクトにおいては、成果 3 において上記項目 1 及び 2 を、成果 4 で項目 3 及び 4 の課題を解決するための活動を行う。

2.1.3.4 成果 3：地震、地すべり、森林火災の SOP とメディア用ガイドラインの作成

活動 3.1 クライシス・コミュニケーションの SOP の枠組み策定

専門家チーム及び WG メンバーは、本プロジェクトのクライシス・コミュニケーションを以下のとおり定義した。

クライシス・コミュニケーションは、一般的にリスク・コミュニケーションの一部とみなされる。リスク・コミュニケーションとは、問題をより深く理解し、より良い意思決定を行うために、個人、グループ、組織、その他の利害関係者間で情報や意見を交換することである。コミュニケーションは一方方向ではなく、双方向の建設的かつ継続的なコミュニケーションである。

本プロジェクトにおけるクライシス・コミュニケーションとは、主に災害対応期間中の意識向上、行動変容、安全対策の効果的な実施に貢献することを目的とした情報の収集と発信を指す。これは、リスク・コミュニケーションの一部であり、災害前、緊急対応、復旧・復興の各段階における情報収集・伝達手段とは連続性がある。

クライシス・コミュニケーションの目的は次のように定義する。

- ・ 関係及び意思決定機関、国民、メディアへの必要かつ正確な情報の提供
- ・ 国民保護対策の組織的実施への貢献と起こりうる状況の改善のための支援
- ・ 虚偽の噂やパニックの拡大防止
- ・ 情報の流れの効果的な管理及びそのプロセスの短縮
- ・ 危機管理の継続性の確保

さらに、図 2.1-2 に示した情報の流れを本プロジェクトのクライシス・コミュニケーションの範囲として確認し、図 2.1-3 を SOP の枠組みとして合意した。

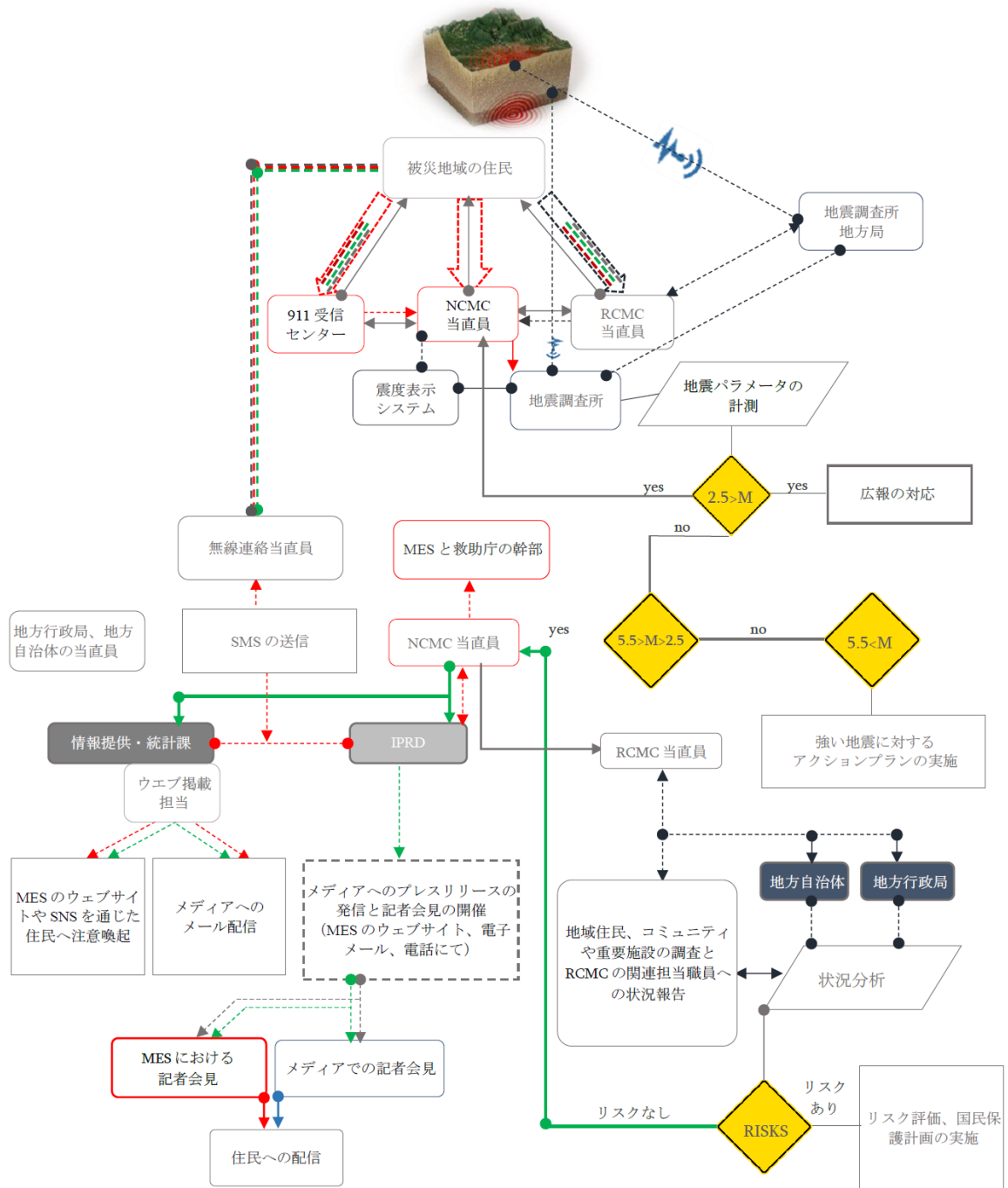


図 2.1-3 SOP の枠組み (地震の場合)

略語：RCMC (Regional Crisis Management Center, 地方危機管理センター)

活動 3.2 ドラフト SOP の策定

作成したドラフト SOP の構成を表 2.1-12 に示す。なお、情報センターは設立されているが、情報広報部内にあり、その機能は情報広報部の所掌である。また、情報センターは組織ではないため、SOP においては情報広報部の行うべき業務として記載している。

表 2.1-12 ドラフト SOP の目次

章	節	概要
第1章 序章	1.1 SOP 策定の背景 1.2 本書の目的 1.3 本書の想定されるユーザー 1.4 本書の構成 1.5 用語の定義	本章では、本書の目的や使い方など、本書の概要について説明する。
第2章 クライシス・コミュニケーションの概要	2.1 クライシス・コミュニケーションの定義 2.2 クライシス・コミュニケーションの目的 2.3 クライシス・コミュニケーションに係る機関・メディアの体制と役割 2.4 クライシス・コミュニケーションを行う期間 2.5 クライシス・コミュニケーションの全体概要	本章では、クライシス・コミュニケーションを定義し、その目的を述べる。また、関連する機関とその役割を示す。
第3章 非常事態省が行うクライシス・コミュニケーション	3.1 非常事態省が行うクライシス・コミュニケーション 3.1.1 国家危機管理センター 3.1.2 情報広報部 3.1.3 その他の部署	本章では、プロジェクトで考えるクライシス・コミュニケーションの定義を示す。さらに、非常事態省の業務に関連する文書のレビューをとおして非常事態省が実施するクライシス・コミュニケーションを特定する。
第4章 災害情報の収集・受信とその処理	4.1 地震 4.1.1 取り扱う情報の内容 4.1.2 情報の処理 4.1.3 国家危機管理センター職員が行う操作の手順 4.2 地すべり 4.2.1 取り扱う情報の内容 4.2.2 情報の処理 4.2.3 国家危機管理センター職員が行う操作の手順 4.3 森林火災 4.3.1 取り扱う情報の内容 4.3.2 情報の処理 4.3.3 国家危機管理センター職員が行う操作の手順	地震、地すべり、森林火災について、ハザード情報や災害情報に関する情報項目、情報提供機関と提供のタイミング、非常事態省内の情報処理手順について述べる。
第5章 国民への情報発信	5.1 国民への情報発信の目的とその基本方針 5.2 国民に伝達する情報の項目 5.3 情報を伝達するための情報広報部職員による操作の手順 5.3.1 ウェブサイト 5.3.2 ソーシャルメディア 5.3.3 報道機関との協力	本プロジェクトで提案するクライシス・コミュニケーションの3つのフェーズを考慮して、本章では、どのような情報をいつ国民に提供すべきか、またその手段について述べる。
第6章 メディアへの情報伝達	6.1 メディアへの情報伝達の目的 6.2 実施のガイドライン 6.2.1 地震 6.2.2 地すべり 6.2.3 森林火災 6.3 情報を伝達するための情報広報部職員による操作の手順 6.3.1 報道機関からの協力要請 6.3.2 提供される情報の項目 6.3.3 プレスリリース 6.3.4 記者会見 6.4 情報を伝達するための情報広報部職員による操作の手順 6.4.1 メディアとの関係 6.4.2 メディアへの情報提供	本章では、災害に関する警報や情報を迅速に国民に発信するため、マスメディアへの情報提供方法や手順、情報内容等について述べる。
第7章 国民が発信する情報及びメディアが収集した情報の扱い	7.1 想定される国民が発信する情報 7.2 想定されるメディアが発信する情報 7.3 情報の真偽確認方法 7.4 誤情報がある場合の対応 7.5 有用情報がある場合の非常事態省内での伝達	国民やメディアから報告された情報を処理する方法を説明し、非常事態省によって検証する必要があることを述べる。
別添	別添1: クライシス・コミュニケーションに係るタスクのリスト 別添2: 担当者別のタスクのリスト 別添3: 様式集	別添1は、クライシス・コミュニケーションのタスクと、各タスクが記載されている章、節、ページ番号を示す。別添2は、関係者が自らの業務を容易に見つけられるよう、各人が行うべきタスクを示す。別添3は、クライシス・コミュニケーションに使用される一連の様式を示す。

WGメンバーは、弱震／強震ごとに地震発生時の国家危機管理センター及び情報広報部の対応手順を作成した。強震発生時の時系列ごとの情報伝達手順に関する概要表を表 2.1-13に示す。

表 2.1-13 強震発生時における時系列ごとの情報伝達手順

時間	状況	国家危機管理センター	情報広報部
地震発生直後の様子	地震調査所からの通報	<ul style="list-style-type: none"> 地震調査所から各地の震源地、マグニチュード、地震の強さなどの情報を得る 非常事態大臣と救助庁所長に地震の報告をする 地方危機管理センターの安全性を確認し、被災地の調査を行う 非常事態省と救助庁に警報を発令する 	<ul style="list-style-type: none"> 国家危機管理センターからの地震情報の受信
30分	災害時の通報が徐々に寄せられるようになった	<ul style="list-style-type: none"> 地方救助庁や救助部隊からの情報を受けて、日中の偵察飛行を行う 地方危機管理センター、警察、防衛省、国家安全保障局の担当者で連絡を取り、情報収集グループを形成する 領土行政・インフラ省に警報を流す この警報は、国家危機管理センター及び地方危機管理センターから共和国の行政機関の長またはその代理、エレバン市および地域の緊急事態委員会の長、権限のある機関の地域およびエレバンの救助部門、アルメニアの国防省、国家安全保障局、アルメニア警察の担当者に送信される 	<ul style="list-style-type: none"> メディアや市民向けの地震情報の編集 地震に関する最初のメッセージは、情報広報部からマスメディアに提供される。さらに、災害時に設立された様々な機関や組織の代表者で構成される省庁間情報伝達センターにより、国民への啓発活動が行われる。同センターは、当局と市民の間の仲介者として、災害の経過を監視し、国家危機管理センターや災害復旧に関わる機関と常に連絡を取り合う
1-2時間	緊急事態委員会が召集される	<ul style="list-style-type: none"> 地方危機管理センターから被害状況の概要を受け取り、情報広報部に伝える 初期被害情報の収集と処理 他省庁の連携グループの受け入れ態勢の整備 国家危機管理センターは、国家災害管理チームが国連アルメニア事務所と赤十字社のリーダーシップを取ることを発表する 	<ul style="list-style-type: none"> メディアや市民向けに被害状況のサマリー情報を編集。メディアへの地震・被害情報の発信
2-4時間	<ul style="list-style-type: none"> 対応策は緊急事態委員会の会議で決定される 大臣の記者会見が行われる 	<ul style="list-style-type: none"> 911 サービスで受信したコールの要約と分析 国家危機管理センターにおける各省庁の連携グループの活動組織化 災害の規模、被害の全体像、被災地の範囲、救助隊の接近・避難経路などの事前評価が行われる。上記の評価は国家危機管理センターからコントロールされる 	<ul style="list-style-type: none"> 被害に関する要約情報を大臣補佐官に提出するとともに、同省のウェブサイトに掲載 避難場所の情報をメディアに送り、ウェブサイトに掲載する
4-6時間	<ul style="list-style-type: none"> 被害状況のイメージが少しずつ分かってくる 大臣の2回目の記者会見 	<ul style="list-style-type: none"> 国家危機管理センターにおける各省庁の活動グループの活動組織化 災害の規模、被害の全体像、被災地の範囲、救助隊の接近・避難経路などの事前評価 911 サービスに寄せられたコールのサマリー情報を情報センターに継続的に伝達 	<ul style="list-style-type: none"> 国家危機管理センターから受け取った被害に関する情報をまとめ、プレスリリースを提示し、メディアへの提供、ウェブサイトへの掲載を行う メディアへの映像素材の提供
12時間	<ul style="list-style-type: none"> 被害の全体像が見えてくる。応急復旧作業が始まる 大臣の3回目の記者会見 	<ul style="list-style-type: none"> 911 サービスに寄せられたコールのサマリー情報を情報センターに継続的に伝達 	<ul style="list-style-type: none"> 国家危機管理センターから受け取った被害情報と地方政府から受け取った回復情報をまとめ、プレスリリースを作成し、メディアへの提供、ウェブサイトへの掲載を行う

弱震発生時の国家危機管理センター各部門の情報受発信及びその手段について表 2.1-14に示す。

表 2.1-14 弱震発生時の国家危機管理センター各部門の活動 (SOP 活動表)

活動内容	経過時間	情報源	情報配布先	伝達手段
911 コールセンター				
市民から提供された情報を既存のテンプレートに入力し、定められた順序に従って提出する	受信時	市民		手渡しまたは所内イントラネットによる配送
空欄に記入されたデータの処理：発信者の所在地や通話内容に応じて整理する	受信時			パソコン、内線電話
整理されたデータを当直のスタッフに提出するとともに、新たに入手した情報のサマリーを追加する	編成時		国家危機管理センターまたはシニアディスパッチャー*	手渡しまたは所内イントラネットによる配送
もっと情報が欲しいという市民には、30分以内に非常事態省のウェブサイトに地震情報が掲載されることを伝える	要望に応じて		市民を呼ぶ	911 コール、911 SMS
当直配置員				
地震調査所から情報を受け取ったら、既存のテンプレートを入力する	10分	地震調査所の担当者		コンピュータ
このテンプレートをデータベースにアップロードし、情報提供・統計課に通知する	10分		情報提供・統計課の担当者	手渡しまたは所内イントラネットによる配送
所定の期間内に地震調査所からの情報が得られない場合、地震調査所に連絡して地震情報を入手する	10分	地震調査所の担当者		電話や無線
911 コールセンターに地震の情報を提供し、電話をかけてきた市民に正確な情報を提供できるようにする	10分		911 コールセンターのシニアディスパッチャー	内線電話、NCMC 壁面の電光掲示板
震源地近くの地方危機管理センターに連絡し、被害状況を問い合わせる	10分	地方危機管理センターの当直員		必要に応じてすべての通信手段
被害がある場合は、既存の被害レポートテンプレートを用いて地方危機管理センターから状況を受け取り、データベースにアップロードする	20分	地方危機管理センターの当直員		電子メール、内線電話、テレビ電話、無線
地方危機管理センターから情報を受け取り、受け取ったデータを GIS に入力し、状況や新しいデータの入手状況に応じて更新する	30分	地方危機管理センターの当直員		コンピュータ
情報提供・統計課と情報広報部に地震に関する一連の情報がアップロードされていることを伝える	30分		情報提供・統計課の担当者と長、情報広報部の長	内線電話または口伝
モニタリング・予測課				
GIS に地震のパラメータを入力する	10分	国家危機管理センターの当直員		コンピュータ
被害情報を受け取ったら、GIS に入力し、必要なレイヤーを並べて分析・整理する	30分	国家危機管理センターの当直員、911 コールセンターのシニアディスパッチャー	国家危機管理センターの当直員	コンピュータ
情報提供・統計課				
地震のパラメータをフォーマットに沿って整理し、非常事態省のウェブサイトに掲載する	10分	国家危機管理センターの当直員	人口、メディア	コンピュータ
非常事態省のウェブサイトに情報がアップロードされたことを情報広報部に伝える	10分	ウェブ担当者、情報提供・統計課の責任者	情報広報部の責任者	内線電話、携帯電話

*シニアディスパッチャー：911 コールセンターにおけるオペレーターの監督官

この表は弱震発生時に国家危機管理センター職員がとるべき情報受発信の手順・作業工程を時系列で記述したものである。これに加えて中震発生時、強震発生時、地滑り発生時、森林火災発生時の計5種類の作業工程表を作成した。さらに情報広報部についても同様に5種類の作業工程表を作成し、各職員が災害発生時にこれら10種の表に従って情報の受発信ができるようにした。この表がSOPの基本となるものである。これらをSOP活動表と称す。

活動3.3 メディア・ジャーナリスト向けのドラフトガイドラインの作成

WG活動をとおして、ジャーナリストが平常時、災害発生現場の取材時、記者会見時、記事の編集・報道時に知っておくべきこと、取るべき行動について表2.1-15を策定し、これをガイドラインの枠組みとした。

表 2.1-15 ガイドラインに記述すべき項目

状況	ジャーナリストが知るべき内容	章構成
平常時、災害発生前	<ul style="list-style-type: none"> 災害情報とは何か 緊急時の情報提供の考え方 	1章
	<ul style="list-style-type: none"> 災害情報の国民への影響 災害時のメディアの役割 	2章
	<ul style="list-style-type: none"> 自然災害リスクとリスク軽減の理解 市民が必要とする情報の理解 	3章
	<ul style="list-style-type: none"> 災害報道に関するジャーナリストの訓練 	9章
災害現場での取材	<ul style="list-style-type: none"> 災害発生時の行動計画 	4章
	<ul style="list-style-type: none"> 災害報道のルールと法律の遵守 	5章
	<ul style="list-style-type: none"> ジャーナリストの安全確保 	6章
記事の編集・報道	<ul style="list-style-type: none"> 人権・著作権 報道に関する倫理 映像のルール 	7章
記者発表・記者会見	<ul style="list-style-type: none"> 非常事態省、地方自治体とメディアの連携 	8章

この枠組みに基づいて各論を詳細に検討し、ドラフトガイドラインを作成した。表2.1-16にドラフトガイドラインの目次を示す。

表 2.1-16 ドラフトガイドライン目次

第1章 序文
1.1 ガイドラインの目的
1.2 ガイドラインの内容
1.3 メディアとジャーナリストのための指導原則
1.4 災害リスクの軽減と管理に関する必須知識
第2章 災害報道の基本方針
2.1 災害報道とその社会への影響
2.2 災害報道における取材の特殊性
2.3 災害時のメディアの役割
第3章 災害リスクの理解
3.1 防災サイクルと災害に関する情報の需要
3.2 地震
3.2.1 リスク要因

3.2.2	脆弱なエリア
3.2.3	災害リスク低減対策
3.2.4	地震に関して市民が必要とする情報
3.3	地すべり
3.3.1	一般的な説明
3.3.2	リスク要因
3.3.3	脆弱なエリア
3.3.4	災害リスク低減対策
3.3.5	地すべりに関して市民が必要とする情報
3.4	森林火災
3.4.1	一般的な記述
3.4.2	リスク要因
3.4.3	脆弱なエリア
3.4.4	災害リスク低減対策
3.4.5	森林火災に関して市民が必要とする情報
第4章	災害時の取材と報告の計画
4.1	リスクコミュニケーション
4.2	災害リスク軽減におけるメディアの役割
4.3	災害時の行動計画
4.4	災害時のコミュニケーション
4.5	復興期のコミュニケーション
4.6	行動の一般的な説明
第5章	災害時の報告ルールと法律の遵守
5.1	報道被害の防止
5.2	救助活動を妨げない
5.3	データの収集と取材活動
第6章	メディア・報道関係者の安全確保
6.1	物理的安全性の確保
6.2	心理的安全性の確保
6.3	重度の心理状態にある人への対応
6.4	基本的な応急処置
6.5	個人用保護具
第7章	人権と著作権および映像のルール
7.1	基本的人権および市民の権利と自由、災害取材時のジャーナリストおよび関係者の権利と自由
7.2	災害報道における著作権の重要性
7.3	災害報道に関するジャーナリズムの原則
第8章	非常事態省、地方自治体、メディアの連携
8.1	メディアと非常事態省、地方自治体の連携について
8.2	メディア間の協力関係
第9章	災害報道のトレーニング
9.1	トレーニングの目的と重要性
9.2	社内研修
9.3	危機管理国家アカデミーが提供するトレーニング
参考文献	

活動 3.4 SOP とガイドラインを使用した実地訓練の実施

<第 1 回目訓練>

活動計画当初は、災害種ごと（地震、地すべり、森林火災）に実施日や場所を分けて訓練を実施する予定であった。しかし、新型コロナウイルス感染症の発生により、WG メンバーから予防対策として各災害をまとめて実施する提案が出された。WG 内で実施回数や訓練シナリオについて検討した結果、1 日目は映像の撮影及び発信、2 日目は災害発生時からの一連の処理を目的とした。

2021 年 10 月 11 日に事前に配布したドラフトガイドライン、訓練の目的、訓練のシナリオについて、ジャーナリスト向けの訓練説明会をリモートで開催した。説明会には、新聞、テレビ、ラジオなど様々なメディアから 8 名の記者が参加した。

10 月 15 日及び 19 日に実地訓練を実施した。1 日目はエレバン市郊外の地すべり地帯である Voghjaberd において、地すべり及び森林火災の映像の撮影と国家危機管理センター及び情報広報部へのデータ発受信、その保存の訓練を行った。2 日目はエレバン市内で地震が発生したと想定で訓練を行った。地震に伴う 2 次災害として地すべりと火災が Voghjaberd で発生したとの想定で次のような項目について訓練を行った。

- ・ 現地への人員派遣
- ・ 映像撮影、転送、保存
- ・ 広報用の記事・映像の編集作業
- ・ プレスリリースとプレスコンファレンスの準備と実施
- ・ 非常事態省のウェブページを含む広報用メディアへの情報掲載

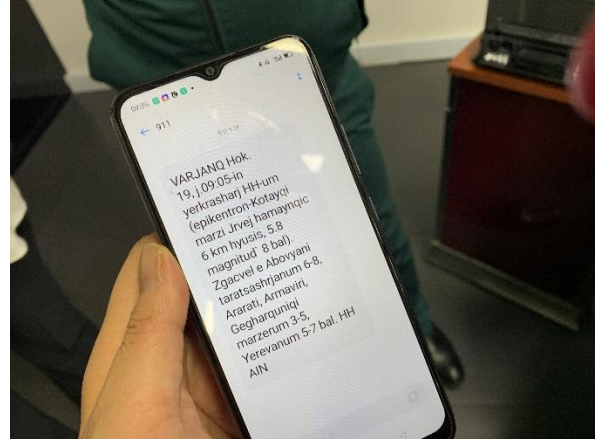
訓練後、WG メンバー、訓練参加者と問題点、改善点を特定した。この訓練では現地での通信環境が良好とは言えず、画像データの転送に時間がかかったこともあり、SOP の活動表に従って各職員が情報収集・伝達できたかを十分にはモニタリングできなかった。したがって、第 2 回目の訓練を実施し、ドラフト SOP とドラフトガイドラインを検証することになった。第 1 回目の訓練においての問題点と改善計画を表 2.1-17 に示す。

表 2.1-17 第 1 回目訓練における問題点と改善策

課題	第 1 回目訓練における主な問題点	第 2 回目訓練での改善点・留意点
訓練のモニタリング	<ul style="list-style-type: none"> ✓ SOP の活動表に記載されている各活動が、書かれている順番と時間経過とおりに行われたかどうかを確認することができなかった。 ✓ 情報伝達の手段や内容についての記録はできなかった。 ✓ ビデオ放送や記者会見などの大きなイベントを除き、経過時間の記録はできなかった。 	<ul style="list-style-type: none"> ✓ 国家危機管理センターと情報広報部の活動表を時系列に沿って一体化し、全員が同じ活動表を持つようにする。 ✓ その活動表に記録欄を追加して、訓練記録簿を作成する。 ✓ 参加者各自に訓練記録簿を配布し、各自で行った活動の内容と時間を記録する。 ✓ 作成したテンプレートを保存する。
ガイドラインの検証	<ul style="list-style-type: none"> ✓ ガイドラインを検証することはできなかった。 	<ul style="list-style-type: none"> ✓ 各メディアの有能なジャーナリストを現地のコンサルタントとして採用し、演習に参加させる。 ✓ 記者は事前にガイドラインを読み、記者会見を通じて記事を作成し、ガイドラインの改善点を洗い出す。



国家危機管理センターの状況



SMS で送られてきた地震の情報



震源の位置を示すディスプレイ



ドローンの運転状況



記者会見の状況



記者会見の状況

図 2.1-4 第1回目訓練の状況

<第2回目訓練>

第2回訓練は、SOP やガイドラインの内容を確認するため、以下のとおり、目的を設定した。

- ✓ SOP 活動表に記載されている不要な動作と、記載されていない必要な動作を確認する。
- ✓ SOP 活動表に記載された行動順序の適切性を確認する。
- ✓ SOP 活動表に記載されている行動のタイミングの適切性を確認する。

✓ ジャーナリスト向けドラフトガイドラインの内容を確認する。

準備作業として専門家チームは各災害シナリオを作成し、災害の内容や時期など、外部からの情報提供に関する資料も災害ごとに作成した。さらに専門家チームは、2022年4月に情報広報部と国家危機管理センターの責任者を対象とした説明会を個別に開催し、訓練の目的、実施方法について説明した。説明会の状況を図 2.1-5 に示す。



図 2.1-5 説明会の状況

2022年4月19日に森林火災、20日に地震、22日に地すべりを想定した訓練を実施した。情報広報部からは約10名、国家危機管理センターからは約25名がそれぞれの訓練に参加した。また、備人を含む4名のジャーナリストが記者会見や記事の準備のために参加した。

地震についての訓練では、大規模地震を想定した訓練を実施した。SOPには中小規模の地震を想定した手順も用意されているが、この2つの規模の地震を想定した訓練は実施していない。大規模地震の場合は、中小規模地震に比べて扱う情報量が多く、手順も複雑である。専門家チームと非常事態省の間で協議し、大規模地震に関する訓練で明らかになった改善点を中小規模地震のSOPにも適用することとした。

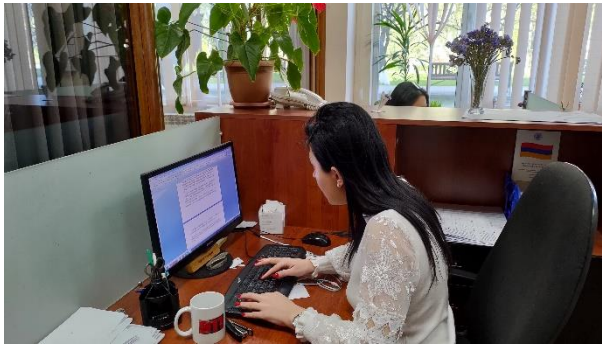
訓練後、専門家チームは現地コンサルタントとガイドラインの内容を再確認した。



SNS用の記事を作成



SNS上に送られた記事



記者会見用に資料を準備



記者会見を開催

図 2.1-6 第2回目訓練の状況

活動 3.5 SOP とガイドラインの改訂

<SOP の改訂>

訓練終了後、専門家チームは、訓練の結果と手順について議論し、SOP 改訂のための主要な点を表 2.1-18 に示すようにまとめた。その後、専門家チームと非常事態省は、これらの点を確認し、SOP に反映させることを決定した。

表 2.1-18 ドラフト SOP の主要な改訂点

災害	SOP の主要な改訂点
共通	<ul style="list-style-type: none"> ✓ 一部の活動について、ウェブサイトや SNS での情報発信について、情報広報部と国家危機管理センター情報提供・統計部のどちらが責任を負うのが不明確である。そのため、関連する活動については、主体を明確にする。 ✓ 国民への対応に関する情報は、できるだけ早く公開する必要がある。そのため、そのタイミングを変更する。 ✓ SNS やネットメディアのチェックは、災害発生直後から始まる。 ✓ 情報広報部は平常時および災害時のメディア監視を行う。情報提供・統計部も事故に関する監視を行っている。情報の共有と協力は行われている。 ✓ インターネット上に被害情報がある場合、情報広報部及び国家危機管理センター情報統計部が国家危機管理センターの当直責任者とその情報を共有する予定である。誤報があった場合は、情報広報部が説明を行う。
地震	<ul style="list-style-type: none"> ✓ RSSP の地震情報発信に時間がかかるため、情報提供・統計部による地震情報発信のタイミングを変更した。 ✓ 国家危機管理センターの 監視予測部は GIS を使って地図を作成するのに時間がかかることがわかった。したがって、地図に関連する活動は、地図があってもなくても継続することにした。 ✓ 情報広報部は記者会見の前にメディア対応を行う予定だったが、災害直後はメディア対応が困難なため、この活動は削除した。
地すべり	<ul style="list-style-type: none"> ✓ 自治体や関係機関が發送する被害情報は、情報広報部と国家危機管理センターの当直に入る予定だったが、国家危機管理センターに一元化された。
森林火災	<ul style="list-style-type: none"> ✓ 記者からは、「非常事態省から提供された地図は理解できない」という意見があった。国家危機管理センターでは衛星画像を使用できるため、衛星画像をもとに地図を作成する。 ✓ 森林火災の発生をメディアに知らせる活動についての記載がないので、SOP に含める。 ✓ 林野火災の詳細情報の發送時期は特に定めず、情報が入り次第發送する。

表 2.1-18 にまとめた改訂点に従い、SOP 活動表の改訂を行った。この活動表に沿って、災害発生前後の国家危機管理センター、情報広報部、関連機関、メディア、住民の間の情報の流れを時間経過とともに示すフロー図を作成した。これをタイムラインと称するが、タイムラインについても同様に改訂を行った。タイムラインの図は編集がやや難しいため、ドラフト SOP の

ものから簡略化した。表 2.1-19 と図 2.1-7 に改定後の SOP 活動表とタイムラインの例を示す。

表 2.1-19 SOP 活動表の例（国家危機管理センター、地震の場合、部分）

NO	活動の内容	経過時間	情報源	発信先	通信手段
911 コールセンター					
1	市民から受け取った情報を既存のテンプレート（テンプレート 1）に記入する。	受領次第	住民	911 CC	「911」電話、「911」SMS
2	911CC の OS 指令に記載された順序に従って、記入されたテンプレートを手渡す。	記入次第	911 オペレータ	911 CC SD または ディスパッチャー	手渡し
3	テンプレート 1 に記入されたデータを加工する：発信者の位置や通話内容に応じて整理する。	受領次第			
4	被害や死傷者の通報があった場合は、直ちに NCMC OS に報告する。	受領次第		HOS または上級インストラクター	電話、口頭
5	整理したデータを HOS/SD に提出する。	整理次第		HOS または上級インストラクター	口頭、手渡し、社内ネットワーク
6	OS から速報値（時間、震源地、マグニチュード、震度）と検証されたデータを受け取った後、「911」オペレータに知らせ、関心のある通報者にデータを渡すことを目的とする。	必要時		住民	「911」電話、「911」SMS
当直員					
7	SIDS、911CC、RCMCs の OS から受け取った情報を処理する。	受領次第	SIDS、911CC、RCMCs の OS		適宜、あらゆる通信手段
8	OS からデータを受け取ると、GIS に入力し、状況や受け取ったデータの性質に応じて更新する。	受領次第	RCMC OS、FRD、「108」（「102」、「103」、NSS および GSMD の OS）		電話、無線、E メール
9	RSSP から受け取った地震速報（テンプレート 2）、RS や他の運営小部門から受け取ったデータをまとめ、データベースにアップロードする。DPPIW、911CC、IPRD の DO に連絡し、リーダーに報告する。	10 分	RSSP の責任者	IPSD、IPRD、ES 大臣、RS 長官、NCMC 長、911SD、ディスパッチャー	適宜、あらゆる通信手段
10	表 4.1 に従って、起こりうる結果と状況について情報を得る。	10 分～1 時間			適宜、あらゆる通信手段
11	結果が得られた場合は、受け取ったデータをテンプレート（テンプレート 4）に入力し、データベースにアップロードする。ES 大臣令第 387 号で定められた上長及び DO に報告する。	受領次第	RCMCs の OS、FRD、「108」、オペレーショナルサービス	ES 大臣、RS 長官、令で定める者リスト 387 名	適宜、あらゆる通信手段
12	ES 大臣の命令で定められたテンプレート（テンプレート 5）を、NCMC に導入されている SMS システムを利用して、震源地付近の全マルツの DO（NCMC にあるリストによる）に送信する。	10 分～15 分		SGB の DO、LSGB の DO、ES/CD の分野の DO	SMS システム
13	携帯電話会社の DO にテンプレート 5 のテキストを送付し、国民に提供する。	10 分～15 分		携帯電話事業者の DO	電話
14	RSSP（テンプレート 3）から明確なデータを受け取った後、震源地の当直分署から情報を入手し、テンプレート 4 に入力、データベースにアップロードして、911 CC、IPSD、MFD、IPRD の DO に提供する。	20 分	RSSP、RCMC の OS、FRD、「108」、「102」、「103」、NSS および GSMD の OS	IPSD、MFD、IPRD、911SD/ディスパッチャー	電話、無線、社内ネットワーク
15	解明された地震のパラメータと地域別の震度分布を DPPIW に提供し、上司に報告し、IPRD の DO に知らせる。	20 分		IPSD、IPRD、MES および RS の関連トップオフィサー	適宜、あらゆる通信手段
16	状況についてのインタビューに備え、必要であれば、メディアが NCMC にアプローチするのをサポートすること	20 分後より			
17	表 2.1 に従って、起こりうる災害の影響に関する情報を引き続き収集し、テンプレート 4 に記入する。更新された要約データを DPPIW、IPRD の DO に渡し、その結果と対策について指導者に報告する。	1～24 時間		IPSD、IPRD、MES および RS の関連トップオフィサー	適宜、あらゆる通信手段
モニタリング・予測課					
18	GIS から地震に関するデータを、当番制から通報に関するデータを整理して入力する。	受領次第	NCMC OS		電話、内線
19	結果に関する情報を受け取ると、GIS に入力し、分析・整理し、必要なレイヤーと並列化する。	受領次第	NCMC OS、911CC の SD、IPSD		電話、内線
20	NCMC の責任者か HOS が定めたスケジュールに従って、データベースシステムにデータ（リスクやその他の重要な要素を含む）をアップロードし、考えられるハザード、リスク、脅威について報告する。	即刻		HOS 社 NCMC 責任者	内線、口頭
情報提供・統計課					
21	地震速報のデータがある場合は、決められたフォーマットに従って調整し、MES の公式サイトに掲載し、報道機関に送付する。	15 分	RSSP、NCMC OS	市民、メディア	ウェブサイト、電子メール
22	IPRD の DO に、MES のウェブサイトに情報が掲載されたことを伝える。IPRD が MES のソーシャルネットワークページに情報を掲載することを支援する。	15 分		IPRD の DO	電話
23	地震に関する明確なデータ、および NCMC が受信した震源地付近の状況に関するデータを、MES のウェブサイトに掲載する。	25 分	NCMC OS	市民、メディア	電話、社内ネットワーク、ウェブサイト
24	NCMC の IPRD および OS と協力し、情報および結果に関するデータを整理する。	30 分～24 時間		NCMC OS	社内ネットワーク、口頭

＜略語＞CC:コールセンター, CD:民間防衛隊, DO:責任担当官, DPPIW:ウェブサイト掲載担当官, ES:非常事態, FRD:救急救助隊, GSMD:国防省担当官, HOS:OS の長, IPSD:情報提供・統計課, LSGB:地方自治体, MFD:モニタリング・予測課, NSS:国家安全保障局, OS:各機関の当直員, RCMC:地方危機管理センター, RS:救助庁, RSSP:地震調査所, SD:シニアディスパッチャー, SGB:国家省庁, SIDS:震度表示システム

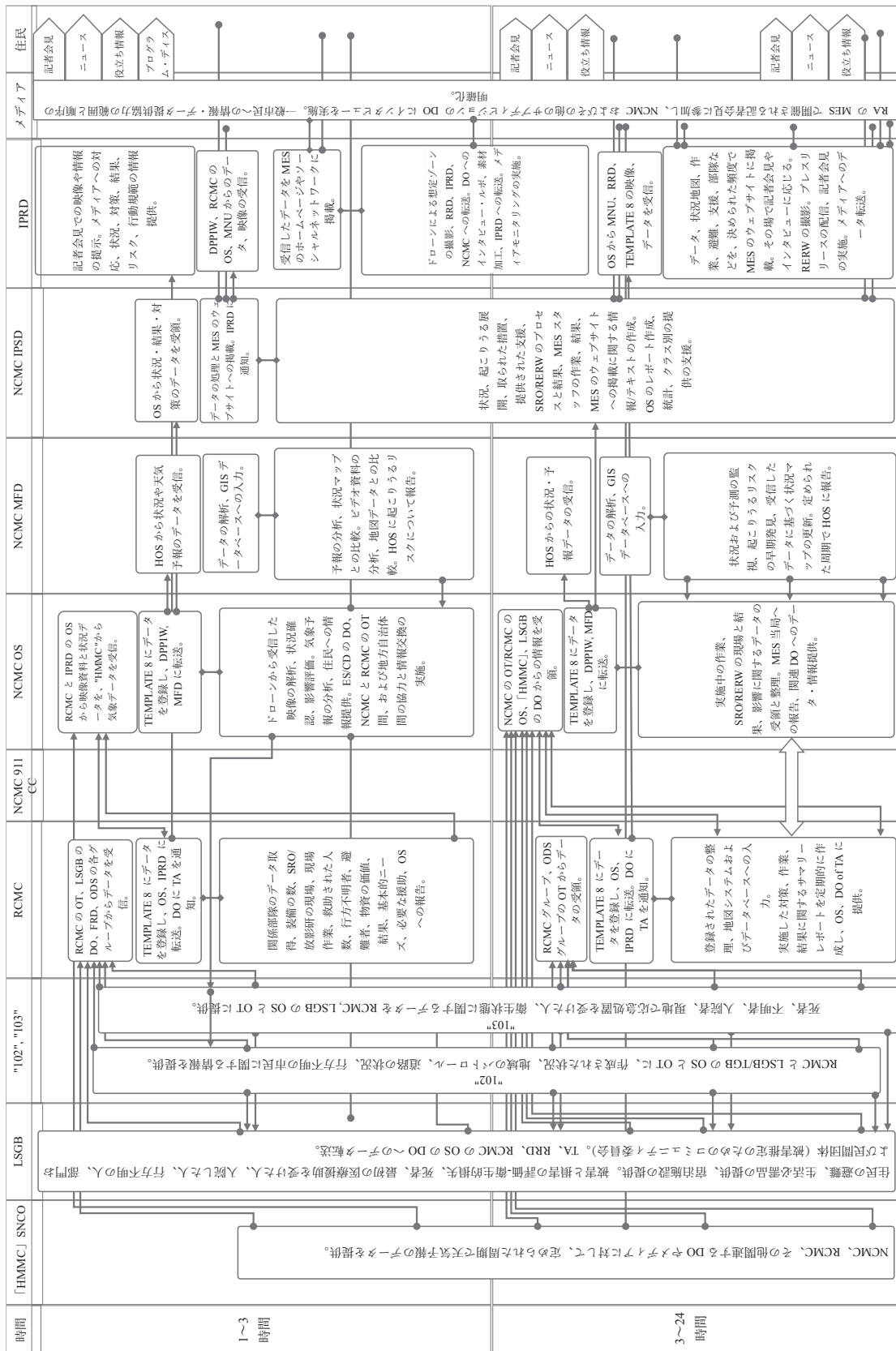


図 2.1-7 タイムラインの例 (地すべりの場合、部分)

＜略語＞CC: コールセンター, DO: 責任担当, DPPIW: ウェブサイト掲載担当, HMMC: 気象観測センター, HOS: OS の長, IPSD: 情報提供・統計課, LSGB: 地方自治体, MFD: モニタリング・予測課, NMU: 現地視察隊, OS: 各機関の当直員, OT: 作業班, RCMC: 地方危機管理センター, RERW: 救急救命作業, RRD: 地方救助庁, SNCO: 独立行政組織, SRO: 捜索活動, TA: 地方行政局

ドラフト SOP の本文については、WG メンバーから「第 1 章 (序章)」と「第 2 章 (概要)」が長すぎ、不要な部分が多いとのコメントがあった。そこで WG メンバーは、専門家チームの支援を得て、各章の構成を大幅に見直した。主な変更点は、第 1 章と第 2 章を統合して「はじめに」とし、第 7 章は SOP 本文に記載すべき情報伝達手順が記載されていないため、付録に移動したことである。表 2.1-20 は、改訂前後の章立ての比較を示したものである。

表 2.1-20 SOP の章構造の改訂前後の比較

ドラフト SOP		改訂版 SOP	
第 1 章 序章	1.1 SOP 策定の背景 1.2 本書の目的 1.3 本書の想定されるユーザー 1.4 本書の構成 1.5 用語の定義	序文	1. 目的 2. クライシス・コミュニケーションの枠組みの適用範囲 3. 期待される受益者 4. 災害の種類
		はじめに	
第 2 章 クライシス・コミュニケーションの概要	2.1 クライシス・コミュニケーションの定義 2.2 クライシス・コミュニケーションの目的 2.3 クライシス・コミュニケーションに係る機関・メディアの体制と役割 2.4 クライシス・コミュニケーションを行う期間 2.5 クライシス・コミュニケーションの全体概要		
第 3 章 非常事態省が行う クライシス・コミュニケーション	3.1 非常事態省が行うクライシス・コミュニケーション 3.1.1 国家危機管理センター 3.1.2 情報広報部 3.1.3 その他の部署	第 1 章 クライシス・コミュニケーションの 枠組み	1.1 役割と責任/非常事態省における組織 1.1.1 国家危機管理センターの クライシス・コミュニケーション 1.1.2 情報広報部によるクライシス・コミュニケーション 1.2 他の機関によるクライシス・コミュニケーション
第 4 章 災害情報の収集・受信とその処理	4.1 地震 4.1.1 取り扱う情報の内容 4.1.2 情報の処理 4.1.3 国家危機管理センター職員が行う操作の手順 4.2 地すべり 4.2.1 取り扱う情報の内容 4.2.2 情報の処理 4.2.3 国家危機管理センター職員が行う操作の手順 4.3 森林火災 4.3.1 取り扱う情報の内容 4.3.2 情報の処理 4.3.3 国家危機管理センター職員が行う操作の手順	第 2 章 災害に関する情報の 収集・受信・処理	2.1 情報の出所 2.2 ハザード、リスク、災害情報 2.2.1 地震 2.2.2 地すべり 2.2.3 森林火災
第 5 章 国民への情報発信	5.1 国民への情報発信の目的とその基本方針 5.2 国民に伝達する情報の項目 5.3 情報を伝達するための情報広報部職員による操作の手順 5.3.1 ウェブサイト 5.3.2 ソーシャルメディア 5.3.3 報道機関との協力	第 3 章 一般市民への情報提供	3.1 災害時の情報発信について 3.2 一般に提供される情報の内容 3.3 情報伝達の手順と手段 3.3.1 公式サイト 3.3.2 ソーシャルメディア 3.3.3 ショートメッセージサービス (SMS) 3.3.4 注意喚起の仕組み 3.3.5 マスメディア 3.4 情報広報部の操作手順
第 6 章 メディアへの情報伝達	6.1 メディアへの情報伝達の目的 6.2 実施のガイドライン 6.2.1 地震 6.2.2 地すべり 6.2.3 森林火災 6.3 情報を伝達するための情報広報	第 4 章 メディアとの連携	4.1 メディアとの協働の方針 4.2 メディアへの情報提供の手段 4.2.1 メール配信とプレスリリース 4.2.2 Facebook グループページへの投稿 4.2.3 記者会見

	部職員による操作の手順 6.3.1 報道機関からの協力要請 6.3.2 提供される情報の項目 6.3.3 プレスリリース 6.3.4 記者会見 6.4 情報を伝達するための情報広報部職員による操作の手順 6.4.1 メディアとの関係 6.4.2 メディアへの情報提供		4.2.4 面接／電話による面接
第7章 国民が発信する情報及びメディアが収集した情報の扱い	7.1 想定される国民が発信する情報 7.2 想定されるメディアが発信する情報 7.3 情報の真偽確認方法 7.4 誤情報がある場合の対応 7.5 有用情報がある場合の非常事態省内での伝達	付録	付録1 市民が報告する情報処理 1 市民からの911コール 2 情報の真偽を確認する 3 一般の方からの有益な情報の活用 付録2 メディアによる災害情報の検証 付録3 誤報への対応 1 誤報の種類 2 誤報、偽情報、不正情報への対応 付録4 テンプレート

<ガイドラインの改訂>

第2回目の訓練には、事前にガイドラインを読んでいた現地コンサルタントと、ガイドラインを未読の記者が参加した。その結果、現地コンサルタントの作成した記事には人々がとるべき行動や必要な情報が記載されていたが、記者の記事には含まれていなかった。アルメニアのジャーナリストは、記事の書き方について大学で学んでいるため、基本的な知識は持っている。したがってこのガイドラインの内容についてのトレーニングを行えば、災害関連記事の作成能力を向上させることができることを確認した。

専門家チームは、第2回目訓練の前後にドラフトガイドラインに関する現地コンサルタントへのインタビューを実施した。その結果、以下のような意見が出された。

- ✓ 内容に大きな問題はない。
- ✓ これまでは、災害による被害を記事にすることが重要だと考えられていた。しかし、このガイドラインによって、緊急時の対応や復興に関する情報など、一般の人にとって必要な情報を盛り込んだ記事を書くことができるようになる。
- ✓ ガイドラインを改善するために、次のことが提案された。
 - ・ 災害報道の役割をより明確に記述する。
 - ・ 情報源について説明する。
- ✓ 大学生向けの教材になる可能性もあるので、学生が理解できるような表現にしたほうがよい。

これらの意見を参考にWGと専門家チームはガイドラインを改訂した。ガイドラインの主要部分について文言や用語の修正のみを行い、各章の構成に大きな変更は加えなかった。表 2.1-21 にドラフトガイドラインと改訂版ガイドラインの目次の比較を示す。

表 2.1-21 改訂前後のガイドラインの目次の比較

ドラフトガイドライン	改訂版ガイドライン
第1章 序文 1.1 ガイドラインの目的 1.2 ガイドラインの内容 1.3 メディアとジャーナリストのための指導原則 1.4 災害リスク軽減・管理に関する必要な知識	序文 第1章. 災害復旧の大原則 1.1 災害報道の重要性 1.2 災害時報道の原則 1.3 災害リスク軽減・管理に関する必要な知識
第2章 災害報道の基本方針 2.1 災害報道とその社会への影響 2.2 災害報道に関する取材の特殊性 2.3 災害時のメディアの役割	
第3章 災害リスクの理解 3.1 防災サイクルと災害に関する情報の需要 3.2 地震 3.3 地すべり 3.4 森林火災	
第4章 災害時の取材と報告の計画 4.1 リスクコミュニケーション 4.2 災害リスク軽減におけるメディアの役割 4.3 災害時の行動計画 4.4 災害時のコミュニケーション 4.5 復興時のコミュニケーション 4.6 行動の一般的な説明	
第5章 災害時の報告ルールと法律の遵守 5.1 報道被害の防止 5.2 救助活動を妨げない 5.3 データ収集と取材活動	第5章. 災害時の報告ルールと法律の遵守 5.1 危害を加えないこと 5.2 邪魔をしない 5.3 データ収集と取材活動 5.4 メディア戦略 5.5 災害報道を扱うジャーナリストへの提言
第6章 メディアとジャーナリストの安全確保 6.1 物理的安全性の確保 6.2 心理的安全性の確保 6.3 重度な心理状態にある人への対応 6.4 基本的な応急処置 6.5 個人用保護具	
第7章 人権と著作権および映像のルール 7.1 基本的人権および市民の権利と自由、災害取材時のジャーナリストおよび関係者の権利と自由 7.2 災害報道における著作権の重要性 7.3 災害報道に関するジャーナリズムの原則	
第8章 非常事態省、地方自治体、メディアの連携 8.1 メディアと非常事態省、地方自治体の連携 8.2 メディア間の協力関係	
第9章 災害報道のトレーニング 9.1 トレーニングの目的と重要性 9.2 社内研修 9.3 危機管理国家アカデミーが提供するトレーニング	

<ポケットブックガイドライン作成>

WGメンバーと専門家チームは、ガイドラインを基に災害現場取材時の心構えや留意事項をわかりやすく確認できるよう、スマートフォンやタブレット端末、小冊子で閲覧できるポケットブック（タイトル：Media Tips for Disaster Reporting）を作成した。

この手帳の内容は、被災地で取材するためのヒントである。そのため、表 2.1-22 に示すようにガイドラインの5章、6章、7章に着目し、内容が理解しやすいように編集を行った。図 2.1-8 にポケットブックガイドラインの表紙と内容の一部を示す。

表 2.1-22 ポケットブックへの掲載部分（赤線で囲んだ部分）

状況	ジャーナリストが知るべき内容	章構成
平常時、災害発生前	<ul style="list-style-type: none"> 災害情報とは何か 緊急時の情報提供の考え方 	1章

	<ul style="list-style-type: none"> 災害情報の国民への影響 災害時のメディアの役割 	2章
	<ul style="list-style-type: none"> 自然災害リスクとリスク軽減の理解 市民が必要とする情報の理解 	3章
	<ul style="list-style-type: none"> 災害報道に関するジャーナリストの訓練 	9章
災害現場での取材	<ul style="list-style-type: none"> 災害発生時の行動計画 	4章
	<ul style="list-style-type: none"> 災害報道のルールと法律の遵守 	5章
	<ul style="list-style-type: none"> ジャーナリストの安全確保 	6章
記事の編集・報道	<ul style="list-style-type: none"> 人権・著作権 報道に関する倫理 映像のルール 	7章
記者発表・記者会見	<ul style="list-style-type: none"> 非常事態省、地方自治体とメディアの連携 	8章

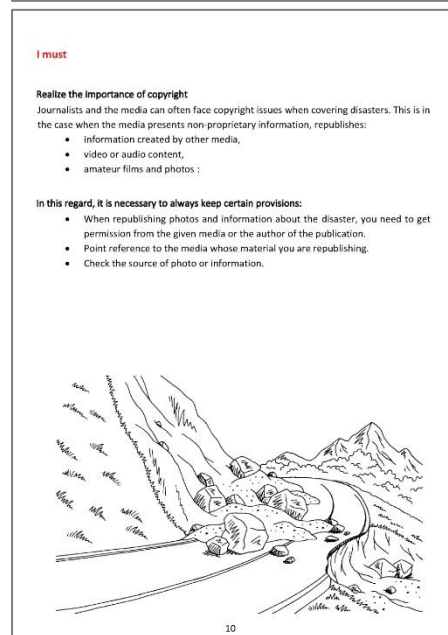
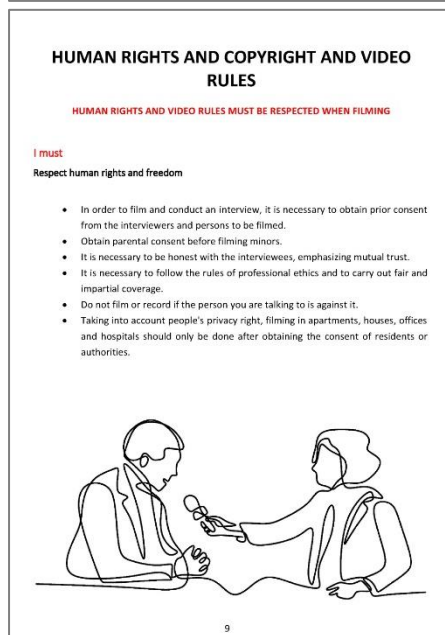
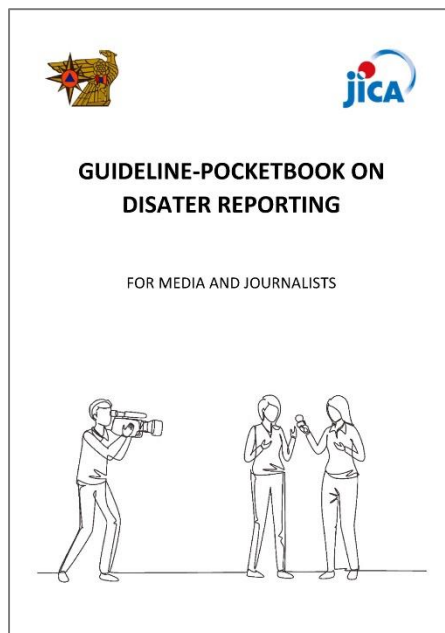


図 2.1-8 ポケットブックガイドラインの表紙、裏表紙（あとがき）と内容の一例（英訳版）

<SOP、ガイドラインの普及>

SOP

作成した SOP を国家危機管理センター、情報広報部で活用し、職員がこれをもとに情報伝達訓練を行って緊急時に備えるためには、SOP が大臣令として公式文書に登録されることが必須であり、WG メンバーの共通認識であった。このため、WG メンバーと専門家チームはプロジェクトマネージャ、プロジェクトディレクターと共に SOP を「Crisis Communication SOP」として大臣令化する手続きを進めた。その過程において、関係部署が検討及び協議を行った。その結果、非常事態省は、SOP の目的や使用方法を変えず、名称を「Crisis Communication Operation Standards」として大臣令化することを決めた。2022 年 12 月 1 日に「Crisis Communication Operation Standards」の名称で大臣令として承認された。第 6 回 JCC 会議において、日本側は「Crisis Communication Operation Standards」がプロジェクトの成果品であると確認した。

国家危機管理センター及び情報広報部は本プロジェクトで実施したような、SOP に基づいた情報伝達訓練を定期的に行う予定である。また SOP は新入職員の研修で活用される。

ガイドライン及びポケットブックガイドライン

作成したガイドラインは印刷され、メディアに配布された。そして活動 4.3 での研修において、理論モジュールでの「メディア用ガイドライン」の教材として活用された。そして今後の 5 か年計画でも教材として活用される。

ポケットブックガイドラインはメディアに配布するとともに、本プロジェクトの広報活動で作成したウェブサイトに掲載し、ダウンロードできるようにした。そして成果 4 の活動を通じて広くジャーナリストに普及することができた。

エレバン国立大学ジャーナリズム学部 Davit Alaverdyan 教授は本プロジェクトの傭人として成果 3 及び成果 4 に寄与した。特に成果 3 ではガイドラインの最終化作業を補助した。教授によると、ガイドラインの内容は、学生にとって、自然災害に対する知識や取材における行動規範を学ぶための非常に適切な教材となり得るとのことで、2022 年 10 月 12 日、エレバン国立大学のジャーナリズム学部の学生に対して、非常事態省と専門家チームが共同して、ガイドラインについて 1 時間 30 分の講義を行った。内容は以下のとおりである。

1. プロジェクト概要
2. クライシス・コミュニケーションの概要、役割
3. ガイドラインの内容
4. 非常事態省の今後の取り組み

参加者は学生 28 名、教員 1 名であった。非常事態省の講師は情報広報部のメディアモニタリング解析課長であった。教授によると、大学でのガイドラインやポケットブックガイドラインの活用を検討するとのことであった。

2.1.3.5 成果 4：クライシス・コミュニケーションに関する研修計画及び教材の作成

活動 4.1 研修計画及びプログラム案と教材コンセプトの作成

第 2 期開始当初、第 1 期の活動及び本邦研修の結果を基に、課題を抽出した。その中で、主なものを表 2.1-23 にまとめた。

表 2.1-23 クライシス・コミュニケーションの主な課題

組織	カテゴリー	課題
非常事態省	意思決定	<ul style="list-style-type: none"> 震源地や震度情報、気象情報などのモニタリングシステムの自動化はまだ確立されておらず、大規模災害の場合、緊急時に即時の情報が得られないことも想定される。そのため、非常事態省は、適切な情報がなくても意思決定をしなければならない状況も考慮する必要がある。緊急時のクライシス・コミュニケーションには、事前の段階から最悪のシナリオを含め、あらゆる想定・試算を行うことが必要である。
	研修コース	<ul style="list-style-type: none"> 国家危機管理アカデミーには対象者別に様々なトレーニングコースがあるが、ジャーナリストを対象とした特別なトレーニングはない。 国民を対象とした研修はあるが、内容は行動規範が中心で、具体的なタイムラインの行動については含まれていない。国民が知っておかなければならない簡単なタイムラインは含める必要がある。
	調整	<ul style="list-style-type: none"> 中央集権的な国家であるため、トップダウンで進められるメリットがある。効果的で実践的なマネジメントを実現するためには、国家レベル、マルツ、コミュニティの組織間協力を促進する必要がある。
	ジャーナリストとのネットワーク	<ul style="list-style-type: none"> 情報広報部は、非常事態省に関連する多くのニュースをプレスリリースで出している。しかし、記者が誤解し、独自の解釈で間違った記事を書いてしまうことがある。このような事態を避けるためには、記者に対して、非常事態省の機能、クライシス・コミュニケーションやリスク・コミュニケーションの基礎知識、災害リスク管理及び DRR の知識を理解する機会を提供することが不可欠である。そのような機会を提供するためには、記者とコワーキングできる環境があることが理想的である。 より円滑なクライシス・コミュニケーションを実現するために、非常事態省はジャーナリストが記事を書くための物理的なスペースの提供、映像や資料の提供、定期的に更新した情報の提供を行うことが可能である。
	組織的な知識	<ul style="list-style-type: none"> 過去の災害からの学びや教訓を、組織内に知識として根付かせる必要がある。 災害リスク管理は、経験を基にしたエンジニアリングの対象である。起こったことを分析し、そこから学ぶことにより、多くの教訓を得ることができる。過去に起きた災害とその対応について記録することは、最大の学習源となる。このような機会に対する組織的な文化を高める必要がある。
メディア	ローカルネットワーク	<ul style="list-style-type: none"> DRR 及び災害リスク管理においては、被災者の視点と支援者の視点の2つが必要である。被災者の視点や情報は、主に被災地から収集することができる。例えば、エレバンから急遽被災地に赴いたジャーナリストは、表面的な記事や虚偽の情報を報道することになる。しかし、全国にジャーナリストのネットワークがあれば、各地域の特派員が現地のニュースをより正確に、より正しく伝えることができる。
	DRR 及び災害リスク管理の専門記者	<ul style="list-style-type: none"> 科学記者など DRR や災害リスク管理に特化した記者や編集者は非常に少なく、政治、経済、社会など幅広い専門分野をカバーし、マルチタスクであることが一般的である。また、日頃から DRR や災害リスク管理について深い知識をもって分析し、記事を書いているジャーナリストや編集者は少ない。
	ジャーナリストの協会	<ul style="list-style-type: none"> ジャーナリストの労働環境を守ることを主な目的としたジャーナリスト協会がいくつかある。しかし、それらは特別な関心事や特定のテーマを主張する非常に限定されたサークルである。一般的なジャーナリストの共通の利益のために奉仕する統一された団体ではない。
	ジャーナリストの	<ul style="list-style-type: none"> エレバン国立大学のジャーナリズム学部では、災害リスク管理

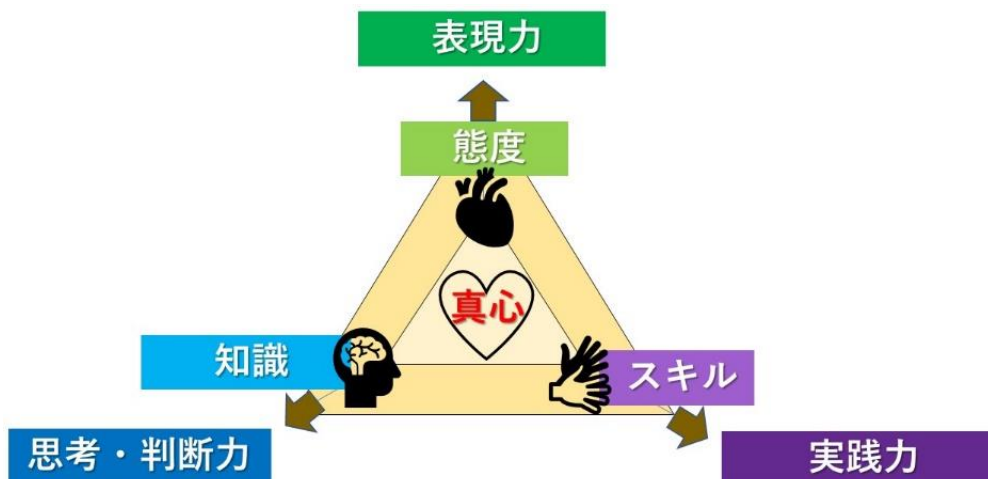
組織	カテゴリー	課題
	研修	<p>及び非常事態管理に関する特別セッションがある。しかし、このコースは主流ではなく、さらに気候変動問題も人気のあるテーマではない。</p> <ul style="list-style-type: none"> ・ 民間のメディア企業では、ジャーナリストを養成するためのコースがあるが、DRR 及び災害リスク管理、気候変動問題は扱われていない。
	災害リスク管理の文化	<ul style="list-style-type: none"> ・ 過去の災害の検証や見直し、記念行事の活性化など、防災文化醸成の一翼を担う使命感を喚起することが必要である。
国民	意識、知識、行動	<ul style="list-style-type: none"> ・ 避難場所、緊急時の行動、災害別の行動などに関する基礎知識が十分でない。 ・ 通常、大規模災害の経験が少なく、パニックに陥りがちである。 ・ 災害時の風評被害が懸念される。
	避難	<ul style="list-style-type: none"> ・ 国家安全保障上、避難先を事前に国民に知らせることは難しい。危機の際にはメディアを通じて広く国民に情報を伝える必要があると考えるべきである。

次に、情報センターの用途を考慮し、その機能を見直した。非常事態省の情報センターは、緊急事態、さまざまな危機、大災害、長期にわたる緊急事態や事故の際に、運用可能な情報／コミュニケーションを提供し、住民への情報提供プロセスを効果的に実施することを想定している。

情報センターのコンセプトと今後の機能については、非常事態省と専門家チームとの間で共通のコンセンサスが得られている。情報センターは、基本的に情報広報部が運営する。平常時は、1) 危機管理のためのトレーニング、2) 危機管理のための啓発、3) メディア・ジャーナリストとの信頼関係の構築の3つの機能を持っている。緊急時には、1) 情報の分析・開発、2) 記者会見の開催、3) 情報提供の3つの機能を持つ。

危機管理に関するトレーニングについては、メディア、自治体、非常事態省のスタッフ向けの災害別 SOP を含む特定のトレーニングは情報広報部が担当し、一般市民向けの基礎的なトレーニングは国家危機管理アカデミーが担当する。

上記の課題、情報センターの機能のレビューを基に、トレーニングの戦略や目的について検討した。クライシス・コミュニケーションを強化するために必要な要素を、知識、スキル、態度（心構え）と設定し、これをもとに、思考・判断力、実践力、表現力に繋がる能力強化を進める（図 2.1-9 参照）。



態度（心構え）：物事をポジティブに牽引する姿勢や考え方
 知識：思考するのに必要な情報
 スキル：身体を使って実現する能力

表現力：多様なアクターに対し適切なタイミングで適切な言葉で表現する力
 思考・判断力：未知の問題に対し知識を適用する力
 実践力：できることを活用する力

図 2.1-9 求める能力の概念図

研修モジュールを図 2.1-10 に示す。図 2.1-9 に示す能力を向上させるため、理論・演習・実践の 3 つのモジュールで構成する。理論研修では、行動規範、SOP、メディアの役割が主な研修内容となる。演習研修では過去の災害時の状況や災害報道をケーススタディとして学ぶ。実践研修としては、メディアキャンペーンのモジュールにおいて、ジャーナリストや政府の広報官は災害や防災報道に関する報道用の記事や番組を作成し、防災専門家及び防災ジャーナリストが作成過程において、防災課題の視点や着目点、取材先などについて助言を行い、改善を図る。

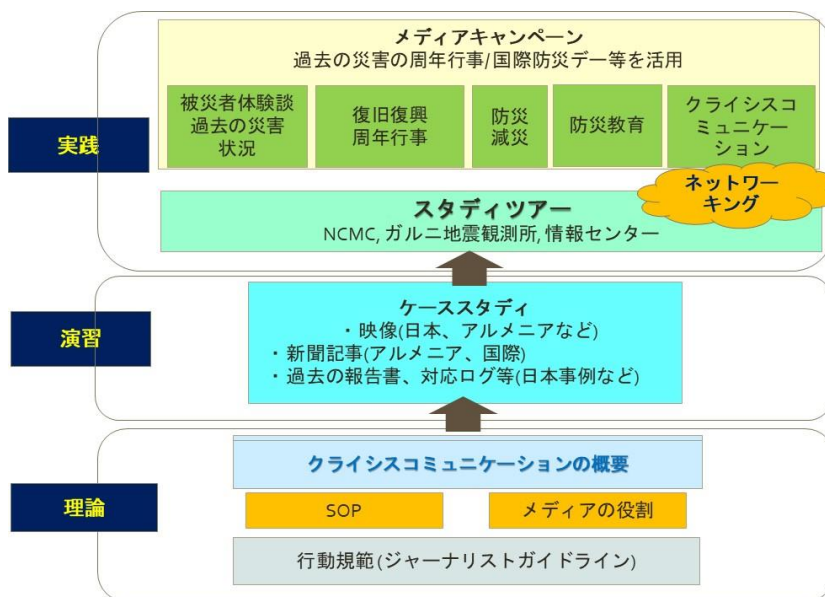


図 2.1-10 研修モジュール

これらの研修では、参加するジャーナリストが災害や防災の知識を身に付け、災害や防災報道も担えるようになることを目指す。

受講者の能力の向上とトレーニングモジュールとの関係を図 2.1-11に示す。行動規範、SOP、メディアの役割は、習得すべき基本的な知識である。これらの基本的な知識を基にして、ケーススタディでは、実際の実例に基づいた記事を題材にして、参加者間での対話形式で、関連する知識を疑似体験しているかの如く習得できるようにすると同時に、判断力、スキル、心構えを高める仕掛けとしている。これらの能力により、研修参加者は実際同様のことが起きた場合に、疑似体験した知識を駆使して、状況に応じて対応することができる。ケーススタディ、スタディツアー、メディアキャンペーン活動を通じて、未知の状況に対応できる能力を高めることも期待されている。思考力と表現力は、メディアキャンペーン（メディア関係者と MES 関係者とのネットワーキングの機会でもある）を通じて高められるように設計されている。

活動 4.1 を通じて取りまとめた研修の概要を表 2.1-24 に示す。

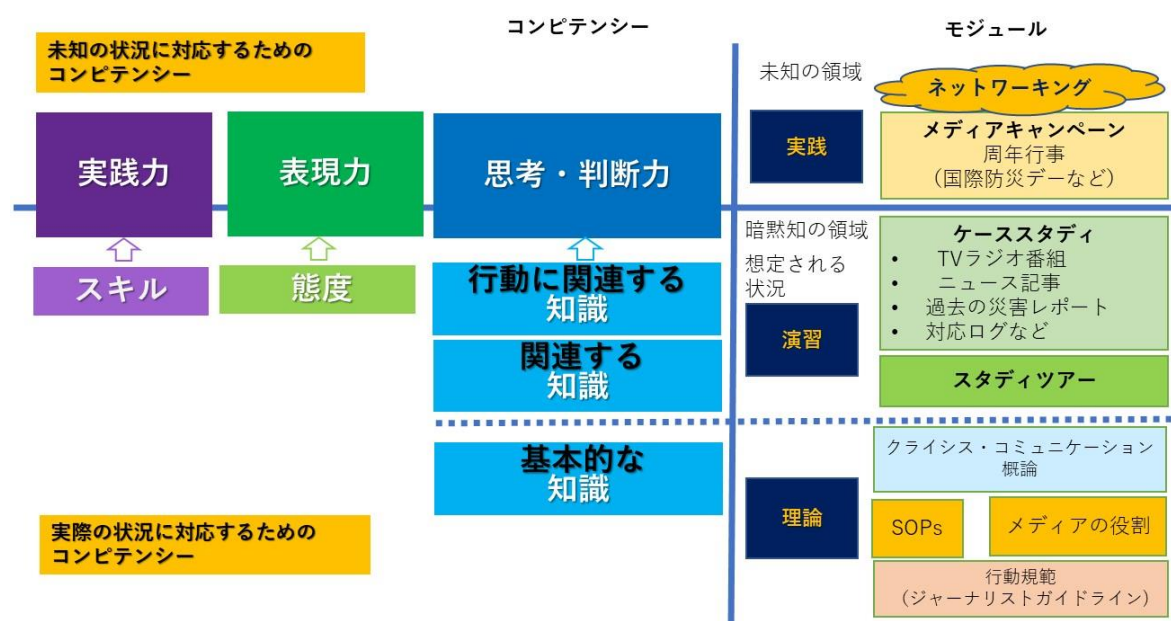


図 2.1-11 能力と研修モジュールの関係性 (改訂版)

表 2.1-24 研修概要

ターゲットグループ	目標	モジュール	時間	講師
非常事態省 (部署長) ・ 国家危機管理センター ・ 情報広報部 ・ 救助庁 マルツ政府 (関連部署長)	<ul style="list-style-type: none"> 情報収集、伝達、共有などのクライシス・コミュニケーションにおける役割を理解する SOP に係る業務においてリーダーシップを取る 	<ol style="list-style-type: none"> クライシス・コミュニケーション概要 SOP メディアの役割 行動規範 ケーススタディ スタディツアー (NCCM、観測所、情報センター等) 	1 2 0.5 0.5 1	国家危機管理アカデミー
非常事態省 (職員、スポークスパーソン) ・ 国家危機管理センター	<ul style="list-style-type: none"> 情報収集、伝達、共有などのクライシス・コミュニケーションにおける役割を理解する 	<ol style="list-style-type: none"> クライシス・コミュニケーション概要 SOP メディアの役割 	1 2 0.5	国家危機管理アカデミー

ー ・ 情報広報部 ・ 救助庁 マルツ政府 (職員、スポークスパーソン)	・ SOPに基づくタスクに対して必要なアクションを実行する ・ メディアの役割と責任を理解し、省庁や地方自治体の役人として適切に責任ある仕事を行う	4. 行動規範 5. ケーススタディ 6. スタディツアー (NCCM、観測所、情報センター等) 7. メディアキャンペーン(記事作成、映像作成) スポークスパーソンのみ対象 防災月間(9~10月)行事とする	0.5 1.5 1.5	
公的メディア	・ クライシス・コミュニケーションとメディアの責任を理解する ・ クライシス・コミュニケーションにおいて公的メディアとしての役割を果たす ・ 明確で分かりやすい情報を適時に国民へ提供する	1. クライシス・コミュニケーション概要 2. SOP 3. メディアの役割 4. 行動規範 5. ケーススタディ 6. スタディツアー (NCCM、観測所、情報センター等) 7. メディアキャンペーン(記事作成、映像作成) スポークスパーソンのみ対象 防災月間(9~10月)行事とする	0.5 0.5 1 0.5 2.5 2	国家危機管理アカデミー
民間メディア	・ クライシス・コミュニケーションとメディアの責任を理解する ・ クライシス・コミュニケーションにおいてメディアとしての役割を果たす ・ 明確で分かりやすい情報を適時に国民へ提供する	1. クライシス・コミュニケーション概要 2. SOP 3. メディアの役割 4. 行動規範 5. ケーススタディ 6. スタディツアー (NCCM、観測所、情報センター等) 7. メディアキャンペーン(記事作成、映像作成) スポークスパーソンのみ対象 防災月間(9~10月)行事とする	0.5 0.5 0.5 0.5 2.5 2	国家危機管理アカデミー

活動 4.2 研修計画詳細版及び詳細プログラムと教材の作成

研修モジュールのうち、理論の部分については、成果3で作成されるSOPとガイドラインの内容を説明することが主な内容となる。これら文書を作成している期間は、演習及び実践のモジュールの詳細計画検討及び研修実施に必要な関係者の能力強化にかかる活動を重点的に実施した。具体的には、非常事態省から推薦を受けたジャーナリスト及びメディア関係者11名を特殊傭人として雇用し、以下の活動を行った。ケーススタディは演習のモジュールで使用するものである。

- ✓ 傭人への防災関連知識及び災害報道知識の提供
- ✓ ケーススタディ作成のための傭人による取材内容の提案
- ✓ WGメンバーによる提案された取材内容の精査
- ✓ 傭人による取材及びケーススタディ作成

最終的には、表 2.1-25 に示す研修素材を作成した。これらの研修素材が仕上がるまでには、特殊傭人の各人はリサーチプロポーザルを提出し、それをMESの防災専門家、日本人の防災専門家、日本のジャーナリストからの助言を取り入れ、ブラッシュアップし作品に仕上げた。

これらの作品はブックレットとして取りまとめ、2021年の国際防災の日(10月13日)に開催した写真展において関係者に配布した。また、演習モジュールの研修教材としても活用する。

写真展では、災害報道や防災報道に使われた写真を非常事態省の中庭でオープンミュージアムとして掲示した。また、写真展での優秀作品を各部門で表彰した。写真部門では、日本大使賞および非常事態省大臣賞、ラジオ部門では副大臣賞、TV 部門では JICA 事務所長賞、活字記事部門では広報官賞をそれぞれ授与した。

表 2.1-25 3つの災害の概要に関して作成された研修素材

#	災害種	テーマ	目的	アウトカム	場所
1	地震	1988年地震の生存者からの教訓、国民の意識の欠如に焦点	1988年のスピタク地震の目撃者の声を紹介することで、学んだ教訓を示す。	一般の人々は、学んだ教訓を知ることにより準備が促進される。	Gumuri Spitak
2	森林火災	最近の事件を紹介してアルメニアの森林火災に関する全体的なアイデア	近年の森林火災による被害データを紹介し、その結果生態に影響を及ぼすことで、森林火災の防止の重要性を国民が認識する。	森林火災を防ぐための国民の間で意識が高まる。	Khosrov
3	地すべり	アルメニアでの全体的な地すべり状況、問題、原因、および対策の導入	MESの地すべり調査や統計データ、防災対策を導入することにより、アルメニアの全体的な地すべり災害の状況と問題を紹介する。	現在のアルメニアの状況に対する対策として、地すべり監視のための早期警戒システムの必要性が理解される。	Voghjaberd
4	地震	過去33年間のスピタク地震から学んだ教訓、クライシス・コミュニケーションへの住民の意識と地域の関与	1988年から人々の意識がどれほど変化したか、約33年間でどのような教訓を学んだか、復興のプロセスはどの段階にあるか。	地震に関する興味深いデータや専門家へのインタビューは市民の意識を高め、緊急時の人々の行動変容を促し、地震現場での行動が改善される。	Gyumri Spitak Yerevan
5	地震	震災後の愛や感動(ストーリー)、面白い人間の物語	悲惨な地震を生き延びたギュームリやスピタクに住む人々にインタビューし、当時の状況を明らかにする。	興味深い人間の物語が理解できる。	Yerevan Garni
6	地震	1988年の地震の生存者からの教訓、国民の意識の欠如に焦点	災害に備えていなかったことの危険性と結果を示し、無意識の結果として犯した過ちを明らかにする。	準備資料を通じて、国民の意識と危機コミュニケーションの重要性に再び注目を集める。	Gyumri Vanadzor Yerevan
7	地震	EQに対する準備のレベルと教訓	地震の間に何をすべきか、何をしなくていいか、スピタクとギュームリの地震が人々に未来の災害にいかんして備えているかを知る。	起こりうる地震に向けて国家と住民がどれだけ準備ができていないか、スピタク地震とギュームリ地震から学んだ教訓が理解される。	Gyumri Spitak Yerevan
8	地震	災害時の情報管理	どのような種類の情報を国民に伝えてはならないのか、どんな情報発信が効果的か、人々が警告メッセージに従い、ルールを守る方法について示す。	災害時にどのような情報を提供すべきか、人々が情報をどの程度理解し、従うべきかを知る。	Yerevan
9	地震	新築の鉄筋コンクリート(RC)造建物の耐震性	アルメニアは地震が起これやすいゾーンに位置しており、アパートを購入する人々に建物の耐震性の重要性を示す。	今日のRC造建物が耐震性の基準を満たしているか、どのように安全であるかを示す。古い建物と比較した特徴、ソビエト時代に建設されたエレバンとエレバン以外の古い住宅を改装することがどれほど必要であるかが明確になる。	Yerevan
10	地震	アルメニアの地震に	地震の情報発信に関する	アルメニアで最も人口の多	Yerevan

#	災害種	テーマ	目的	アウトカム	場所
		対する準備	人々の意識と知識を高める。	い都市である首都で地震災害に直面する準備は現在どのくらいであるかを知る。	
11	地震	緊急時のジャーナリスト行動の役割とルール	日本での研修経験を通じて、ジャーナリストの災害報告に関する行動規範の普遍的なルールを知らせる。	アルメニアでの災害報道のためのメディア会社とジャーナリストのあるべき方法が示唆される。	Yerevan
12	森林火災	アルメニアにおける火災のリスクとその予防	火災を防ぐための対策、国民に対する啓発キャンペーン	火災や行動規則に関する情報が発信される。	Yerevan Marz (tbd) Tavush marz
13	地震	2021年2月の地震時に行われたクライシス・コミュニケーションについて、特に高齢者・障がい者の保護の組織化の観点・その過程におけるコミュニティの関与について	地震時の高齢者・障害者の保護に対する国民の意識を高める。 2月の地震時の上述の人々の保護がどのように組織化されたか、どのような問題が直面したかを発表する。 地域行政と対象グループの代表者との間のクライシス・コミュニケーションを強化し、より効果的にする。	準備した資料は、地震時の高齢者・障害者の保護問題に対する意識の向上に寄与し、クライシス・コミュニケーションの向上に寄与する。 本問題の重要性は、コミュニティ行政の代表者に提起され、与えられた問題におけるコミュニティの役割への注目が上がる。	Yerevan
14	地震	地震時のクライシス・コミュニケーションの特異性:1988年の地震の後に何が変わったのか、新しい地震に向けてどれだけうまく準備されているのかについて	最も深刻なリスクについて言及し、新しく建設されたRC造の建物が地震安全基準に準拠しているかどうかを理解する。 アルメニアで地震を観測し、国民に迅速な情報を提供するために使用されている方法を調査する。 州の機関がメカニズムを持っているか、または指定できるかどうかを調べる。 通信回線はコミュニティにどれだけの情報を提供し、準備されているかを示す。	地震から守られる重要度とどのように対応するのが理解される。 1988年の地震後の我が国の変化専門家の意見により、何が起きているのかの明確になる。 災害に対するより良い準備をするために、国家統治体制と社会意識において必要な変化が起きる。	Yerevan Shirakamut village Spitak
15	森林火災	クノストロフの森林火災の以前のケースとそのリスクを考慮した森林火災	人々がより注意を払うため、意識の向上を図る。 自然に対する人々の行動を変え、政府の取組みの紹介。	情報・を提供し、啓発を促進する。	Yerevan Kotayk marz
16	地すべり	地すべり地域に住む人々の問題。住民は地すべりの活性化にどのように貢献するか、それによって引き起こされる損害の減少	地すべりの結果と地すべり地域の住民が直面する問題と軽減する可能な方法を提示する。	地すべり地域に住む住民の課題の提起、アルメニアの地すべりイメージの明確化 地すべり対策の方法や地すべりの影響の予防と軽減の方法を紹介する。	Yerevan Kotayk marz Lori marz

クライシス・コミュニケーションに関する詳細な研修計画を作成するために、WGでは以下が検討された。

- ✓ 1年間に2～3回のトレーニングが可能である。
- ✓ 1回のトレーニングコースは10～12名の参加者で構成される。
- ✓ トレーナーには、国家危機管理アカデミー、情報広報部、公共および民間のメディア

企業のジャーナリストを起用することができる。

- ✓ 非常事態省と国家危機管理アカデミーのジャーナリストを含む中核的なジャーナリストは、マスター・トレーナーおよび危機管理プロモーターとしての訓練を受ける必要がある。
- ✓ ジャーナリストへのインセンティブとして、認定証、日本大使館からの表彰、日本での DRR 研修受講などが考えられる。

これらに基づいて、5年間のトレーニング計画を作成した。トレーニングは年2回、計10回実施される予定である。

表 2.1-26 は研修計画案であり、研修生数、各対象者が研修中に受講するモジュール数を示している。これらは、本プロジェクトの上位目標を達成するために作成されたものである。表 2.1-27 には、ターゲットグループが受講するモジュールを示している。メディア関係者は、日常業務があるため、一部のモジュールにのみ参加することも想定している。従って、研修に参加できるメディア関係者の人数は、表 2.1-26 に示した人数よりも多くなる可能性がある。

表 2.1-26 研修計画案

カテゴリー	サブカテゴリー	#	セッションごとの対象者	年間の対象者	5年間の対象者
ジャーナリスト	ニュースエージェンシー	1	6	12	60
	テレビ	2			
	ラジオ	1			
	ウェブメディア	2			
非常事態省	情報広報部	2	7	14	70
	国家危機管理センター	2			
	救助庁	2			
	地震調査所	1			
Marz政府	広報関連部署	2	2	4	20
他省	広報関連部署	2	2	4	20
合計		17	17	34	170

表 2.1-27 ターゲットグループ別の受講モジュール

カテゴリー	モジュール	講師	ターゲットグループ									
			メディア				非常事態省				Marz	他省
			ニュースエージェンシー	テレビ	ラジオ	ウェブメディア	情報広報部	国家危機管理センター	救助庁	地震調査所	広報関連部署	広報関連部署
Theory	クライシス・コミュニケーション概	ToTで認定された講師	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	メディアの役割		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	SOP		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Semi-practical	ケーススタディ		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	メディアキャンペーン		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Practical	情報広報部の見学	情報広報部	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	国家危機管理センターの見学	国家危機管理センター	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	地震調査所の見学	地震調査所	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

活動 4.1 の結果に基づき、表 2.1-28 に示すとおり、研修モジュールを作成した。

表 2.1-28 研修モジュール

モジュール		概要
理論	クライシス・コミュニケーション概要	DRR とクライシス・コミュニケーションに関する基礎知識を提供する。研修の目的も説明される。
	SOP	成果3で作成されたSOPを共有する。SOPの目的、各章について説明される。
	メディア用ガイドライン	成果3で作成されたメディア用ガイドラインが共有される。メディアの役割、基本方針、プロジェクトで対象とする災害に関する基礎知識が説明される。
演習	ケーススタディ	日本のクライシス・コミュニケーションの事例が共有される。その事例をもとに、アルメニアにおけるクライシス・コミュニケーションの問題点・課題についてディスカッションが行われる。
実践	メディアキャンペーン	メディアキャンペーンを実施するための準備作業の手順が説明される。また、メディアキャンペーンのための活動も提案される。

WG での議論を通じて、トレーニングモジュールに基づいたトレーニングプログラムが作成され、図 2.1-12 に示す 4 日間のトレーニングセッションを実施することに決定した。



図 2.1-12 研修プログラム

注：メディアキャンペーン（イントロダクション）は実践の一部である。

研修教材のドラフトは、モジュールごとに MS PowerPoint 形式で作成された。表 2.1-29 は、各研修資料の主な内容を示している。WG メンバーは、トレーニングの実施に際しては、対象グループのニーズに応じてトレーニング資料を修正する必要があると考えている。そのため、今回作成した教材は基本版と位置づけている。また、講師研修終了後、トレーナーが研修を実施する際に参照できるよう、インストラクターガイドも作成された。

表 2.1-29 研修教材

モジュール		主な内容	
理論	クライシス・コミュニケーション概要	<ul style="list-style-type: none"> ✓ クライシス・コミュニケーションの定義 ✓ クライシス・コミュニケーションの手順 ✓ クライシス・コミュニケーションの実施主体 ✓ コミュニケーションの技法 ✓ クライシス・コミュニケーションのテーマ ✓ 危機管理に必要な情報・行動 ✓ 過去の災害経験 	
	SOP	<ul style="list-style-type: none"> ✓ SOP の目的 ✓ SOP の受益者 ✓ SOP の構成 ✓ SOP の内容 	
	メディア用ガイドライン	<ul style="list-style-type: none"> ✓ 災害報道の原則 ✓ メディアの役割 ✓ 対象災害に関する知識 ✓ 災害時の適切な行動 	
演習	ケーススタディ	<ul style="list-style-type: none"> ✓ 緊急時対応 ✓ 意思決定 ✓ 復旧の段階 ✓ コミュニケーション手段 	
実践	メディアキャンペーン	<ul style="list-style-type: none"> ✓ 災害報道の手順 ✓ 本モジュールの過去の作品 	

活動 4.3 講師研修と作成した教材を使った研修の実施

プロジェクトで公式に教材を作成する前に、国家危機管理アカデミーは、本邦研修の成果の一環として、図 2.1-13 に示す NHK 放送ガイドライン 2020 の災害報道関連部分をアルメニア語の小冊子としてまとめた（NHK には許諾済み）。また、これを基にジャーナリストと住民リーダー向けの教材を作成し、100 名以上の住民リーダーに対し研修を実施した。作成した教材は、本邦研修で学んだことを基にして、さらにアルメニアの現状やニーズに対応した内容に仕上げられており、研修で学んだことを見事に吸収し、消化している。住民リーダーに対して実施した研修をとおして、国家危機管理アカデミー所属の WG メンバーはアルメニア人にとって興味のある内容や理解しやすい内容を把握することができ、それが教材作成にも生かされた。



図 2.1-13 国家危機管理アカデミーが作成した小冊子（防災報道指針）（左）、およびジャーナリストの行動規範の教材英訳版の一部（右）

教材開発後、トレーナー候補を選定し、5日間のToTを実施した（図 2.1-14、表 2.1-30 参照）。候補者はMESの職員と外部のジャーナリストで構成され、MESと外部リソースとの有益な協力関係を構築することができた。また、2021年に実施されたメディアキャンペーンに参加した経験を活かすため、メディアキャンペーンに参加した備人もToTに参加した。ToTの主な目的は、トレーナーがToT後に開発した教材を適切に使用できるようにすることです。そのため、ToTは開発した教材を使用し、講義とディスカッションの形式で行われた（表 2.1-31 参照）。



図 2.1-14 講師研修の実施

表 2.1-30 講師研修参加者

非常事態省		外部人材
情報広報部	Grisha Kostanyan Gohar Khanvelyan Irina Aleyan Anna Hayrapetyan	Hovhannes Khangerdyan（個人コンサルタント） Davit Alaverdyan（エレバン国立大学教授）
国家危機管理センター	Lianna Abrahamyan Anna Hakobyan	Anna Baghdasaryan（経済ジャーナリストクラブ代表）
国家危機管理アカデミー	Aram Zakaryan Ruzanna Gharibyan	

表 2.1-31 講師研修のプログラム

日	時間	講師研修の内容	講師
2022年 5月31日	10:00-10:05	挨拶	Hyke Kostanyan (情報広報部長)
	10:05-10:40	研修プログラムの紹介 IPRDの方針、将来計画	シヨウ智子 (専門家チーム) Gohar Khanvelyan (情報広報部) Suvendrini Kakuchi (招聘講師)
	10:40-12:00	危機の特定 クライシス・コミュニケーション概要 質疑応答	シヨウ智子
	13:30-14:30	課題 時系列に沿った課題	Suvendrini Kakuchi
	14:30-15:30	ディスカッション: アルメニアにおけるクライシス・コミュニケーションのケーススタディ 参加者による事例紹介 ディスカッション	ファシリテーター Aram Zakaryan (国家危機管理アカデミー)
	15:30-16:00	まとめ	Aram Zakaryan
2022年 6月1日	10:00-10:10	1日目のフィードバック	Gohar Khanvelyan
	10:10-10:40	メディアキャンペーン 目的説明 メディアキャンペーンのジャーナリストへの影響 被災者の話から得た教訓	Suvendrini Kakuchi Nelli Grigoryan
	10:40-10:50	休憩	
	10:50-12:00	選定されたケーススタディ 選定された記事 参加者の感想 写真展	Suvendrini Kakuchi Aram Zakaryan Gohar Khanvelyan シヨウ智子
	13:30-14:30	ラウンドテーブル・ディスカッション: 情報広報部の活動に対する提言 メディアとの協働のあり方 メディアキャンペーン 2021 の評価	全参加者
	14:30-14:40	休憩	
	14:40-15:10	アイデアの洗い出し: 3つずつ記載 メディアとのコラボレーションの方法	Suvendrini Kakuchi Tomoko Shaw
	15:10-15:40	3日目の説明 グループ分け ポッドキャスト制作の簡単な紹介 (人気、技術、準備の仕方、編集など) シナリオ 質疑応答 宿題説明: 各グループによるテーマ設定 対象災害の選択 全体的なメッセージ インタビューの質問設定	Suvendrini Kakuchi Anna Baghdasaryan (経済ジャーナリストクラブ代表) Suvendrini Kakuchi Anna Baghdasaryan Suvendrini Kakuchi
2022年 6月2日	10:00-10:10	2日目のフィードバック	All Participants
	10:10-11:10	ジャーナリストガイドラインとインストラクターズガイド ジャーナリストガイドライン (H2TV Aram 作成)	シヨウ智子
	11:10-11:35	質疑応答: ジャーナリストガイドラインに関する新たな知見	
	11:35-12:00	ディスカッション: 非常事態省が実施する研修に関するアイデア	Gohar Khanvelyan シヨウ智子
	13:30-14:00	DRR マーケティング・コミュニケーション計画	Suvendrini Kakuchi

日	時間	講師研修の内容	講師
		NHK ワールド (DRM の心得) 備え ブルームバーグスのグリーン通信 ドローン撮影映像 (官民協働: 訓練、写真展など) その他のプログラム	シヨウ智子 Anna Baghdasaryan
	14:00-14:30	ポッドキャスト制作ワークショップ 3 グループ (地震、地すべり、森林火災) 3 グループによるシナリオの最終化	シヨウ智子 Suvendrini Kakuchi 全参加者
	14:30-14:40	休憩	
	14:40-15:10	コンテンツ制作	Anna Baghdasaryan Anna Hayrapetyan (情報広報部)
	15:10-15:30	3 グループによるポッドキャスト発表	Kakuchi Suvendrini
	15:30-16:00	まとめ	Hyke Kostanyan
4 日目	14:00-16:00	SOP	Hovhannes Khangerdyan (個人コンサルタント)
2022 年 6 月 9 日	16:00-17:00	質疑応答、ディスカッション	全参加者
5 日目	14:00-16:30	ケーススタディ	シヨウ智子
2022 年 6 月 13 日	16:30-17:00	質疑応答、ディスカッション	全参加者

講師研修をとおして、以下のトピックについて、参加者と専門家チームとの間でディスカッションが行われ、クライシス・コミュニケーションの改善について共通の認識を持つことができた。

- ✓ 民間と国家のメディア協力の多様なアプローチ
- ✓ メディアとの信頼関係の構築
- ✓ 正確な情報の提供
- ✓ メディアによる非常事態省の利用可能性
- ✓ ジャーナリストへの共感
- ✓ ジャーナリストと広報担当者の継続的な能力開発
- ✓ 災害時の情報伝達手段としてのラジオの重要性
- ✓ SMS による警報の発信
- ✓ スマートフォン用 DRR アプリケーションの必要性
- ✓ ボランティアとの連携強化
- ✓ プロジェクトで作成しているウェブサイトの活用

講師研修の実施後、2022 年 7 月に作成した教材を使い、すべてのモジュールの研修を実施した (表 2.1-32 及び図 2.1-15 参照)。前述の講師研修によって非常事態省に認定された講師が研修を実施した。研修参加者は非常事態省職員、環境省の広報職員、ジャーナリストの 7 名であった。一部の参加者はオンラインでの参加となった。

表 2.1-32 研修内容

日	時間	内容	講師
2022年 7月7日	14:00-14:05	開会挨拶	Haik Kostanyan (情報広報部長)
	14:05-14:30	研修プログラムに関するプレゼンテーション 研修の概要 (目標、期待される成果) 情報広報部の主な活動 (戦略)	モデレーター Gohar Khanvelyan (情報広報部)
	14:30-14:50	クライシスの明確化 (プレゼンテーション) <ul style="list-style-type: none"> クライシス・コミュニケーションの概要 非常事態省、メディア、政府及び地方政府の連携の重要性 	Gohar Khanvelyan (情報広報部)
	14:50-15:20	SOP (プレゼンテーション) <ul style="list-style-type: none"> SOP の紹介 協力の重要性 情報の収集と伝達 (国家危機管理センターと情報広報部) 	Liana Abrahamyan (国家危機管理センター)
	15:20-16:00	質疑応答	Participants
	16:00-16:10	休憩	
	16:10-16:40	危機管理 (プレゼンテーション) <ul style="list-style-type: none"> 国家危機管理アカデミーの教育 国家危機管理アカデミーの訓練 	Ruzanna Gharibyan (国家危機管理アカデミー)
	16:40-17:00	メディアキャンペーンの紹介 <ul style="list-style-type: none"> トピック 組織化 メディアツアー 	Anna Baghdasaryan (経済ジャーナリストクラブ代表)
	17:00-17:30	メディア用ガイドライン(プレゼンテーション) <ul style="list-style-type: none"> ジャーナリスト行動規範 ジャーナリスト倫理 情報セキュリティ 	Anna Baghdasaryan
17:30-18:00	まとめ、質疑応答	Participants	
2022年 7月8日	14:00-14:25	危機管理と関連技術 (プレゼンテーション) <ul style="list-style-type: none"> 課題 クライシス・コミュニケーションの強化 	Davit Alaverdyan (エレバン国立大学教授)
	14:25-15:00	メディアによる緊急事態の報道 <ul style="list-style-type: none"> 正確な情報提供 最新のメディアツール ソーシャルネットワーク 情報セキュリティ 	Davit Alaverdyan
	15:00-15:20	質疑応答	全参加者
	15:20-15:30	休憩	
	15:30-15:50	メディアキャンペーンの結果 <ul style="list-style-type: none"> インタビュー 記事作成 シナリオの作成 作品発表会 (Nelli Grigoryan による発表) 	Nelli Grigoryan (“Aravot” daily ジャーナリスト) Aram Zakaryan (国家危機管理アカデミー)
	15:50-16:20	ケーススタディ <ul style="list-style-type: none"> アルメニアの経験 日本の経験 ディスカッション 	Aram Zakaryan
16:20-16:40	アルメニアのジャーナリストが選んだケーススタディ <ul style="list-style-type: none"> 取材記事からのケーススタディ (ブックレットより) 	Aram Zakaryan	

日	時間	内容	講師
		<ul style="list-style-type: none"> ジャーナリストの意見 	
	16:40-17:00	ディスカッション: 情報広報部の今後の活動に関する意見交換 <ul style="list-style-type: none"> メディアとの連携のあり方 	全参加者
	17:00-17:20	メディア用ガイドライン <ul style="list-style-type: none"> H2 TV (Aram Grigoryan) が作成したジャーナリスト向けガイドラインに関する資料、映像の提示 	Aram Zakaryan
	17:20-17:30	メディア用ガイドラインの内容に関する提案	全参加者
	17:30-18:00	まとめ、質疑応答	

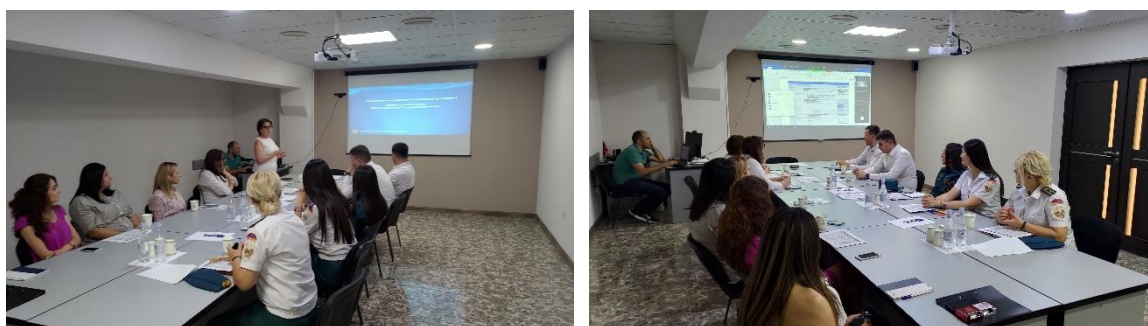


図 2.1-15 研修の実施

研修実施後、以下の調査を実施した。その結果を基に、実施した研修にフィードバックを取りまとめた（表 2.1-33 参照）。

- ✓ 専門家チームと講師の意見交換
- ✓ 講師を対象としたアンケート
- ✓ 研修参加者を対象としたアンケート

表 2.1-33 実施した研修のフィードバック

カテゴリー	サブカテゴリー	フィードバック
一般	コンセプト	● プロフェッショナル志向は重要であり有益であった。
	学習目標	● 研修前に将来の参加者のニーズ調査を実施する方がよい。
	研修名	● 現在は問題ない。
プログラムオペレーション	日程	● 意見なし
	タイムスケジュール	● 1日での研修の設計が可能である。
	参加者数	<ul style="list-style-type: none"> ● 最大10人が望ましい。 ● 8-12人が良い。
	オンラインでの実施	<ul style="list-style-type: none"> ● オンライン教育は、アルメニアでは有効ではないので、実施しない。その代わりに、講師はマルツに行き、研修を行うべきで、それによって参加者を拡大することができる。 ● オンラインは効果的でない。 ● 対面式が効果的であり、オンラインはどうしても必要な場合のみ適用すればよい。 ● オンライン参加者の満足度が低い。業務中の場合、気が散り、また周囲の人に迷惑をかけないようにしようとする心情の面も要素としてある。 ● トレーニングに物理的に参加したからこそ効果があったのであって、オンライントレーニングはそれほど効果的ではないと思う。

カテゴリー	サブカテゴリー	フィードバック
		<ul style="list-style-type: none"> ● 対面でのミーティングが望ましい。 ● ただ、オンラインセミナーへの参加と実作業を同時進行しなければならないのがネックで、それ自体がすでに問題だった。このような Face to Face の実施が望ましい。
	会場	<ul style="list-style-type: none"> ● 研修は編集オフィスで行うことができ、参加者の範囲を広げることができる。公共テレビ、公共ラジオ、アルメン・プレススタッフを対象にしたトライアルコースを開催し、その効果を確認することも可能である。
	トレーニングの機会	<ul style="list-style-type: none"> ● このような啓発活動は、緊急時活動への理解を深めるという意味でも、より多くの人に伝えるという意味でも、継続的に行うことがよい。
モジュール	内容	<ul style="list-style-type: none"> ● 演習または実践の要素をすべてのモジュールに含めることができる。
	順序	<ul style="list-style-type: none"> ● 現在のモジュールはよく構成されているが、順序的に、理論と実践のセッションのバランスをとる方がよい。
	時間配分	<ul style="list-style-type: none"> ● 時間配分は問題なかった。 ● 全体のスケジュールと調整しながら、若干の調整が考えられる。 ● 主要な論点については、十分な時間である。 ● 時間配分は十分であったが、選択されたトピックについては、時間制限を設けずに議論することができると思う。 ● 参加者の大多数は、時間配分は適切であったと考えている。
	実施形態	<ul style="list-style-type: none"> ● ディスカッションの回数を増やすことができる。 ● 質疑応答で参加者を活性化できる。 ● 各モジュールには、それぞれ適切な形式があります。 ● 各理論パートに続いて、同じトピックの実践パートが必要である。形式を選択することができる。 ● グループワークが効果的である。 ● ディスカッション、グループワーク、ロールプレイに多くの時間を割く。 ● 後者は理論的な部分をより印象深く、地に足のついたものにする。 ● 自然災害時の迅速な情報提供について、いくつかの問題点を明確にし、議論することができた。すべてクリアしているように見えるが、ディスカッションをすることで、緊急時に情報を受け取りやすくし、作業を適切に整理することができる。 ● ディスカッションは非常に効果的だった。 ● もっとインタラクティブにできる。
教材	プレゼンテーション (視聴覚教材、写真、データなど)	<ul style="list-style-type: none"> ● 教材で必要な場合は使用することが望ましい。十分な視聴覚教材が有効に活用されている。 ● 教材は十分詳しく、便利でわかりやすかった。今のところ、改善の必要はない。
	内容	<ul style="list-style-type: none"> ● 全体的によく計画されていたが、すべてのモジュールに演習または実践の要素を含めることができる。 ● ジャーナリストのためのガイドライン、ポケットブックガイドラインの内容を提示する必要がある。 ● 国家機関と民間メディアとの協力のベストプラクティス例と言える。 ● 実習を行うことができる。 ● 自然災害時にどのような手順で行われるのか、現地で見たい。また、情報も準備したい。日本のような経験豊かな国で、すべてのプロセスを見ることができれば、非常に有益だと思います。そのようなレベルに達するよう、努力していきたい。 ● 日本の経験は、最良のアイデアを与えてくれる。また、ジャーナリストのためのポケットブックガイドラインを入手することを期待する。 ● 事前に参加者の学習ニーズに応じて、学習教材を調整することで、より効果的に実践的な活動を行うことができる。 ● 参加者が最も学んだことは、1) 身体の安全に関する提言、2) ジャーナリストによる自然災害時のメディア活動、3) 地震時に1-2分以内に場所や震度の情報を素早く得ることができない理由などである。悪いニュースを早く伝えないこと、隠すことの効用があげられる。

カテゴリー	サブカテゴリー	フィードバック
		<ul style="list-style-type: none"> ● 危機的状況や自然災害に関するトピックは多く、必然的に知識は常に更新される必要がある。
	日常業務への適用性	<ul style="list-style-type: none"> ● 日々の仕事に活かせることを学べた。 ● 日常生活や仕事に必ず活かせることを学べた。 ● 緊急事態に対応する機会がない。 ● 緊急時の情報提供の仕方として、ティッカー、L字型画面、音声があることが分かった。音声はラジオで非常に有効である。 ● シラク地域は地震が多い地域であり、地震や揺れが頻繁に起こるため、私たちも情報発信等を行っている。その内容は研修にも含まれていた。
講師	資格と能力	<ul style="list-style-type: none"> ● 適切に人選されている。 ● 講師は、研修を受けた人、高度な専門家であることが望ましい。 ● 情報セキュリティの専門家が参加しても良い。 ● 講師はかなり熟練した専門家であり、その経験やスキルをセミナー参加者に巧みに伝えていた。

活動 4.4 研修計画及びプログラムと教材の更新

本活動では、活動 4.2 で作成した研修計画、モジュール、プログラム、教材を最終化した。活動 4.3 で得られたフィードバックを基に、WG メンバー及び研修講師と協議を行い、最終化の方針及び研修実施の方針や留意点を合意した。研修計画、モジュール、プログラム、教材の最終化において主要な変更は以下となる。

- ✓ 「メディアの役割」のモジュールを設定していたが、SOP の内容を含むため、SOP（メディア向け）と改称する。また、これと区別するため、行政官向けのものを SOP（行政官向け）とする。
- ✓ クライシス・コミュニケーションに関するロールプレイのモジュールを追加する。

実践のモジュールであるメディアキャンペーンは国際防災の日や追悼日などを活用することを想定している。準備期間なども考慮すると、研修の度に実施することは困難である。その代わりとして、ロールプレイのモジュールを追加する。ロールプレイは成果 3 の実地訓練をベースにしたものである。情報広報部は成果 3 の実地訓練に参加しており、重要性や効用を認めている。ロールプレイでは、記者会見を行い、参加するジャーナリストは記事作成を行うことで、行動力や表現力を実践的に向上することができる。

以下、最終化した研修計画、モジュール、プログラム、教材について述べていく。研修計画は活動 4.2 で作成したものから変更はない（表 2.1-34 参照）。ターゲットグループ別の受講モジュールは、SOP の研修を行政官向けとメディア向けに分割したこと、ロールプレイのモジュールを追加したことにより、修正し最終化した（表 2.1-35 参照）。

表 2.1-34 研修計画（再掲）

カテゴリー	サブカテゴリー	#	セッションごとの対象者	年間の対象者	5年間の対象者
ジャーナリスト	ニュースエージェンシー	1	6	12	60
	テレビ	2			
	ラジオ	1			
	ウェブメディア	2			
非常事態省	情報広報部	2	7	14	70
	国家危機管理センター	2			
	救助庁	2			
	地震調査所	1			
Marz政府	広報関連部署	2	2	4	20
他省	広報関連部署	2	2	4	20
合計		17	17	34	170

表 2.1-35 ターゲットグループ別の受講モジュール

カテゴリー	モジュール	講師	ターゲットグループ										
			メディア				非常事態省				Martz	他省	
			通信社	テレビ	ラジオ	ウェブメディア	情報広報部	国家危機管理センター	救助庁	地震調査所	広報関連部署	広報関連部署	
理論	クライシス・コミュニケーション概論	ToTで認定された講師	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	SOP メディア用		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	SOP 行政官用		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	ジャーナリストガイドライン		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
演習	ケーススタディ	情報広報部 国家危機管理センター 地震調査所	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	情報広報部の見学		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	国家危機管理センターの見学		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
実践	メディアキャンペーン	ToTで認定された講師	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	ロールプレイ		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

プロジェクト終了後、非常事態省は計画に基づき研修を実施することになる。WGメンバーとの協議の結果、以下を実施方針としてとりまとめた。

- ✓ 活動 4.2 で実施した研修では、地震の被災地であるシラクマルツからの参加者を募った。被災経験のある行政官やジャーナリストは、クライシス・コミュニケーションの能力向上に熱意を持って取り組んでいることが分かった。防災に関心のあるマルツや被災経験のある地域のジャーナリストを早い時期に研修する。
- ✓ 教材の更新やメディアキャンペーン実施において、被災経験のあるジャーナリストや行政官を地方のフォーカルパーソンとして活用することを考慮する。
- ✓ ジャーナリストは一般的に忙しく、長時間の拘束は現実的ではない。少しでも時間を節約することを考慮し、講師が出向いて研修を実施することも計画する。
- ✓ 研修講師を増員し、複数の講師が一つのモジュールを教えられる体制を整備する。講師のオリジナリティを生かすことで画一的にならず、研修の質が向上することが期待される。
- ✓ 地方との連携は重要であり、また研修は講師とのコミュニケーションを重視している。そのため、研修講師が地方に出向き、対面での研修を実施する（図 2.1-16 参照）。
- ✓ 場所によって考慮すべき災害種は異なる。そのため、場所により主に扱う災害を変更する（図 2.1-16 参照）。
- ✓ ジャーナリストを対象とした研修の広報については、非常事態省のウェブサイトのみならず、研修講師が所属する組織のウェブサイトなども活用し、より多くの人に情報が届くように検討する。

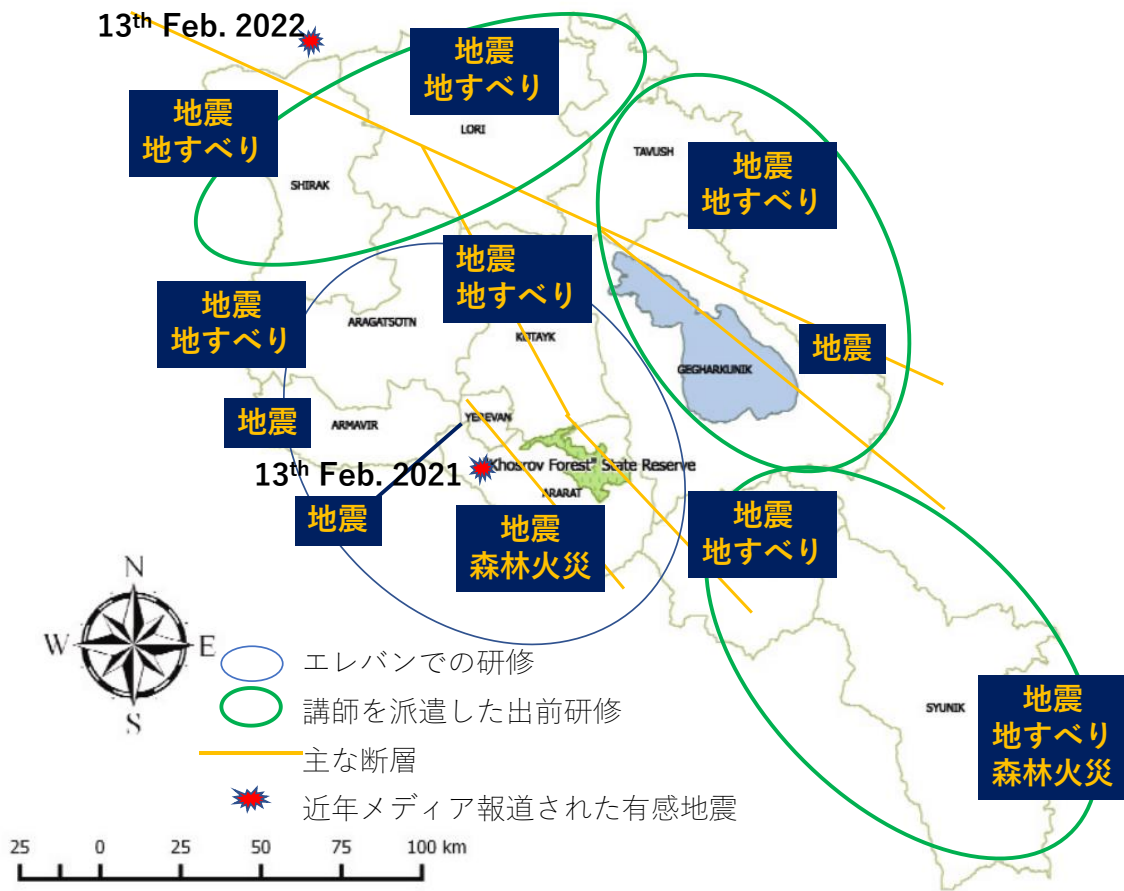


図 2.1-16 研修実施に係るゾーニング

(Gasparyan ら (2015)⁴及び JICA (2012)⁵を基に専門家チーム作成)

最終化した研修モジュールを図 2.1-17 に示す。各モジュールの概要を表 2.1-36 を示す。変更箇所は、ロールプレイの追加及び SOP の分割である。

最終化したモジュールを基に、研修プログラムを最終化した (図 2.1-18 参照)。終日の研修ではジャーナリストの仕事への影響が多いため、コンパクトなプログラムの要望が強かった。そのため、半日を 2 日間行う研修プログラムとした。

⁴ A. Gasparyan, A. Aptroot, A. R. Burgaz, V. Otte, Z. Zakeri, V. J. Rico, E. Araujo, A. Crespo, P. K. Divakar & H. T. Lumsch (2015) First inventory of lichens and lichenicolous fungi in the Khosrov Forest State Reserve, Armenia, https://www.researchgate.net/figure/The-map-of-the-Republic-of-Armenia-including-marzes-provinces-and-location-of-the_fig1_288835342

⁵ アルメニア国 地震リスク評価・防災計画策定プロジェクトファイナルレポート

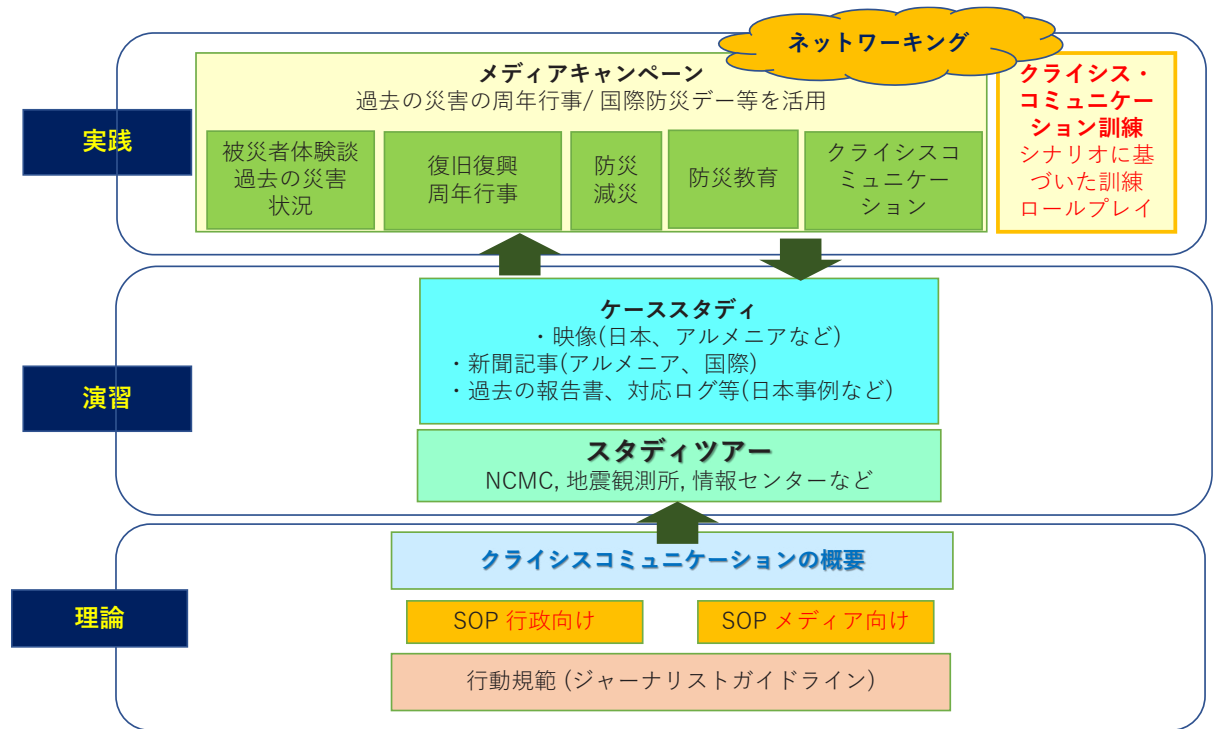


図 2.1-17 研修モジュール

表 2.1-36 研修モジュール概要

モジュール		概要
理論	クライシス・コミュニケーション概要	DRR とクライシス・コミュニケーションに関する基礎知識を提供する。研修の目的も説明される。
	SOP (行政官向け)	成果 3 で作成された SOP を共有する。SOP の目的、各章について説明される。
	SOP (メディア向け)	成果 3 で作成された SOP を共有する。メディアが知っておくべき内容を重点的に説明される。
	メディア用ガイドライン	成果 3 で作成されたメディア用ガイドラインが共有される。メディアの役割、基本方針、プロジェクトで対象とする災害に関する基礎知識が説明される。
演習	ケーススタディ	日本のクライシス・コミュニケーションの事例が共有される。その事例をもとに、アルメニアにおけるクライシス・コミュニケーションの問題点・課題についてディスカッションが行われる。
	スタディツアー	非常事態省の施設を紹介し、クライシス・コミュニケーションの現状や現場を知る機会にする。
実践	メディアキャンペーン	メディアキャンペーンを実施するための準備作業の手順が説明される。また、メディアキャンペーンのための活動も提案される。
	ロールプレイ	成果 3 で実施した実地訓練のうち、情報広報部に関する活動を主に行う。記者会見、それを基にした記事作成等を行う。

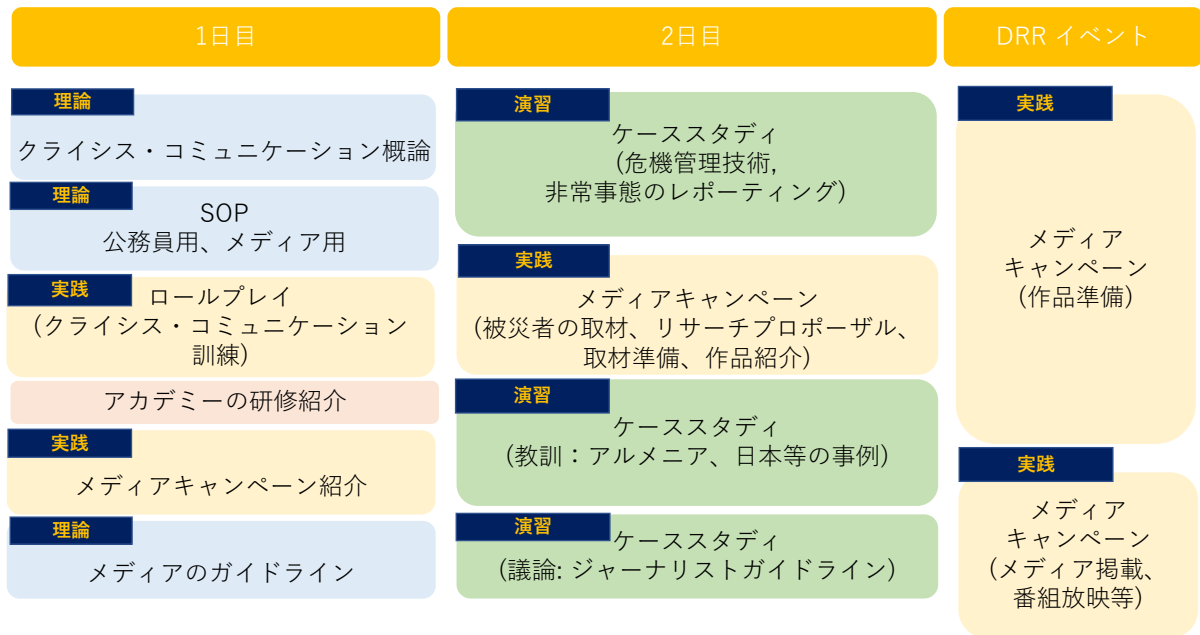


図 2.1-18 研修プログラム

研修モジュール及び研修プログラムを基に教材を最終化した（表 2.1-37 参照）。主な改善点は以下のとおりである。

- ✓ 情報セキュリティに関して注意喚起を行う必要があるとの講師の意見が多く、これらに関する内容をクライシス・コミュニケーション概論に追加した。
- ✓ SOP の教材を基に SOP（メディア向け）の教材を作成した。
- ✓ ガイドラインについては、ポケットブックガイドラインを新たに作成したため、メディアに必要な知識をコンパクトに集約したものとして、PPT 教材も作成した。
- ✓ 新たなモジュールにロールプレイを加えたため、成果 3 で実施した実地訓練をメディアと行政官が協働して演習できるような教材を作成した。

本プロジェクトで最終化した教材は標準化された教材との位置付けである。今後、研修を実施する際には、参加者のニーズや要望、社会状況に合わせて、修正、改善していくことが望まれると WG で結論付けた。

表 2.1-37 最終化された教材の内容

モジュール		主な内容	
理論	クライシス・コミュニケーション概要	✓	クライシス・コミュニケーションの定義
		✓	クライシス・コミュニケーションの手順
		✓	クライシス・コミュニケーションの実施主体
		✓	コミュニケーションの技法
		✓	クライシス・コミュニケーションのテーマ
		✓	危機管理に必要な情報・行動
		✓	過去の災害経験
		✓	情報セキュリティ
	SOP（行政官向け）	✓	SOP の目的
		✓	SOP の受益者
		✓	SOP の構成
		✓	SOP の内容
	SOP（メディア向け）		基本的には行政官向けと同じであるが、詳細情報は含まず、メディアが知るべき内容に特化している。

	メディア用ガイドライン	<ul style="list-style-type: none"> ✓ 災害報道の原則 ✓ メディアの役割 ✓ 対象災害に関する知識 ✓ 災害時の適切な行動 ✓ ポケットブックガイドラインの内容
演習	ケーススタディ	<ul style="list-style-type: none"> ✓ 緊急時対応 ✓ 意思決定 ✓ 復旧の段階 ✓ コミュニケーション手段
	スタディツアー	教材はない。
実践	メディアキャンペーン	<ul style="list-style-type: none"> ✓ 災害報道の手順 ✓ 本モジュールの過去の作品
	ロールプレイ	<ul style="list-style-type: none"> ✓ 目的 ✓ 災害シナリオ ✓ 活動内容

プロジェクト目標指標の一つは、最終化された教材を用いて研修を実施することである。この指標を達成するため、非常事態省は研修参加者候補のジャーナリストに対して、ニーズ調査を準備作業として実施した。この調査の目的は、参加者のニーズや興味を非常事態省は把握し、研修教材を微調整し、伝え方もニーズや興味に合うように調整することである。最終化された研修プログラム及び教材、ニーズ調査の結果を活用し、非常事態省は2022年11月24日及び25日に研修を実施した。以上により、プロジェクト目標の指標の一つは達成した。

さらに、プロジェクト終了後の効果的な研修実施のため、2022年11月に非常事態省はメディア各社に対する調査を実施した。この調査の主目的は各社の防災担当者をデータベース化することである。また、今後の研修参加及び社員派遣に関する意向、研修場所の意向（外部、自社）、非常事態省のプレスリリースの利用度合い、非常事態省との協働関係構築意向などが調査された。この調査活動はプロジェクト終了後の非常事態省の活動に非常に有意義であると考えられる。

2.1.3.6 プロジェクト広報

プロジェクトの活動と成果に関する広報としてウェブサイトを作成することになった。ウェブサイトのプロトタイプが専門家チームによって作成された（図 2.1-19 参照）。このプロトタイプに基づいて、情報広報部と専門家チームがウェブサイトの概要について協議を実施した。協議の結果、情報広報部は非常事態省のウェブサイトとは別に、クライシス・コミュニケーションや啓発に関する情報発信を行う意向があることが確認され、プロトタイプの改善と将来的な活用が確認された。

その後、専門家チームはウェブサイトの初期デザインを作成した（図 2.1-20 を参照）。プロジェクト期間とプロジェクト終了後に、非常事態省（情報広報部等）がウェブサイトのコンテンツをアップロードする必要がある。そのため、ウェブサイトの立ち上げ前に、非常事態省の職員向けのトレーニングを2回実施した（図 2.1-21 を参照）。

2022年5月11日に情報広報部の2名を対象に第1回目の研修を実施し、専門家チームがウェブサイトの概要と、コンテンツ、記事、災害イベント情報などのアップロードなど、ウェブサイトの管理について説明した。また、第2回の研修を7月27日に実施した。このサイトでは、地震調査所や情報広報部などの協力を得て、地震や土砂崩れ、山火事などの災害の発生位置を

表示するようなソフトウェアを組み込んでいる。図 2.1-22 に震源分布図の例を示す。



図 2.1-19 プロトタイプウェブサイト

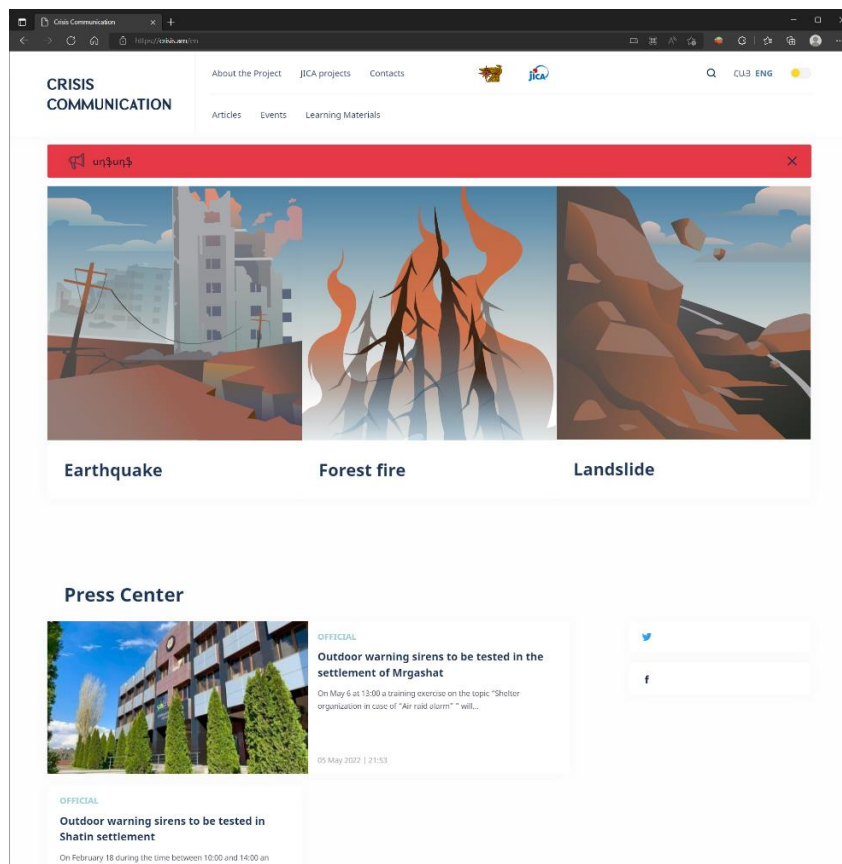


図 2.1-20 ウェブサイトのトップページ



2022年5月11日トレーニング風景

2022年7月27日のトレーニング状況

図 2.1-21 情報広報部職員を対象とした研修（左：1回目、右2回目）

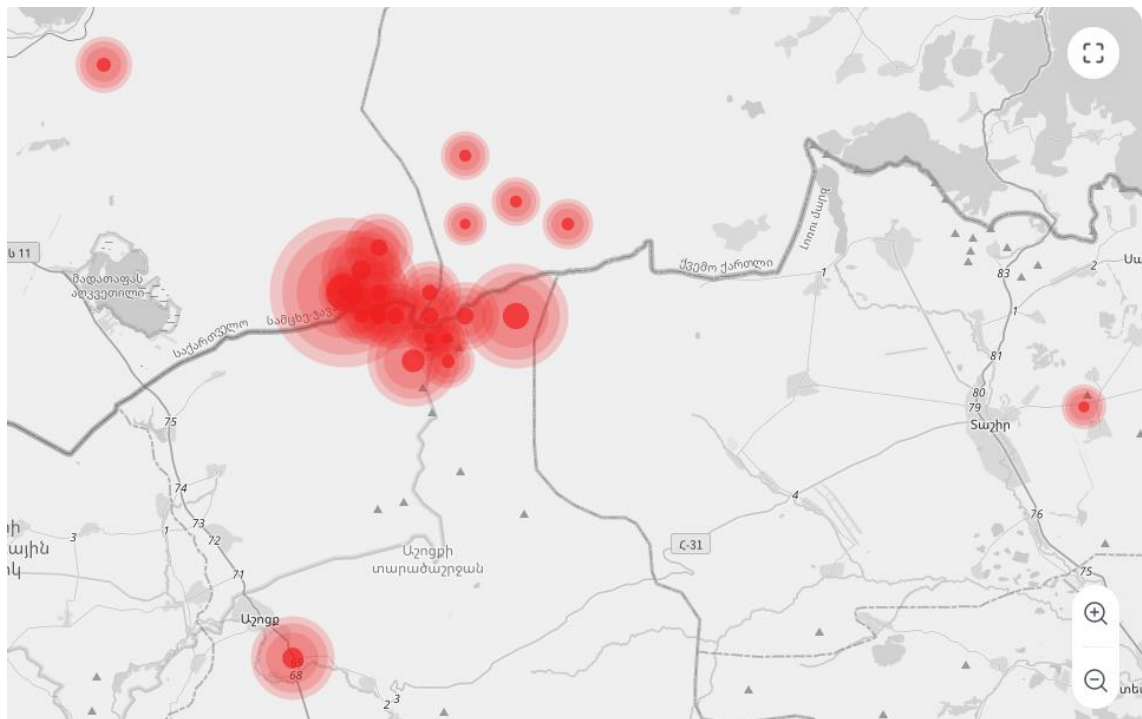


図 2.1-22 震源の分布

ウェブサイト掲載のため、表 2.1-38 に示すコンテンツを作成した。

表 2.1-38 ウェブサイト用に作成したコンテンツ

番号	タイトル	概要	言語
1	地震災害時の情報伝達	地震発生から、地震発生後の数時間、どのような情報が大切か、また、どのように伝わっていくかを絵本の形式で作成し、ディスカッションを喚起するため、具体的事象が想像できるようにしたものである。	日本語/アルメニア語
2	地すべり発生時の情報伝達	地すべり発生から、地すべり発生後の数時間、どのような情報が大切か、また、どのように伝わっていくかを絵本の形式で作成し、ディスカッションを喚起するため、具体的事象が想像でできるよ	日本語/アルメニア語

番号	タイトル	概要	言語
		うにした。基本地すべりは、発生を予測して避難されるので、発生しなくてよかったとの認識が避難させる側・避難する側にも必要となる。	
3	ダム決壊・土石流/洪水発生時の情報伝達	ダム決壊発生から、土石流/洪水発生後の数時間、地元の集落へ洪水到達が先か、情報到達が先かを考え、情報伝達の阻害要因を考えるため、具体的事象を想像できるようにした。	日本語/アルメニア語
4.	森林火災時の情報伝達	火災発生から、発生後の数時間、どのような情報が大切か、また、どのように伝わっていくかを絵本の形式で作成し、ディスカッションを喚起するため、具体的事象が想像できるようにしたものである。	日本語/アルメニア語
5	ニュースレターのサンプル	プロジェクト・イベントの報告で、A4 サイズの用紙1枚でまとめたもの	日本語/アルメニア語
6	Outreach	1~4 年目のプロジェクト成果をまとめたものである。	英語/アルメニア語
7	Discussion notes of DRR	DDR (Disaster Risk Reduction) のコンセプトをわかりやすく説明するために、耐震改修や洪水の例などをつかってまとめたものである。	英語/アルメニア語
8	Location Map of Armenia landslide	地すべり災害対策・管理計画調査 (JICA) で作成した、地すべりマップを、GIS 上で利用しやすい google-earth 形式 に変換したものである。	英語
9	Earthquake report on 13-Feb 2021	プロジェクト中に発生した有感地震についての報告である。また、より規模が大きい地震が発生した場合に想定される被害について言及している。	英語/アルメニア語
10	Maintenance is necessary for the water reservoir	ウズベキスタンで発生した農業ダムの決壊について、アルメニアでも発生しうる可能性と実施すべき調査項目についてまとめている。	日本語/アルメニア語
11	住宅背面のがけ崩れ	アルメニアで道路にクラックが発生し、その後がけ崩れが発生した。この一連について、モニタリングしており、その結果をまとめている。	日本語/アルメニア語
12	Message from the Spitak	スピタク地震発生後に直面した事象についてまとめた小冊子である。	英語/アルメニア語

2.1.3.7 追加業務

本プロジェクトの関連業務として、以下の追加業務を 2020 年 8 月から 2021 年 1 月に実施した。各業務の主要結果を示す。

1. アルメニアの COVID-19 対応時のクライシス・コミュニケーション及び関連事項に係る調査
2. 他国の事例研究による COVID-19 のクライシス・コミュニケーションに関する課題の把握、意見交換の実施、および研修計画・実践訓練への反映
3. 過去のプロジェクトの成果品を活用したプロジェクト成果向上に係る検討
 - ✓ エレバン市地震防災対策計画 における COVID-19 を考慮すべき事項の把握と本プロジェクトでのクライシス・コミュニケーションとしての知見抽出
 - ✓ 地震被害想定及び即時震度情報表示システムの活用可能性検討

1) アルメニアの COVID-19 対応時のクライシス・コミュニケーション及び関連事項に係る調査
本業務は、アルメニア政府による COVID-19 対応の状況を分析することを通じてアルメニアに

おけるクライシス・コミュニケーションの改善に向けて、本プロジェクトで考慮すべき知見を提案することを目的である。

この目的のため、1) アルメニアの現在の COVID-19 の状況、2) COVID-19 対応に関係する機関とその役割、3) 関係機関（保健省及び非常事態省）、メディアの COVID-19 でのクライシス・コミュニケーションの方針、4) メディアを含めた関係機関から発信されている情報の特徴の 4 項目を調査して、整理・分析した。

アルメニアにおいては、政府指揮官室と保健省が COVID-19 の対応及び防止において重要な役割を果たしており、多くの情報を国民に提供している。COVID-19 のハザードやリスクに関する情報の提供は、対応や対策に係る情報と比較すると少なく、国民にとっては十分ではなかったと考える。また、政府が出す情報と国民が行う行動の乖離が課題として明らかになった。

以上の調査から、政府から発する情報は、国民がリスクを理解し、適切な対策を取るため発信すべきであると結論付けた。

本調査の結果を踏まえ、本プロジェクトで考慮すべき課題を以下に示す。

- ✓ 発信情報の量・質の向上
- ✓ 国民との事前の信頼関係構築
- ✓ メディアとの双方向のコミュニケーションの確立

2) 他国の事例研究による COVID-19 のクライシス・コミュニケーションに関する課題の把握、意見交換の実施、および研修計画・実践訓練への反映

アルメニア、日本両国において COVID-19 に関するクライシス・コミュニケーションが行われている。本業務は、COVID-19 のクライシス・コミュニケーションに関する内容を本プロジェクトの研修に追加することを検討し、さらに感染症拡大時の研修手法を検討することが目的である。

この目的のため、1) COVID-19 対応時のクライシス・コミュニケーションに関する他国の事例研究による教訓や課題の抽出、2) COVID-19 対応時のクライシス・コミュニケーションに関するアルメニアの課題の抽出、3) COVID-19 対応時のクライシス・コミュニケーションの課題や本追加業務の知見の研修計画、実践訓練への反映への検討、4) 研修・啓発手法としてのウェビナー活用の効果の確認の 4 つの項目を実施した。

ウェビナー及びそれに係るディスカッションセッションを 2020 年 8 月及び 9 月に実施した。また、参加者（WG 主要メンバー）に対して、ウェビナー及びディスカッションに関するアンケート調査を実施した。以下は、本業務の主要な結果である。

- ✓ 災害の最悪のシナリオを基に、研修を行うことが重要である。
- ✓ クライシス・コミュニケーションを効率的、即時的に実施するには、情報通信技術の活用が有効である。
- ✓ 政府と国民のソーシャルメディアでのコミュニケーションは、相互理解の向上に寄与する。
- ✓ 研修においてはクライシス・コミュニケーションの実例を使い、それに基づいたディスカッションをする方がよい。

3) 過去のプロジェクトの成果品を活用したプロジェクト成果向上に係る検討

(1) エレバン市地震防災対策計画における COVID-19 を考慮すべき事項の把握と本プロジェクトでのクライシス・コミュニケーションとしての知見抽出

2010年9月～2012年10月、JICAは「アルメニア国地震リスク評価・防災計画策定プロジェクト」を実施した。プロジェクトにおいて、「エレバン市地震防災対策計画」及び付属文書「大規模地震発生時のエレバン市民避難計画」が策定された。本業務は、COVID-19等の感染症対策を念頭においたエレバン市地震防災対策計画の課題及び本プロジェクトで留意すべき事項を整理することを目的に実施した。

上記の2つの計画のレビューをとおして、計画の将来的な改善に関して、以下を提案した。

- ✓ 自然災害と COVID-19 との複合災害となる可能性があることを理解する必要がある。
- ✓ 感染症の対応及び防止に係る政府の方針を決定する。
- ✓ リスク・コミュニケーションが重要である。
- ✓ 非常事態省と保健省の協働による訓練、教育、意識啓発を検討すべきである。

以下は、本プロジェクトで考慮すべき事項である。

- ✓ クライシス・コミュニケーション過程における COVID-19 の予防・感染拡大防止
- ✓ COVID-19 関連情報を含めたクライシス・コミュニケーション
- ✓ COVID-19 予防・感染拡大防止対策を考慮した取材及び報道
- ✓ COVID-19 関連事項を含めた研修プログラムの作成

(2) 地震被害想定及び即時震度情報表示システムの活用の可能性検討

技術協力プロジェクト「地震リスク評価・防災計画策定プロジェクト」（2010年9月～2012年10月）が実施されたとき、「即時震度分布表示システム」及び「地震被害想定システム」が開発・導入された。

両システムは本プロジェクトにおいても活用可能と考えられるため、両システムの現状の把握と活用可能性の検討を本追加業務で実施した。COVID-19による渡航制限をふまえ、備人を通じた遠隔での調査実施となった。

調査の結果、両システムは十分に機能していないことが分かった。また、即時震度分布表示システムは、納品後に観測された2015年の小規模の地震が発生した際には、同システムが稼働したことが確認できたが、現在はサーバーの故障により稼働していない。地震被害想定システムについては、システム自体が保管されている場所が分からず、現況を確認できなかった。

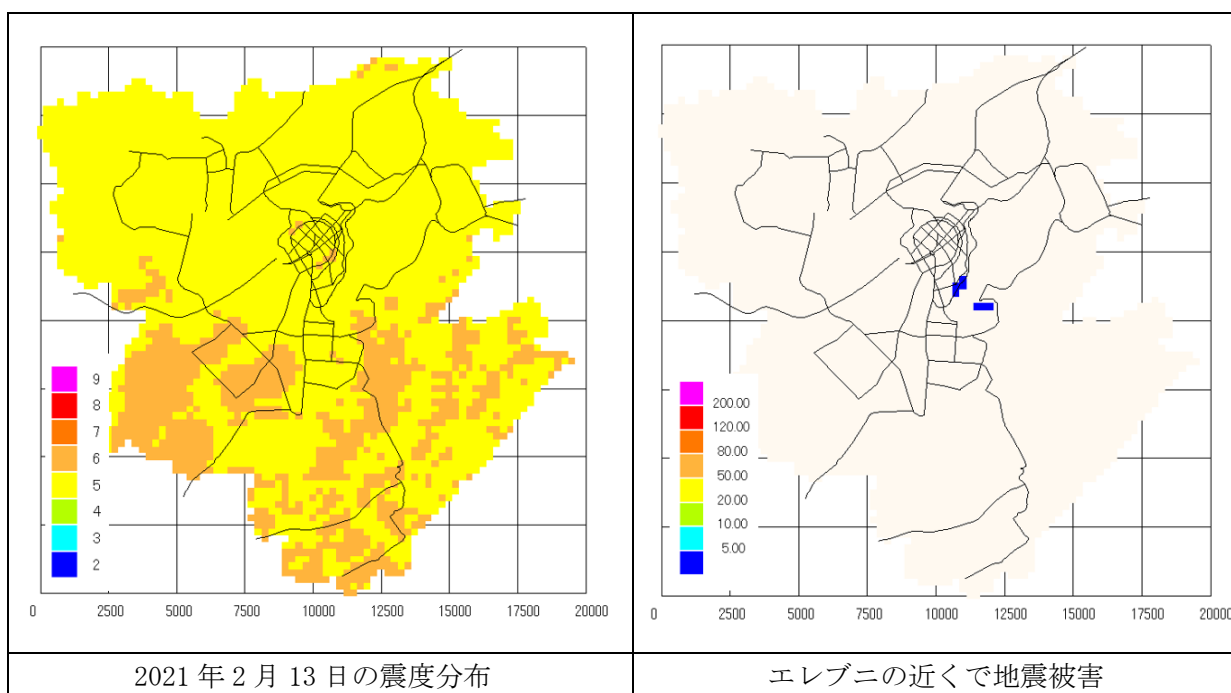
本プロジェクトでの活用に関し、即時震度分布表示システムは地震災害時の緊急情報伝達ツールとしての活用が考えられる。地震被害想定システムは地震被害の推定値を視覚的に提供することができるため、訓練用教材として活用することができる。一方で、システムの導入から8年以上経過しており、社会状況の変化を含むシステムの現状及び技術革新等をふまえ、対応を検討する必要がある。

2.1.3.8 震度表示ソフトウェアの作成

即時震度表示システムそのものは、別途報告（2.1.3.7で記載の「過去のプロジェクトの成果品を活用したプロジェクト成果向上に係る検討」報告書参照）のとおり、アルメニア側のシステムの移行時の問題により、正常に動作していない。一方で、地震計による観測記録は不備があるもののサーバーにアップロードされている。そこで、そのデータをダウンロードして

ータなどを表示する Windows ソフトウェアを試行として作成した。以下は開発の経緯である。本プロジェクトにおいては、国民への地震情報提供ツールとしての活用を非常事態省と検討する。

- ① 2021年2月13日にアルメニアに地震があり、その観測データからエレバン市の震度分布を表示した。震度分布だけでは緊急対応の具体的なイメージが湧かないため、建物の被害想定を加えた。
- ② 微小地震は4月にも発生しており、地震台帳を作成することにした。エレバンでは本システムで観測できない1.5gal以下の地震が6月に発生しており、実はアルメニアでは微小ではあるが地震が発生していることが示されている。
- ③ このソフトは地震調査所と国家危機管理センターが興味をもっており、地震調査所には、地震台帳の継続作成を依頼するとともにソフトウェアを提供した。
- ④ 国家危機管理センターには、地震動の強さをもとに、被害が想定できるソフトウェアも合わせて提供した。このソフトによれば、2月13日の地震マグニチュード4.7では建物の被害はほとんどなかったが、そのマグニチュードが5.5であった場合には、被害が発生することがわかる。



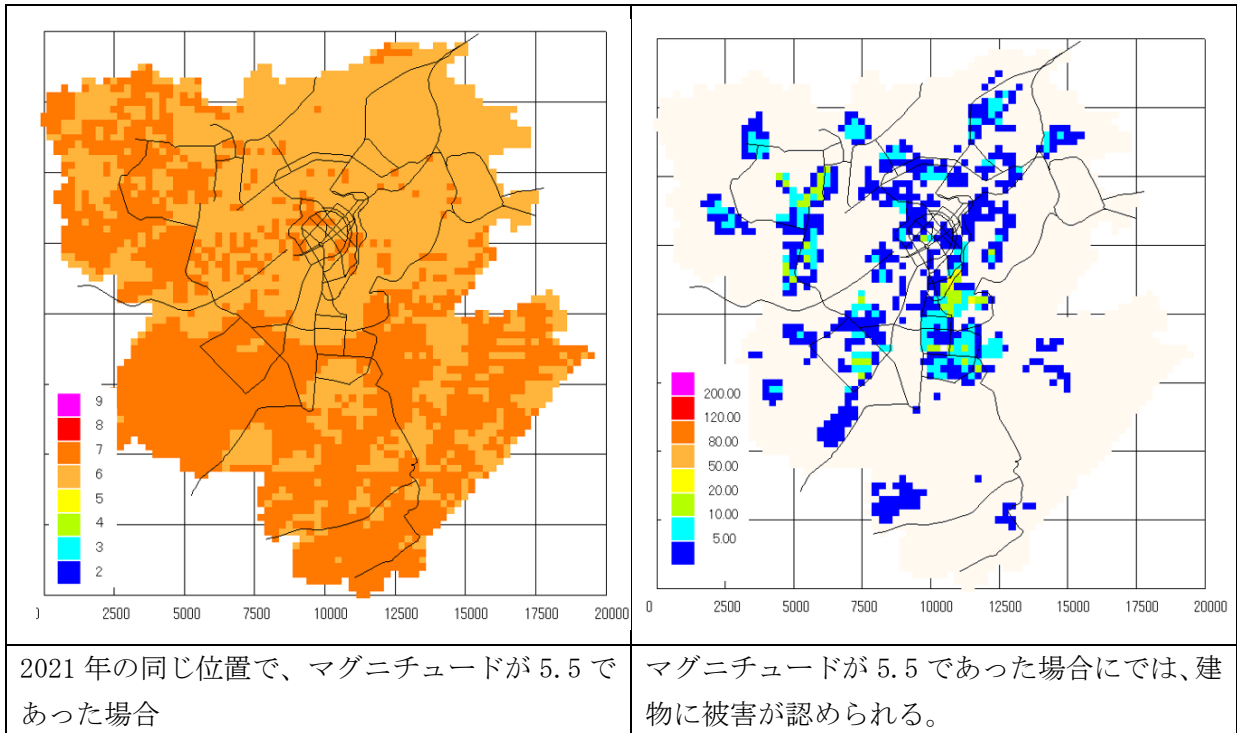


図 2.1-23 マグニチュード連動の被害予測

上記のように、入力する震源を実際の震源にして現状を把握し、また、入力する地震のマグニチュードを大きくすることで、地震被害のシミュレーションができるようになっており、訓練での使用も期待される。

アルメニアでは、震源に関する情報は、地震発生の瞬間から30分以内に公開されるが、非常事態省はこの情報を利用して、ソフトウェアを用いて国家危機管理センターに震度情報を表示するため、2022年7月26日にソフトウェアがインストールされた(図 2.1-24 参照)。

なお、プロジェクト中に、国家危機管理センターと情報広報部のコメントに基づき、ズーム機能、オートスケール、道路の追加などの追加機能を含むようにソフトウェアが変更されている。

図 2.1-25 において、2022年2月13日のデータを入力したものをサンプルとして示した。なお、前年の2021年にも類似場所でも有感地震が発生した。



図 2.1-24 国家危機管理センターにインストールされたプログラム

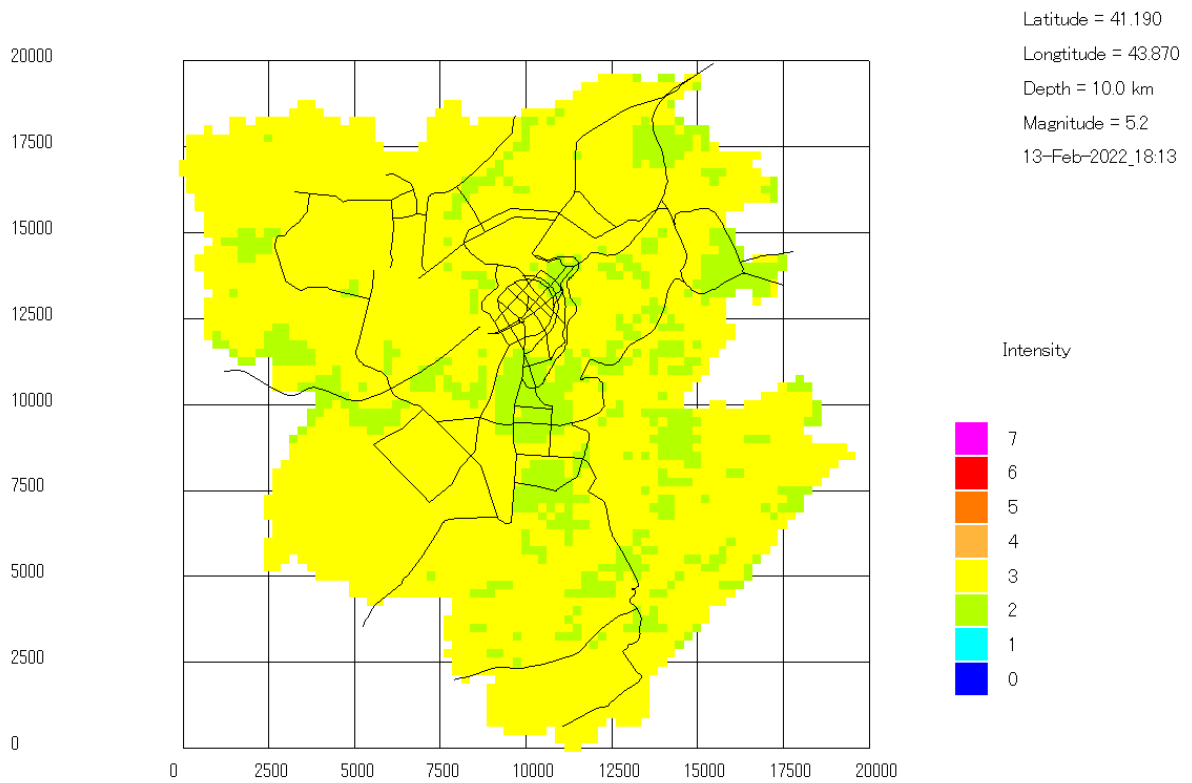


図 2.1-25 エレバンの震度表示ソフトウェアで表示された震度分布の例（2022年2月13日）

2.2 プロジェクトの達成度

2.2.1 各成果の達成度

各成果の達成度を表 2.2-1 に示す。

表 2.2-1 各成果の達成度

成果	指標	達成度
成果 1	1.1 Training programs are developed in the first half of the 1st year of the Project.	達成：セミナー／ワークショップ、現地研修、本邦研修を実施し、各回実施前に、C/P と協議し、内容を決定した。
	1.2 Training is conducted 3 times in the first year of the Project.	達成：セミナー／ワークショップ、現地研修を第 1 期に実施した。スケジュールの都合上、本邦研修は第 2 期初期に実施した。
	1.3 A group of participants prepares a report of the challenges and the solutions.	達成：セミナー／ワークショップ、現地研修の実施後に WG 会議において、問題点や解決策を協議した。それらは、詳細計画策定調査に記載した。本邦研修時には、参加者がプレゼンテーションを行い、教訓等を発表した。
成果 2	2.1 The detailed plan of the activities for the 2nd and the 3rd years of the Project is developed.	達成：第 1 期に詳細計画策定調査報告書を作成し、報告書案が第 2 回 JCC で承認された。第 2 期のワークプランが第 3 回 JCC にて承認された。
	2.2 The approved plan is implemented in the 2nd and the 3rd years of the Project.	達成：第 2 期は 2020 年 1 月に開始された。活動の進捗も踏まえ、第 2 期ワークプランが作成された。
成果 3	3.1 Draft SOP is approved by JCC.	達成：2021 年 10 月に開催された第 4 回 JCC 会議にて、ドラフト SOP が承認された。
	3.2 Main members who manage the SOP practical exercise are confirmed by JCC.	達成：2022 年 7 月に開催された第 5 回 JCC にて、主要メンバーが承認された。
	3.3 Updated SOP is approved by MES.	達成：最終化された SOP は 2022 年 12 月に大臣令となった。
成果 4	4.1 Trainers who manage the trainings for journalists are confirmed by JCC.	達成：講師研修実施をとおして、非常事態省職員 8 人、外部人材 3 人が講師として非常事態省に認定された。これについては、2022 年 7 月に開催された第 5 回 JCC で確認された。
	4.2 Training plan/program is approved by JCC.	達成：最終化された研修計画及びプログラムは 2022 年 12 月に開催された JCC にて承認された。
	4.3 Training material is approved by JCC.	達成：最終化された研修教材は 2022 年 12 月に開催された JCC にて承認された。

2.2.2 プロジェクト目標の達成度

プロジェクトの達成度を表 2.2-2 に示す。

表 2.2-2 プロジェクト目標の達成度

指標	達成度
1. 4 trainers are prepared for practical exercise related to the guidelines.	<p>達成：非常事態省は、1) DRR とクライシス・コミュニケーション、2) メディアとのクライシス・コミュニケーション、3) 意識啓発、4) メディアの一般次項の 4 つの分野のトレーナーを重視してきた。プロジェクト活動を通じて、以下のトレーナーが育成された。</p> <ul style="list-style-type: none"> ✓ DRR とクライシス・コミュニケーション全般：Hovhannes Khangerdyan 氏（個人コンサルタント） ✓ メディアとのクライシス・コミュニケーション：Davit Alaverdyan 氏（エレバン国立大学教授） ✓ 意識啓発：Anna Baghdasaryan 氏（経済ジャーナリストクラブ代表） ✓ メディアの一般次項：Nelli Grigoryan 氏（ジャーナリスト） <p>これについては、2022 年 7 月に開催された第 5 回 JCC 会議にて確認された。</p>
2. MES conducts trainings utilizing the authorized training materials developed in the project.	<p>達成：情報広報部は最終化された教材を用いて 2022 年 11 月に研修を行った。これについては、2022 年 12 月に開催された第 6 回 JCC 会議にて確認された。</p>
3. MES makes a plan of activity, other than training and exercise, with the agreement of media for the collaboration with media and journalists.	<p>達成：情報広報部は管理計画と活動計画で構成される 5 か年計画を作成した。これについては、2022 年 12 月に開催された第 6 回 JCC 会議にて確認された。</p>

2.3 PDM 変更の変遷

表 2.3-1 に PDM 変更変遷を示す。PDM の詳細については、4.5 節を参照されたい。

表 2.3-1 PDM の変遷

Ver.	変更のタイミング	主な変更点
Ver. 1	第 1 回 JCC (2019 年 3 月)	R/D 締結時から変更はなし。
Ver. 2 案	第 2 回 JCC (2019 年 11 月)	成果 3 でのガイドライン作成を追加。現状を踏まえた指標の変更。
Ver. 2	第 3 回 JCC (2021 年 5 月)	指標及び指標の入手手段の見直し。

2.4 その他

2.4.1 環境・社会配慮の結果

特になし

2.4.2 ジェンダー・平和構築/貧困削減に関する検討結果

WG には、14 人中 8 名の女性が参加した。WG において女性メンバーからの発言も多く、女性の発案や意見も十分に運営面に反映されたと判断される。

第3章 共同レビュー結果

3.1 DAC 評価基準に基づくレビュー結果

2019年12月、経済協力開発機構（OECD）開発援助委員会（DAC）において、ODA 評価の新しい国際基準が採択された。この新しい DAC 評価基準は、1991 年以降 ODA 評価の国際基準となっていた DAC 評価 5 項目を、「持続可能な開発目標（SDGs）」の理念をより明確に反映させるために約 30 年ぶりに改訂された。本報告書では改訂された基準に従い、レビューを行う。

(1) 妥当性

定義：介入の目的やデザインが、受益者・世界・国・パートナー／機関のニーズ、政策、優先事項に対応し、状況の変化に応じて対応し続ける度合い

クライシス・コミュニケーションは「国家防災戦略と実施計画」に含まれる 34 の優先行動の一つとなっており、このことからニーズは高いと言える。プロジェクト開始当初から、災害時に国民がパニックを起こさず、適切に対応することはクライシス・コミュニケーションの重要な課題であると非常事態省は指摘していた。非常事態省としては、非常事態省が発信する情報を公式情報としてメディアが適切・適時に多くの国民に伝達することを望んでおり、本プロジェクトではそこに焦点を当てて活動を行っている。

2015 年に第 3 回国連防災世界会議の成果文書として仙台防災枠組 2015-2030（以下、仙台防災枠組）が採択された。これは、2005 年に採択された兵庫行動枠組の後継であり、2030 年までの国際的な防災の枠組を示すものである。本プロジェクトでは、効果的なクライシス・コミュニケーションの実現のため、非常事態省が行うリスク・コミュニケーションの強化を目指しており、仙台防災枠組の 4 つの優先行動のうち、「災害リスクの理解」及び「災害リスクを管理する災害リスク・ガバナンスの強化」に寄与する。

以上のとおり、本プロジェクトの妥当性は高いと判断する。

(2) 整合性

定義：国、セクター、組織に対する当該介入と他の介入との適合性

前述したとおり、本プロジェクト仙台防災枠組の優先行動のうち 2 つに寄与するものであり、日本政府及び JICA の開発協力方針と整合していると言える。現在、非常事態省は本プロジェクトの他、Swedish Civil Contingencies Agency と “Enhancing Civil Protection in Armenia”、Swedish Civil Contingencies Agency を含むコンソーシアムによる “Prevention, Preparedness and Response to natural and man-made disasters in Eastern Partnership countries” というプロジェクトを実施している。これらのプロジェクトは国民の啓発のコンポーネントを含んでいるが、啓発の計画を作成、政府機関の連携強化がそれぞれのプロジェクトの目的であり、本プロジェクトとの重複はない。

以上のとおり、本プロジェクトは整合性の高いものと言える。

(3) 有効性

定義：介入の目的と結果の達成又は達成見込みの度合い

本プロジェクトの「プロジェクト目標」は、「適時に正しい緊急情報を伝えられるよう非常事態省及びメディアのクライシス・コミュニケーションの能力が強化される。」である。プロジェクトの活動として、メディア関係者との連携が構築された。非常事態省は成果4で作成された教材を用いてすでに研修を実施している。プロジェクトで作成した5カ年のメディアとの協働活動計画に基づき活動を実施していくことで、メディアとの関係がより強化されることが期待される。以上のとおり、プロジェクト目標は達成された。

加えて、プロジェクト開始時には想定していなかった活動であるが、ガイドラインとその重要部分をまとめたポケットブックを作成した。これらはメディア関係者から高く評価されており、メディア関係者と非常事態省の連携強化に大きな貢献を果たし、上述のプロジェクト目標達成に追加的な貢献を果たしている。

以上のとおり、有効性に関し、期待された以上の結果が得られた。

(4) 効率性

定義：経済的かつタイムリーな方法で結果を生む又は生むような介入実施の度合い

本プロジェクトは2段階計画策定のプロジェクトであり、第1期は、第2期に実施する成果3及び成果4の活動計画を最終化することが主な目的であった。第2期開始以降、COVID-19の影響により渡航が延期となり、またC/Pの離職やアゼルバイジャンとの紛争の影響もあり、当初の予定で活動を推進することが困難であった。そのような状況の中、現地業務人月を国内業務人月へ振替え、さらに傭人を活用しC/Pとコミュニケーションを取り、可能な限り効率的にプロジェクト活動を推進した。

結果として、当初想定していた事業期間及び事業費を超過することになり、効率性には一部課題がある。しかし、日本からの遠隔的な活動や追加的な活動を実施し、COVID-19や紛争等、外部要因によるやむを得ない状況の中、可能な限り効率的に事業を行ったと言える。

(5) インパクト

定義：介入により生じた又は生じると予期される、重要な正又は負の、意図された又は意図されない、高次の効果の度合い

上位目標は、「緊急時の適切な情報が適時に国民へ伝達される。」である。目標の達成が実際に確認できる機会は災害を含む緊急時のみとなる。上位目標の達成には、継続した実地訓練、研修、意識啓発を行う必要がある。プロジェクトにおいては、メディアとの協働活動計画、メディアを含む関係者に対する研修の計画を作成しており、上位目標の達成に寄与するものと考えられる。

情報広報部がメディアとの関係を強化する、また国家危機管理アカデミーが定期的に研修を行うなど、非常事態省が継続して活動を行うことで、非常事態省のプレゼンス、信頼感の向上につながり、事前防災、リスク削減推進の一助になると期待される。

本プロジェクトの広報活動においては、非常事態省がプロジェクト終了後も活用するためのウェブサイト、震度表示ソフトウェアの作成も行った。これらは当初は予定していなかった活動であり、アルメニアの防災意識啓発やクライシス・コミュニケーションに有用である。

メディア用ガイドラインの最終化過程においては、エレバン国立大学ジャーナリズム学部教授を傭人として雇用し、レビューを依頼した。その際、ガイドラインを大学の講義の副教材として活用できるとのコメントがあった。プロジェクト期間中には、非常事態省と専門家チームが共同で大学生に対してガイドラインに関する講義を行った。これは計画以上のインパクトとなった。

(6) 持続性

定義：介入の純便益が継続する又は継続する可能性の度合い

プロジェクト終了後においても、非常事態省はメディアに対する研修、協働活動を継続していくことが求められる。情報広報部は10人程度の職員がおり、研修の継続的な実施に問題はない。しかし、プロジェクト期間中に情報広報部長始め、職員の退職が何度かあった。継続的にクライシス・コミュニケーションの研修を実施するため、新入職員に対する研修を省内で実施することが求められる。エレバン市内で研修を実施するにあたっては大きなコストは必要ない。研修実施の費用については政府決定に記載されており、非常事態省職員の地方出張費、研修参加者の交通費などは支払い可能となっている。非常事態省は2023年に警察と統合され、内務省となることになっている。非常事態省によると、研修実施のための予算は統合後も確保される可能性が高いとのことである。現在のところ民間人への交通費等の支払いはできないが、国家危機管理アカデミーへの聞き取りでは、メディア関係者を国民と考えることで支払いも可能になるとのことである。プロジェクト終了後は情報広報部と国家危機管理アカデミーが共同し、研修を実施することにより、メディア関係者に対する研修実施が現在より容易になる。本プロジェクトで作成した研修計画やメディアとの活動計画を実施することで、継続的にメディアを巻き込むことが可能となる。また、スピタク地震の日や国際防災デーなどにイベントを行うことで国内全体の意識を向上につなげることが可能と考える。

以上のとおり、警察との統合という不確定要素はあるものの、体制、予算、計画が整備されており、持続性は比較的高い。

図 3.1-1 は、上記(1)から(6)の評価を基に、レーティング・フローチャートにおいて総合的に評価したものである。持続性と効率性に課題は残すものの、総合評価として「非常に高い」となる。

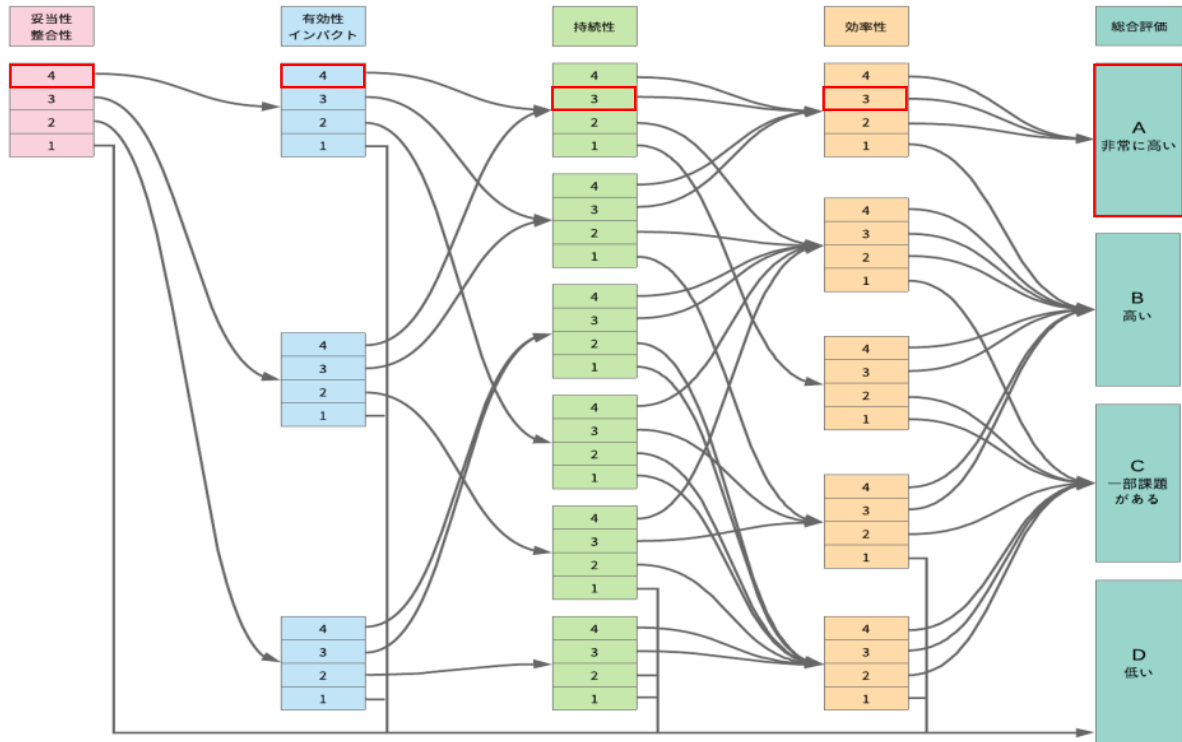


図 3.1-1 レーティング・フローチャートにおける総合評価
(JICA 事業評価ハンドブック (Ver. 2.0) を基に専門家チーム作成)

3.2 実装と結果に影響を与える主な要因

本プロジェクトでは、2段階計画策定を採用しており、成果1及び成果2は計画策定のための成果と位置付けられている。そのため、成果3と成果4が直接的に実装と結果に影響を与える要因に関連しており、ここでは成果3及び成果4の面から言及する。

3.2.1 成果3

(1) SOPの活用と更新体制の構築

本プロジェクトで作成したSOPは災害発生時に非常事態省の内部の情報のやり取りを明文化し、実地訓練の結果を踏まえて、より効果的に情報伝達を行えるようにとりまとめたものである。このSOPが大臣令化されたこともあり、今後もSOPに記載された順序によりクライシス・コミュニケーションが実施される可能性は高い。現在のところ、新入職員に対する業務の指導は、口頭及びOJTによって行われており、今後は口頭での指導の際にSOPを用いることで業務の質の担保が可能と考えられる。また、定期的にSOPを用いた実地訓練を行うことで、SOPのアップデートを行う体制が構築されると考えられ、想定外の災害が発生した場合や部署の再編があった場合にも、現在のSOPを修正し、それを基にクライシス・コミュニケーションが継続して実施されると考えられる。そのためにも、国家危機管理センターのセンター長、情報広報部長の協働とリーダーシップが求められる。

(2) ガイドラインの組織的な普及

ガイドラインを普及させる一つの方法は、成果4で作成された研修計画に基づき研修を行うことである。しかし、災害はいつ起こるか分からないため、災害発生時にはガイドラインやガイドラインのポケットブックを非常事態省のウェブサイトや本プロジェクトで作成したウェブサイトに分かりやすく表示し、それに基づいて災害報道を行うよう促すことも考慮する必要がある。また、大学の防災関連講義やジャーナリズムの講義に活用することで、将来的な人材の育成にも寄与できる。ガイドラインの普及には複数の方法を用いることで、より多くの人材に災害報道に興味を持たせることが可能となるため、非常事態省は自らだけでなく関係組織との連携をとおした普及方法を考慮することが重要である。

3.2.2 成果4

(1) 研修の充実によるメディアの参画と防災ジャーナリズムの発展

アルメニアの多くのジャーナリストにとっての関心事項は主に政治経済であり、災害報道に対する関心は非常に薄く、知識としてもかなり初歩的なレベルである。非常事態省からのプレスリリースについても、分析や解説などを加えることなく、そのまま報道していることがほとんどであり、読者にとっても興味を持たれる内容にはなっていない。

2021年に国際防災の日の前の1か月間をアルメニアの防災月間として、メディアキャンペーンに参加した記者が防災関連の記事やTV番組をそれぞれのメディア、SNSなどで発表した。このような取り組みをとおして、少しでも災害報道、防災報道に関心を持つ記者の輪を広げていくことが必要である。そのための仕掛けとして、本プロジェクトで作成された研修教材などを活用し、今後もメディア教育を継続していくことが必要である。

(2) メディアのネットワークの拡大

本プロジェクトの課題の一つはメディアの意識と知識の向上であるが、短期的に達成できるものではない。個々のジャーナリストだけでなく、メディア会社の意思決定者の意識や知識の向上も重要である。本プロジェクトの実施においては、複数のジャーナリストが傭人として寄与した。彼らとのネットワークを維持・発展させ、非常事態省とジャーナリストのコアグループを設立することが重要と考えられる。コアグループは研修や協働活動の計画やレビューなどを行うことが期待される。プロジェクト終了時点では、エレバン大学教授(メディア会社所有)、経済ジャーナリストクラブ代表がコアグループのメンバーとして考えられる。彼らは研修の講師としても非常事態省に認定されており、実施する研修の結果を将来的な改善に直接つなげることができる。このコアグループを中心として、メディアに対する啓発、協働の活動を実施することで有益なネットワーク構築が可能となる。また、本プロジェクトで開発した啓発用ウェブサイトは容易に管理できるものであり、非常事態省が継続してメディアや国民に対して啓発教材を公開することが重要である。

3.3 教訓

3.3.1 成果1

(1) ニーズ及び課題を踏まえた上での研修計画策定

成果1で実施した3種の研修は、段階を踏んで対象を絞り、内容を深化させた。研修の企画段階においては、PM及び主要なWGメンバーとの協議を重ね、C/Pの意向やクライシス・コミュニケーションの課題を探り、研修内容を作成した。セミナー／ワークショップ、現地研修の実施前には、講師となる日本からのメディア関係者に対して、アルメニアの現状や課題を共有し、より効果的な研修となるようにした。本邦研修においても、各講師に対して、期待する研修内容を伝え、研修参加者が興味を持てる内容にした。第2期では、非常事態省から現地研修講師の再度の派遣や本邦研修講師に対する遠隔講義依頼あり、成果1で実施した研修等は非常事態省にとって有益なものであったと言える。

ニーズや課題を把握した上で研修内容を固め、講師に対しても事前に情報を提供することで研修の効果が向上する。

(2) 研修のレビューの実施

成果1で実施した3種の研修の各回後にWGメンバーや研修参加者とレビューを行った。このレビューの目的は、アルメニアのクライシス・コミュニケーションのあるべき姿をイメージすることであった。セミナー／ワークショップ、現地研修の後にはWG活動として、レビューを行った。本邦研修については、当初、現地でのレビューを実施する予定であったが、COVID-19による渡航延期のため、レビューの代わりに遠隔でのアンケート調査を実施した。レビューを行う際には、アルメニアのクライシス・コミュニケーションに必要なことをイメージすることを意識付けた。そのことにより、SOPやガイドラインで考慮すべき事項や実施すべき研修が明確になり、成果2でより効果的な計画策定ができたと考える。

研修のレビューにおいては、今後の方針も念頭に置きつつ、研修参加者が自らの理解をレビューすることにより、研修内容の効果的な活用が見込まれる。

3.3.2 成果2

(1) 情報センター構想構築の支援とプロジェクトでの活用

PDM Ver. 1では、成果4において「研修センター」での研修が構想されていた。しかし、プロジェクト開始後、「研修センター」の構想はなく、情報広報部傘下に「情報センター」を設置する構想があることが分かった。しかし、非常事態省内では、設置構想があるのみで、具体的な役割は明確になっていなかった。設置された場合、非常事態省のクライシス・コミュニケーションの重要な役割を果たすと考えられ、本プロジェクトの枠組みで、情報センターの役割を検討し、非常事態省に提示した。また、設置されることも想定した第2期計画を策定することにより、現況を考慮した計画となった。これは2段階計画策定プロジェクトの特徴的な点であったと言える。

C/Pの意向や計画変更は正確に把握し、柔軟にプロジェクトの活動内に位置付けることで、

プロジェクトの成果向上、C/P のオーナーシップの醸成につながると考える。

(2) 非常事態省用 SOP とメディア用ガイドラインの作成

本プロジェクトのプロジェクト目標は、「適時に正しい緊急情報を伝えられるよう非常事態省及びメディアのクライシス・コミュニケーションの能力が強化される。」であり、メディアの能力開発も含まれている。プロジェクト開始当初から、非常事態省はメディアの能力及び災害報道に対する態度が課題であると指摘していた。SOP は行うべき行動を順序だてて示すものであるが、非常事態省がメディアの動きを制御することはできない。そのため、本プロジェクトにおいては、メディアが災害報道の際に参考にすべきものとして、ガイドラインを作成することにした。

プロジェクト開始当初はガイドライン作成の計画はなかった。しかし、現状や課題を把握し、C/P と共通理解を持つことで、行うべき活動を明確にすることができる。本プロジェクトは 2 段階計画策定であったため、柔軟に対応できたが、そうでない案件においても、必要な活動の追加や変更を行うため、C/P、JICA、専門家チームの 3 者の密なコミュニケーション及び柔軟な実施体制が望まれる。

3.3.3 成果 3

(1) 災害時の情報受発信業務手順の可視化による理解の深化

国家危機管理センター、情報広報部ともに業務手順書を持たず、過去の慣習に従って業務を実施してきた経緯がある。そのため、災害時に行うべきクライシス・コミュニケーションに係る業務を時系列で図表に書き出し、情報の受信元、発信先、その伝達手段を整理した。業務の実施項目の表と情報の流れ図により、職員は自らが行っている業務の内容と手順を把握することができた。

口頭での伝達や OJT での教育により業務を遂行することは可能な場合もあるが、手順書として整備することにより、現状について理解を促進することができる。また、将来的に改善が必要なときに改善箇所を明確にすることができる。そのためにも、現業務の整理の方針やまとめ方については、C/P の意向、理解のしやすさ、将来的な文書修正の容易さなどを考慮する必要がある。

(2) マスメディアが持つ災害に関する知識

アルメニアは自然災害が少ない国である。1988 年のスピタク地震以来、大きな自然災害には見舞われていない。地滑りや森林火災もインフラの被害はあるものの、大災害には至っていない。マスメディアでは自然災害の知識や経験を持った記者に限られている。加えて、日本でのように報道機関が防災について住民を啓発することはほとんどない。そのため、ガイドラインには災害の原因と性質、時系列で住民に伝えるべき情報などを記載した。

世界的に見ても、災害を専門とするメディア関係者は少ないと思われる。災害報道に特化したものではなく、防災に関する知識を網羅的に得られるものを準備することは有効である。また、知識の定着・向上のためにメディアを対象とした研修を実施することも重要である。

3.3.4 成果4

(1) 活動をとおした関係者の理解や意向の調整

SOP やガイドラインに関わる研修教材の作成は、それらが最終版に近い状態である必要があったため、2021年には実践モジュールであるメディアキャンペーンを優先的に実施した。メディアキャンペーンには、通信社、新聞社、ラジオ、TV、ウェブメディアとすべてのジャンルのジャーナリストが参加した。実施過程においては、参加したジャーナリスト、C/P が密に討議し、メディアと省の考えを共有することができ、非常に有益であった。

C/P との協議をとおして、本プロジェクトで作成した研修教材は標準的なものであり、研修対象者の知識レベルやニーズに合わせて、講師が研修教材をアレンジすることを可能とした。メディアキャンペーンをプロジェクト第2期前半に実施し、本プロジェクトが目指す研修やジャーナリストの知識や意識をWGメンバーが理解した。それにより、WGメンバーが、研修教材をアレンジすることがアルメニアにとって有益な方法を考え、本プロジェクトではその考えを採用した。

プロジェクトの成果を効果的なものにするには、C/P や関係者のニーズや課題を正確に把握することが重要である。単にアセスメントを行うのではなく、協働の機会を創出するなど、専門家チーム、C/P、関係者がニーズや課題に関して共通理解を持てるようにプロジェクト活動を行うことが重要である。

(2) ジャーナリストの視点導入のための招聘講師の投入

アルメニアのジャーナリストも、防災分野の報道に関する興味や関心は高い。日本のジャーナリストが研修に講師として参画することで、対話による指導や日本のこれまでの災害報道の変遷からの貴重な経験を、同じジャーナリストの視点から、アルメニアのメディアにインプットすることができた点は非常に有効であった。

アルメニアの様々なジャンルのジャーナリストの参画や日本のジャーナリストが参加することで、より実用的な教育教材を作成できたことは非常に有効な取り組みであった。

本プロジェクトでは複数の日本のメディア関係者やジャーナリストが関わった。メディアと防災は異なる分野であり、ジャーナリストに対する防災教育では彼らの視点を無視することができない。さらに、メディアの種類も多様であり、一人の専門家で対応することは有益とは言えない。同様のプロジェクトにおいては、現状や進捗に応じて講師招聘を柔軟に行われることが望まれる。

第4章 プロジェクト完了後の上位目標達成

4.1 上位目標達成の見通し

上位目標の指標は3つ設定されている。表 4.1-1 に上位目標達成の見通しを整理する。

表 4.1-1 上位目標達成の見通し

指標	達成度
1. A training on crisis communication is conducted for 25 persons related to media works at Information Center of MES and/or Crisis Management State Academy during a year.	成果 4 で作成する研修計画は本指標達成を目的として 5 か年計画で考えられている。研修計画を実施することにより、指標を達成することができる。
2. MES prepares awareness raising material/information on crisis communication and provides population with it once a month and when necessary.	プロジェクト終了後に非常事態省が使用・管理できるようウェブサイトを作成し、非常事態省職員に対する使用・管理の研修を実施した。また、広報活動としてコンテンツも作成した。プロジェクト終了後、作成したコンテンツを参考に情報広報部がコンテンツを作成し、定期的にウェブサイトに情報発信することで指標は達成することができる。
3. Information provision is operated in accordance with SOP (only when earthquake, landslide, and/or forest fire are occurred.)	SOP は現在のクライシス・コミュニケーションの手順を明文化したものであり、災害発生時においても、基本的には SOP に記載された手順に従うものと思われる。実際にクライシス・コミュニケーションが行われた時には、それが SOP に従ったものであるかどうか検証する必要がある。

4.2 上位目標を達成するためのアルメニア側の計画と実施体制

上位目標を達成するために行うべき活動と担当部署を表 4.2-1 にまとめる。指標 1 に関し、成果 4 で作成した研修計画では年に 2 回実施することになっている。下表の活動は 1 回のものであり、これを繰り返す必要がある。指標 2 で示した活動のうちコンテンツ公開は月に 1 度以上が求められている。年間計画には年間目標、想定される対象、各回の予定コンテンツと期待される結果を含めることが提案される。また、災害が起こったときには、災害そのものの情報だけでなく、国民が取るべき行動など国民にとって有用な情報を発信することが求められる。

指標 3 について、クライシス・コミュニケーションが行われたときには、そのコミュニケーションのレビューを行い、SOP に従ったものであるかの確認を行うことが求められる。また、クライシス・コミュニケーションに問題があった場合は SOP の修正の必要性があるかも同時に検証することが提案される。

表 4.2-1 非常事態省の計画と実施体制

指標	活動	担当部署、担当者	実施時期
指標 1	実施時期、参加者、講師の決定	情報広報部、国家危機管理アカデミー	研修実施の 1 カ月前
	研修教材の調整(必要な場合)	情報広報部、国家危機管理アカデミー、研修講師	研修実施の 2 週間前
	研修の実施	情報広報部、国家危機管理アカデミー	- (年に 2 回実施)
	研修記録の作成	情報広報部、国家危機管理アカデミー	研修実施後 1 週間以内
	研修レビューと改善点の把握	情報広報部、国家危機管理アカデミー	研修実施後 1 カ月以内
指標 2	広報活動方針決定	情報広報部	本プロジェクト終了 3 カ月以内
	年間計画の決定 (公開コンテンツ案と発信時期の決定)	情報広報部	年度初め
	コンテンツ作成	情報広報部、国家危機管理アカデミー他	公開 2 週間前
	コンテンツの省内での承認	情報広報部長	公開 1 週間前
	コンテンツ公開	情報広報部	月に 1 度以上
	効果の検証、ウェブサイト訪問者の集計	情報広報部	年度末
指標 3	国家危機管理センター内のクライシス・コミュニケーションの検証	国家危機管理センター	クライシス・コミュニケーションが行われてから 1 週間以内
	情報広報部内のクライシス・コミュニケーションの検証	情報広報部	同上
	国家危機管理センターと情報広報部間のクライシス・コミュニケーションの検証	情報広報部、国家危機管理センター	クライシス・コミュニケーションが行われてから 2 週間以内
	課題の把握	情報広報部、国家危機管理センター	クライシス・コミュニケーションが行われてから 2 週間以内

4.3 アルメニア側への提言

上位目標達成のための活動を実施するにあたり、効果的な実施のため、非常事態省は以下を考慮することが期待される。

(1) メディア会社責任者に対するアプローチ

個々のメディア関係者やジャーナリストの能力開発は重要であるが、メディア会社がクライ

シス・コミュニケーションの重要性を理解し、会社としてそれに取り組む必要がある。災害時には被災地に赴くことも考えられ、事前の準備が重要となる。メディア会社責任者の理解が向上することで、スタッフやジャーナリストへの研修が実施しやすくなる。さらに、災害時にも職員やジャーナリストが適切に動ける。省と密な関係を構築できることはメディア会社にとってインセンティブとなると考えられるため、非常事態省が個々の会社の責任者と協議の場を用意することが推奨される。

(2) 国家危機管理アカデミーの知見と教訓を活用した研修の実施

本プロジェクトで作成した研修計画は、情報広報部及び国家危機管理アカデミーが責任部署として実施することを想定している。国家危機管理アカデミーは、プロジェクト実施中から、プロジェクトの知見を活用し、学校、幼稚園、地方政府職員に対してクライシス・コミュニケーションの研修を実施してきた。これを継続することにより、より多くの人を研修対象とすることができる。さらに、国家危機管理アカデミーの研修実施に係る知見や教訓は情報広報部とも共有され、本プロジェクトで作成した研修計画実施に活用されることが期待される。

(3) 研修教材、ガイドライン、ポケットブックガイドラインの広報マテリアルへの活用

研修教材、ガイドライン、ポケットブックガイドラインにはクライシス・コミュニケーションに係る情報が多く含まれている。それら情報を子供用、一般人用に作りなおし公開することで、通常業務への負担も軽減されると考えられる。また、その過程で有益なコンテンツ、発信方法、見せ方などを経験知として得ることができ、より効果的な新規コンテンツ作成につながると考えられる。

(4) SOP を用いた訓練及び研修

SOP は現在のクライシス・コミュニケーションの業務を文書化したものであり、必ずしも SOP を参照しつつ業務を実施することを求めているわけではない。大災害時に含まれる業務は平常時には経験できず、また、大災害時の混乱状態の下で適切に業務を行うことは困難である。一般的に訓練で経験していないこと、実施していないことは災害時にもできないと言われる。SOP を基にした訓練を定期的実施することで、より適切に大災害時に対応できる。また、新入職員に対しては、本プロジェクトで作成した研修教材を用いて、研修を実施し、クライシス・コミュニケーション関連業務への理解が深まることが期待される。

4.4 プロジェクト終了から事後評価までのモニタリング計画

事後評価はプロジェクト終了後3年以降、JICAによって実施される。事後評価までの上位目標達成に係る進捗のモニタリングは非常事態省によって行われる。非常事態省は、表 4.2-1 に基に進捗をとりまとめ、半年に1回、JICAに報告することとする。表 4.4-1 にモニタリング計画の概要を示す。

表 4.4-1 モニタリング計画概要

担当者	情報広報部の活動に関しては情報広報部長、国家危機管理センターの活動に関しては国家危機管理センター長
報告時期	6月及び12月
報告様式	自由様式であるが、表 4.2-1 の様式を基にすることが推奨される。
報告内容	表 4.2-1 に示された活動の進捗を報告する。その他に行った活動がある場合はそれも記載する。研修を実施した場合は研修の記録を残しておく。記録には実施日、実施内容、講師、参加者の人数と所属を含める。

4.5 参考：PDM

JICAによる事後評価及び非常事態省によるモニタリングでは、PDMが参照される。ここでは、プロジェクト開始当初のPDMであるVer. 1、プロジェクト終了時のPDMであるVer. 2を掲載する。PDMの変更の経緯及び変更内容は4.5.2節で述べる。

4.5.1 PDM Ver. 1

Project Title: The Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction

Implementing Agency: Ministry of Emergency Situations, the Republic of Armenia (MES)

Target Group: Working Group in the framework of the Project

Period of Project: 3 years

Project Site: The Republic of Armenia (1st stage at Yerevan city)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p>Overall Goal Appropriate information on emergencies is provided to population with a timely manner.</p>	<p>(Tentative plan) 1. Training on crisis communication and public awareness is conducted to XXX people a year, including journalists. 2. Adequate Information on emergencies is provided to population within the time frame mentioned in SOP.</p>	<p>(Tentative plan) 1. Records of training and number of certificates of training provided. 2. Records if dissemination of emergency information</p>	
<p>Project Purpose To strengthen the crisis communication capacity of MES and media by creating a collaborative environment to provide correct information on emergencies in the timely manner.</p>	<p>(Tentative plan) 1. Contents of open source depositary-library are created by MES and media, which meet requirements if the creation of the library. 2. The materials for training are created by MES and</p>	<p>(Tentative plan) 1. List of the contents, satisfying requirement in number and quality mentioned in the plan. 2. List of the materials satisfying requirements in number of and quality</p>	

	<p>media, which requirements in a creation plan of materials.</p> <p>3. XXX times of training in Training Center are conducted in accordance with updated program of training.</p> <p>4. XXX times of training on emergency communication are conducted, using updated SOP to be created in the Project.</p>	<p>mentioned in the plan</p> <p>3. Records of training conducted in accordance with the plan</p> <p>4. Records of training on emergency communication</p>	
<p>Outputs</p> <p>1. Challenges for crisis communication and public awareness for disaster risk reduction are identified and their possible solutions are emerged.</p>	<p>(Tentative plan)</p> <p>1.1 Training programs are developed in the first half of the 1st year of the Project.</p> <p>1.2 Training is conducted 3 times in the first year of the Project.</p> <p>1.3 A group of participants prepares a report of identified the challenges and the solutions.</p>	<p>(Tentative plan)</p> <p>1-1 Training programs</p> <p>1-2 Records of the trainings</p> <p>1-3 The report prepared at each time of training approved by JCC</p>	
<p>2. The plan of activities from the 2nd year is finalized, and the activities are implemented.</p>	<p>2-1 The detailed plan of the activities for the 2nd and 3rd year of the Project is developed.</p> <p>2-2 The approved plan is implemented in the 2nd and 3rd year of the Project.</p>	<p>2-1 The detailed plan is approved by JCC</p> <p>2-2 Records of the activities</p>	
<p>3. (Tentative) SOP* (Standard Operation Procedure) on crisis communication is developed, training on crisis communication is planned/ conducted using the SOP, and the SOP is updated.</p> <p>*earthquake, land slide, flood, and forest fire and included.</p>	<p>3-1 Training programs are developed in the 1st year of the Project.</p> <p>3-2 SOP is developed and Training on crisis communication is done at 2 times each in the 2nd and 3rd year of the Project.</p> <p>3-3 The SOP is updated, based on review result of the training.</p>	<p>3-1 Training programs on crisis communication</p> <p>3-2 The developed SOP and records of the trainings</p> <p>3-3 The review report of the trainings and approved updated SOP by JCC</p>	
<p>4. (Tentative) The plan/program of training is developed, materials/contents to be used in Training Center are created, and the training is conducted.</p>	<p>4-1 Materials/contents of the training are developed, according to the plan/program.</p> <p>4-2 Training is conducted in the training Center at XXX times each in the 2nd and 3rd year of the Project.</p>	<p>4-1 The developed materials/contents</p> <p>4-2 Records of the trainings</p>	
<p>Narrative Summary [Activities]</p>	<p>[Inputs] (tentative plan)</p>		<p>Pre-Conditions</p>
<p>(1-1) The Project Team, including WG members, JICA experts, media and other persons implementing the Project, develop training programs in Armenia, Japan and possibly neighboring countries aiming to learn crisis communication practices in other contexts.</p>	<p>Armenian side</p> <p>- Allocation of budget</p> <p>1) Salaries and other allowances for the Armenian counterpart personnel for co-working in Armenia</p> <p>2) Expenses for utility such as domestic telecommunication,</p>	<p>Japanese side</p> <p>- Experts</p> <p>1) Public Awareness</p> <p>- Training in Armenia, Japan, or possibly neighboring countries</p>	

<p>(1-2) The Project Team arranges training and select most appropriate members including media to the training.</p> <p>(1-3) Training participants make reflection to identify their challenges on the current crisis communication and public awareness for disaster risk reduction and to explore possible solutions.</p> <p>(1-4) The Project Team organizes retreat, targeting journalists to disseminate experience and knowledge obtained during trainings.</p> <p>(2-1) The Project Team clarifies needs of other activities to be implemented in the Project from the 2nd year, formulate the outlines/ key points for implementation, and evaluate/ prioritize the activities.</p> <p>(2-2) (tentative) The project Team develops the detailed plan of activities for the 2nd and 3rd year of the Project, and then, the Project Team finalizes the plan of the activities.</p> <p>(2-3) (tentative) The Project Team implements the approved activities.</p> <p>(3-1) The Project Team confirms a need and utility of SOP on crisis communication, learns other cases to develop ideas, and create a skeleton of SOP.</p> <p>(3-2) (tentative) The Project Team develops draft SOP.</p> <p>(3-3) (tentative) The project Team conducts training on crisis communication using the SOP.</p> <p>(3-4) (tentative) The Project Team updates the SOP based on the review of the training.</p> <p>(4-1) The Project Team confirms a need and utility of Training Center, and develops a preliminary plan/program of the training and creates the contents/materials to be used in the Training Center.</p> <p>(4-2) (tentative) The Project Team develops detailed plan/program of the training.</p> <p>(4-3) (tentative) The Project Team conducts trainings in the Training Center using the developed contents/materials.</p> <p>(4-4) (tentative) The Project Team updates the training program.</p>	<p>electricity, water supply for the project office</p> <p>- Allocation of personnel</p> <p>1) Assignment suitable number of capable counterpart personnel to ensure the effective implementation of the Project</p> <p>- Principal facilities</p> <p>1) Preparation of air-conditioned office space with one telephone line, internet connection and office furniture (desks and chairs) in MES</p> <p>2) Facility of training center</p> <p>- Necessary items</p> <p>1) Access to information necessary for the Project</p>	<p>- Cost</p>
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4.5.2 PDM Ver. 2

R/D 署名時の PDM を Ver. 1 として第 1 回 JCC にて承認した。そのため、Tentative となっている内容が多く含まれていた。プロジェクトの 1 期の活動をとおして、Ver. 2 案を作成し、第 2 回 JCC にてそれを承認した。さらに、指標等の再検討を行い、第 3 回 JCC にて Ver. 2 を承認した。ここでは、Ver. 1 から Ver. 2 への変更について主な変更を表 4.5-1 にまとめた上、Ver. 2 を示す。

表 4.5-1 PDM の主な変更点

項目	変更点
上位目標及びその指標	<ul style="list-style-type: none"> ✓ 上位目標の変更はしていない。 ✓ 指標については、未定であった研修対象者数を明示し、また国民の啓発に関する指標を追加した。
プロジェクト目標とその指標	<ul style="list-style-type: none"> ✓ プロジェクト目標の変更はしていない。 ✓ プロジェクトの対象外である指標(官庁出版物保管ウェブサイトのコンテンツ作成)を削除し、メディアとの連携に着目した指標を追加している。
成果 1 及びその活動、指標	✓ 変更なし
成果 2 及びその活動、指標	✓ 変更なし
成果 3 及びその活動、指標	<ul style="list-style-type: none"> ✓ メディアのクライシス・コミュニケーション支援のためのガイドラインを作成することにしたため、その内容を成果及び活動に入れた。 ✓ 対象災害のうち、頻度の少ない洪水はプロジェクトの対象外としたため、洪水の記述は削除した。 ✓ Ver. 1 の指標が活動と同義と考えられるものがあり、SOP をより実効性の高いものにするための指標に変更した。
成果 4 及びその活動、指標	<ul style="list-style-type: none"> ✓ 成果に関しては基本的な考え方に変更はないが、「研修センター」は設立されないことが明らかになったため、その記述は削除した。 ✓ 指標については、将来的な活用を目指し、講師及び計画、教材を承認することにした。
その他	<ul style="list-style-type: none"> ✓ 日本側のインプットとして、必要機材を追加した。 ✓ 日本側のインプットとして、コストの具体的な内容を追記した。

Project Title: The Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction

Implementing Agency: Ministry of Emergency Situations, the Republic of Armenia (MES)

Target Group: Working Group in the framework of the Project

Period of Project: 41 months

Project Site: The Republic of Armenia (1st stage at Yerevan city)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p>Overall Goal Appropriate information on emergencies is provided to population in a timely manner.</p>	<p>1. A training on crisis communication is conducted for 25 persons related to media works at Information Center of MES and/or Crisis Management State Academy</p>	<p>1. Records of training and number of certificates of training provided at the Information Center of MES. 2. MES's website and</p>	<p>Information center of MES is available.</p>

	<p>during a year.</p> <p>2. MES prepares awareness raising material/information on crisis communication and provides population with it once a month and when necessary.</p> <p>3. Information provision is operated in accordance with SOP (only when earthquake, landslide, and/or forest fire are occurred.)</p>	<p>social media</p> <p>3. Website of MES, social media used by MES, other official record, and internal record within MES</p>	
<p>Project Purpose</p> <p>To strengthen the crisis communication capacity of MES and media by creating a collaborative environment to provide correct information on emergencies in the timely manner.</p>	<p>1. 4 trainers are prepared for practical exercise related to the guidelines.</p> <p>2. MES conducts trainings utilizing the authorized training materials developed in the project.</p> <p>3. MES makes a plan of activity, other than training and exercise, with the agreement of media for the collaboration with media and journalists.</p>	<p>1. MM of JCC</p> <p>2. Report of training</p> <p>3. Agreed activity plan or related official document</p>	<p>Security conditions in Armenia do not be worsen.</p>
<p>Outputs</p> <p>1. Challenges for crisis communication and public awareness for disaster risk reduction are identified and their possible solutions are found.</p>	<p>1.1 Training programs are developed in the first half of the 1st year of the Project.</p> <p>1.2 Training is conducted 3 times in the first year of the Project.</p> <p>1.3 A group of participants prepares a report on identified challenges and the solutions.</p>	<p>(Tentative plan)</p> <p>1-1 Training programs</p> <p>1-2 Records of the trainings</p> <p>1-3 Report of Detail Planning Survey for the Project</p>	
<p>2. The plan of activities from the 2nd year is finalized, and the activities are implemented.</p>	<p>2-1 The detailed plan of the activities for the 2nd and 3rd year of the Project is developed.</p> <p>2-2 The approved plan is implemented in the 2nd and 3rd year of the Project.</p>	<p>2-1 The detailed plan is approved by JCC.</p> <p>2-2 Records of the activities</p>	
<p>3. SOP (Standard Operation Procedure) on crisis communication in case of earthquake, landslide, and forest fire for MES and the crisis communication guidelines for media are developed and practical training is conducted with the development of training plan based on the SOP and the guidelines in order to finalize the SOP and the guidelines.</p>	<p>3-1 Draft SOP is approved by JCC.</p> <p>3-2 Main members who manage the SOP practical exercise are confirmed by JCC.</p> <p>3-3 Updated SOP is approved by MES.</p>	<p>3-1 MM of JCC</p> <p>3-2 MM of JCC</p> <p>3-3 Decree of Minister of MES</p>	<p>Security conditions in Armenia do not be worsen.</p>
<p>4. The training plan/program and materials on crisis communication are developed and the training is conducted based on developed</p>	<p>4-1 Trainers who manage the trainings for journalists are confirmed by JCC.</p> <p>4.2 Training plan/program is</p>	<p>4-1 MM of JCC</p> <p>4-2 MM of JCC</p> <p>4-3 MM of JCC</p>	<p>Security conditions in Armenia do not be worsen.</p>

plan/program and material.	approved by JCC. 4.3 Training material is approved by JCC.		
Narrative Summary [Activities]	[Inputs] (tentative plan)		Pre-Conditions
<p>(1-1) The Project Team, including WG members, JICA experts, media and other persons implementing the Project, develop training programs in Armenia, Japan and possibly neighboring countries aiming to learn crisis communication practices in other contexts.</p> <p>(1-2) The Project Team arranges a training and select the most appropriate members including media, to participate in it.</p> <p>(1-3) Training participants make reflections to identify their challenges on the current crisis communication and public awareness for disaster risk reduction and to explore possible solutions.</p> <p>(1-4) The Project Team organizes retreat, targeting journalists to disseminate experience and knowledge obtained during the trainings.</p> <p>(2-1) The Project Team clarifies the need for other activities to be implemented in the Project from the 2nd year, formulate the outlines/ key points for implementation, and evaluate/ prioritize the activities.</p> <p>(2-2) (tentative) The project Team develops the detailed plan of activities for the 2nd and 3rd years of the Project, and then, the Project Team finalizes the plan of the activities.</p> <p>(2-3) (tentative) The Project Team implements the approved activities.</p> <p>(3-1) The Project Team confirms the need and utility of SOP on crisis communication, learns other cases to develop ideas, and create a skeleton of SOP.</p> <p>(3-2) The Project Team develops the draft SOP.</p> <p>(3-3) The Project Team develops the draft guidelines for media and journalist.</p> <p>(3-4) The project Team conducts a practical exercise on crisis communication using the SOP and the guidelines.</p> <p>(3-5) The Project Team updates the SOP and the guidelines based on the review of the training.</p>	<p><u>Armenian side</u></p> <p>- Allocation of budget (Not changed)</p> <p>1) Salaries and other allowances for the Armenian counterpart personnel for co-working in Armenia</p> <p>2) Expenses for utility such as domestic telecommunication, electricity, water supply for the project office</p> <p>- Allocation of personnel (Not changed)</p> <p>1) Assignment of a suitable number of capable counterpart personnel to ensure the effective implementation of the Project</p> <p>- Principal facilities</p> <p>1) Preparation of air-conditioned office space with one telephone line, internet connection and office furniture (desks and chairs) in MES</p> <p>- Necessary items (Not changed)</p> <p>1) Access to information necessary for the Project</p>	<p><u>Japanese side</u></p> <p>- Experts</p> <p>1) Chief Advisor/Public Awareness</p> <p>2) Deputy Chief Advisor/Public Awareness</p> <p>3) DRR SOP</p> <p>4) DRR SOP Support</p> <p>5) DRR Training</p> <p>6) Coordinator/ Public Relations</p> <p>- Equipment</p> <p>Training equipment</p> <ul style="list-style-type: none"> • Drone professional set • Digital camera • Data collection PC • Data editing PC • Smart TV • Mobile radio (mobile radio) • Mobile radio (handheld radio) <p>- Training in Japan</p> <p>- Cost</p> <p>Cost of printing project products written in Armenian language</p> <ul style="list-style-type: none"> • SOP • Guidelines • PR materials 	<p>Security conditions in Armenia do not be worsen.</p>

<p>(4-1) The Project Team develops a preliminary plan/program of the training and prepares the concept of the material.</p> <p>(4-2) The Project Team develops detailed plan/program and materials of the training.</p> <p>(4-3) The Project Team conducts a ToT and the trainings using the developed contents/materials.</p> <p>(4-4) The Project Team updates the training plan/program and materials.</p>			
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Annex 1

技術協力成果品リスト

技術協力成果品リスト

- 1 クライシス・コミュニケーション SOP
- 2 メディア用ガイドライン
- 3 ポケットブックガイドライン
- 4 クライシス・コミュニケーション研修教材

Annex 2

R/D 及び JCC の M/M

RECORD OF DISCUSSIONS

FOR

**THE PROJECT FOR THE IMPROVEMENT OF CRISIS
COMMUNICATION AND PUBLIC AWARENESS FOR
DISASTER RISK REDUCTION**

AGREED UPON BETWEEN

MINISTRY OF EMERGENCY SITUATIONS

OF

THE REPUBLIC OF ARMENIA

AND

JAPAN INTERNATIONAL COOPERATION AGENCY

Dated September 18, 2018

In response to the official request of the Government of the Republic of Armenia to the Government of Japan, the Japan International Cooperation Agency (hereinafter referred to as "JICA") held a series of discussions with Ministry of Emergency Situations of the Republic of Armenia (hereinafter referred to as "the Counterpart") and relevant organizations to develop a basic plan of The Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction (hereinafter referred to as "the Project").

The purpose of this record of discussions (hereinafter referred to as "the R/D") is to establish a mutual agreement for its implementation by both parties and to agree on the basic plan of the Project as described in the followings and the Annexes, which will be implemented within the framework of the Agreement on Technical Cooperation signed on June 8, 2005 (hereinafter referred to as "the Agreement") and the Note Verbales exchanged on May 11, 2017 between the Government of Japan and the Government of the Republic of Armenia.

The Counterpart will be responsible for the implementation of the Project in cooperation with JICA, coordinate with other relevant organizations and ensure that the self-reliant operation of the Project is sustained during and after the implementation period in order to contribute toward social and economic development of the Republic of Armenia.

Both parties also agreed that the Project will be implemented in accordance with the "Basic Principles for Technical Cooperation" published in December 2016 (hereinafter referred to as "the BP"), unless other arrangements are agreed in the R/D.

The R/D is delivered at Yerevan as of the day and year first above written. The R/D may be amended by a minutes of meetings between both parties, except the plan of operation to be modified in monitoring sheets. The minutes of meetings will be signed by authorized persons of each side who may be different from the signers of the R/D.

For

JAPAN INTERNATIONAL
COOPERATION AGENCY



Muneo Takasaka
Chief Representative
JICA Uzbekistan Office

For

MINISTRY OF EMERGENCY
SITUATIONS



Hrachya Rostomyan
Minister of Emergency Situations
Republic of Armenia

- Annex 1 Main Points Discussed
- Annex 2 Project Design Matrix (PDM)
- Annex 3 Plan of Operation (PO)
- Annex 4 Implementation Structure
- Annex 5 List of Proposed Members of Joint Coordinating Committee



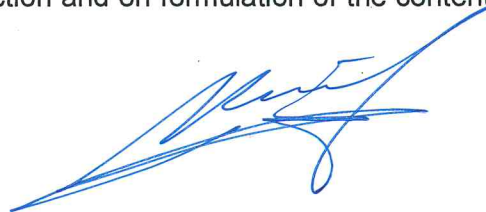
MAIN POINTS DISCUSSED

1. Environmental and Social Considerations

With regard to the Section 10.1 of the BP, the Project is likely to have minimal adverse impact on the environment and society under the 'JICA Guidelines for Environmental and Social Considerations (April 2010)'.

2. 2 Step Technical Cooperation Project Approach

Since the Project applies the 2 Step Technical Cooperation Project Approach, PDM/PO attached hereto is a tentative. Detailed PDM/PO will be created within 1 year from arrival of the first expert. For this reason, the 1st stage focuses on improvement of public awareness and crisis communication through learning on disaster risk reduction and on formulation of the content of the project in the 2nd stage.



Project Design Matrix Ver.0 (PDM 0)

Project Title: The Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction

Implementing Agency: Ministry of Emergency Situations, the Republic of Armenia (MES)

Target Group: Working Group in the framework of the Project

Period of Project (tentative plan): 3 years

Project site (tentative plan): The Republic of Armenia (1st stage at Yerevan city)

Narrative Summary	Objectively Verifiable Indicator	Means of Verification	Important Assumption	Achievement	Remarks
<p>[Overall goal] Appropriate information on emergencies is provided to population with a timely manner.</p>	<p>(tentative plan) 1. Training on crisis communication and public awareness is conducted to XXX people a year, including journalists 2. Adequate information on emergencies is provided to population within the time frame mentioned in SOP</p>	<p>(tentative plan) 1. Records of training and number of certificates of training provided 2. Records of dissemination of emergency information</p>			
<p>[Project Purpose] To strengthen the crisis communication capacity of MES and media by creating a collaborative environment to provide correct information on emergencies in timely manner.</p>	<p>(tentative plan) 1. Contents of open source depository-library are created by MES and media, which meet requirements in the creation plan of the library 2. The materials for training are created by MES and media, which meet requirements in a creation plan of materials 3. XXX times of training in Training Center are conducted in accordance with updated program of training 4. XXX times of training on emergency communication are conducted, using updated SOP to be created in the Project</p>	<p>(tentative plan) 1. List of the contents, satisfying requirement in number and quality mentioned in the plan 2. List of the materials satisfying requirements in number and quality mentioned in the plan 3. Records of training conducted in accordance with the plan 4. Records of training on emergency communication</p>			

Project Design Matrix (PDM 0)

Narrative Summary	Objectively Verifiable Indicator (tentative plan)	Means of Verification (tentative plan)	Important Assumption
<p>[Outputs] 1. Challenges for crisis communication and public awareness for disaster risk reduction are identified and their possible solutions are emerged.</p>	<p>1-1 Training programs are developed in the first half of the 1st year of the Project. 1-2 Training is conducted 3 times in the first year of the Project 1-3 A group of participants prepares a report of identified the challenges and the solutions</p>	<p>1-1 Training programs 1-2 Records of the trainings 1-3 The report prepared at each time of training approved by JCC</p>	<p>Pre-conditions</p>
<p>2. The plan of activities from the 2nd year is finalized, and the activities are implemented.</p>	<p>2-1 The detailed plan of the activities for the 2nd and 3rd year of the Project is developed 2-2 The approved plan is implemented in the 2nd and 3rd year of the Project</p>	<p>2-1 The detailed plan is approved by JCC 2-2 Records of the activities</p>	<p>Issues and countermeasures ↓</p>
<p>3. (tentative) SOP* (Standard Operation Procedure) on crisis communication is developed, training on crisis communication is planned/ conducted using the SOP, and the SOP is updated. *earthquake, land slide, flood, and forest fire are included.</p>	<p>3-1 Training programs are developed in the 1st year of the Project. 3-2 SOP is developed and Training on crisis communication is done at 2 times each in the 2nd and 3rd year of the Project. 3-3 The SOP is updated, based on review result of the training.</p>	<p>3-1 Training programs on crisis communication 3-2 The developed SOP and records of the trainings 3-3 The review report of the trainings and approved updated SOP by JCC</p>	<p>Issues and countermeasures ↓</p>
<p>4. (tentative) The plan/program of training is developed, materials/contents to be used in Training Center are created, and the training is conducted.</p>	<p>4-1 Materials/contents of the training are developed, according to the plan/program. 4-2 Training is conducted in the Training Center at XXX times each in the 2nd and 3rd year of the Project.</p>	<p>4-1 The developed materials/contents 4-2 Records of the trainings</p>	<p>Issues and countermeasures ↓</p>

Project Design Matrix (PDM 0)

Narrative Summary [Activities]	[Inputs] (tentative plan)	Japanese side	Important Assumption
<p>(1-1) The Project Team, including WG members, JICA experts, media and other persons implementing the Project, develop training programs in Armenia, Japan and possibly neighboring countries aiming to learn crisis communication practices in other contexts.</p> <p>(1-2) The Project Team arranges trainings and select most appropriate members including media to the training.</p> <p>(1-3) Training participants make reflection to identify their challenges on the current crisis communication and public awareness for disaster risk reduction and to explore possible solutions.</p> <p>(1-4) The Project Team organizes retreat, targeting journalists to disseminate experience and knowledge obtained during trainings.</p> <p>(2-1) The Project Team clarifies needs of other activities to be implemented in the Project from the 2nd year, formulate the outlines/ key points for implementation, and evaluate/ prioritize the activities.</p> <p>(2-2) (tentative) The Project Team develops the detailed plan of activities for the 2nd and 3rd year of the Project, and then, the Project Team finalizes the plan of the activities.</p> <p>(2-3) (tentative) The Project Team implements the approved activities.</p> <p>(3-1) The Project Team confirms a need and utility of SOP on crisis communication, learns other cases to develop ideas, and create a skeleton of SOP.</p> <p>(3-2) (tentative) The Project Team develops draft SOP.</p> <p>(3-3) (tentative) The Project Team conducts training on crisis communication using the SOP.</p> <p>(3-4) (tentative) The Project Team updates the SOP based on the review of the training.</p> <p>(4-1) The Project Team confirms a need and utility of Training Center, and develops a preliminary plan/program of the training and creates the contents/materials to be used in the Training Center.</p> <p>(4-2) (tentative) The Project Team develops a detailed plan/program of the training.</p> <p>(4-3) (tentative) The Project Team conducts trainings in the Training Center using the developed contents/materials.</p> <p>(4-4) (tentative) The Project Team updates the training program.</p>	<p>Armenian side</p> <ul style="list-style-type: none"> ● Allocation of budget 1) Salaries and other allowances for the Armenian counterpart personnel for co-working in Armenia 2) Expenses for utility such as domestic telecommunication, electricity, water supply for the project office ● Allocation of personnel 1) Assignment suitable number of capable counterpart personnel to ensure the effective implementation of the Project ● Principal facilities 1) Preparation of air-conditioned office space with one telephone line, internet connection and office furniture (desks and chairs) in MES 2) facility of training center ● Necessary items 1) Access to information necessary for the Project 	<p>Japanese side</p> <ul style="list-style-type: none"> ● Experts 1) Public Awareness 2) 3) 4) ● Training in Armenia, Japan, or possibly neighboring countries ● Cost 	<p>Pre-conditions</p> <p>↓</p> <p>Issues and countermeasures</p>

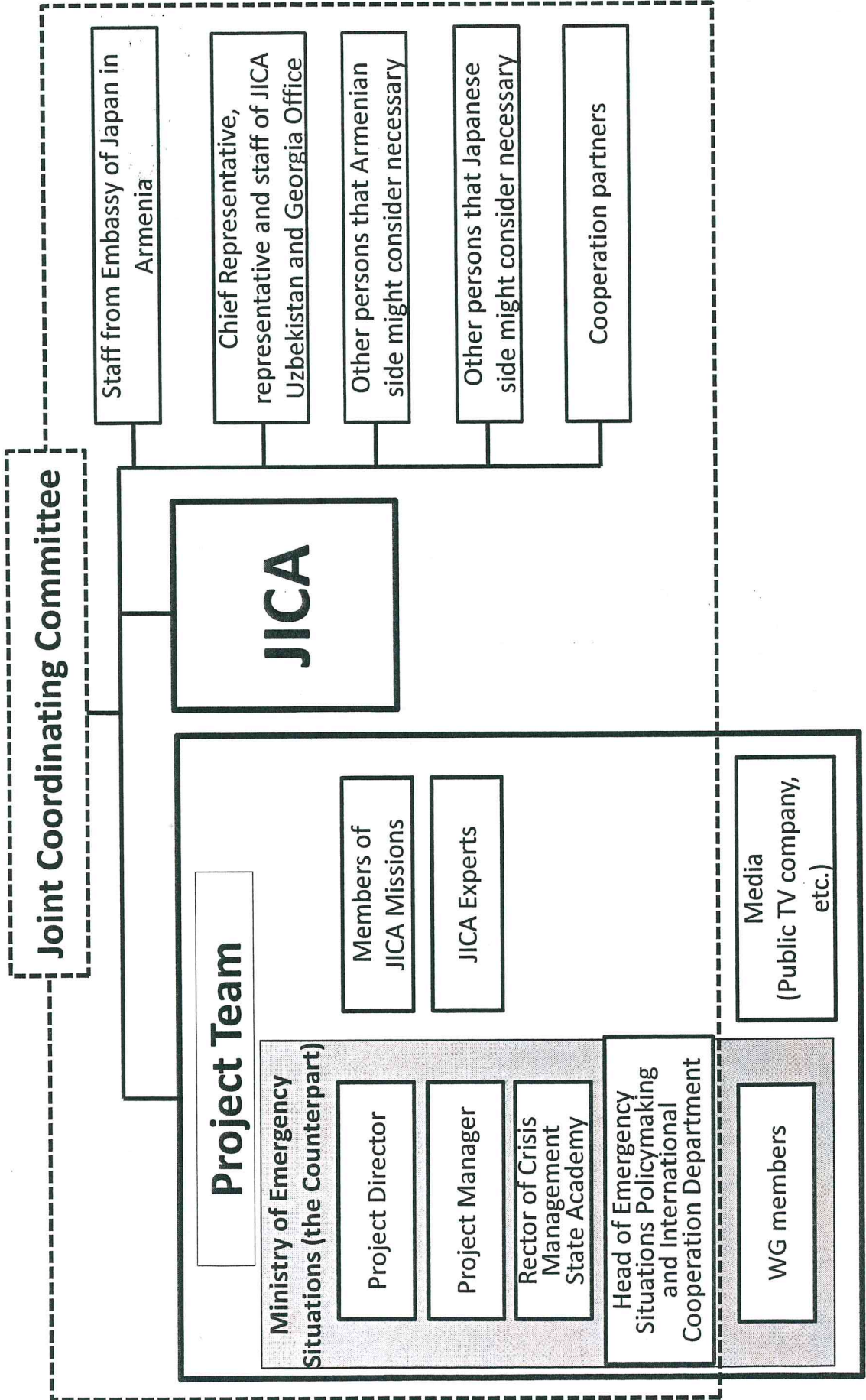
Tentative Plan of Operation

Project Title: The Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction

Inputs	Year												Monitoring														
	1st Year			2nd Year			3rd Year			4th Year				5th Year			6th Year			7th Year			Remarks	Issue	Solution		
	I	II	III	IV	I	II	III	IV	I	II	III	IV		I	II	III	IV	I	II	III	IV	I				II	III
Expert	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual			
Public awareness																											
Equipment	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual			
Training in Japan																											
In-country/Third country Training																											
Activities	Year	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	Responsible Organization	Issue & Countermeasures
Sub-Activities	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Japan	Armenia	
Output 1: Challenges for crisis communication and public awareness for disaster risk reduction are identified and their possible solutions are emerged.	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual			
1.1 The Project Team, including WG members, JICA experts, media and other persons implementing the Project, develop training programs in Armenia, Japan and possibly neighboring countries aiming to learn crisis communication practices in other contexts.																											
1.2 The Project Team arranges trainings and select most appropriate members including media to the training																											
1.3 Training participants make reflection to identify their challenges on the current crisis communication and public awareness for disaster risk reduction, and evaluate possible solutions.																											
1.4 The Project Team organizes retreat, targeting journalists to disseminate experience and knowledge obtained during trainings.																											
Output 2: The plan of activities from the 2nd year is finalized, and the activities are implemented.	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual			
2.1 The Project Team clarifies needs of other activities to be implemented in the Project from the 2nd year, formulate the plan and points for implementation, and evaluate/prioritize the activities.																											
2.2 The Project Team develops the detailed plan of activities for the 2nd and 3rd year of the Project, and then, the Project Team finalizes the plan of the activities.																											
2.3 The Project Team implements the approved activities																											
Output 3: SOP (Standard Operation Procedure) on crisis communication is planned/ conducted using the SOP, and the SOP is updated.	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual			
3.1 The Project Team confirms a need and utility of SOP on crisis communication, learns other cases to develop the ideas, and create a skeleton of SOP.																											
3.2 The Project Team develops draft SOP.																											
3.3 The Project Team conducts training on crisis communication using the SOP.																											
3.4 The Project Team updates the SOP based on the review of the training.																											
Output 4: The plan/program of training is developed, materials/contents to be used in Training Center are created, and the training is conducted.	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual			
4.1 The Project Team confirms a need and utility of Training Center, and develops a preliminary plan/program of the training and creates the contents/materials to be used in the Training Center.																											
4.2 The Project Team develops detailed plan/program of the training.																											
4.3 The Project Team conducts training in the Training Center using the developed contents/materials.																											
4.4 The Project Team updates the training program.																											
Duration / Phasing	Year	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV		
Monitoring Plan	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual	Actual			
Joint Coordinating Committee																											
Set-up the Detailed Plan of Operation																											
Submission of Monitoring Sheet																											
Monitoring Mission																											
Joint Monitoring																											
Post-Monitoring																											
Reports/Documents																											
Inception Report																											
Progress Report																											
Project Completion Report																											
Public Relations																											

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Implementation Structure



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LIST OF MEMBERS OF THE WORKING GROUP

1. Project Director: Arkadi Balyan, Deputy Minister of Emergency Situations
2. Leader of the Working Group : Satenik Asilyan, Minister's Press Secretary
3. Members of the Working Group:
 - 1) Narine Gndoyan, Deputy Head of Department of Information and Public Relations, MES RA
 - 2) Hasmik Amirkhanyan, Head of Department of Personnel Management, MES RA
 - 3) Gohar Yeghiazaryan, Deputy Head of Financial-economic Department of MES RA
 - 4) Gohar Baghdasaryan, Head of Information Division, Department of Information and Public Relations, MES RA
 - 5) Sona Hovhannisyanyan, Head of International Cooperation Second Division, Department of Emergency Situations Policymaking and International Cooperation, MES RA
 - 6) Nunufar Stepanyan, Chief specialist of the International Cooperation Second Division, Department of Emergency Situations Policymaking and International Cooperation, MES RA
 - 7) Lieutenant-Colonel Syuzanna Hakobyan, Chief Instructor of the Division of Coordination of Working Programs and Plans, Department of Organization of Service, RS, MES RA
 - 8) Captain Lusine Zhamharyan, Chief Instructor of the Division of Employees Dispatched to Other Subdivisions of the Staff of MES of Human Resources Department, Rescue Service, MES RA

**List of Proposed Members of Joint Coordination Committee for
The Project for the Improvement of Crisis Communication and Public
Awareness for Disaster Risk Reduction**

1. Composition

(1) Project Team

- 1) Project Director, Deputy Minister of Ministry of Emergency Situations
- 2) Project Manager, Deputy head of Department of Information and Public Relations, Ministry of Emergency Situations
- 3) Rector of Crisis Management State Academy, Ministry of Emergency Situations
- 4) Head of Foreign Relations Department, Ministry of Emergency Situations
- 5) Members of JICA Missions
- 6) JICA Experts
- 7) Others whom are to be agreed by the Counterpart and JICA

(2) Other members from Armenian side

- 1) Cooperation partners,
- 2) Other persons that Armenian side might consider necessary (consultants, technicians, etc)

(3) Other members from Japanese side:

- 1) Chief Representative, representative and staff of JICA Uzbekistan Office and JICA Georgia Office
- 2) Staff from the Embassy of Japan
- 3) Other persons that Japanese side might consider necessary

**MINUTES OF MEETING
AMONG
THE JAPAN INTERNATIONAL COOPERATION AGENCY EXPERT TEAM
AND
MINISTRY OF EMERGENCY SITUATIONS, REPUBLIC OF ARMENIA
UPON
THE FIRST JOINT COORDINATING COMMITTEE
FOR
THE PROJECT FOR THE IMPROVEMENT OF CRISIS COMMUNICATION AND
PUBLIC AWARENESS FOR DISASTER RISK REDUCTION**

The Japan International Cooperation Agency (hereinafter referred to as “JICA”) including JICA Expert Team (hereinafter referred to as “JET”) and Ministry of Emergency Situations, Republic of Armenia (hereinafter referred to as “MES”) convened the 1st Joint Coordinating Committee (hereinafter referred to as “JCC”) of the Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction in the Republic of Armenia (hereinafter referred to as “the Project”).

The 1st JCC was held on March 26th, 2019 at MES, chaired by Mr. A. Balyan, Deputy Minister of MES, participated by concerned personnel from JET and JICA.

As a result, JET, JICA, and MES agreed on the matters referred to in the document attached hereto.

These Minutes have been prepared in English and Armenian. The contents of two versions are identical. In case of any discrepancy of interpretation, the English text shall prevail.

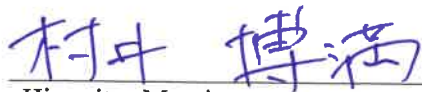
Yerevan, March 26th, 2019



Koichi Shiwaku
Chief Advisor
Japan International Cooperation Agency
Expert Team
Japan



Arkadi Balyan
Deputy Minister
Ministry of Emergency Situations
Republic of Armenia



Hiromitsu Murai
Representative
Uzbekistan Office
Japan International Cooperation Agency
Japan

Main Points Discussed:

1 JICA's Expectation to the Project

Mr. Hiromitsu Murai stated the effective and timely emergency response and the enhancement of resilience of Armenia would be achieved through the Project and expected the Project would contribute to Sendai Framework for Disaster Risk Reduction. He also explained the framework of technical cooperation project of JICA, which JICA Expert Team provides know-how, experiences, lessons, etc. and both Japanese and Armenian sides work together in order to achieve the Project Purpose. Both Japanese and Armenian sides understood his statements.

2 Explanation of the Project Outline

Dr. Koichi Shiwaku, the Chief Advisor of JET explained the outline, implementation structure, and other related issues of the Project based on the draft of Work Plan of the Project. Both Japanese and Armenian sides confirmed that the Project officially started on March 12th, 2019 and would finish on January 31st, 2022 (tentative) and agreed to the Work Plan with Monitoring Sheet Ver. 1 (See Attachment 1 and 2).

3 Confirmation of JCC Members

Both Japanese and Armenian sides confirmed the candidates of JCC members of Armenian side and agreed to it (See Attachment 3).

4 Confirmation of Working Group Members

MES introduced the Working Group members and JCC agreed to it (See Attachment 4).

5 Planning for Output 3 and 4

JET explained the two-phase planning scheme for the management of the Project. The first phase of the Project is the planning phase for Output 3 and 4 through the activities of Output 1 and 2 in order to develop more effective plan. JCC understood the first phase of the Project is co-creation process for planning on Output 3 and 4 so that both Japanese and Armenian sides can share the needs, problems, challenges and others issues related to the Project.

6 Schedule of Seminar

JCC agreed that JET and MES would organize a seminar related to the Project on 14th May 2019 as a part of (1) the capacity development of relevant organizations and (2) outreach activities of the Project. MES will select appropriate participants including media.

7 Involvement of media in the Project

Both Japanese and Armenian sides confirmed the importance of media as one of actors for the Project. Both sides will consult involvement of media in the Project so that media cooperates with the Project timely and effectively.

Attachment

- 1 Work Plan
- 2 Monitoring Sheet Ver. 1
- 3 List of JCC members of Armenian side
- 4 List of Working Group members
- 5 Participants list of the 1st JCC

**MINUTES OF MEETING
AMONG
THE JAPAN INTERNATIONAL COOPERATION AGENCY EXPERT TEAM
AND
MINISTRY OF EMERGENCY SITUATIONS, REPUBLIC OF ARMENIA
UPON
THE SCOND JOINT COORDINATING COMMITTEE
FOR
THE PROJECT FOR THE IMPROVEMENT OF CRISIS COMMUNICATION AND
PUBLIC AWARENESS FOR DISASTER RISK REDUCTION**

The Japan International Cooperation Agency (hereinafter referred to as “JICA”) including JICA Expert Team (hereinafter referred to as “JET”) and Ministry of Emergency Situations, Republic of Armenia (hereinafter referred to as “MES”) convened the 2nd Joint Coordinating Committee (hereinafter referred to as “JCC”) for the Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction in the Republic of Armenia (hereinafter referred to as “the Project”).

The meeting was held on November 14th, 2019 at the MES.

As a result, JICA, JET, and MES agreed on the matters referred to in the document attached hereto.

These Minutes have been prepared in English and Armenian. The contents of two versions are identical. In case of any discrepancy of interpretation, the English text shall prevail.

Yerevan, November 14th, 2019



Shun Omori
Representative
Uzbekistan Office
Japan International Cooperation Agency
Japan



Arkadi Balyan
Deputy Minister
Ministry of Emergency Situations
Republic of Armenia



Koichi Shiwaku
Chief Advisor
Japan International Cooperation Agency
Expert Team
Japan

Main Points Discussed:

1 Timing of Implementation of Training in Japan

At the beginning of the Project, training in Japan was scheduled in October 2019. But training in Japan will be conducted from 12th February to 21st February 2020 due to the logistic issues. After the training in Japan, detail activity plan of Output 3 and 4 will be formulated. JCC agreed to it.

2 Changing Project Phase and Extension of the Second Phase of the Project

Originally, the first phase of the Project was till January 2020 and the second phase started in February 2020 and ends in January 2022. Through the discussion between JICA and JET, both agreed that the first phase would end in December 2019 and the second phase is to be conducted from January 2020 to June 2022. Due to this changing and extension of the phases, the training in Japan mentioned above is regard as the Project activity of the second phase. In order to finalize and agree on the second phase activity (Output 3 and 4) after the training in Japan, the extension of the second phase is necessary. JCC agreed to the revision of the Project phases.

3 Confirmation of Report of Detail Planning Survey

JET submitted the report of detail planning survey to MES, which summarized the Project activities in the first phase and proposed the expected future plan for the second phase (Output 3 and 4). MES agreed to this version but requested JET to revise the information of governmental organizations due to the structure reform of Armenian government. JICA and JET agreed to MES's request and JET will finalize the report.

4 Confirmation of Project Design Matrix Ver. 2

As the attachment of the report mentioned above, the draft of Project Design Matrix (hereinafter referred to as "PDM") Ver. 2 was shared with MES. This PDM ver.2 will be approved when the Report of Detail Planning Survey is finalized. This is because the PDM ver.2 is a part of the report. In addition to this, JCC agreed that PDM Ver. 2 will be updated and finalized at the third JCC based on the result of the training in Japan in February 2020.

5 Approval of Monitoring Sheet Ver. 2

Monitoring Sheet Ver. 2 was confirmed by JCC, which covered the activity from March 2019 to September 2019. JCC approved the Monitoring Sheet Ver. 2.

6 JCC members and WG members

One of the JCC members has left MES already. MES should appoint the appropriate successor. In accordance with the attached Report of Detail Planning Survey, MES will reorganize the two WGs. One is for the output 3, and the other one is for output 4. These WGs' members will be officially assigned when the Work Plan for the second phase is approved. MES needs to list up appropriate persons as WG members for Output 3 and 4. After listing up, MES needs to share it with JET for the confirmation by the end of January 2020. JCC agreed the above-mentioned WG reorganization procedure.

7 Participants for the Training in Japan

MES and JET confirmed the purpose of training in Japan, which the findings and lessons acquired from the training in Japan should be utilized for the formulation of the detail activity plan (Work Plan) for the second phase of the Project. MES needs to select appropriate participants for this purpose.

8 Explanation to Absent JCC Members of Armenian Side

In order to obtain the comments from all JCC members, MES and JET explained the above issues beforehand to the members of Armenian side who were absent at this JCC meeting. As a result of that primary meeting, MES and other Armenian side JCC members agreed that JICA, JET, and MES could sign this M/M without full participation of JCC members.

Attachment

- 1 Report of Detail Planning Survey
- 2 Monitoring Sheet Ver. 2

**MINUTES OF MEETING
OF
BETWEEN
THE JAPAN INTERNATIONAL COOPERATION AGENCY
AND
THE MINISTRY OF EMERGENCY SITUATIONS, REPUBLIC OF ARMENIA
UPON
THE THIRD JOINT COORDINATING COMMITTEE
FOR
THE PROJECT FOR THE IMPROVEMENT OF CRISIS COMMUNICATION AND
PUBLIC AWARENESS FOR DISASTER RISK REDUCTION**

The Japan International Cooperation Agency (hereinafter referred to as "JICA"), including JICA Expert Team (hereinafter referred to as "JET"), and the Ministry of Emergency Situations of the Republic of Armenia (hereinafter referred to as "MES") convened the 3rd Joint Coordinating Committee (hereinafter referred to as "JCC") meeting for the Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction in the Republic of Armenia (hereinafter referred to as "the Project").

As a result, JICA, JET, and MES agreed on the matters referred to in the document attached hereto. The parties acknowledge and agree that this Minutes of Meetings may be executed by electronic signature, which is considered as an original signature for all purposes and has the same force and effect as an original signature. "Electronic signature" includes faxed versions of an original signature or electronically scanned and transmitted versions (e.g., via pdf) of an original signature.

These Minutes have been prepared in English and Armenian. The contents of two versions are identical. In case of any discrepancy of interpretation, the English text shall prevail.

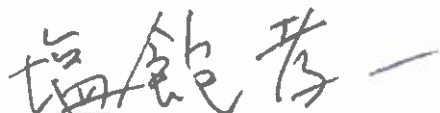
Yerevan/Tashkent/Tokyo, May 24, 2021



TAKEMURA Yoshimasa
Senior Representative
Uzbekistan Office
Japan International Cooperation Agency
Japan



Arkadi Balyan
Deputy Minister
Ministry of Emergency Situations
Republic of Armenia



SHIWAKU Koichi
Chief Advisor
Japan International Cooperation Agency
Expert Team, Japan

Main Points Discussed:

1 Previous Activities

1.1 Approval of Monitoring Sheets Ver .3 and 4

Monitoring Sheets Ver. 3 and 4 were confirmed and approved by JCC. Monitoring Sheets Ver. 3 and 4 cover the activity from January 2020 to June 2020 and from July 2020 to December 2020, respectively.

2 Future Activities

2.1 Approval of Work Plan for the Second Phase and PDM Ver. 2

At the end of the first phase of the Project, the activity plan for the second phase and the draft PDM Ver. 2 were agreed at the second JCC meeting. Work Plan for the second phase and PDM Ver. 2 should have been approved at the beginning of the second phase. But the approval has been extended because the dispatch of JET was not restarted due to COVID-19. The current version of Work Plan and PDM reflected the current progress of the Project. Taking these facts into consideration, JCC approved the Work Plan for the second phase and the PDM Ver. 2.

2.2 Future activities on Output 3

Output 3 WG members are developing the draft SOP, the draft guidelines, and the plan of practical exercise in parallel. It is planned to conduct the practical exercise in October 2021 or later to verify the draft SOP and the draft guidelines. MES and JET confirmed that the draft SOP and the draft guidelines should be finalized in August 2021 and approved at the fourth JCC meeting before conducting the practical exercise.

2.3 Future activities on Output 4

Training modules developed in Output 4 consist of 1) theoretical part, 2) semi-practical part, and 3) practical part. For theoretical part, it is necessary to develop detail modules and training materials on the basis of the draft SOP and the draft guidelines. MES and JET confirmed, by the fourth JCC meeting, Output 4 would focus on the development of training modules and training materials for semi-practical part, and practical part through the trial activities on media campaign.

2.4 Future activities on public relations

JET started the development of the project website to introduce the information on the Project and to raise awareness of the national and local governments and population in the field of crisis communication. MES expects to utilize it for communication between MES and media. MES and JET confirmed that a detail plan for modifying the website should be prepared by the fourth JCC meeting.

3 The fourth JCC meeting

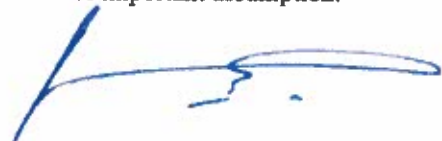
3.1 Schedule

It is proposed and accepted to organize the fourth JCC meeting in September 2021.

3.2 Discussion Points

MES and JET confirmed that the draft SOP and the draft guidelines should be approved at the fourth JCC meeting. In addition, it is necessary to discuss the extension of the project duration confirming the delay in the work progress due to COVID-19 and other important assumption.

K.S.



Attachment

- 1 Monitoring Sheet Ver. 3
- 2 Monitoring Sheet Ver. 4
- 3 Work Plan for the second phase (including PDM Ver. 2)
- 4 List of participants

K.S.





**MINUTES OF MEETING
BETWEEN
THE JAPAN INTERNATIONAL COOPERATION AGENCY
AND
THE MINISTRY OF EMERGENCY SITUATIONS, REPUBLIC OF ARMENIA
UPON
THE FOURTH JOINT COORDINATING COMMITTEE
FOR
THE PROJECT FOR THE IMPROVEMENT OF CRISIS COMMUNICATION AND
PUBLIC AWARENESS FOR DISASTER RISK REDUCTION**

The Japan International Cooperation Agency (hereinafter referred to as “JICA”), including JICA Expert Team (hereinafter referred to as “JET”), and the Ministry of Emergency Situations of the Republic of Armenia (hereinafter referred to as “MES”) convened the 4th Joint Coordinating Committee (hereinafter referred to as “JCC”) meeting for the Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction in the Republic of Armenia (hereinafter referred to as “the Project”).

The meeting was held on October 4, 2021 at MES.

As a result, JICA, JET, and MES agreed on the matters referred to in the document attached hereto.

These Minutes have been prepared in English and Armenian. The contents of two versions are identical. In case of any discrepancy of interpretation, the English text shall prevail.

Yerevan, October 4, 2021



EJIRI Yukihiko
Resident Representative
Georgia Office
Japan International Cooperation Agency
Japan



Armen Pambukhchyan
First Deputy Minister
Ministry of Emergency Situations
Republic of Armenia



SHIWAKU Koichi
Chief Advisor
Japan International Cooperation Agency
Expert Team, Japan

Main Points Discussed:

1 Progresses of the Activities

1.1 Approval of Monitoring Sheets Ver .5

Monitoring Sheet Ver. 5 was confirmed and approved by JCC, covering the activity from January 2021 to June 2021.

1.2 Progress of Output 3

The draft SOP for MES and the draft guidelines for media and journalists were developed. JCC confirmed they had enough quality to be used for the practical exercise and approved them. Currently, the plan for practical exercise is being prepared and finalized.

1.3 Progresses of Output 4

For the semi-practical module for the training, 16 case studies were developed. Using these case studies, media campaign is being conducted, which is a trial activity for the practical module. JCC confirmed the progress of Output 4.

1.4 Progresses of public relations activity

JET has developed the prototype of the website for public relations of the Project and some contents for the website. Through the discussion between MES and JICA, MES intends to utilize the website for risk communication and crisis communication between MES and media/population as well as the public relations for the Project. JCC accepted MES's intention.

2 Future Activities

2.1 Output 3

Due to the several restrictions, the progresses of the activities are delayed. Table 1 shows the original plan and the proposed plan on the major activities on Output 3. JCC confirmed delays as unavoidable and accepted the proposed plan.

Table 1. The original plan and the proposed plan on the major activities on Output 3

Major activity	Original plan	Proposed plan
Implementation of practical exercise and identification of issues on the draft SOP and the draft guidelines (Activity 3.4)	It is implemented by September 2021.	The practical exercise is done in October 2021. To identify the issues, three months are expected after the exercise. This work will be completed in January.
Finalization of SOP and the guidelines (Activity 3.5)	It is implemented by March 2022.	Around eight months are expected for this work after the completion of Activity 3.4. This work will be completed in September 2022.

KS

2.2 Output 4

Due to the several restrictions, the progresses of the activities are delayed. Table 2 shows the original plan and the proposed plan on the major activities on Output 4. JCC confirmed delays as unavoidable and accepted the proposed plan.

Table 2. The original plan and the proposed plan on the major activities on Output 4

Major activity	Original plan	Proposed plan
Development of the detail version of training plan (Activity 4.2)	Development is done by January 2021 and training plan is confirmed in April 2021.	The detail version is prepared by December 2021 with the confirmation by Project Manager and Working Group members.
Implementation of training and identification of the issues on training plan (Activity 4.3)	It is implemented by October 2021 and the direction on the revision of the training plan is confirmed in December 2021.	After developing the detail version, around six months are expected. This work will be completed in June 2022.
Finalization of training plan and program (Activity 4.4)	It is implemented by March 2022.	Around four months are expected for this work after the completion of Activity 4.3. This work will be completed in October 2022.

2.3 Consideration on the extension of the project duration

Based on the current situation, progress on Output 3 and 4 has been delayed by about six months. According to the current project duration, the activities are to be carried out until March 2022, the final JCC is to be held in April 2022, and the work completion report is to be submitted in June. However, even if there are no significant delays in the future, it is assumed that the activities will be completed in October 2022. Further, there is still a possibility that the situation may be worsen due to COVID-19. Therefore, the duration of the project activity in Armenia is proposed to be extended to January 2023, taking unexpected risks into consideration. Table 3 shows the proposed schedule of activities related to the project completion. JCC accepted the proposed plan as reasonable one and proposed JICA to extend the duration of the project activity in Armenia by January 2023. JICA understood the current progress, the proposed plan, and the JCC's proposal.

Table 3. Schedule of the future activities

Major activity	Original plan	Proposed plan (in case there is no delay in the future)	Proposed plan (in case there is further delay in the future)
Activities on Output 3 and 4	By March 2022	By October 2022	By November 2022
Organizing the final JCC	April 2022	December 2022 (sixth JCC)	December 2022 (sixth JCC)
Submission of the project completion report	June 2022	January 2023	January 2023

3 The fifth JCC meeting

3.1 Schedule

It is proposed and accepted to organize the fifth JCC meeting in July 2022.

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3.2 Discussion Points

The following are the proposed discussion points.

- ✓ The achievement of the indicators on each output and the project purpose
- ✓ The revision on SOP and the guidelines and the future activities to be conducted by October 2022 for Output 3
- ✓ The results of the implementation of the training under Output 4 and the future revisions on the training plan, programs, and materials

Attachment

- 1 Monitoring Sheet Ver. 5
- 2 The draft SOP
- 3 The draft guidelines
- 4 List of participants

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**MINUTES OF MEETING
BETWEEN
THE JAPAN INTERNATIONAL COOPERATION AGENCY
AND
THE MINISTRY OF EMERGENCY SITUATIONS, REPUBLIC OF ARMENIA
ON
THE FIFTH JOINT COORDINATING COMMITTEE
FOR
THE PROJECT FOR THE IMPROVEMENT OF CRISIS COMMUNICATION AND
PUBLIC AWARENESS FOR DISASTER RISK REDUCTION**

The Japan International Cooperation Agency (hereinafter referred to as "JICA"), including JICA Expert Team (hereinafter referred to as "JET"), and the Ministry of Emergency Situations of the Republic of Armenia (hereinafter referred to as "MES") convened the 5th Joint Coordinating Committee (hereinafter referred to as "JCC") meeting for the Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction in the Republic of Armenia (hereinafter referred to as "the Project").

The meeting was held on July 13, 2022 at MES.

As a result, JICA, JET, and MES agreed on the matters referred to in the document attached hereto. The parties acknowledge and agree that this Minutes of Meetings may be executed by an electronic signature, which is considered as an original signature for all purposes and has the same force and effect as the original signature. "Electronic signature" includes faxed versions of the original signature or the electronically scanned and transmitted versions (e.g., via pdf) thereof.

These Minutes have been prepared in English and Armenian. The contents of the two versions are identical. In case of any discrepancy of interpretation, the English text shall prevail.

Yerevan/Tashkent/Tokyo, July 13, 2022



TAKEMURA Yoshimasa
Senior Representative
Uzbekistan Office
Japan International Cooperation Agency
Japan



Davit Hambaryan
Deputy Minister
Ministry of Emergency Situations
Republic of Armenia



SHIWAKU Koichi
Chief Advisor
Japan International Cooperation Agency
Expert Team, Japan

Main Points Discussed:

1 Progress of the Activities

1.1 Approval of Monitoring Sheets Ver. 6 and confirmation of the draft Monitoring Sheets Ver. 7

Monitoring Sheet Ver. 6 was confirmed and approved by JCC, covering the activities conducted from July 2021 to December 2021. The draft Monitoring Sheet Ver. 7 was confirmed by JCC. It will be revised according to the comments from JICA and approved in the final JCC of the Project.

1.2 Progress of Output 3

The practical exercise was conducted in April 2022 to verify the draft SOP and the draft guidelines. According to the results of the exercise, the draft final version of SOP and the final version of guidelines were prepared. JCC confirmed the versions of the both documents.

Through the experiences of the practical exercise, MES proposed the persons mentioned in Table 1 as the main members for the conduct of future exercises.

In case when an exercise related to crisis communication and SOP is conducted as a part of a large-scale exercise, the Head of Population Protection and Disaster Risk Reduction Department and/or the head of relevant department is responsible for the scenario preparation. JCC confirmed the heads of two subdivisions shown in Table 1 as the main members for the future implementation of a practical exercise.

Table 1 Main members who manage the SOP practical exercise

Responsible person	Role
Head of Information and Public Relations Division (hereinafter called as IPRD)	✓ Exercise management
	✓ Management of actions of IPRD
Head of National Crisis Management Center (hereinafter called as NCMC)	✓ Scenario preparation
	✓ Management of actions of NCMC

1.3 Progresses of Output 4

The draft training plan and program were developed. Based on the training modules and materials developed in the Project, the training of trainers was conducted. Through the training of trainers, the persons shown in Table 2 were prepared as trainers. Two people from NCMC and Hovhannes Khangerdyan are responsible on the training module of SOP and other trainers are in charge of all training modules. JCC confirmed that the trainers who belong to MES were properly trained.

In the training of trainers, journalist Nelli Grigoryan shared her experiences of media campaign conducted in 2021 within the Project. She also reviewed the guidelines developed in Output 3 in its finalization process. JCC confirmed that her ability as a journalist and experiences acquired in the Project could be utilized in the future activities.

Table 2 Trained trainers

MES	External human resources
IPRD	- Davit Alaverdyan, Professor of Yerevan State University - Anna Baghdasaryan, Head of Economic Journalist Club
	- Grisha Kostanyan - Gohar Khanvelyan - Irina Aleyan - Anna Hayrapetyan

NCMC	- Lianna Abrahamyan - Anna Hakobyan	- Hovhannes Khangerdyan, Individual Consultant
Crisis Management State Academy (hereinafter called as "CMSA")	- Aram Zakaryan - Ruzanna Gharibyan	

After the training of trainers, trial training sessions were organized by the trained trainers, targeting 3 persons from MES, 1 person from other ministry, 1 person from Marz government, and 2 journalists.

1.4 Progresses of public relations activity

JET developed the architecture of the website created within the Project. JET also provided training to the staff of IPRD for the management of the website and registering of the contents.

2 Current Status of Achievement of Indicators

2.1 Project purpose

Table 3 shows the achievement of the project purpose.

Table 3. Achievement of the project purpose

Indicator	Achievement
1. 4 trainers are prepared for practical exercise related to the guidelines.	Achieved: MES has emphasized the trainers from the field of 1) DRR and general issues on crisis communication, 2) crisis communication with media, 3) awareness raising, 4) general issues on media. Through the project activities, the following persons were prepared. <ul style="list-style-type: none"> ✓ Hovhannes Khangerdyan, Individual Consultant: DRR and general issues on crisis communication ✓ Davit Alaverdyan, Professor of Yerevan State University: Crisis communication with media ✓ Anna Baghdasaryan, Head of Economic Journalist Club: Awareness raising ✓ Nelli Grigoryan, Journalist: General issues on media
2. MES conducts trainings utilizing the approved training materials developed in the project.	Not achieved: The training materials is not finalized yet. They will be revised, referring the results of the trial activity defined in Activity 4.3. After the revisions of training materials, IPRD, CMSA, and/or NCMC are expected to confirm the revised materials and conduct a part of a training in October and November 2022.
3. MES makes a plan of activity, other than training and exercise, with the agreement of media for the collaboration with media and journalists.	Not achieved: The plan is not prepared yet. Considering the project activities and utilizing the network with media and journalists, MES, with the support of JET, will prepare the plan by the end of October 2022.

2.2 Output 1

Table 4 shows the achievement of Output 1.

Table 4. Achievement of Output 1

Indicator	Achievement
1.1 Training programs are developed in the first half of the 1st year of the Project.	Achieved: A seminar/workshop, a training in Armenia, and a training in Japan were conducted. The contents were discussed with C/P beforehand.
1.2 Training is conducted 3 times in the first year of the Project.	Achieved: The seminar/workshop and the training in Armenia were conducted in the first phase of the Project. The training in Japan was conducted at the beginning of the second phase.
1.3 A group of participants prepares a report of the challenges and the solutions.	Achieved: After the seminar/workshop and the training in Armenia, problems and their solutions were discussed in the meeting with WG members, and they were described in the detailed planning survey report. In the training in Japan, the participants presented the lessons learned and others.

2.3 Output 2

Table 5 shows the achievement of Output 2.

Table 5. Achievement of Output 2

Indicator	Achievement
2.1 The detailed plan of the activities for the 2nd and the 3rd years of the Project is developed.	Achieved: In the first phase of the Project, the detailed planning survey report was prepared and its draft version was approved in the second JCC. In addition, the Work Plan for the second phase was approved in the third JCC.
2.2 The approved plan is implemented in the 2nd and the 3rd years of the Project.	Achieved: The second phase started in January, 2020. The Work Plan was prepared based on the progress.

2.4 Output 3

Table 6 shows the achievement of Output 3.

Table 6. Achievement of Output 3

Indicator	Achievement
3.1 Draft SOP is approved by JCC.	Achieved: The draft SOP was approved in the fourth JCC meeting held in October 2021.
3.2 Main members who manage the SOP practical exercise are confirmed by JCC.	Achieved: The main members were approved in this JCC meeting.
3.3 Updated SOP is approved by MES.	Not achieved: Updated SOP needs to be documented. MES is required to have it approved by the Minister's decree by the final JCC in December 2022.

2.5 Output 4

Table 7 shows the achievement of Output 4.

Table 7. Achievement of Output 4

Indicator	Achievement
4.1 Trainers who manage the trainings for journalists are confirmed by JCC.	Achieved: The trainers were confirmed by JCC in this JCC meeting.
4.2 Training plan/program is approved by JCC.	Not achieved: After the revision of the training plan and program based on the results of the implemented training, they will be approved in the final JCC held in December 2022.
4.3 Training material is approved by JCC.	Not achieved: After the revision of the training materials based on the results of the implemented training, they will be approved in the final JCC held in December 2022.

3 Future Activities

3.1 Overall issues

MES, with the support of JET, will continue project related activities in order to achieve the indicators of the project purpose as below.

- ✓ MES will start the training using the finalized training materials as a part of their activities.
- ✓ MES will develop a five-year activity plan to enhance the relationship with media and journalists on crisis communication.

3.2 Output 3

MES, with the support of JET, will follow the procedures to have the SOP approved by the Minister's decree. It is also expected that MES will negotiate with Yerevan State University and other universities, which have journalism or equivalent departments, in order to disseminate the guidelines to students for their learning.

3.3 Output 4

MES, with the support of JET, will review the training of trainers and the trial training. The findings of the review will be reflected in the training plan, program, modules, and materials by the end of October 2022.

3.4 Public relations activity

MES, with the support of JET, will launch the website by October 2022.

4 Final JCC

4.1 Schedule

It is proposed and accepted to organize the sixth JCC meeting in December 2022 as a final JCC.

4.2 Discussion Points

The following are the proposed discussion points.

- ✓ Monitoring Sheet Ver. 7 and 8
- ✓ The draft of project completion report
- ✓ The completion of project activities
- ✓ The achievement of the indicators on each output and the project purpose

Attachment

- 1 Monitoring Sheet Ver. 6
- 2 The draft Monitoring Sheet Ver. 7
- 3 Draft final version of SOP
- 4 Final version of the guidelines
- 5 List of participants

Handwritten signature in black ink and blue initials 'ES' next to it.

**MINUTES OF MEETING
BETWEEN
THE JAPAN INTERNATIONAL COOPERATION AGENCY
AND
THE MINISTRY OF EMERGENCY SITUATIONS, REPUBLIC OF ARMENIA
ON
THE SIXTH JOINT COORDINATING COMMITTEE
FOR
THE PROJECT FOR THE IMPROVEMENT OF CRISIS COMMUNICATION AND
PUBLIC AWARENESS FOR DISASTER RISK REDUCTION**

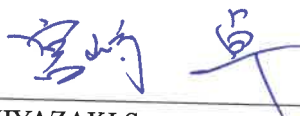
The Japan International Cooperation Agency (hereinafter referred to as “JICA”), including JICA Expert Team (hereinafter referred to as “JET”), and the Ministry of Emergency Situations of the Republic of Armenia (hereinafter referred to as “MES”) convened the 6th Joint Coordinating Committee (hereinafter referred to as “JCC”) meeting for the Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction in the Republic of Armenia (hereinafter referred to as “the Project”).

The meeting was held on December 6, 2022 at MES.

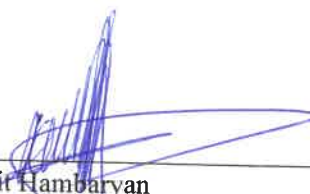
As a result, JICA, JET, and MES agreed on the matters referred to in the document attached hereto.

These Minutes have been prepared in English and Armenian. The contents of two versions are identical. In case of any discrepancy of interpretation, the English text shall prevail.

Yerevan, December 6, 2022



MIYAZAKI Suguru
Chief Representative, Uzbekistan Office
Japan International Cooperation Agency
Japan



Davit Hambaryan
Deputy Minister
Ministry of Emergency Situations
Republic of Armenia



SHIWAKU Koichi
Chief Advisor
Japan International Cooperation Agency
Expert Team, Japan

Main Points Discussed:

1 Progress of the Activities

1.1 Approval of the Monitoring Sheets Ver. 7 and Ver. 8

The Monitoring Sheets Ver. 7 and 8 were confirmed and approved by JCC members. In case if the Ver. 8 needs to be updated, JET will update and share it with MES during the project period.

1.2 Completion of the project activities

1.2.1 Completion of the activities on Output 3

The SOP was finalized after the fifth JCC meeting. It was planned to have the SOP approved by the Minister's decree as a "Crisis Communication SOP". Through the review and discussion on the SOP by the related departments of MES, MES decided to change the name of the SOP to "Crisis Communication Operation Standards". As a result, the SOP was approved by the Minister's decree as "Crisis Communication Operation Standards" on 1st December 2022. In the sixth JCC meeting, Japanese side confirmed and accepted "Crisis Communication Operation Standards" as an official output of the project.

The guidelines for the media and the pocketbook guidelines were also finalized and printed.

In addition, the guidelines and the pocketbook guidelines were introduced to the staff and the students of Yerevan State University through the lecture delivered by MES and JET.

1.2.2 Completion of the activities on Output 4

Based on the results of Activity 4.3, which covers the implementation of training, the training plan, program, modules, and materials were finalized. JCC members confirmed and approved them.

Using the finalized training materials, MES conducted a training on the 24th and the 25th of November, 2022.

1.2.3 Progress of the public relations activity

The website developed under the Project was launched in November 2022. The website includes the awareness raising contents prepared during the Project.

1.2.4 Development of the plan of activity for the collaboration with media and journalists

MES developed the plan of activity for the collaboration with media and journalists. It is a five-year plan and will be implemented in order to enhance activities between MES and media/journalists. JCC members confirmed it.

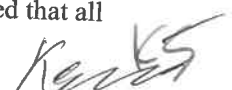
1.3 Approval of the Project Completion Report

The Project Completion Report was reviewed by MES and JET. JCC members confirmed and approved the report. The report includes the description of the sections 2 and 3 of these Minutes of Meeting. In case the report needs to be updated, JET will update and share it with MES during the project period.

2 Achievement of Indicators of the Outputs and the Project Purpose

2.1 Indicators of the outputs

Table 1 shows the status of the achievement of indicators of the Outputs. JCC members confirmed that all



the indicators had been achieved properly.

Table 1 Status of the achievement of indicators of the Outputs

Output	Indicator	Achievement
Output 1	1.1 Training programs are developed in the first half of the 1st year of the Project.	Achieved: The seminar/workshop, the training in Armenia, and the training in Japan were conducted. The contents were discussed with C/P beforehand.
	1.2 Training is conducted 3 times in the first year of the Project.	Achieved: The seminar/workshop and the training in Armenia were conducted in the first phase of the Project. The training in Japan was conducted at the beginning of the second phase.
	1.3 A group of participants prepares a report on the challenges and the solutions.	Achieved: After the seminar/workshop and the training in Armenia, the problems and solutions were discussed in the meeting with WG members and they were described in the detailed planning survey report. In the training in Japan, the participants presented the lessons learned and others.
Output 2	2.1 The detailed plan of the activities for the 2nd and the 3rd years of the Project is developed.	Achieved: In the first phase of the Project, the detailed planning survey report was prepared and its draft version was approved in the second JCC. In addition, the Work Plan for the second phase was approved in the third JCC.
	2.2 The approved plan is implemented in the 2nd and the 3rd years of the Project.	Achieved: The second phase started in January, 2020. According to the progress, the Work Plan was prepared.
Output 3	3.1 Draft SOP is approved by JCC.	Achieved: The draft SOP was approved in the fourth JCC meeting held in October 2021.
	3.2 Main members who manage the SOP practical exercise are confirmed by JCC.	Achieved: The main members were approved in the fifth JCC meeting held in July 2022.
	3.3 Updated SOP is approved by MES.	Achieved: The updated SOP was approved by the Minister's decree as "Crisis Communication Operation Standards" in December 2022.
Output 4	4.1 Trainers who manage the trainings for journalists are confirmed by JCC.	Achieved: It was confirmed in the fifth JCC meeting held in July 2022 that eight MES persons and three external resource persons had been certified through the training of trainers.
	4.2 Training plan/program is approved by JCC.	Achieved: The finalized training plan/program was approved in the sixth JCC meeting held in December 2022.
	4.3 Training material is approved by JCC.	Achieved: The finalized training materials were approved in the sixth JCC meeting held in December 2022.

2.2 Indicators of the project purpose

Table 2 shows the status of the achievement of indicators of the project purpose. JCC members confirmed that all the indicators had been achieved properly.

Table 2 The status of the achievement of indicators of the project purpose

Indicator	Achievement
1. 4 trainers are prepared for the practical exercise related to the guidelines.	Achieved: MES has emphasized the importance of having trainers from the field of 1) DRR and general issues on crisis communication, 2) crisis communication with media, 3) awareness raising, 4) general issues on media. Through the project activities, the following persons were prepared. <ul style="list-style-type: none"> ✓ Hovhannes Khangerdyan, Individual Consultant: DRR and general issues on crisis communication ✓ Davit Alaverdyan, Professor of Yerevan State University: Crisis communication with media ✓ Anna Baghdasaryan, Head of Economic Journalist Club: Awareness raising ✓ Nelli Grigoryan, Journalist: General issues on media This was confirmed in the fifth JCC meeting held in July 2022.
2. MES conducts trainings utilizing the authorized training materials developed in the project.	Achieved: The Information and Public Relations Division (hereinafter referred to as "IPRD") conducted a training using the finalized materials. This was confirmed in the sixth JCC meeting held in December 2022.

3. MES makes a plan of activity, other than training and exercise, with the agreement of media for the collaboration with media and journalists.	Achieved: IPRD prepared the five-year plan which consists of a management plan and an activity plan. This was confirmed in the sixth JCC meeting held in December 2022.
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3 Future Activities for the Achievement of the Overall Goal

3.1 Purpose of future activities

Under JICA technical cooperation project, the counterpart is required to achieve the overall goal of the Project. The status of the achievement will be confirmed three years after the completion of the Project. MES is required to cooperate with JICA's inquiries and status checks. When an ex-post evaluation is conducted, MES needs to provide relevant information.

JCC members confirmed that MES would need to conduct activities appropriately.

3.2 Prospects to achieve the overall goal

There are three indicators for the overall goal. Table 3 shows the prospects for achieving the overall goal. JCC members confirmed it.

Table 3 Prospects for achieving the overall goal

Indicator	Achievement
1. A training on crisis communication is conducted for 25 persons related to media works at Information Center of MES and/or Crisis Management State Academy during a year.	The training plan developed under Output 4 is a five-year plan designed to achieve this indicator. By implementing the training plan, the indicator can be achieved.
2. MES prepares awareness raising material/information on crisis communication and provides it to population once a month and when necessary.	A website was created for the use and management by MES after the Project completion, and a training on the use and management thereof was provided to MES staff. The contents were also created as a public relations activity. After the Project is completed, IPRD will create contents referring to the created content and regularly disseminate the information on the website to achieve the indicator.
3. Information is provided in accordance with the SOP (only when earthquake, landslide, and/or forest fire occur)	The SOP clearly states the current procedures for crisis communication, and it is expected that the procedures described in the SOP will basically be followed in the event of a disaster. When crisis communication is actually conducted, it is necessary to verify that it is in accordance with the SOP.

3.3 Plan of operation and the implementation structure of the Armenian side to achieve the Overall Goal

Table 4 summarizes the activities and the departments in charge in order to achieve the Overall Goal. The JCC members confirmed the further actions to be taken to achieve the overall goal, and the Armenian side agreed on as follows:

- 1) With respect to Indicator 1, the training plan developed in Output 4 states that it should be conducted twice a year. The activities listed in the table below are for one session and should be repeated.
- 2) For the activities listed in Indicator 2, a content release is required at least once a month. It is suggested that the annual plan includes the annual goals, the expected targets, the expected contents for each release, and the expected results. In addition, when a disaster occurs, it is required to disseminate not only

information about the disaster itself, but also useful information for the public, such as actions the public should take.

- 3) Regarding Indicator 3, when crisis communication takes place, it is required to review the communication to ensure that it is in accordance with the SOP. It is also suggested that if there is a problem with the crisis communication, the need to revise the SOP should also be verified at the same time.

Table 4 Plan and implementation by MES

Indicator	Activity	Responsible department and person	Timing of implementation
Indicator 1	Determination of the implementation date, participants, and trainers	IPRD and Crisis Management State Academy (hereinafter referred to as "CMSA")	One month prior to the training
	Arrangement of training materials (if necessary)	IPRD, CMSA, and training trainers	Two weeks prior to the training
	Implementation of the training	IPRD and CMSA	- (Twice in a year)
	Preparation of training records	IPRD and CMSA	Within a week after the training is conducted
	Review of the training and identification of points for improvement	IPRD and CMSA	Within a month after the training is conducted
Indicator 2	Determination of public relation activity policy	IPRD	Within three months after the completion of the Project
	Determination of the annual plan (the expected contents to be released and the timing of release)	IPRD	Beginning of the fiscal year
	Development of contents	IPRD, CMSA, and other related departments	Two weeks prior to the release
	Approval of the content within MES	Head of IPRD	A week prior to the release
	Release of the contents	IPRD	More than once a month
	Verification of the effectiveness and the tally of website visitors	IPRD	End of the fiscal year
Indicator 3	Verification of Crisis Communication within National Crisis Management Center (hereinafter called referred to as "NCCM")	NCCM	Within a week after conducting crisis communication
	Verification of Crisis Communication within IPRD	IPRD	ditto
	Verification of crisis communication between the NCCM and IPRD	IPRD and NCCM	Within two weeks after conducting crisis communication
	Identification of issues	IPRD and NCCM	Within two weeks after conducting crisis communication

3.4 Recommendations for the Armenian side

In implementing activities to achieve the overall goal, MES is expected to consider the following for effective implementation. JCC members confirmed the recommended activities. The detailed information on each activity is mentioned in the Project Completion Report.

- ✓ Approaches to media company managers
- ✓ Implementation of trainings with the use of experiences and lessons of CMSA
- ✓ Use of training materials, the guidelines, and the guideline pocketbook in publicity materials
- ✓ Exercise and training based on SOP

3.5 Monitoring plan from the end of the Project to the ex-post evaluation

The ex-post evaluation will be conducted by JICA three years after the project completion. The monitoring of the progress in achieving the overall goal until the ex-post evaluation will be carried out by MES. MES is required to summarize the progress based on Table 4 and report to JICA every six months. Table 5 outlines the monitoring plan. JCC members accepted this plan.

Table 5 Overview of the monitoring plan

Persons in charge	Head of IPRD for the activities of IPRD and Head of NCMC for the activities of NCMC
Timing of report	June and December
Report format	The form is not decided but it is recommended to prepare a report based on Table 4.
Contents of the report	It is required to report the progress of the activities listed in Table 4. In case that other activities are conducted, the results of these activities should also be report. If a training is conducted, a record of the training should be kept. The record should include the date, contents, instructor, and number and affiliation of participants.

3.6 Obstacles for achieving the overall goal

In 2023, MES and the Police of the Republic of Armenia are planned to be integrated into one Ministry, named Ministry of Internal Affairs (hereinafter referred to as "MIA"). After this merging, MIA needs to take over the activities mentioned in these Minutes of Meeting. Before and after this merging, in case there is an organizational restructuring of MES/MIA or other hindrances, MES/MIA needs to assign responsible departments and persons for the implementation and the monitoring to achieve the overall goal. If there are any obstacles related to this merging and other factors which might hamper achieving the overall goal, MES/MIA is required to take measures to maintain the activity and report to JICA promptly.

Attachment

- 1 Monitoring Sheets Ver. 7 and 8
- 2 Draft Completion Report
- 3 List of participants

Annex 3

モニタリングシート

TO CR of JICA Uzbekistan OFFICE

PROJECT MONITORING SHEET

**Project Title : The Project for the Improvement of Crisis Communication and
Public Awareness for Disaster Risk Reduction**

Version of the Sheet: Ver.1 (Term: Month, Year - Month, Year)

Name: Koichi Shiwaku

Title: Chief Advisor

Submission Date: 26th March 2019

I. Summary

1 Progress

- 1-1 Progress of Inputs
- 1-2 Progress of Activities
- 1-3 Achievement of Output
- 1-4 Achievement of the Project Purpose
- 1-5 Changes of Risks and Actions for Mitigation
- 1-6 Progress of Actions undertaken by JICA
- 1-7 Progress of Actions undertaken by Gov. of the Republic of Armenia
- 1-8 Progress of Environmental and Social Considerations (if applicable)
- 1-9 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)
- 1-10 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs etc.)

2 Delay of Work Schedule and/or Problems (if any)

- 2-1 Detail
- 2-2 Cause
- 2-3 Action to be taken
- 2-4 Roles of Responsible Persons/Organization (JICA, Gov. of the Republic of Armenia)

3 Modification of the Project Implementation Plan

- 3-1 PO
- 3-2 Other modifications on detailed implementation plan

4 Preparation of Gov. of the Republic of Armenia toward after

completion of the Project

II. Project Monitoring Sheet I & II *as Attached*

Project Monitoring Sheet I (Revision of Project Design Matrix)

Version 1

Dated 26,03,2019

The Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction
 Ministry of Emergency Situations, the Republic of Armenia (MES)
 Working Group in the framework of the Project
 3 years
 The Republic of Armenia (1st stage at Yerevan city)

Project Title:

Implementing Agency:

Target Group:

Period of Project:

Project Site:

Overall Goal	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
<p>Narrative Summary Appropriate information on emergencies is provided to population with a timely manner.</p>	<p>(Tentative plan) 1. Training on crisis communication and public awareness is conducted to XXX people a year, including journalists. 2. Adequate information on emergencies is provided to population within the time frame mentioned in SOP.</p>	<p>(Tentative plan) 1. Records of training and number of certificates of training provided. 2. Records of dissemination of emergency information</p>			
<p>Project Purpose To strengthen the crisis communication capacity of MES and media by creating a collaborative environment to provide correct information on emergencies in the timely manner.</p>	<p>(Tentative plan) 1. Contents of open source depository-library are created by MES and media, which meet requirements if the creation of the library. 2. The materials for training are created by MES and media, which requirements in a creation plan of materials. 3. XXX times of training in Training Center are conducted in accordance with updated program of training. 4. XXX times of training on emergency communication are conducted, using updated SOP to be created in the Project.</p>	<p>(Tentative plan) 1. List of the contents, satisfying requirement in number and quality mentioned in the plan. 2. List of the materials satisfying requirements in number of and quality mentioned in the plan 3. Records of training conducted in accordance with the plan 4. Records of training on emergency communication</p>			
<p>Outputs 1. Challenges for crisis communication and public awareness for disaster risk reduction are identified and their possible solutions are emerged. 2. The plan of activities from the 2nd year is finalized, and the activities are implemented.</p>	<p>(Tentative plan) 1.1 Training programs are developed in the first half of the 1st year of the Project. 1.2 Training is conducted 3 times in the first year of the Project. 1.3 A group of participants prepares a report of identified the challenges and the solutions. 2-1 The detailed plan of the activities for the 2nd and 3rd year of the Project is developed. 2-2 The approved plan is implemented in the 2nd and 3rd year of the Project.</p>				

<p>3. (Tentative) SOP* (Standard Operation Procedure) on crisis communication is developed, training on crisis communication is planned/ conducted using the SOP, and the SOP is updated. *earthquake, land slide, flood, and forest fire and included.</p> <p>4. (Tentative) The plan/program of training is developed, materials/contents to be used in Training Center are created, and the training is conducted.</p>	<p>3-1 Training programs are developed in the 1st year of the Project. 3-2 SOP is developed and Training on crisis communication is done at 2 times each in the 2nd and 3rd year of the Project. 3-3 The SOP is updated, based on review result of the training.</p> <p>4-1 Materials/contents of the training are developed, according to the plan/program. 4-2 Training is conducted in the training Center at XXX times each in the 2nd and 3rd year of the Project.</p>			
Activities		Inputs		Pre-Conditions
<p>(1-1) The Project Team, including WG members, JICA experts, media and other persons implementing the Project, develop training programs in Armenia, Japan and possibly neighboring countries aiming to learn crisis communication practices in other contexts.</p> <p>(1-2) The Project Team arranges training and select most appropriate members including media to the training.</p> <p>(1-3) Training participants make reflection to identify their challenges on the current crisis communication and public awareness for disaster risk reduction and to explore possible solutions.</p> <p>(1-4) The Project Team organizes retreat, targeting journalists to disseminate experience and knowledge obtained during trainings.</p> <p>(2-1) The Project Team clarifies needs of other activities to be implemented in the Project from the 2nd year, formulate the outlines/ key points for implementation, and evaluate/ prioritize the activities.</p> <p>(2-2) (tentative) The project Team develops the detailed plan of activities for the 2nd and 3rd year of the Project, and then, the Project Team finalizes the plan of the activities.</p>	<p>The Japanese Side</p> <ul style="list-style-type: none"> - Experts 1) Public Awareness - Training in Armenia, Japan, or possibly neighboring countries - Cost 	<p>The Cuban Side</p> <ul style="list-style-type: none"> - Allocation of budget 1) Salaries and other allowances for the Armenian counterpart personnel for co-working in Armenia. 2) Expenses for utility such as domestic telecommunication, electricity, water supply for the project office 	<p>Pre-Conditions</p> <p><Issues and countermeasures></p>	
	<ul style="list-style-type: none"> - Allocation of personnel 1) Assignment suitable number of capable counterpart personnel to ensure the effective implementation of the Project - Principal facilities 1) Preparation of air-conditioned office space with one telephone line, internet connection and office furniture (desks and chairs) in MES 2) Facility of training center - Necessary items 1) Access to information necessary for the Project 			

(2-3) (tentative) The Project Team implements the approved activities.
(3-1) The Project Team confirms a need and utility of SOP on crisis communication, learns other cases to develop ideas, and create a skeleton of SOP.
(3-2) (tentative) The Project Team develops draft SOP.
(3-3) The project Team conducts training on crisis communication using the SOP.
(3-4) (tentative) The Project Team updates the SOP based on the review of the training.
(4-1) The Project Team confirms a need and utility of Training Center, and develops a preliminary plan/program of the training and creates the contents/materials to be used in the Training Center.
(4-2) The Project Team develops detailed plan/program of the training.
(4-3) (tentative) The Project Team conducts trainings in the Training Center using the developed contents/materials.
(4-4) (tentative) The Project Team updates the training program.

TO CR of JICA Uzbekistan OFFICE**PROJECT MONITORING SHEET**

Project Title : The Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction

Version of the Sheet: Ver.2 (Term: April, 2019 - September, 2019)

Name: Koichi Shiwaku

Title: Chief Advisor

Submission Date: 11th November 2019

I. Summary**1 Progress****1-1 Progress of Inputs****(1) Dispatch of Experts**

The following experts from Japanese side were assigned in this monitoring period.

Position	Name	Period of assignment
Chief Advisor/DRR Public Awareness	Koichi Shiwaku	Mar. 11 – Mar. 29, 2019 May. 8 – May. 27, 2019 Jul. 13 – Aug. 3, 2019 Sep. 22 – Sep. 29, 2019
Deputy Chief Advisor/ DRR Public Awareness	Fumio Kaneko	Jun. 19 – Jul. 3, 2019
DRR SOP	Osamu Nishii	Mar. 11 – Mar. 29, 2019 Jun. 27 – Jul. 17, 2019
DRR Training	Tomoko Shaw	May. 8 – May. 26, 2019 Sep. 10 – Oct. 3, 2019
Coordinator/Outreach	Jun Matsuo	

(2) Assignment of Counterpart

The current administration of authorities of Armenia for the Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction (hereinafter referred to as “the Project” is as follows.

JCC members

1. Project Director - Mr. Arkadi Balyan, Deputy Minister of Emergency Situations of RA
2. Project Manager – Mr. Edmon Zargaryan, Press Secretary of the Minister of Emergency Situations, Head of the Department of Information and Public

Relations of the Ministry of Emergency Situations of RA

3. Mr. Hamlet Matevosyan, Rector of Crisis Management State Academy of the Ministry of Emergency Situation of RA
4. Ms. Mariam Gevorgyan, Head of the Department of ES Policy Making and International Cooperation of the Ministry of Emergency Situations of RA

Working Group members

1. Colonel Hovhannes Khangeldyan, Head of the National Crisis Management Center of RS of MES of RA,
2. Ms. Hasmik Amirkhanyan, Head of Personnel Management Department of MES of RA,
3. Colonel Tigran Gidachyan, Deputy Head of the Department of Population Protection and Liquidation of Disaster Consequences of RS of MES of RA,
4. Ms. Gohar Yeghiazaryan, Deputy Head of Financial-economic Department of MES of RA,
5. Mr. Ara Aslanyan, Head of the ES Policy Making Division of the ES Policymaking and International Cooperation Department of MES – Deputy Head of Department,
6. Colonel Sargis Kyureghyan, Head of Firefighting-rescue Preparedness Division of the Rescue Forces Department of RS of MES – Deputy Head of Department,
7. Ms. Liliana Margaryan, Head of Information Division of Information and Public Relations Department of MES of RA,
8. Ms. Gohar Darbinyan, Head of International Contracts Division of the Department of Legal Provision and International Contracts of MES of RA,
9. Ms. Sona Hovhannisyan, Head of the Second Division of the International Cooperation of the Department of Policy Development and International Cooperation of MES of RA,
10. Ms. Mary Arakelyan, Head of Information Provision and Statistics Division of CMC of RS of MES of RA,
11. Captain Lusine Zhamharyan, Representative of MES of RA in other countries, international organizations, other state governing bodies of RA,
12. Lieutenant-Colonel Syuzanna Hakobyan, Chief Instructor of the Division of Coordination of Working Programs and Plans of the Department of Organization of Service of RS of MES of RA,
13. Mr. Karen Ghazaryan, Person in charge of Information Provision of Information and Public Relations Department of MES of RA
14. Ms. Nunufar Stepanyan, Chief specialist of the Second Division of the International Cooperation of the Department of Policy Development and International

Cooperation of MES of RA.

15. Ms. Astghik Vardanyan, specialist of Information and Public Relations Department of MES of RA
16. Mr. Aram Zakaryan, journalist of 911 tert.am and cmsa.am web-pages of the Crisis Management State Academy of MES of RA

1-2 Progress of Activities

(1) Overall of the Project

1) Joint Coordination Committee (JCC) Meeting

The JCC Meeting was held once during this monitoring period.

No.	Date	Participants	Contents
1st	26th March 2019	JCC members, Working Group members, JICA Uzbekistan Office, and JICA Expert Team	<ul style="list-style-type: none"> - Approval of work plan - Confirmation of JCC members and Working Group members - Confirmation of two phase planning for the Project - Confirmation of schedule of the seminar

2) Procurement of Equipment

JET procured two laptop PCs and a multi-function printer for JET's office works.

(2) Output 1

1.1 The Project Team, including WG members, JICA experts, media and other persons implementing the Project, develop training programs in Armenia, Japan and possibly neighboring countries aiming to learn crisis communication practices in other contexts.

1.1.1 Discussion on the purpose of training programs

1. Seminar in Armenia

JICA Expert Team (JET) suggested the program developed through the discussion with Mr. Nakagawa, who is working for Jiji-Press and the lecture of the seminar. The program consists of half-day seminar and half-day workshop. JET introduced the program to WG members.

2. Training in Armenia

JET suggested 3-day program developed through the discussion with Ms. Kakuchi, Journalist/DRR Media Expert. Project Manager (PM) suggested that media person and journalist have difficulty to participate for three days because they can not stop their work. He proposed they will be invited for one day. Through the discussion, JET and C/P agreed

that training would target students who belonged to Journalism Department of Yerevan State University for the first days and target media and MES for the second and third day.

3. Training in Japan

JET contacted the persons and organizations expected to be lecturers for the training in Japan and explained the purposes of the training in order to conduct the training in October 2019. At the beginning of July 2019, JICA informed JET that JICA will not be able to accept the trainees in Oct 2019 due to the logistic issues of JICA. Therefore, the training was rescheduled to a later date. JET shared this situation with Project Director (PD) and PM. PD and PM agreed to rescheduling of the training in Japan. Confirming to JICA, JET decided the training in Japan would be held from 12th February to 21st February 2020.

1.1.2 Development of detail training programs and its timing.

1. Seminar in Armenia

In the first JCC, JCC members agreed that the Project would have the seminar in Armenia on 14th May 2019. Based on the discussion between JET and WG members, the detail training program was decided.

2. Training in Armenia

According to the discussion between JET and PM, JET proposed the revised version of the program. In September 2019, JET and C/P discussed and confirmed the program and revised it to be more effective for the participants, especially, media persons and journalists.

3. Training in Japan

No activity

1.1.3 Deciding expected training participants

1. Seminar in Armenia

One of the purposes of the seminar is the outreach of the Project. JET and WG members decided to invite more people from MES, related organizations, and others.

2. Training in Armenia

The training aims to focus on small group of participants to conduct the training effectively. JET suggested WG members to establish preparatory committee including the major media of Armenia and WG members agreed to it. MES selected the appropriate person from major media as the committee members in parallel with having the meeting with major media.

3. Training in Japan

No activity

1.2 The Project Team arranges training and selects most appropriate members

including media to the training.

1.2.1 Deciding venue and preparation for training implementation

1. Seminar in Armenia

Through the communication between JET and MES, it was decided that the venue would be the seminar room of MES for the seminar and meeting room of MES for workshop so that MES personnel could join the seminar and workshop easily.

2. Training in Armenia

MES will be one of the organizers of the training. PM suggested to have the training in MES.

3. Training in Japan

No activity

1.2.2 Sending invitation to training participants

1. Seminar in Armenia

MES sent the invitation letters to related ministries to ask them to send the person who was in charge of outreach and information issues.

2. Training in Armenia

MES contacted major media companies to invite personnel of the companies to the second and third day of the training. JET had communicated Yerevan State University to invite students of Journalism Department.

3. Training in Japan

No activity

1.2.3 Implementation of training

1. Seminar in Armenia

The seminar and workshop were held on 14th May 2019 at MES. The participants were around 150 people who came from MES including professors and students of Crisis Management State Academy (CMSA), related ministries, related organizations, and others.

2. Training in Armenia

The training was organized on 24th, 25th, and 27th September. The number of the participants are 44, 31, and 26 for each day. For the second and the third day, more active discussion was done among JET, MES, and media participants.

3. Training in Japan

No activity

1.3 Training participants make reflection to identify their challenges on the current crisis communication and public awareness for disaster risk reduction and to

explore possible solutions.

1.3.1 Deciding methodology for exploring possible solutions

In the first JCC of the Project, JET proposed to use “As is / To be” analysis as the analysis methodology, which was the simple methodology to compare the current situation and ideal situation. JCC members agreed to JET proposal.

1.3.2 Analysis of challenges and possible solutions

1. Seminar in Armenia

JET and WG members had WG meeting to conducted “As is / To be” analysis based on the discussion results derived from the workshop on 14th May 2019. Some of WG members submitted their own idea on the issues on crisis communication.

2. Training in Armenia

JET and WG members had discussion several days after the training. WG members showed the positive opinions on the training, for example, MES would like to develop video clip in collaboration with media and MES felt media persons were positively changed due to the training.

3. Training in Japan

No activity

1.3.3 Making report of analysis

1. Seminar in Armenia

The seminar, discussion at the workshop, and the discussion at WG meeting was summarized.

2. Training in Armenia

The three-day training and wrap-up discussion held after the training was summarized by JET.

3. Training in Japan

No activity

1.4 The Project Team organizes retreat, targeting journalists to disseminate experience and knowledge obtained during trainings.

1.4.1 Discussion on the important issues on crisis management in Armenia

Through the WG meeting, JET and MES identified the important issues on crisis management in Armenia.

- ✓ MES needs to develop SOP for transmission of information in disaster situation in order to that media can transmit correct information timely.

- ✓ Media and journalists need to have proper knowledge on disaster risk reduction and disaster risk management and do disaster report with utilization of official information provided by MES.
- ✓ Population need to have proper knowledge on disaster risk reduction and disaster risk management and understand where they can get correct information.
- ✓ To achieve effective crisis communication, the Project considers risk communication and recovery communication.
- ✓ The Project should include the training on disaster reporting targeting media and journalists as well as crisis communication immediately after disasters.

1.4.2 Preparation of contents to disseminate experiences

No activity

1.4.3 Dissemination of experiences through website, social media, etc.

No activity

(3) Output 2

2.1 The Project Team clarifies needs of other activities to be implemented in the Project from the 2nd year, formulate the outlines/ key points for implementation, and evaluate/ prioritize the activities.

2.1.1 Sharing expected achievements and outcomes of Output 3 and Output 4

At the beginning of the Project and the first JCC, the expected achievements and outcomes of Output 3 and Output 4 were presented.

2.1.2 Collection of related information and discussion on important issues

For Output 3, JET collected the related decision documents and other information and identified the lack of SOP for transferring information from MES to population through the media. MES expected SOP to be developed under the Project.

Media plays important roles for crisis communication, especially for transmission information to population. But it is identified that MES can not force media to transmit information to population based on the government requests and decision.

After starting the Project, JET confirmed to MES about the establishment of training center, which mentioned in PDM. Currently, MES intends to establish information center with the function of training for media. The main roles of the information center in normal time is to train media and to enhance awareness of media and population, and the roles in disaster

situation is transmit disaster information through press conference, MES's website, and MES's social media.

2.1.3 Identification of needs, important issues, prioritized activities

Through the WG meeting, JET and MES identified the important issues on crisis management in Armenia.

- ✓ MES need to develop SOP for transmission of information in disaster situation in order to that media can transmit correct information timely.
- ✓ MES is required to provide the first information earlier to media and population in case of disasters even if the disaster situation is hard to collect and transmit information so that population understand the disaster situation and take action properly.
- ✓ Media and journalists need to have proper knowledge on disaster risk reduction and disaster risk management and do disaster report with utilization of official information provided by MES.
- ✓ Population need to have proper knowledge on disaster risk reduction and disaster risk management and understand where they can get correct information.

2.2 (tentative) The project Team develops the detailed plan of activities for the 2nd and 3rd year of the Project, and then, the Project Team finalizes the plan of the activities.

2.2.1 Reconsideration of the outputs and activities for Output 3 and 4

Through the activities, it was identified the MES would establish information center under the Department of Information and Public Relations. In addition, MES does not have any plan to establish training center mentioned in PDM. Information center that MES is planning to establish has several functions including training in normal time and roles of information dissemination to media and population in emergency situations. JET and C/P confirmed and agreed that the Project needed to consider information flow around information center for Output 3 and consider the training at information center and CMSA for Output 4.

2.2.2 Development of subordinate activities and their schedule

No activity

2.2.3 Preparing the document of detailed plan and approval of MES

No activity

2.3 (tentative) The Project Team implements the approved activities.

2.3.1 Mentioned in Output 3 and 4

Will not be mentioned.

2.3.2 Mentioned in Output 3 and 4

Will not be mentioned.

2.3.3 Mentioned in Output 3 and 4

Will not be mentioned.

(4) Output 3

No activity for this monitoring period

(5) Output 4

No activity for this monitoring period

1-3 Achievement of Output

(1) Output 1

1.1 Training programs are developed in the first half of the 1st year of the Project.

At the beginning of the Project, it was confirmed the training session would be organized three times in the 1st year of the Project. In the first JCC meeting, the overview of the series of the trainings are explained and confirmed.

1.2 Training is conducted 3 times in the first year of the Project.

The seminar and workshop as the 1st training and the training in Armenia as the second training have been done. Third training is training in Japan. Training in Japan was rescheduled and will be organized in February 2020.

1.3 A group of participants prepares a report of the challenges and the solutions.

After the first training, WG meeting and JET discussed the results of the trainings through the methodology of “As is / To be” analysis. After the second training, JET and WG members discussed the achievements of the training. Through the discussion, the future perspective on media training was identified.

(2) Output 2

2-1 The detailed plan of the activities for the 2nd and 3rd year of the Project is developed.

Basic direction of the second phase of the Project was developed and confirmed by JET and WG members.

2-2 The approved plan is implemented in the 2nd and 3rd year of the Project.

There is no achievement since the plan is implemented in 2nd and 3rd year of the Project.

(3) Output 3

The objectively verified indicators will be decided at the end of the first phase of the Project.

(4) Output 4

The objectively verified indicators will be decided at the end of the first phase of the Project.

1-4 Achievement of the Project Purpose

The current version of the objectively verified indicators for project purpose are tentative. Indicators will be decided at the end of the first phase of the Project.

To conduct the training in Armenia, WG members invite major media and blogger to understand their intentions and needs in order to develop the detail program of the training.

1-5 Changes of Risks and Actions for Mitigation

(1) Output 1: Noting special

(2) Output 2: Nothing special

(3) Output 3: Activities have not been started.

(4) Output 4: Activities have not been started.

1-6 Progress of Actions undertaken by JICA

Nothing special

1-7 Progress of Actions undertaken by Gov. of the Republic of Armenia

Nothing special

1-8 Progress of Environmental and Social Considerations (if applicable)

Nothing special

1-9 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)

Nothing special

1-10 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs etc.)

Nothing special

2 Delay of Work Schedule and/or Problems (if any)

2-1 Detail

The Project planned to organize the training in Japan in October 2019. At the beginning of July, it was decided the training in Japan should be postponed.

2-2 Cause

JICA can not accept trainees from Armenia for the Project due to the logistic issue of JICA.

2-3 Action to be taken

Through the consultation between JICA and JET, training in Japan is planned to be organized in the beginning of the second phase of the Project. The results and outcomes of the training in Japan will be reflected to the activities in the second phase.

In July 2019, JET explained this issue to PD and PM of the Project and they agreed to it.

2-4 Roles of Responsible Persons/Organization (JICA, Gov. of the Republic of Armenia)

PD and PM

3 Modification of the Project Implementation Plan

3-1 PO

Training in Japan as a part of activities of Output 1 will be postponed.

3-2 Other modifications on detailed implementation plan

Nothing special

4 Preparation of Gov. of the Republic of Armenia toward after completion of the Project

No applicable in this term

II. Project Monitoring Sheet I & II *as Attached*

Project Monitoring Sheet I (Revision of Project Design Matrix)

Project Title: The Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction

Implementing Agency: Ministry of Emergency Situations, the Republic of Armenia (MES)

Target Group: Working Group in the framework of the Project

Period of Project: 3 years

Project Site: The Republic of Armenia (1st stage at Yerevan city)

Version 2

Dated 11 November 2019

Narrative Summary		Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
Overall Goal Appropriate information on emergencies is provided to population with a timely manner.	(Tentative plan) 1. Training on crisis communication and public awareness is conducted to XXX people a year, including journalists. 2. Adequate information on emergencies is provided to population within the time frame mentioned in SOP.	(Tentative plan) 1. Records of training and number of certificates of training provided. 2. Records of dissemination of emergency information			There is no special achievement.	
Project Purpose To strengthen the crisis communication capacity of MES and media by creating a collaborative environment to provide correct information on emergencies in the timely manner.	(Tentative plan) 1. Contents of open source depository-library are created by MES and media, which meet requirements if the creation of the library. 2. The materials for training are created by MES and media, which requirements in a creation plan of materials. 3. XXX times of training in Training Center are conducted in accordance with updated program of training. 4. XXX times of training on emergency communication are conducted, using updated SOP to be created in the Project.	(Tentative plan) 1. List of the contents, satisfying requirement in number and quality mentioned in the plan. 2. List of the materials satisfying requirements in number of and quality mentioned in the plan 3. Records of training conducted in accordance with the plan 4. Records of training on emergency communication			To conduct the training in Armenia, WG members invites major media and blogger to understand their intentions and needs in order to develop the detail program of the training.	
Outputs 1. Challenges for crisis communication and public awareness for disaster risk reduction are identified and their possible solutions are emerged. 2. The plan of activities from the 2nd year is finalized, and the activities are implemented.	(Tentative plan) 1.1 Training programs are developed in the first half of the 1st year of the Project. 1.2 Training is conducted 3 times in the first year of the Project. 1.3 A group of participants prepares a report of identified the challenges and the solutions. 2-1 The detailed plan of the activities for the 2nd and 3rd year of the Project is developed. 2-2 The approved plan is implemented in the 2nd and 3rd year of the Project.				The seminar/workshop was conducted in May 2019. Training in Armenia was conducted in September 2019. The basic direction for the second phase of the Project was discussed and confirmed between IFT and MFS.	Training in Japan is postponed as the activity in the second phase of the Project.

<p>3. (Tentative) SOP* (Standard Operation Procedure) on crisis communication is developed, training on crisis communication is planned/ conducted using the SOP, and the SOP is updated. *earthquake, land slide, flood, and forest fire and included.</p> <p>4. (Tentative) The plan/program of training is developed, materials/contents to be used in Training Center are created, and the training is conducted.</p>	<p>3-1 Training programs are developed in the 1st year of the Project. 3-2 SOP is developed and Training on crisis communication is done at 2 times each in the 2nd and 3rd year of the Project. 3-3 The SOP is updated, based on review result of the training.</p> <p>4-1 Materials/contents of the training are developed, according to the plan/program. 4-2 Training is conducted in the training Center at XXX times each in the 2nd and 3rd year of the Project.</p>	<p>No activity</p>	<p>No activity</p>
Activities		Pre-Conditions	
<p>(1-1) The Project Team, including WG members, JICA experts, media and other persons implementing the Project, develop training programs in Armenia, Japan and possibly neighboring countries aiming to learn crisis communication practices in other contexts.</p> <p>(1-2) The Project Team arranges training and select most appropriate members including media to the training.</p> <p>(1-3) Training participants make reflection to identify their challenges on the current crisis communication and public awareness for disaster risk reduction and to explore possible solutions.</p> <p>(1-4) The Project Team organizes retreat, targeting journalists to disseminate experience and knowledge obtained during trainings.</p> <p>(2-1) The Project Team clarifies needs of other activities to be implemented in the Project from the 2nd year, formulate the outlines/ key points for implementation, and evaluate/ prioritize the activities.</p> <p>(2-2) (tentative) The project Team develops the detailed plan of activities for the 2nd and 3rd year of the Project, and then, the Project Team finalizes the plan of the activities.</p>	<p>The Japanese Side</p> <ul style="list-style-type: none"> - Experts 1) Public Awareness - Training in Armenia, Japan, or possibly neighboring countries - Cost 	<p>The Cuban Side</p> <ul style="list-style-type: none"> - Allocation of budget 1) Salaries and other allowances for the Armenian counterpart personnel for co-working in Armenia 2) Expenses for utility such as domestic telecommunication, electricity, water supply for the project office - Allocation of personnel 1) Assignment suitable number of capable counterpart personnel to ensure the effective implementation of the Project - Principal facilities 1) Preparation of air-conditioned office space with one telephone line, internet connection and office furniture (desks and chairs) in MES 2) Facility of training center - Necessary items 1) Access to information necessary for the Project 	<p><Issues and countermeasures></p>

(2-3) (tentative) The Project Team implements the approved activities.
(3-1) The Project Team confirms a need and utility of SOP on crisis communication, learns other cases to develop ideas, and create a skeleton of SOP.
(3-2) (tentative) The Project Team develops draft SOP.
(3-3) The project Team conducts training on crisis communication using the SOP.
(3-4) (tentative) The Project Team updates the SOP based on the review of the training.
(4-1) The Project Team confirms a need and utility of Training Center, and develops a preliminary plan/program of the training and creates the contents/materials to be used in the Training Center.
(4-2) The Project Team develops detailed plan/program of the training.
(4-3) (tentative) The Project Team conducts trainings in the Training Center using the developed contents/materials.
(4-4) (tentative) The Project Team updates the training program.

Project Monitoring Sheet II (Revision of Plan of Operation)

Version 2
Dated 11.11.2019

Project Title: The Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction																		
Inputs	2019				2020				2021				2022				Monitoring Issue	Solution
	Plan Actual	I II III IV	I II III IV	I II III IV	I II III IV	I II III IV	I II III IV	I II III IV	I II III IV	I II III IV	I II III IV	I II III IV	I II III IV	Remarks				
Expert																		
Chief Advisor/Awareness raising:	Plan																	
Keishi Shibasaki	Actual																	
Deputy Chief Advisor/Awareness raising:	Plan																	
Fumio Kaneko	Actual																	
DRR SOP: Osamu Nishii	Plan																	
DRR SOP: Osamu Nishii	Actual																	
Coordinator/Public Relations: Jun Matsuo	Plan																	
Coordinator/Public Relations: Jun Matsuo	Actual																	
Equipment																		
PC	Plan																	
PC	Actual																	
Printer	Plan																	
Printer	Actual																	
	Plan																	
	Actual																	
	Plan																	
	Actual																	
Training in Japan																		
	Plan																	
	Actual																	
In-country/Third country Training																		
	Plan																	
	Actual																	
Activities																		
Sub-Activities																		
Output 1: Challenges for crisis communication and public awareness for disaster risk reduction are identified and their possible solutions are emerged.																		
1.1 The Project Team, including WG members, JICA experts, media and other persons implementing the Project, develop training programs in Armenia, Japan and possibly neighboring countries aiming to learn crisis communication practices in other contexts.																		
1.1.1 Discussion on the purpose of training programs																		
1.1.2 Development of detail training programs and its timing																		
At the beginning of the Project, it was confirmed the training session would be organized three times in the 1st year of the Project. In the first JCC meeting, the overview of the series of the trainings are explained and confirmed.																		
JET and MES discussed and confirmed the purposes of seminar/workshop and training in Armenia.																		
1. Seminar in Armenia In the first JCC, JCC members agreed that the Project would have the seminar in Armenia on 14th May 2019. Based on the discussion between JET and WG members, the detail training program was decided. 2. Training in Armenia According to the discussion between JET and PM, JET proposed the revised version of the program.																		
1. Seminar in Armenia One of the purposes of the seminar is the outreach of the Project. JET and WG members decided to invite more people from MFCC.																		
														Responsible Organization				
														Japan	Armenia			

<p>1.1.3 Deciding expected training participants</p>		<p>JCC and WG members decided to invite more people from MES, related organizations, and others. 2. Training in Armenia The training aims to focus on small group of participants to conduct the training effectively. JET suggested WG members to establish preparatory committee including the major media of Armenia and WG members agreed to it. MES selected the appropriate person from major media.</p>	
<p>1.2 The Project Team arranges training and select most appropriate members including media to the training.</p>		<p>The seminar and workshop as the 1st training and the training in Armenia as the second training have been done. Training in Japan will be organized in February 2020.</p>	T
<p>1.2.1 Deciding venue and preparation for training implementation</p>		<p>1. Seminar in Armenia Through the communication between JET and MES, it was decided that the venue would be the seminar room of MES for the seminar and meeting room of MES for workshop so that MES personnel could join the seminar and workshop easily. 2. Training in Armenia MES will be one of the organizers of the training. PM suggested to have the training in MES.</p>	
<p>1.2.2 Sending invitation to training participants</p>		<p>1. Seminar in Armenia MES sent the invitation letters to related ministries to ask them to send the person who was in charge of outreach and information issues. 2. Training in Armenia MES contacted major media companies to invite personnel of the companies to the second and third day of the training. JET had communicated Yerevan State University to invite students of Journalism Department.</p>	
<p>1.2.3 Implementation of training</p>		<p>1. Seminar in Armenia Seminar/workshop was conducted in May 2019. 2. Training in Armenia The training was organized on 24th, 25th, and 27th September. The number of the participants are 44, 31, and 26 for each day. For the second day and third day, more active discussion was done among JET, MES, and media participants. After the first WG meeting and JET discussed the results of the trainings through the methodology of As is / To be analysis. After the second training, JET and WG members discussed the achievements of the training. Through the discussion, the future perspective on media training was identified. In the first JCC of the Project, JET proposed to use As is / To be analysis as the analysis methodology, which was the simple methodology to compare the current situation and ideal situation. JCC members agreed to JET proposal.</p>	<p>In the seminar/workshop, private media company and journalists did not participate. JET suggested to establish preparatory committee for training in Armenia.</p>
<p>1.3 Training participants make reflection to identify their challenges on the current crisis communication and public awareness for disaster risk reduction and to explore possible solutions.</p>			
<p>1.3.1 Deciding methodology for exploring possible solutions</p>			
<p>1.3.2 Analysis of challenges and possible solutions</p>			
<p>1.3.3 Making report of analysis</p>		<p>1. Seminar in Armenia The seminar, discussion at the workshop, and the discussion at WG meeting was summarized. 2. Training in Armenia The three-day training and wrap-up discussion held after the training was summarized by JET.</p>	

Activity	Q1		Q2		Q3		Q4		Remarks
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	
1.4 The Project Team organizes retreat, targeting journalists to disseminate experience and knowledge obtained during trainings.									No special achievement
1.4.1 Discussion on the important issues on crisis management in Armenia									Through the WG meeting, JET and MES identified the important issues on crisis management in Armenia.
1.4.2 Preparation of contents to disseminate experiences									No activity
1.4.3 Dissemination of experiences through website, social media, etc.									No activity
Output 2: The plan of activities from the 2nd year is finalized, and the activities are implemented.									
2.1 The Project Team clarifies needs of other activities to be implemented in the Project from the 2nd year, formulate the outlines/ key points for implementation, and evaluate/prioritize the activities.									Basic direction of the second phase of the Project was developed and confirmed by JET and WG members.
2.1.1 Sharing expected achievements and outcomes of Output 3 and Output 4									Sharing expected achievements and outcomes of Output 3 and Output 4. At the beginning of the Project and the first JCC, the expected achievements and outcomes of Output 3 and Output 4.
2.1.2 Collection of related information and discussion on important issues									JET collected the related decision documents and other information and identified the lack of SOP for transferring information from MES to population through the media. MES expected SOP to be developed under the Project.
2.1.3 Identification of needs, important issues, prioritized activities									Through the WG meeting, JET and MES identified the important issues on crisis management in Armenia.
2.2 (tentative) The project Team develops the detailed plan of activities for the 2nd and 3rd year of the Project, and then, the Project Team finalizes the plan of the activities.									There is no special achievement since the detail plan is formulated after the training in Japan.
2.2.1 Reconsideration of the outputs and activities for Output 3 and 4									Future direction on Output 3 and 4 was considered and confirmed by JET and MES, considering the utilization of information center which MES is planning to establish.
2.2.2 Development of subordinate activities and their schedule									No activity
2.2.3 Preparing the document of detailed plan and approval of MES									No activity
2.3 (tentative) The Project Team implements the approved activities.									There is no achievement since the plan is implemented in 2nd and 3rd year of the Project.
2.3.1 Mentioned in Output 3 and 4									No activity

Activity	2011				2018				2019				2020				Remarks	Issue	Solution
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual					
2.3.2 Mentioned in Output 3 and 4																		No activity	
2.3.3 Mentioned in Output 3 and 4																		No activity	
Output 3: (Tentative) SOP (Standard Operation Procedure) on crisis communication is developed, training on crisis communication is planned/ conducted using the SOP, and the SOP is updated.																			
3.1 The Project Team confirms a need and utility of SOP on crisis communication, learns other cases to develop ideas, and create a skeleton of SOP.	Plan																	No activity	
	Actual																		
3.2 (tentative) The Project Team develops draft SOP.	Plan																	No activity	
	Actual																		
3.3 The project Team conducts training on crisis communication using the SOP.	Plan																	No activity	
	Actual																		
3.4 (tentative) The Project Team updates the SOP based on the review of the training.	Plan																	No activity	
	Actual																		
Output 4: (Tentative) The plan/program of training is developed, materials/contents to be used in Training Center are created, and the training is conducted.																			
4.1 The Project Team confirms a need and utility of Training Center, and develops a preliminary plan/program of the training and creates the contents/materials to be used in the Training Center.	Plan																	No activity	
	Actual																		
4.2 The Project Team develops detailed plan/program of the training.	Plan																	No activity	
	Actual																		
4.3 (tentative) The Project Team conducts trainings in the Training Center using the developed contents/materials.	Plan																	No activity	
	Actual																		
4.4 (tentative) The Project Team updates the training program.	Plan																	No activity	
	Actual																		
Duration / Phasing																			
	Plan																		
	Actual																		
Monitoring Plan																			
Monitoring																			
Joint Coordination Committee																			
Set-up the Detailed Plan of Operation																			
Submission of Monitoring Sheet																			
Monitoring Mission from Japan																			
JCC was held in March 2019.																			

TO CR of JICA Uzbekistan OFFICE**PROJECT MONITORING SHEET**

Project Title : The Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction

Version of the Sheet: Ver.3 (Term: January, 2020 - June, 2020)

Name: Koichi Shiwaku

Title: Chief Advisor

Submission Date: 26th August 2020

I. Summary**1 Progress****1-1 Progress of Inputs****(1) Dispatch of Experts**

The following experts from Japanese side were assigned in this monitoring period.

Position	Name	Period of assignment
Chief Advisor/DRR Public Awareness	Koichi Shiwaku	No dispatch
Deputy Chief Advisor/ DRR Public Awareness	Fumio Kaneko	No dispatch
DRR SOP	Osamu Nishii	No dispatch
DRR Training	Tomoko Shaw	No dispatch
Coordinator/Outreach	Jun Matsuo	No dispatch

(2) Assignment of Counterpart

The current administration of authorities of Armenia for the Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction (hereinafter referred to as “the Project”) is as follows.

JCC members

1. Project Director - Mr. Arkadi Balyan, Deputy Minister of Emergency Situations of RA
2. Project Manager – Mr. Edmon Zargaryan, Press Secretary of the Minister of Emergency Situations, Head of the Department of Information and Public Relations of the Ministry of Emergency Situations of RA
3. Mr. Hamlet Matevosyan, Rector of Crisis Management State Academy of the Ministry of Emergency Situations of RA
4. Ms. Nadya Mosoyan, Head of the Department of ES Policy Making and

International Cooperation of the Ministry of Emergency Situations of RA

Working Group members

Output 3 Working Group members

1. Armen Gevorgyan, Head of the National Crisis Management Center of RS of MES of RA,
2. Ms. Liliana Margaryan, Head of Information Division of Information and Public Relations Department of MES of RA,
3. Colonel Tigran Gidachyan, Head of Population Protection and Disaster Risk Reduction Department of RS of MES of RA,
4. Lieutenant Colonel Hovhannes Hovhannisyanyan, Head of Emergency Situations Planning Division of Population Protection and Disaster Risk Reduction Department of RS of MES of RA,
5. Captain Meri Arakelyan, Head of Information Provision and Statistics Division of NCMC of RS of MES of RA,
6. Ms. Mariam Margaryan, Junior instructor for publishing of information in the website, Information Provision and Statistics Division of NCMC of RS of MES of RA,
7. Ms. Irina Aleyan, Chief Monitoring Specialist of Mass Media Monitoring and Analysis Division of Information and Public Relations Department of MES of RA.

Output 4 Working Group members

1. Sargis Kyureghyan, Deputy Rector of Crisis Management State Academy of the Ministry of Emergency Situations of RA,
2. Ms. Liliana Margaryan, Head of Information Division of Information and Public Relations Department of MES of RA,
3. Colonel Hakob Hakobyan, Head of Natural Disasters Division of Population Protection and Disaster Risk Reduction Department of RS of MES of RA,
4. Lieutenant Colonel Syuzanna Hakobyan, Chief Instructor of the Division of Analysis and Coordination of Programs and Plans of the Department of Organization of Service of RS of MES of RA,
5. Mr. Aram Zakaryan, journalist of 911tert.am webpage of MES and cmsa.am webpage of Crisis Management State Academy of MES of RA,
6. Ms. Irina Aleyan, Chief Monitoring Specialist of Mass Media Monitoring and Analysis Division of Information and Public Relations Department of MES of RA.

1-2 Progress of Activities

(1) Overall of the Project

1) Joint Coordination Committee (JCC) Meeting

The JCC Meeting was not held during this monitoring period. JICA Uzbekistan Office and JICA Expert Team decided that the third JCC will be organized when JICA Expert Team restart visiting Armenia. MES also agreed to it. Therefore, the Work Plan is not officially approved by Japanese side and Armenian side. But the significant parts on Output 3 and 4 were confirmed by JICA Expert Team and MES. Therefore, it was decided to start the activities of Output 3 and 4. According to the progress of the Project and the situation in Armenian on COVID-19, the work plan should be revised in order to make the Project effective.

2) Procurement of Equipment

Any equipment is not procured during this monitoring period.

In the first phase, JICA Expert Team and MES agreed that the Project would organize practical exercise under Output 3 in order to confirm the draft SOP. To consider and identify the necessary equipment for the exercise, JICA Expert Team conducted the survey. According to the survey results, JICA Expert Team and MES confirmed the necessary products, their numbers, and the utilization of the equipment in exercise and normal time. It will be discussed between JICA and MES whether the equipment is procured.

(2) Output 1

Activity 1.1 The Project Team, including WG members, JICA experts, media and other persons implementing the Project, develop training programs in Armenia, Japan and possibly neighboring countries aiming to learn crisis communication practices in other contexts.

Activity 1.1.1 Discussion on the purpose of training programs

There is no progress since the activity was completed.

Activity 1.1.2 Development of detail training programs and its timing.

There is no progress since the activity was completed.

Activity 1.1.3 Deciding expected training participants

There is no progress since the activity was completed.

Activity 1.2 The Project Team arranges training and selects most appropriate members including media to the training.

Activity 1.2.1 Deciding venue and preparation for training implementation

There is no progress since the activity was completed.

Activity 1.2.2 Sending invitation to training participants

There is no progress since the activity was completed.

Activity 1.2.3 Implementation of training

Training in Japan was conducted from 12th to 21st February 2020. The schedule is shown in Table 1-2.1. Six persons of MES and four persons from media companies participated in the training.

Table 1-2.1 Schedule of the training in Japan

Date	Time		Type	Contents	Lecturers etc.	
					Name	Organization
11-Feb				Arrival		
12-Feb	10:00	12:30		Briefing	Coordinator	
	12:30	13:30		Lunch		
	13:30	16:00		Orientation	Koichi Shiwaku	OYO International Cooperation
				Courtesy call to JICA		
13-Feb	9:30	11:30	Lecture	Countermeasures and vigilance evacuation for landslides and segment disasters	Shigetaka Takiguchi	Ministry of Land, Infrastructure, Transport and Tourism
	11:30	12:15		Lunch		
	12:15	12:55		Move		
	13:00	16:30	Lecture	Overview of works of the Japan Meteorological Agency: Dissemination of disaster/meteorological information and public awareness activities (including observation of Department of forecasts, Department of observation and Department of the earthquake and volcanoes)	Yoshihiko Tahara	Japan Meteorological Agency
14-Feb	09:00	12:30	Lecture	Process of disaster response works	Kimiro Meguro Tetsuro Ito Muneyoshi Numada	Prof. University of Tokyo Visiting Prof. of University of Tokyo Assoc. Prof., University of Tokyo
	12:30	13:15		Lunch		
	13:15	14:10		Move		
	14:20	16:50	Observation	Observation and Life Safety Learning Center (Course: 14:20-16:05. Observation at free area by 17:00)		
15-Feb				Holiday		
16-Feb	8:30	12:40	Observation	Move: Tokyo-Shin Kobe		
	12:30	13:30		Lunch		
	13:30	13:45		Move		
	14:00	15:00	Lec.	Guidance on Disaster Reduction and Human Renovation Institute		Disaster Reduction and Human Renovation Institute
	15:10	17:25	Observation	Observation on Disaster Reduction and Human Renovation Institute		
17-Feb	8:50	11:30	Lecture	Media and the Great Hanshin-Awaji Earthquake	Chisako Ometa	Mainichi Broadcasting Station
	11:30	12:30		Lunch		
	12:30	13:00		Move		
	13:00	15:15	Lecture	Emergency Management of Kobe City (including observation of control room)	Kaori Asada Hiroki Hashimoto	Emergency Management Office of Kobe City
	15:30	19:30		Move: Shin Kobe - Tokyo		
18-Feb	10:00	12:40	Lecture	Roles of broadcasting media for DRR	Sayaka Irie	NHK Broadcasting Culture Research Institute
	12:40	13:30		Lunch		
	13:30	15:00	Lecture	Roles of broadcasting media for DRR	Sayaka Irie	NHK Broadcasting Culture Research Institute
	15:20	16:30	Practice	Discussion: Roles of media for DRR in Armenia	Sayaka Irie	NHK Broadcasting Culture Research Institute
19-Feb	09:30	11:45	Lecture	Information sharing technology in disaster situations	Yuichiro Usuda	National Research Institute for Earth Science and Disaster Resilience
	12:10	12:40		Lunch		
	12:45	13:15		Move		
	13:30	16:30	Lecture	Disaster response with utilization of social media	Nao Fukushima	LINE Corporation
	16:30	17:00		Move		
20-Feb	09:30	12:00		Disaster response in community level: Utilization of timeline	Yoichi Miki	OYO Corporation
	12:00	12:50		Lunch		
	13:30	15:40		Discussion: Lessons of Japan to be considered in the second phase	Koichi Shiwaku	OYO International Cooperation
21-Feb	9:15	11:30		Preparation of presentation		
	12:00	13:00		Lunch		
	13:00	15:00		Presentation and Discussion	Koichi Shiwaku	OYO International Cooperation
	15:30	16:10		Evaluation		
	16:20	16:30		Closing		
22-Feb				Departure		

Activity 1.3 Training participants make reflection to identify their challenges on the current crisis communication and public awareness for disaster risk reduction and to explore possible solutions.

Activity 1.3.1 Deciding methodology for exploring possible solutions

It was planned that JICA Expert Team would visit Armenia to organize the presentation by the participants of the training in Japan in order to share the lessons and the training with other personnel of the MES and discuss the future perspective to be considered in the second phase. But due to COVID-19, the dispatch of JICA Expert Team has not been allowed. Therefore, JICA Expert Team decided to conduct the interview survey to the participants in order to understand their impression and opinions on the training in Japan.

Activity 1.3.2 Analysis of challenges and possible solutions

Through the survey, the following were suggested to be considered in the second phase of the Project.

- ✓ It is necessary to make opportunity of co-working between MES and media personnel.
- ✓ It is important for media company to conduct the training on crisis communication in their company.
- ✓ SOP should be made by its users.
- ✓ People in Armenia as well as journalists need to feel reality of disasters.
- ✓ It is necessary to communicate between Armenian side and Japanese media personnel to share Japanese lessons and experiences with Armenian side.

Activity 1.3.3 Making report of analysis

Report on the training in Japan was prepared in Japanese and submitted to JICA Uzbekistan Office.

Activity 1.4 The Project Team organizes retreat, targeting journalists to disseminate experience and knowledge obtained during trainings.

Activity 1.4.1 Discussion on the important issues on crisis management in Armenia

As mentioned in Activity 1.3.2, the interview survey was conducted to understand the important issues on crisis management in Armenia.

Activity 1.4.2 Preparation of contents to disseminate experiences

Some of the participants of the training in Japan prepared the contents during and after the training, such as articles and video clips.

Activity 1.4.3 Dissemination of experiences through website, social media, etc.

After the training in Japan, some of the participants disseminated the prepared contents in the internet. Table 1-2.2 shows the experiences shown in the internet. Journalists disseminated experiences in YouTube. The participant from Crisis Management State Academy show the articles in their website.

Table 1-2.2 Experiences and lessons disseminated in the internet

No.	Title	Provider	No. of views	Confirmation date of views	URL
1	A boy with Armenian name in Japan. Why his mother called him Aharon	Kentron TV	45,392	2nd July 2020	https://www.youtube.com/watch?v=OxVjiD9Z4TY&feature=share&fbclid=IwAR0XWb3StwzGnvJYpvYFFYxo37Rkzof4iui2NXy6YdWmrD2TpGLSTjxUwc
2	Kobe, a city that experienced the earthquake. Exclusive reportage of "Epicenter" from Japan	Kentron TV	606	2nd July 2020	https://www.youtube.com/watch?v=QkMXg2zehjE&fbclid=IwAR0vV1gBX6Cy44OeLSpeqNWr bFzP1n2SDj9ZUugEISLzbCnQBvzv8FmmVnw
3	Exclusive reportage of "Epicenter" from Tokyo: in the earthquake simulation room. How to resist disasters.	Kentron TV	1,896	2nd July 2020	https://www.youtube.com/watch?v=XDOTicVqpZA&fbclid=IwAR1vaQuVDYhQ-MLW4ThV7QYZ3Vy9bNvluXZ2bPtmz-wOW4FNP5CNL5YhzKs
4	How disaster prevention is taught in Japan	Public TV	745	2nd July 2020	https://www.youtube.com/watch?v=0oU_DyeqcfE&feature=emb_logo
5	"Lraber" ¹ news	H2 TV	143	2nd July 2020	https://www.youtube.com/watch?v=qHTkz-wmQDA&feature=youtu.be&fbclid=IwAR1_8ZvUoHBrhNxSuvsUIhNaagPf5SY525kRrnm6e9ZrmQRMwFaearN3vcU
6	Armenians "survived"	ArmenPress	6000 ²	2nd July 2020	http://www.hypress.am/index.ph

¹ "Lraber" literally means "Bringing news". Its a usual news program.

² This is the approximate number of published newspaper. ArmenPress is not preparing the counter to check the view for each article.

PM Form 3-1 Monitoring Sheet Summary

	intensity 7 earthquake in Japan				p?sub=hodv&hodv=20200304_10&flag=am&fbclid=IwAR2cvMh8FuFwUUZnrK-VGqy_vVJCD3yMHsgg02ah01jmEpARomhC5TeYGXM
7	Training in Japan: Person cannot respond to what he/she doesn't imagine	Crisis Management State Academy	2,270	2nd July 2020	https://911tert.am/2020/02/24/%D5%BE%D5%A5%D6%80%D5%A1%D5%BA%D5%A1%D5%BF%D6%80%D5%A1%D5%BD%D5%BF%D5%B8%D6%82%D5%B4-%D5%B3%D5%A1%D5%BA%D5%B8%D5%B6%D5%AB%D5%A1%D5%B5%D5%B8%D6%82%D5%B4%E2%80%A4-%D5%B4%D5%A1%D6%80%D5%A4%D5%A8-%D5%B9/?fbclid=IwAR1rcdgDb3qy9FeUxrpGGBPjdJUzsuR4muaeH7jvqrJS-J3wvaQG8SXNDj8
8	Training in Japan: Experience of NHK in the field of public awareness	Crisis Management State Academy	2,210	2nd July 2020	https://911tert.am/2020/02/28/%D5%BE%D5%A5%D6%80%D5%A1%D5%BA%D5%A1%D5%BF%D6%80%D5%A1%D5%BD%D5%BF%D5%B8%D6%82%D5%B4-%D5%B3%D5%A1%D5%BA%D5%B8%D5%B6%D5%AB%D5%A1%D5%B5%D5%B8%D6%82%D5%B4-%D5%B0%D5%A1%D5%B6%D6%80%D5%A1%D5%B5%D5%AB/?fbclid=IwAR34Mf7q27pLKUT1P2vEjxGe9pUqaDfbqtor-_wdEczm7MpXm3drQ9w7nnE
9	Training in Japan: Public awareness steps of the State	Crisis Management State Academy	663	2nd July 2020	https://911tert.am/2020/03/09/%D5%BE%D5%A5%D6%80%D5%A1%D5%BA%D5%A1%D5%BF%D6%80%D5%A1%D5%B

					<p>D%D5%BF%D5%B8%D6%82% D5%B4-%D5%B3%D5%A1%D 5%BA%D5%B8%D5%B6%D5% AB%D5%A1%D5%B5%D5%B 8%D6%82%D5%B4-%D5%B0% D5%A1%D5%B6%D6%80%D 5%A1%D5%B5%D5%AB-2/?fbc lid=lwAR0m_WdVPKhKefHnIHg _PocSxgO0AlnDJbHMfmccv-W PgfxkZDFkvN0lqoE</p>
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(3) Output 2

Activity 2.1 The Project Team clarifies needs of other activities to be implemented in the Project from the 2nd year, formulate the outlines/ key points for implementation, and evaluate/ prioritize the activities.

Activity 2.1.1 Sharing expected achievements and outcomes of Output 3 and Output 4

There is no progress since the activity was completed.

Activity 2.1.2 Collection of related information and discussion on important issues

There is no progress since the activity was completed.

Activity 2.1.3 Identification of needs, important issues, prioritized activities

Through the training in Japan, the important issues to be considered in the second phase were identified as mentioned before.

Activity 2.2 (tentative) The project Team develops the detailed plan of activities for the 2nd and 3rd year of the Project, and then, the Project Team finalizes the plan of the activities.

Activity 2.2.1 Reconsideration of the outputs and activities for Output 3 and 4

There is no progress since the activity was completed.

Activity 2.2.2 Development of subordinate activities and their schedule

The subordinate activities are shown in the draft Work Plan for the second phase of the Project. In addition, the dispatch of the person of NHK was proposed in the plan since it is strong request from the participants of the training in Japan. JICA Expert Team explained the draft Work Plan to PM and Working Group members and both JICA Expert Team and

Armenian side agreed to the contents of the draft Work Plan.

Activity 2.2.3 Preparing the document of detailed plan and approval of MES

The detail planning survey report was developed and submitted to JICA Uzbekistan Office in the first phase. Due to the situation in Armenia on COVID-19 and the work progress in the future, the detail issue may be revised.

Activity 2.3 (tentative) The Project Team implements the approved activities.

This activity means the implementation of Output 3 and 4. Therefore, anything is not written here.

(4) Output 3

Activity 3.1 The Project Team confirms a need and utility of SOP on crisis communication, learns other cases to develop ideas, and create a skeleton of SOP.

Activity 3.1.1 To decide the objectives of crisis communication

JICA Expert Team proposed the objectives of the crisis communication as follows. JICA Expert Team will discuss with the WG members and define the objectives after July.

Crisis communication is generally regarded as a part of risk communication. Risk communication is the exchange of information and opinions among individuals, groups, organizations, and other stakeholders in order to understand the issue better and make better decisions about it. It is two-way, not one-way, constructive, not critical, and continuous communication.

The crisis communication in the Project is defined mainly for the collection and dissemination of information during the disaster response period, with the aim of raising awareness, changing behavior and contributing to the effective implementation of safety measures. It is a part of the risk communication and has continuity with the means of information gathering and communication in the pre-disaster, emergency response and recovery/restoration phases.

Activity 3.1.2 To consider and decide the overview of the roles of relevant organizations

The main players in crisis communication within the MES are the National Crisis Management Center (NCMC) and the Department of Information and Public Relations (DIPR). JICA Expert Team supposes that the roles of these two organizations are following items. JICA Expert Team and WG members will discuss and complete these items after July.

<NCMC>

- Receipt of the first disaster information from emergency call or other source.
- Provision of information to the leading staff of MES depending on the complexity of the situation.

- Warning of the relevant Departments of MES, including DIPR and representatives from other relevant bodies and organizations in NCMC.
- Warning of related local governments and organizations.
- Collection of information on situation in the disaster area from the Regional CMC.
- Processing and analysis of the information received in NCMC.
- Organization of the provision of information to subdivisions involved in the response process.
- Periodical provision of updated information to relevant bodies, including DIPR.
- Provision of data and information to the citizens via “hot line”.
- Putting the first news on the disaster on the web page of MES and regular updating of it.
- Participation in the press conference organized by the DIPR in the Information Center providing the latest news on the situation and answering the questions raised by mass-media and others.

<DIPR>

- Receipt of the warning from NCMC.
- Receipt of first news and further regularly updated information from NCMC.
- Sharing of the first news with mass media.
- Launching of the Information Center.
- Organization of press conferences in the Information Center with the involvement of mass-media and people in charge of communication in different Ministries and organizations.
- Provision of assistance to NCMC in putting information on the home page of MES.
- Provision of guidance to mass media representatives.
- Preparation and dissemination of situation report and information on the rules of behavior.
- Periodical provision of updated information to mass media.

Activity 3.1.3 To consider types, contents, and transmission ways of information and decide the outline

JICA Expert Team investigated the current regulations for disaster communication within the MES for the purpose of determining the outline under Activity 3.1.3. Minister's Order for Emergency Situations N 832-A is an order that specify the operation activities of NCMC and Appendix 8 of the order summarizes the items that NCMC should collect, organize and communicate in the event of a disaster. According to it, 22 items in case of earthquake disaster, 10 items in landslide, and 9 items in forest fire are required. They are shown in

Table 1-2.3.

After July, JICA Expert Team will use this existing table and discuss with the WG members where the information should be collected, the means of collection, the detailed information to be recorded for each item, the forms to be filled out for them, and where and how the information should be transmitted. This discussion is the beginning of the works that lead to Activity 3.2.3.

Table 1-2.3 Key issues subject to clarification in case of receiving information on emergency cases and hazardous natural phenomena

Name of the emergency case, accident, hazardous natural phenomenon (level of complexity)	Key issues to be clarified
Fires with the level of complexity of "3rd call" and higher in forests, vegetated areas and those covered with artificial plants	<ol style="list-style-type: none"> 1. Existence of constructions, fire prone, fire-explosive and other facilities, roads, MTs, electricity poles (cables), gas pipelines next to the source of fire, 2. geographical peculiarities of the location, 3. meteorological condition, 4. possible directions of spread, 5. existence of approach ways, 6. existence of reservoirs, 7. minefields (in the cross border forests and vegetated zones), 8. "open" areas for the adversary (in the cross border forests and vegetated zones), 9. Landslide areas,
Severe earthquake in the territory of RA and in the region leading to destructions	<ol style="list-style-type: none"> 1. Clarification of the epicenter and obtainment of parameters of seismic event, 2. Organization of air, engineering, fire, medical, chemical reconnaissance, 3. Checking of the created situation in hazardous radiological and chemical facilities, 4. Monitoring of seismic situation, 5. Population warning, 6. Prevention of panic, awareness, 7. Summarization of the results of reconnaissance and coordination of response procedures by directions, 8. Condition of approach ways to the destroyed territories, alternative directions, 9. Deployment of operative team in the most affected areas, 10. Deployment of communication system (radio networks of 1 - 9, according to point 10 of appendix 1 of the RA Government decision N 919, dated on 10.06.2011), 11. Identification of residential areas where there is no connection, 12. The most destroyed zones, organization of search and rescue, urgent accident-recovery operations, 13. Coordination of information on the dislocation of forces and means, staffs, Committees of ES and Evacuation, 14. Coordination of data on the dead and affected, 15. Deployment of staffs in the working sites, exchange of information, 16. Monitoring of epidemiological situation, 17. Coordination of data about evacuated, dislocated, hospitalized people, 18. International cooperation, information exchange, 19. Coordination of the operations of the international rescue forces arriving in RA, 20. Availability of lighting, 21. Locations of accommodations, 22. Coordination of the monitoring results of soil, air and water
Landslides, mudslides, rock-falls leading to the occurrence of emergency situations of regional and higher importance	<ol style="list-style-type: none"> 1. Scale of the geological phenomenon, dynamics of the development of the situation, 2. Importance of the affected territories, existence of buildings, constructions, MT and other facilities left under the soil (silt, mudslide flow), the number, 3. Disturbed parts of the traffic, the importance of the road (railway), the possibility of organization of bypass traffic 4. Jams, availability of approach ways, 5. Population warning, awareness, 6. Threats of occurrence of other emergency cases and accidents,

	<p>7. Existence of destroyed infrastructures (water pipelines, communication lines, gas pipeline, internet etc.) due to which other residential areas and territories got affected,</p> <p>8. Need for evacuation,</p> <p>9. Existence of water basins in the area of occurrence of a geological phenomenon, threat of block of riverbed,</p> <p>10. Possible reasons of occurrence of a geological phenomenon,</p>
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Activity 3.1.4 To develop the framework of SOP

In the Work Plan, JICA Expert Team proposed the example of framework of SOP as shown in Figure 1-2.1.

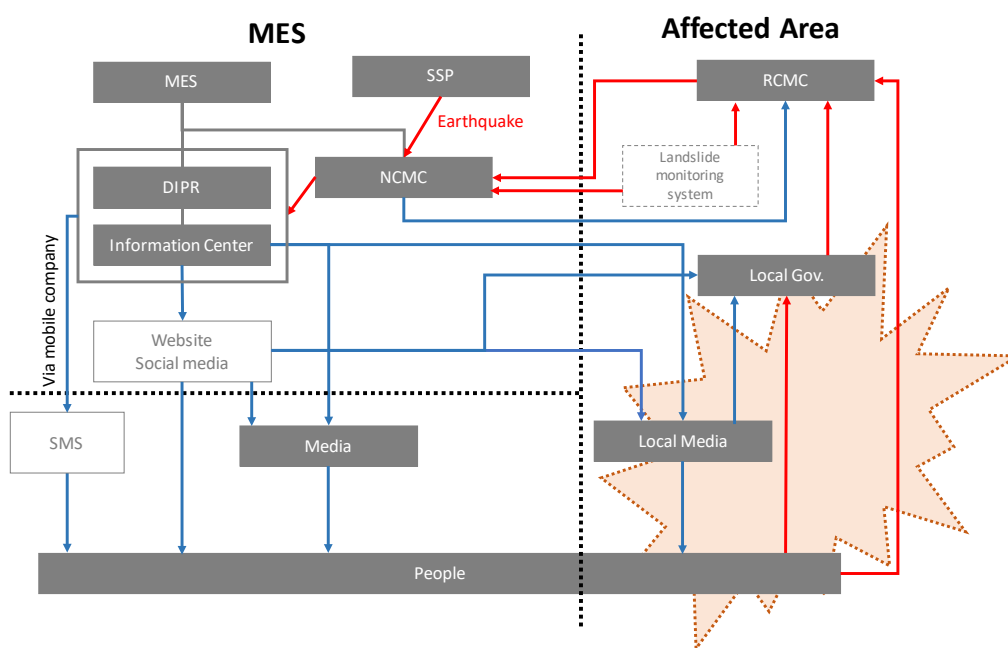


Figure 1-2.1 Proposed framework of crisis communication in MES
(Source: Detail Planning Survey Report)

Through the Activities 3.1.2 and 3.1.3, this was basically appreciated by WG that the relative position of each organization and the flow of information is similar to the diagram. However, it will be finalized in the next few months by WG through review.

Activity 3.2 The Project Team develops draft SOP.

Activity 3.2.1 To consider the contents of SOP

JICA Expert Team proposed the table of contents of SOP in the Work Plan. Through the Activities 3.2, JICA Expert Team proposed the following items (Table 1-2.4) with some modifications from the original ones. JICA Expert Team plans to discuss these items with the WG members in the next few months.

Table 1-2.4 Proposed table of contents of SOP

1.	The purpose of crisis communication
2.	The structure and role of related organizations and media for crisis communication
3.	Collection and dissemination information on hazards and damage information the relevant agencies
4.	Communication to the media
5.	Warnings and emergency warning broadcasts regarding important and urgent disasters
6.	Publicity through the media
7.	Communication of information collected by the media to the government
8.	Treatment of information disseminated by the public

Activity 3.2.2 To evaluate the risks of three disasters (earthquake, landslide, and forest fire) and prepare disaster scenario

The activity has not been started.

Activity 3.2.3 To decide the information to be collected, source of information, and ways of collection based on the developed scenario

This activity is an extension of the Activity 3.1.3. The activity has not been started yet, but JICA Expert Team plans to proceed with reference to Activity 3.1.3.

Activity 3.2.4 To decide the destination of information, items to be transmitted, and ways of transmission based on the developed scenario

The activity has not been started.

Activity 3.2.5 To develop draft SOP

The activity has not been started.

Activity 3.2.6 To consider making agreement with organizations being information sources

The activity has not been started.

Activity 3.3 The Project Team develops draft guidelines for media and journalist.

Activity 3.3.1 To rearrange the issues of crisis communication by media

Through the Activities 1.3.1 and 1.3.2, the participants of the training in Japan summarized the issues to be solved for crisis communication as follows.

<Enlightenment>

- ✓ Many disaster prevention programs are made in Japan. The media should also provide disaster information in Armenia.

- ✓ Japan is learning from mistakes. Learning from disasters and improving systems, crisis awareness, and awareness raising methods.

<Norm>

- ✓ Journalists are competitive with each other, but there should not be competition during disasters, and this should be improved.
- ✓ Decisions must be made about the behavior and rules of journalists during disasters and awareness of compliance by journalists during disasters is important.
- ✓ It is significant to establish rules to ensure that appropriate information is released at the right time in times of disaster.

<Cooperation>

- ✓ In Japan, a cooperative relationship between the government, local government and the media has been established, and this relationship should be established in Armenia through the development of SOPs and guidelines.
- ✓ A joint information platform of media and administration must be created.
- ✓ There should be an opportunity to share the experience so far with the MES and journalists.

<Training>

- ✓ Journalists should have the appropriate knowledge, skills and know-how for disaster and training is needed. Training materials need to be developed for this purpose.
- ✓ Journalists and personnel of NHK in Japan receive training every day. It is important to train the media in disaster reporting.
- ✓ MES and media should collaborate on training. It is also desirable for the media to be able to train themselves.

Activity 3.3.2 To consider the purpose and contents of the guidelines

Through the Activity 3.3.1, JICA Expert Team proposed the purpose and contents of the guideline as shown in Table 1-2.5. A prototype of draft guideline will be presented by JICA Expert Team within few months.

Table 1-2.5 Proposed table of contents of guideline

<ol style="list-style-type: none"> 1. Purpose of the guideline 2. Necessity of knowledge about disaster prevention 3. Causes/characteristics of each disaster and disaster prevention information required for risk reduction 4. Risk communication and recovery communication 5. Basic attitude of disaster reporting 6. Coverage rules and compliance 7. Ensuring the safety of interviewers 8. Human rights, copyright, video rules
--

9. Cooperation with MES and local governments
10. Coordination between media
11. Training on disaster reporting

Activity 3.3.3 To develop the draft guidelines

The activity has not been started.

Activity 3.4 The project Team conducts practical training on crisis communication using the SOP and the guidelines.

Activity 3.4.1 To consider the roles of NCMC, DIPR and media in the training

The activity has not been started.

Activity 3.4.2 To decide the training sites for each disaster and formulate the training scenario

Training sites

JICA Expert Team is proposing the following training sites as candidates.

<Earthquake>: Gyumri City

Gyumri, the second largest city in Armenia, was severely damaged by the 1988 Spitak Earthquake and recovery process has not been finished yet. Therefore, the building damaged by the earthquake remains, and Gyumri City is considered suitable for the training on earthquake disaster.

<Landslide>: Voghjaberd Village

Voghjaberd Village is the largest active landslide area in Armenia. It was one of the pilot project areas of another JICA Project titled "Landslide Disaster Management Project" implemented from 2014 to 2017. NCMC is monitoring the area with the equipment provided by that project. Therefore, this village is a promising candidate site.

<Forest fire>: Khosrov State Forest Reserve

A fire in the Khosrov State Forest Reserve in 2017 severely affected the local ecosystem, damaging flora and fauna. Conservation of the region is very important for the stability of the Armenian ecosystem and this area is a potential candidate for forest fire training.

Working Group Leader Mr. Gevorgyan suggested that the three sites could be combined into one drill, considering the situation of COVID-19. This issue will be planned to proceed with careful discussion in the future.

Training scenario

JICA Expert Team proposed the outline of the training scenario for earthquake disaster.

WG members will decide facilitators for the training and will develop a more detailed training plan refer to this outline of scenario.

Activity 3.4.3 To share the guidelines and training scenarios with the training participants

The activity has not been started.

Activity 3.4.4 To implement the training

The activity has not been started.

Activity 3.5 The Project Team updates the SOP and the guidelines based on the review of the training.

Activity 3.5.1 To identify the issues subject to revision based on the training contents and review results

The activity has not been started.

Activity 3.5.2 To reflect the revised issues in the SOP and the guidelines for finalization

The activity has not been started.

Activity 3.5.3 To conduct outreach and awareness raising on the revised SOP and guidelines targeting media

The activity has not been started.

(5) Output 4

Activity 4.1 The Project Team develops a preliminary plan/program of the training and prepare the concept of the material.

Activity 4.1.1 To reorganize the issues on crisis communication and the needs of related organizations

The issues are identified through the activities in the first phase and the outcomes of the trainings in Japan. Currently, the issues analysis has been completed. Current notable issues are summarized in Table 1-2.6

At the time the draft SOP is developed, further detailed issues can be analyzed and identified by examining timeline activities.

Table 1-2.6 Notable Issues on Crisis Communication

(Source: JICA Expert Team)

Related Actors	Category	Issues
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PM Form 3-1 Monitoring Sheet Summary

MES	Decision makings	<ul style="list-style-type: none"> The automation of monitoring systems for earthquake epicenters, seismic intensity information, and meteorological information is yet to be established, and it is considered that in case of large-scale disasters, immediate information may not be available in an emergency. For this reason, the Ministry of Emergency Situations must also consider situations in which decision-making is unavoidable even without proper information. For the crisis communication in an emergency, it is necessary to prepare and make all kinds of assumptions and estimation, including the worst scenario from the preliminary stage.
	Training courses	<ul style="list-style-type: none"> Crisis Management State Academy has various training courses for different target groups, however there is no specific training programs for journalists. Even though there are training programs for citizens or representatives of citizens, the contents of learnings are mostly code of conducts, and precise timeline actions are not covered. Simple timeline which citizens must know needs to be covered.
	Coordination	<ul style="list-style-type: none"> Since it is a centralized state, it has the merit of proceeding from the top down. However, from the other side, it is difficult to understand the needs of citizens and grass root level And it is necessary to promote inter-organizational cooperation between the state level, Marts, and the community to realize effective and practical management.
	Networking with journalists	<ul style="list-style-type: none"> DIPR conducts press releases much news related with MES. However sometimes journalists misunderstand and write wrong articles with their own interpretations. To avoid such situations, providing journalists opportunities to understand the functions of MES and basic knowledge of crisis communication and risk communication, and DRM/ DRR knowledge is essential. To provide such opportunities, it is ideal to have co-working environments with journalists. To make the crisis communication smoother, MES can provide physical space for journalists writing articles, providing visual images and materials by MES and regular updated information are provided.
	Organizational knowledge	<ul style="list-style-type: none"> Learning and lessons from past disasters need to be rooted as knowledge within the organization Disaster Risk Management is a subject of experience-based engineering. Analyzing and learning from what was happening provides us lots of lessons. To make documentation of what has happened in the past disasters and its responses are the greatest sources of learnings. Organizational culture of such opportunities needs to be enhanced.
Media	Local Network	<ul style="list-style-type: none"> DRR/DRM reporting requires two sided viewpoints; one is victims' and the other is supporters' perspectives. Victims' viewpoints and information can be collected mainly from the disaster occurred area. The journalists who just visit the damaged areas in a rush from Yerevan for example, publishes superficial articles or report false information. However, if there are networks of journalists around the country, the correspondents of each localities can report local news more precisely and correctly.
	DRR/DRM specialists	<ul style="list-style-type: none"> There are very few journalists and editors specialized in disaster risk reduction / management (DRR/DRM) such as science reporters, and they are usually multi-tasked and covers wide ranges of specialization such as politics, economy, society, etc. There are few journalists and editors who regularly analyze and write articles with profound knowledge of DRR/DRM.
	Association of Journalists	<ul style="list-style-type: none"> There are a few associations of journalists, which mainly protect labor environment of journalists. However, they are either very limited circle of special concerns or advocating specific themes. It is not unified association of serving for the common interests of the journalists in general.
	Journalist	<ul style="list-style-type: none"> In the department of Journalism at Yerevan State university, there are special sessions on DRM/emergency management. However,

	trainings	<p>the course is not a mainstream and the climate change issues are not the popular themes.</p> <ul style="list-style-type: none"> Private media company has courses for train journalists, however DRR/DRM climate change issues are not covered.
	DRM culture	<ul style="list-style-type: none"> It is necessary to stimulate a sense of mission that plays a role in fostering a disaster risk reduction culture, such as verification and review of past disasters and activation of anniversary events.
Citizens	Awareness/ knowledge/ behavior	<ul style="list-style-type: none"> Citizens do not have sufficient basic knowledge about evacuation sites, emergency actions, and actions by disaster. Citizens usually have little experience of large-scale disasters that occur at the same time, and they may tend to fall into a panic. There may be concerns about the spread of false rumors during disasters.
	Evacuation	<ul style="list-style-type: none"> It might be difficult for national security to inform the citizens of the evacuation sites in advance, and it might be necessary to consider that such information needs to be informed to the citizens widely through the media during crisis.

Activity 4.1.2 To reorganize the concept and the future functions of the information center

In this monitoring term, JICA Expert Team deeply reviewed the results of the first phase in order to start the discussion with WG members in July.

The Information Center of MES is envisaged to provide operative information/communication and carry out the informing process of the population effectively during emergency situations, different crisis, major disasters and long-lasting emergency cases and accidents.

Common consensus has been made between MES and JICA Expert Team on the concept and future functions of Information Center (refer to Figure 1-2.2). The Information Center is basically managed by the DIPR. In the ordinary time, Information Center has three functions namely 1) training for crisis communication, 2) awareness raising for crisis communication, and 3) trust buildings with media journalists, which include study visit to NCMC and emergency management and crisis management briefed by the high ranking MES officials.

During emergency time, Information Center has three functions such as 1) analysis and development of information, 2) organizing press conferences, and 3) provision of information.

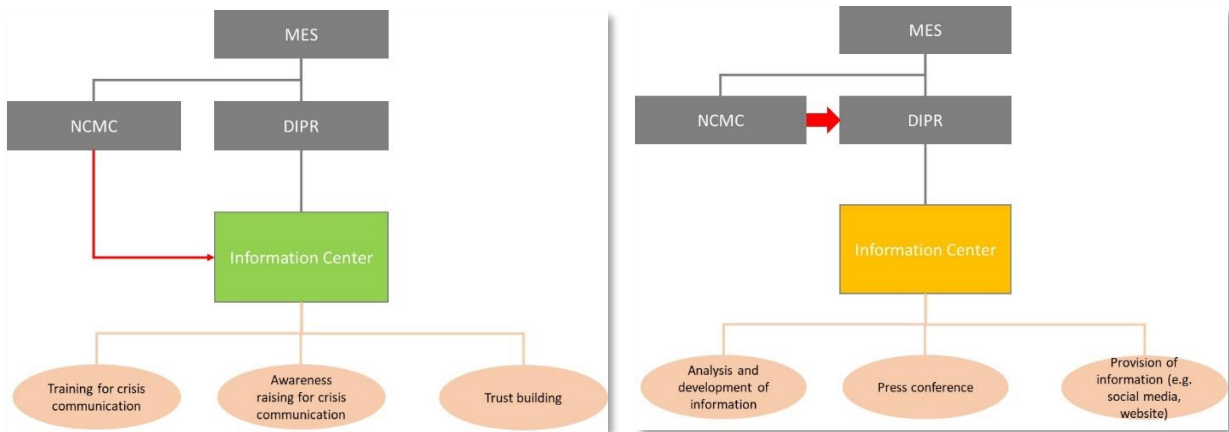


Figure 1-2.2 Functions of Information Center
 (ordinary time [left]/ emergency time [right])
 (Source: Detail Planning Survey Report)

Regarding trainings on crisis communication, it is expected that specific trainings, covering SOPs of different disasters, for media, local government, and MES staff are handled by Information Center, whereas, CMSA handles basic trainings for general public. Trainers for the population are trained at Information Center (refer to Figure 1-2.3).

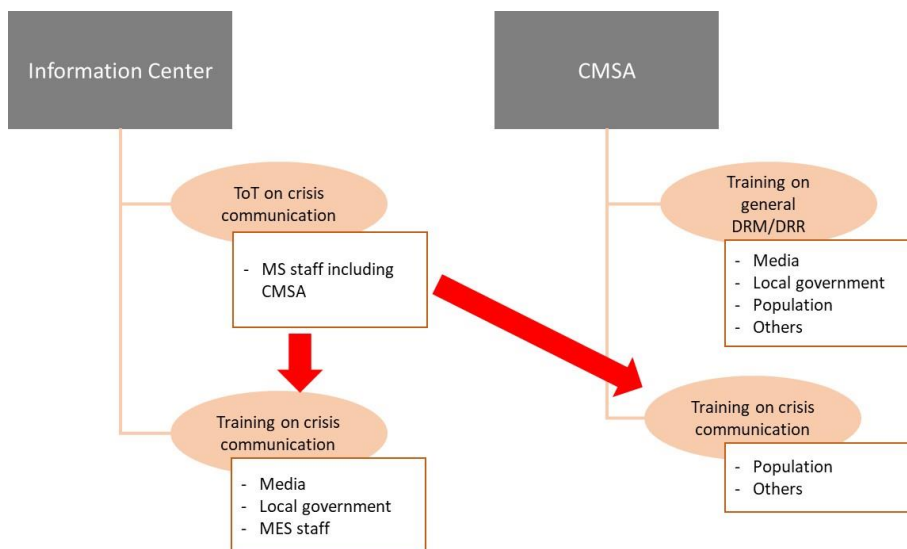


Figure 1-2.3 Demarcation of training functions between Information Center and CMSA
 (Source: JICA Expert Team)

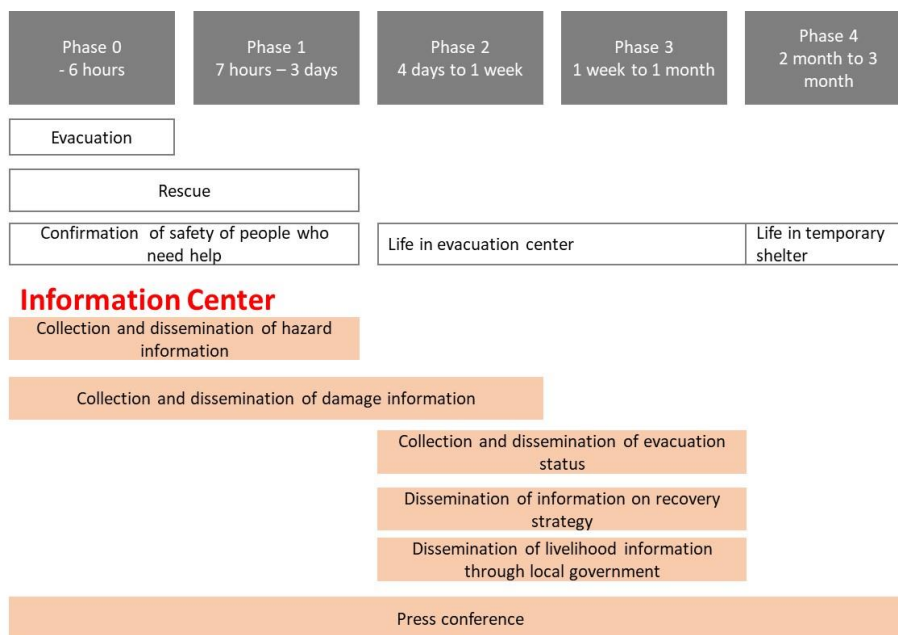


Figure 1-2.4 Timeline Tasks of Information Center
 (Source: JICA Expert Team)

Sample tasks of Information Center during crisis are listed in the timeline shown in Figure 1-2.4. Rough timelines are shown in grey on top, and main activities by timeline are shown in white boxes such as evacuation, rescue, confirmation of safety of people, life in evacuation center are listed. In the orange boxes, activities of Information Center are delineated.

Immediately after the disasters, collection and dissemination of hazard information and damage information are the major tasks up to three days. After golden hours of three days, types of information dealt by the Information Center will shift to collection and dissemination of evacuation status, dissemination on recovery strategy, and livelihood information. In the meantime, press conferences are organized at the Information Center.

In the due course of time, while SOP of crisis communication has become more visible and concrete, the functions of the Information Center are to be discussed among counterparts in details in the next monitoring term.

Activity 4.1.3 To set the training strategy, overall goals, purpose, and the target group

The overall outlines of the training purpose, goals for each target group were discussed among the counterparts and JICA Expert Team through both the counterpart training in Japan and the explanatory session in the web meeting held in June 2020. The importance and necessity of the practical trainings were well emphasized and recognized. The details are required to be discussed among the counterparts in the coming month, taking case of

training for journalists as one sample.

Table 1-2.7 Training purpose for each target (tentative)

(Source: JICA Expert Team)

Target	Overall goal	Training purpose
Personnel in charge of crisis communication in MES etc.	To carry out effective crisis communication	<ul style="list-style-type: none"> To understand disaster management cycle, importance of DRR, roles in crisis communication, such as information collection and transmission, and SOP and to conduct activities and information transmission based on SOP To understand the roles and responsibility of media and to conduct responsible works appropriately as spokesman of ministries
Personnel in charge of crisis communication in local government		<ul style="list-style-type: none"> To understand disaster management cycle, importance of DRR, roles in crisis communication, such as information collection and transmission, and SOP and to conduct activities and information transmission based on SOP To understand the roles and responsibility of media and to conduct responsible works appropriately as spokesman of local governments
Public media - Broadcast media - Print media - Internet media		<ul style="list-style-type: none"> To understand roles in crisis communication, such as information collection and transmission, and SOP and to conduct appropriate information collection and transmission To understand the roles and responsibility of public media in the field of crisis communication and to take actions based on the guidelines to be developed within the Project To transmit clear and understandable information to public in a timely manner with utilization of the characteristics of broadcast and print media
Private media - Broadcast media - Print media - Internet media		<ul style="list-style-type: none"> To understand roles in crisis communication, such as information collection and transmission, and SOP and to conduct appropriate information collection and transmission To understand the roles and responsibility of media in the field of crisis communication and to transmit clear and understandable information to public in a timely manner with utilization of the characteristics of broadcast and print media

In the past disaster experience, various data is gathered through the research and the parts of data can be useful information. By comparing the various information and connecting of different parts as a whole, it can be knowledge. Eventually, by joining of the knowledge as a whole, by interacting such parts of knowledge, it can be wisdom. By reflecting the wisdom, it can be applied to future incidents efficiently.

As an overall concept, such generalization and standardizing process is to be applied in the training program as case studies, providing the Japan's various types of disaster experience, focusing on crisis communication.

Activity 4.1.4 To develop training modules and the concept of training materials

1. Conducted Activities

To do this activity, three types of reviews have been conducted. First one is review of existing DRR/DRM training materials for journalists, the second one is review of anniversary events of past disasters in Japan, and the third one is review of existing training materials for public officials which contains risk communication / crisis communication.

1-1 Review of Existing DRR/DRM Training Materials for Journalists

Desk review of existing references on training materials for journalists is conducted. Such training materials are collected through Prevention Web, which is the international knowledge platform for DRR. They are issued by international organizations, international NGOs specialized in DRR/DRM. Contents which were covered were mostly 1) knowledge of DRR/DRM, and 2) roles of media. Apart from that, some of them covers basic terminologies, ISDR document lists tips for reporting on DRR, and appropriate interview questions to be posed in bullet points. Considering the course contents of the journalists, such tips and interview questions would be the best to be learned from the cases studies of past disasters. The source of the case studies can be review of reports on the past disaster responses written by public organizations in Japan, and media coverage of both articles and TV programs in Japan and Armenia.

1-2 Review of Anniversary Events of Past Disasters

Secondly, media coverage of anniversary events has been studied, because one of the roles of journalism is to contribute in fostering culture of DRR. Through the experience of writing articles and preparing TV programs in the practical journalists' training programs, journalists are expected to inherit the annual anniversary events.

Japanese news articles and TV programs of disaster anniversary events were studied, because so many media coverages can be found in Japan. The contents covered can be categorized into three types; 1) victims' stories and disaster experience, 2) situation of recovery / reconstruction in the viewpoint of build back better, and 3) DRR/DRM in terms of establishing resilient society. Not only these three, but also DRR education can be highlighted as one pillar, since not many people in Armenia are confident enough to respond to different types of disasters. Case studies of the past disasters in Japan and Armenia can be applied to media coverage. The Word Cloud Analysis on media coverage in the past disasters and anniversary events in Armenia can be proposed as a groundwork. By the Word Cloud Analysis, most frequently used key words are analyzed by using free

software. By using the results of the analysis, interests of the general public and missing areas of coverage can be identified. That can be a basis for the localizing case study. Since there are many reports available in the experience of Japan, case studies can start from easily accessible Japanese sources, but localization and adaptation to Armenian situation is critical.

1-3 Review of Existing Training Materials for Public Officials which contains risk communication / crisis communication

Thirdly, the existing training programs in Japan that contains crisis communication and risk communication has been reviewed. Very few programs contain relevant topics. Among them, Disaster Management Training Center of the Univ. of Tokyo (DMTC) covers relevant themes, utilizing timeline process management system named BOSS. BOSS is ICT-based planning and decision-making tool, which contains SOPs of different emergency response actions such as information collection, evacuation, debris management, etc. The essence of the training course can be adopted. OYO Corporation has also developed the similar decision-making tool like BOSS, developed by Prof. Numata of Tokyo University. It is called ServiBers and already applied and utilized it in the public sectors and private companies, such as major railway companies, utility companies, manufacturing companies etc. The system is costly, because it needs to be customized to each customer, but the idea and know-how can be introduced in the training program.

The course menu in DMTC, which might be relevant to our Project, can be “Disaster Information Management”, and “Decision Makings during Disasters”. Director and Deputy Director of DMTC provided their lectures in the Counterpart trainings in Japan. The essences of the above mentioned two topics can be localized and customized in the trainings in this Project.

2. Coming activities

2-1 Schedule

In the coming months from July to September, one target group which is journalist is taken as an example to develop a detail training program, together with the Working Group.

2-2 Expected Contents and Methodology to be utilized

As for the expected contents of training programs for the journalists, there are two main components: theoretical and practical parts. In the theoretical parts, code of

conducts, which is the solid base for the journalists for the field visit and interview, whose contents can be developed in the Output 3 as guidelines for media and journalists. Basic must-know knowledge such as SOPs, and role of media in crisis communication and risk communication are the two main components built above the code of conducts.

Practical knowledge can be categorized into semi-practical and practical. The modules for journalists of public organizations and media are structured as shown in Figure 1-2.5.

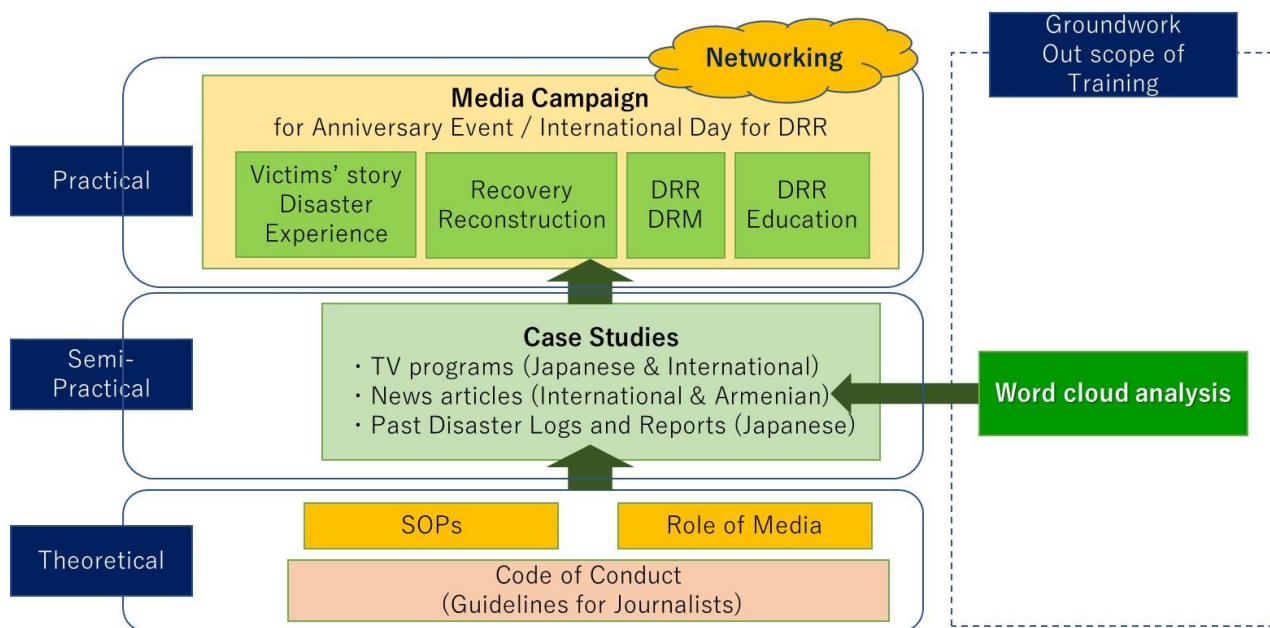


Figure 1-2.5 Training Modules for Journalists and Spokespersons (Working Draft)

(Source: JICA Expert Team)

One of the challenges between MES and journalists is to build trust. Through the MES trainings, journalists, spokespersons of public organizations, community representatives of the disaster hit areas, and citizens can be provided the co-working experiences such as media campaign for anniversary events or International Day for DRR. This will be expected to enhance networking. Modules for other target groups are going to be planned.

From the experience of the 1st phase, to secure the attendance of the journalists have the high hurdles. Considering the nature of the journalists and journalist's multi-tasked situations of Armenia, they need to write well selling articles. And their incentives can be to learn necessary crisis communication knowledge

Activity 4.3.2 To implement training using the developed training materials

In this term this activity has not been conducted.

Activity 4.3.3 To organize the results of the review by training participants and related people

In this term this activity has not been conducted.

Activity 4.4 The Project Team updates the training plan/program and materials.

Activity 4.4.1 To decide the direction of revision of training programs and training materials

In this term this activity has not been conducted.

Activity 4.4.2 To adjust the consistency with the detailed training plan

In this term this activity has not been conducted.

Activity 4.4.3 To revise the training modules and training materials

In this term this activity has not been conducted.

1-3 Achievement of Output

Here, the achievement of Output 1 and 2 are mentioned according to the indicators in PDM Ver. 1. The achievement of Output 3 and 4 is reviewed based on the indicators developed in the draft PDM Ver. 2 written in the draft Work Plan.

(1) Output 1

1.1 Training programs are developed in the first half of the 1st year of the Project.

This indicator was achieved already. The tentative version of training program of the training in Japan was prepared in the first phase of the first year. But the implementation of the training was postponed to February 2020. Therefore, the program was finalized the second half of the first year of the Project.

1.2 Training is conducted 3 times in the first year of the Project.

This indicator was achieved already. The seminar/workshop in Armenia was conducted in May 2019 and the training in Armenia was organized in September 2019. According to the agreement among JICA, MES, and JICA Expert Team, the training in Japan was conducted at the beginning of the second phase of the Project. But the concept of the training was not changed, which means the lessons obtained from the training should be reflected to the

activities in the second phase.

1.3 A group of participants prepares a report of the challenges and the solutions.

This indicator was achieved already. After the seminar/workshop and after the training in Armenia, Working Group members discussed findings and solutions in the Working Group meeting. They were mentioned in the detail planning survey report developed in the first phase. After the training in Japan, JICA Expert Team conducted interview survey to the training participants in order to understand their opinions. The results were summarized at the report.

(2) Output 2

2-1 The detailed plan of the activities for the 2nd and 3rd year of the Project is developed.

The main parts of Output 3 and 4 were written in the draft Work Plan for the second phase and it was explained to Working Group members. The activities may be revised according to the situation of COVID-19 and the progress.

2-2 The approved plan is implemented in the 2nd and 3rd year of the Project.

The draft of Work Plan for the second phase was developed in March and JICA Expert Team started the main part of Output 3 and 4, which included review of related materials and information and the preparation of materials. JICA Expert Team explained the draft of the Work Plan to PM and Working Group members in June through the ZOOM meeting. In the meeting, JICA Expert Team and MES agreed that both sides would start the activities and discussion in July 2020.

(3) Output 3

3-1 Draft SOP is approved by JCC.

Draft SOP will be developed from July 2020.

3-2 Main members who manage the SOP practical trainings are confirmed by JCC.

SOP practical training is planned to be held in October 2021.

3-3 Updated SOP is approved by MES.

This indicator has not been achieved since activity for the development of SOP is started in July 2020.

(4) Output 4

4-1 Trainers who manage the trainings for journalists are confirmed by JCC.

At this stage, candidate trainers are 1) trainers of the Crisis Management State Academy, and 2) high-ranking MES officials. Theoretical parts are expected to be taught mainly by Academy, while practical parts are expected to be jointly trained by MES officials and Academy. However, it should be well discussed among the concerned during the training planning.

4.2 Training plan/program is approved by JCC.

At the time when the draft training plan/program is ready, contents will be discussed among the Working Group members at first. Secondly, the draft will be explained to JCC for reviewal and approval.

4.3 Training material is approved by JCC.

Same procedure will be applied as mentioned in the 4.2.

1-4 Achievement of the Project Purpose

The achievement of the Project Purpose is reviewed based on the indicators developed in the draft PDM Ver. 2 written in the draft Work Plan.

1. 4 trainers are developed for practical training related to SOP.

Through the discussion with Working Group members, the trainers will be decided.

2. Training programs and materials which are developed in this project are authorized by MES.

Training programs will start to be discussed in July.

3. MES and media companies make agreement of collaboration for effective crisis communication (discussed to consider this is appropriate or not).

This indicator is tentative. Collaboration mechanism is necessary for the Project. But JICA Expert Team and MES need to consider whether a form of agreement between the state and the private sector is acceptable as a national tradition in Armenia.

1-5 Changes of Risks and Actions for Mitigation

(1) Output 1:

Nothing Special

(2) Output 2:

Due to COVID-19, JICA Expert Team could not visit Armenia after the training in Japan. It

was planned to organize the presentation by the participants of the training when JICA Expert Team visit Armenia. Instead of the presentation, JICA Expert Team conducted the interview survey to the participants in order to understand their impression, needs, and opinions, which would be information referred for updating the Work Plan.

(3) Output 3:

Since the WG members of Output 3 have been approved, it is necessary to decide the formulation plan for each SOP, guideline and training plan (persons in charge, work item and its time schedule) within the WG. Normally, the work will proceed in the form of a workshop, but there is a concern that the work will not proceed efficiently because the work between Japan and Armenia and within MES will be performed remotely. From July, JICA Expert Team will strive to communicate the intentions, share information and carry out activities smoothly at WG meetings (by remote work).

(4) Output 4:

Due to COVID-19, since direct face to face discussion among the Project Team will not be possible for the time being, communications may not be easy and may take time than expected.

1-6 Progress of Actions undertaken by JICA

Nothing special

1-7 Progress of Actions undertaken by Gov. of the Republic of Armenia

Nothing special

1-8 Progress of Environmental and Social Considerations (if applicable)

Nothing special

1-9 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)

Nothing special

1-10 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs etc.)

As mentioned before, the third JCC will be organized when JICA Expert Team restart visiting Armenia, in which the Work Plan is approved by both Japanese side and Armenian

side. According to the progress of the Project and the situation in Armenian on COVID-19, the work plan should be revised in order to make the Project effective.

2 Delay of Work Schedule and/or Problems (if any)

2-1 Detail

Due to COVID-19, both Japanese and Armenian sides could not start the activities of Output 3 and 4 although it was planned that the activities would be started in May 2020 after the third JCC was organized in April 2020.

2-2 Cause

The current situation has been caused by COVID-19.

2-3 Action to be taken

The following actions were taken to implement the project activities in order to minimize the impacts of COVID-19.

- ✓ Instead of the meeting and presentation on training in Japan, interview survey to the participants of the training in Japan was conducted.
- ✓ JICA Expert Team collected related information and prepared the materials from April to June in order to start the activities of Output 3 and 4.
- ✓ Through the ZOOM meeting, JICA Expert Team explained the draft Work Plan to PM and Working Group members. Armenian sides agreed to it and to starting the activities of Output 3 and 4 by remote working.

The following will be done to continue the project activities.

- ✓ JICA Expert Team will share the progress and/or issues on the Project through the internal record and online meeting with MES periodically.
- ✓ JICA Expert Team will have the online meeting with the Working Group members for Output 3 and 4.
- ✓ JICA Expert Team will check the situation of COVID-19 through the local staff.

2-4 Roles of Responsible Persons/Organization (JICA, Gov. of the Republic of Armenia)

To start the activities of Output 3 and 4, MES prepared the list of Working Group members and the list was approved by the minister of MES.

3 Modification of the Project Implementation Plan

3-1 PO

PO is not changed currently but it is necessary to reconsider PO when JICA Expert Team

restart visiting Armenia.

3-2 Other modifications on detailed implementation plan

There are not special modifications on the draft Work Plan now. But it is suggested to dispatch the lecturers such as personnel of NHK Broadcasting Culture Research Institute according to the progress of the activities of Output 3 and 4.

4 Preparation of Gov. of the Republic of Armenia toward after completion of the Project

Nothing Special

II. Project Monitoring Sheet I & II *as Attached*

Project Monitoring Sheet I (Revision of Project Design Matrix)

Project Title: The Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction

Implementing Agency: Ministry of Emergency Situations, the Republic of Armenia (MES)

Target Group: Working Group in the framework of the Project

Period of Project: 3 years

Project Site: The Republic of Armenia (1st stage at Yerevan city)

Version 3

Dated 26 August 2020

Overall Goal	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
<p>Narrative Summary Appropriate information on emergencies is provided to population with a timely manner.</p>	<p>1. Training on crisis communication is conducted to 50 journalists and media company personnel at Information Center of MES in a year. 2. 100 people visits the Information Center of MES to learn crisis communication in a month.</p>	<p>1. Records of training and number of certificates of training provided at the Information Center of MES. 2. Records of visitors at the Information Center of MES.</p>	<p>Information center of MES is available.</p>		
<p>Project Purpose To strengthen the crisis communication capacity of MES and media by creating a collaborative environment to provide correct information on emergencies in the timely manner.</p>	<p>1. 4 trainers are developed for practical training related to SOP. 2. Training programs and materials which are developed in this project are authorized by MES. 3. MES and media companies make agreement of collaboration for effective crisis communication (discussed to consider this is appropriate or not).</p>	<p>1. MM of JCC 2. Record and/or documents to verify Minutes with MES 3. Agreement document</p>	<p>Security conditions in Armenia do not be worsen.</p>	<p>1: Through the discussion with Working Group members, the trainers will be decided. 2: Training programs will start to be discussed in July. 3: This indicator is tentative. Collaboration mechanism is necessary for the Project but it is necessary to identify the agreement is</p>	
<p>Outputs 1. Challenges for crisis communication and public awareness for disaster risk reduction are identified and their possible solutions are emerged. 2. The plan of activities from the 2nd year is finalized, and the activities are implemented.</p>	<p>(Tentative plan) 1.1 Training programs are developed in the first half of the 1st year of the Project. 1.2 Training is conducted 3 times in the first year of the Project. 1.3 A group of participants prepares a report of identified the challenges and the solutions. 2-1 The detailed plan of the activities for the 2nd and 3rd year of the Project is developed. 2-2 The approved plan is implemented in the 2nd and 3rd year of the Project.</p>	<p>1-1 Training programs 1-2 Records of the trainings 1-3 The report prepared at each time of training approved by JCC 2-1 The detailed plan is approved by JCC 2-2 Records of the activities</p>		<p>1-1: Achieved 1-2: Achieved 1-3: Achieved 2-1: The main parts of Output 3 and 4 were written in the draft Work Plan for the second phase. 2-2: The main part of Output 3 and 4 started</p>	

<p>3. SOP (Standard Operation Procedure) on crisis communication in case of earthquake, landslide, and forest fire for MES and the crisis communication guidelines for media are developed and practical training is conducted with the development of training plan based on the SOP and the guidelines in order to finalize the SOP and the guidelines.</p> <p>4. The training plan/program and materials on crisis communication are developed and the training is conducted based on developed plan/program and material.</p>	<p>3-1 Draft SOP is approved by JCC. 3-2 Main members who manage the SOP practical trainings are confirmed by JCC. 3-3 Updated SOP is approved by MES.</p> <p>4-1 Trainers who manage the trainings for journalists are confirmed by JCC. 4.2 Training plan/program is approved by JCC. 4.3 Training material is approved by JCC.</p>	<p>3-1 MM of JCC 3-2 MM of JCC 3-3 Decree of Minister of MES</p> <p>4-1MM of JCC 4-2 MM of JCC 4-3 MM of JCC</p>	<p>Security conditions in Armenia do not be worsen.</p> <p>Security conditions in Armenia do not be worsen.</p>	<p>3-1 Draft SOP will be developed from July 2020. 3-2 SOP practical training is planned to be held in October 2021. 3-3 Activity for the development of SOP is started in July 2020. 4-1 Initial common consensus was that the candidate trainers could trainees of the Academy, and high-ranking MES officials. 4-2 When the draft plan/program is ready, contents will be discussed among the WG and the draft will be explained to JCC for review and approval. 4-3 Same procedure will be applied as mentioned in 4-2.</p>
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Activities	Inputs	Pre-Conditions
	<p>The Japanese Side</p> <p>- Experts 1) Public Awareness - Training in Armenia, Japan, or possibly neighboring countries - Cost</p> <p>The Cuban Side</p> <p>- Allocation of budget 1) Salaries and other allowances for the Armenian counterpart personnel for co-working in Armenia 2) Expenses for utility such as domestic telecommunication, electricity, water supply for the project office</p> <p>- Allocation of personnel 1) Assignment suitable number of capable counterpart personnel to ensure the effective implementation of the Project - Principal facilities 1) Preparation of air-conditioned office space with one telephone line, internet connection and office furniture (desks and chairs) in MES 2) Facility of training center - Necessary items 1) Access to information necessary for the Project</p>	<p>Security conditions in Armenia do not be worsen.</p> <p><Issues and countermeasures> JICA Uzbekistan Office and JICA Expert Team decided that the third JCC will be organized when JICA Expert Team restart visiting Armenia. MES also agreed to it. Therefore, the Work Plan is not officially approved by Japanese side and Armenian side. But the significant parts on Output 3 and 4 were confirmed by JICA Expert Team and MES. Therefore, it was decided to start the</p>
<p>(1-1) The Project Team, including WG members, JICA experts, media and other persons implementing the Project, develop training programs in Armenia, Japan and possibly neighboring countries aiming to learn crisis communication practices in other contexts. (1-2) The Project Team arranges training and select most appropriate members including media to the training. (1-3) Training participants make reflection to identify their challenges on the current crisis communication and public awareness for disaster risk reduction and to explore possible solutions. (1-4) The Project Team organizes retreat, targeting journalists to disseminate experience and knowledge obtained during trainings.</p> <p>(2-1) The Project Team clarifies needs of other activities to be implemented in the Project from the 2nd year, formulate the outlines/ key points for implementation</p>		

<p>activities of Output 3 and 4. According to the progress and the situation in Armenian on COVID-19, the work plan should be revised in order to make the Project effective.</p>	<p>and evaluate/ prioritize the activities. (2-2) (tentative) The project Team develops the detailed plan of activities for the 2nd and 3rd year of the Project, and then, the Project Team finalizes the plan of the activities. (2-3) (tentative) The Project Team implements the approved activities. (3-1) The Project Team confirms a need and utility of SOP on crisis communication, learns other cases to develop ideas, and create a skeleton of SOP. (3-2) (tentative) The Project Team develops draft SOP. (3-3) The project Team conducts training on crisis communication using the SOP. (3-4) (tentative) The Project Team updates the SOP based on the review of the training. (4-1) The Project Team confirms a need and utility of Training Center, and develops a preliminary plan/program of the training and creates the contents/materials to be used in the Training Center. (4-2) The Project Team develops detailed plan/program of the training. (4-3) (tentative) The Project Team conducts trainings in the Training Center using the developed contents/materials. (4-4) (tentative) The Project Team updates the training program.</p>
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Project Monitoring Sheet II (Revision of Plan of Operation)

Version 3
Dated 26.08.2020

Project Title: The Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction										Monitoring									
Inputs	2019				2020				2021				2022				Remarks	Issue	Solution
	Plan	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III			
Expert	Chief Advisor/Awareness raising: Keishi Shibasaki	Plan																	
	Deputy Chief Advisor/Awareness raising: Fumio Kaneko	Actual																	
	DRR SOP: Osamu Nishii	Plan																	
	DRR Training: Tomoko Shaw	Actual																	
	Coordinator/Public Relations: Jun Matsuo	Plan																	
Equipment		Plan																	
	PC	Actual																	
	Printer	Plan																	
		Actual																	
		Plan																	
		Actual																	
Training in Japan		Plan																	
		Actual																	
In-country/Third country Training		Plan																	
		Actual																	
Activities		Plan																	
Sub-Activities		Actual																	
Output 1: Challenges for crisis communication and public awareness for disaster risk reduction are identified and their possible solutions are emerged.																			
1.1 The Project Team, including WG members, JICA experts, media and other persons implementing the Project, develop training programs in Armenia, Japan and possibly neighboring countries aiming to learn crisis communication practices in other contexts.	Plan																		explicit
	Actual																		Completed
1.1.1 Discussion on the purpose of training programs	Plan																		Completed
	Actual																		Completed
1.1.2 Development of detail training programs and its timing	Plan																		Completed
	Actual																		Completed
1.1.3 Deciding expected training participants	Plan																		Completed
	Actual																		Completed
1.2 The Project Team arranges training and select most appropriate members including media to the training.	Plan																		T
	Actual																		
1.2.1 Deciding venue and preparation for	Plan																		Completed
	Actual																		Completed

Responsible Organization

Japan Armenia

Activity	Status	Start	End	Plan	Actual	Remarks	Through the training in Japan, the important issues to be considered in the second phase were identified
2.1.3 Identification of needs, important issues, prioritized activities	Completed						
2.2 (tentative) The project Team develops the detailed plan of activities for the 2nd and 3rd year of the Project, and then, the Project Team finalizes the plan of the activities.	Completed						
2.2.1 Reconsideration of the outputs and activities for Output 3 and 4	Completed						
2.2.2 Development of subordinate activities and their schedule	Completed						
2.2.3 Preparing the document of detailed plan and approval of MIES	Completed						
2.3 (tentative) The Project Team implements the approved activities.							
Output 3: (Tentative) SOP* (Standard Operation Procedure) on crisis communication is developed, training on crisis communication is planned/ conducted using the SOP, and the SOP is updated.							
3.1 The Project Team confirms a need and utility of SOP on crisis communication, learns other cases to develop ideas, and create a skeleton of SOP.							
3.1.1 To decide the objectives of crisis communication							JICA Expert Team proposed a draft objectives of the crisis communication. It will be discussed with the WG members after July.
3.1.2 To consider and decide the overview of the roles of relevant organizations							It will be completed with WG members.
3.1.3 To consider types, contents, and transmission ways of information and decide the outline							JICA Expert Team will use this existing table and discuss with the WG members. This discussion is the beginning of the works that lead to Activity 3-2-3.
3.1.4 To develop the framework of SOP							This figure will be updated by WG through organization of the relative positions of organizations and the flow of information.
3.2 The Project Team develops draft SOP.							
3.2.1 To consider the contents of SOP							JICA Expert Team proposed the contents of SOP.

Activity	Status	Start	End	Plan	Actual	Remarks																
							1	2	3	4	5	6	7	8	9	10	11	12				
To evaluate the risks of three disasters (earthquake, landslide, and forest fire) and prepare disaster scenario	Plan																					
	Actual																					
Activity 3.2.3 To decide the information to be collected, source of information, and ways of collection based on the developed scenario	Plan																					
	Actual																					
3.2.4 To decide the destination of information, items to be transmitted, and ways of transmission based on the developed scenario	Plan																					
	Actual																					
3.2.5 To develop draft SOP	Plan																					
	Actual																					
3.2.6 To consider making agreement with organizations being information sources	Plan																					
	Actual																					
3.3 The Project Team develops draft guidelines for media and journalist.	Plan																					
	Actual																					
3.3.1 To rearrange the issues of crisis communication by media	Plan																					
	Actual																					
3.3.2 To consider the purpose and contents of the guidelines	Plan																					
	Actual																					
3.3.3 To develop the draft guidelines	Plan																					
	Actual																					
3.4 The project Team conducts practical training on crisis communication using the SOP and the guidelines.	Plan																					
	Actual																					
3.4.1 To consider the roles of NCMC, DIPR and media in the training	Plan																					
	Actual																					
3.4.2 To decide the training sites for each disaster and formulate the training scenario	Plan																					
	Actual																					
To share the guidelines and training scenarios with the training participants	Plan																					
	Actual																					
3.4.4 To implement the training	Plan																					
	Actual																					

3.5 The Project Team updates the SOP and the guidelines based on the review of the training.	Plan																									
	Actual																									
3.5.1 To identify the issues subject to revision based on the training contents and review results	Plan																									
	Actual																									
3.5.2 To reflect the revised issues in the SOP and the guidelines for finalization	Plan																									
	Actual																									
3.5.3 To conduct outreach and awareness raising on the revised SOP and guidelines targeting media	Plan																									
	Actual																									
Output 4: (Tentative) The plan/program of training is developed, materials/contents to be used in Training Center are created, and the training is conducted.																										
4.1 The Project Team develops a preliminary plan/program of the training and prepare the concept of the material.	Plan																									
	Actual																									
4.1.1 To reorganize the issues on crisis communication and the needs of related organizations	Plan																									
	Actual																									
4.1.2 To reorganize the concept and the future functions of the information center.	Plan																									
	Actual																									
4.1.3 To set the training strategy, overall goals, purpose, and the target group	Plan																									
	Actual																									
4.1.4 To develop training modules and the concept of training materials	Plan																									
	Actual																									
4.2 The Project Team develops detailed plan/program and materials of the training.	Plan																									
	Actual																									
4.2.1 To develop a detailed training plan on crisis communication	Plan																									
	Actual																									
4.2.2 To develop training modules	Plan																									
	Actual																									
4.2.3 To develop training materials	Plan																									
	Actual																									

	Plan	Actual	2019				2020				2021				2022				Remarks	Issue	Solution
			I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV			
4.3 The Project Team conducts TOT and conduct trainings using the developed contents/materials.																					
4.3.1 To conduct training of trainers	Plan	Actual																			
4.3.2 To implement training using the developed training materials	Plan	Actual																			
4.3.3 To organize the results of the review by training participants and related people	Plan	Actual																			
4.4 The Project Team updates the training plan/program and materials.	Plan	Actual																			
4.4.1 To decide the direction of revision of training programs and training materials	Plan	Actual																			
4.4.2 To adjust the consistency with the detailed training plan	Plan	Actual																			
4.4.3 To revise the training modules and training materials	Plan	Actual																			
Duration / Phasing			Plan	Actual																	
Monitoring Plan	Plan	Actual																			
Monitoring	Plan	Actual																			
Joint Coordination Committee	Plan	Actual																			
Set-up the Detailed Plan of Operation	Plan	Actual																			
Submission of Monitoring Sheet	Plan	Actual																			
Monitoring Mission from Japan	Plan	Actual																			
Joint Monitoring	Plan	Actual																			
Post Monitoring	Plan	Actual																			
Reports/Documents	Plan	Actual																			
Progress Report	Plan	Actual																			
Project Completion Report	Plan	Actual																			
Public Relations	Plan	Actual																			
	Plan	Actual																			
	Plan	Actual																			

TO CR of JICA Uzbekistan OFFICE**PROJECT MONITORING SHEET**

Project Title : The Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction

Version of the Sheet: Ver.4 (Term: July, 2020 - December, 2020)

Name: Koichi Shiwaku

Title: Chief Advisor

Submission Date: January 29, 2021

Abbreviation

The abbreviations used in this Monitoring Sheet are shown in the following table.

Abbreviation	English
CMSA	Crisis Management State Academy
ES	Emergency Situations
IPRD	Information and Public Relations Department
JCC	Joint Coordination Committee
MES	Ministry of Emergency Situations of the Republic of Armenia
NCMC	National Crisis Management Center
RS	Rescue Service
WG	Working Group

I. Summary**1 Progress****1-1 Progress of Inputs****(1) Assignment of Expert****Dispatch of Experts**

The following dispatches of JICA Expert Team were conducted in this monitoring period.

Position	Name	Period of assignment
Chief Advisor/DRR Public Awareness	Koichi Shiwaku	No dispatch
Deputy Chief Advisor/ DRR Public Awareness	Fumio Kaneko	No dispatch
DRR SOP	Osamu Nishii	No dispatch
DRR SOP Support	Natsuko Sekiguchi	No dispatch
DRR Training	Tomoko Shaw	No dispatch
Coordinator/Outreach	Jun Matsuo	No dispatch

Activities in Japan

While the dispatch is not permitted, JICA Expert Team worked in Japan. The progresses of the activities are shown in the section 1-2 of this Monitoring Sheet.

(2) Assignment of Counterpart

Due to the resignation and transfer of some members of JCC and WG for the Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction (hereinafter referred to as “the Project”), the lists of JCC members and WG members needed to be revised. MES proposed the new members shown below and JICA Expert Team agreed to it. The lists of JCC members and WG members will be approved by the Minister of ES.

JCC members

1. Project Director - Mr. Arkadi Balyan, Deputy Minister of ES
2. Project Manager – Ms. Anna Baghdasaryan, Press Secretary of the Minister of Emergency Situations, Head of IPRD of MES*
3. Mr. Hamlet Matevosyan, Rector of CMSA of MES
4. Ms. Nadya Mosoyan, Head of the Department of ES Policy Making and International Cooperation of MES*

WG members

Output 3 WG members

1. Colonel Arsen Mkrtchyan, Deputy Head of NCMC of MES*
2. Nazeli Elbakyan, Head of Information Division of IPRD of MES*
3. Colonel Sargis Kyureghyan, Deputy Rector of CMSA of MES*
4. Colonel Tigran Gidachyan, Head of Population Protection and Disaster Risk Reduction Department of RS of MES
5. Lieutenant Colonel Hovhannes Hovhannisyan, Head of Emergency Situations Planning Division of Population Protection and Disaster Risk Reduction Department of RS of MES
6. Captain Meri Arakelyan, Head of the Division of Autonomous Management Systems of the Department of Service Organization of RS of MES**
7. Senior Lieutenant Anna Hakobyan, instructor for publishing of information in the website, Information Provision and Statistics Division of NCMC of RS of MES*

* Newly assigned members

** Change of affiliation

8. Senior non-commissioned officer Mariam Margaryan, Junior instructor for publishing of information in the website, Information Provision and Statistics Division of NCMC of RS of MES
9. Irina Aleyan, Chief Monitoring Specialist of Mass Media Monitoring and Analysis Division of IPRD of MES

Output 4 WG members

1. Colonel Sargis Kyureghyan, Deputy Rector of CMSA of MES
2. Nazeli Elbakyan, Head of Information Division of IPRD of MES*
3. Colonel Hakob Hakobyan, Head of Natural Disasters Division of Population Protection and Disaster Risk Reduction Department of RS of MES
4. Lieutenant Colonel Syuzanna Hakobyan, Chief Instructor of the Division of Analysis and Coordination of Programs and Plans of the Department of Organization of Service of RS of MES
5. Aram Zakaryan, journalist of 911tert.am webpage of MES and cmsa.am webpage of CMSA of MES
6. Irina Aleyan, Chief Monitoring Specialist of Mass Media Monitoring and Analysis Division of IPRD of MES

1-2 Progress of Activities

(1) Overall of the Project

1) JCC Meeting

The JCC Meeting was not held during the mentioned monitoring period. JICA Uzbekistan Office and JICA Expert Team decided that the third JCC would be organized when JICA Expert Team restarted visiting Armenia. MES also agreed to it. Therefore, the Work Plan is not officially approved by Japanese side and Armenian side. According to the progress of the Project and the situation on COVID-19 in Armenia, the work plan should be revised at the JCC meeting, in order to make the Project implemented effectively.

2) Procurement of Equipment

JICA accepted the procurement of equipment proposed by JICA Expert Team. JICA Expert Team started the procurement in November 2020. Table 1-2-1 shows the status of the procurement. The procured equipment is used for the project activities under the control by JICA Expert Team.

* Newly assigned members

Table 1-2-1 The procurement status

Equipment	Product	Status
Drone	Professional DJI M210 V2 Combo with Zenmuse 30 camera and gimbal 30x optical zoom and 6x digital zoom	The product is not available in Armenia now. The same product or other type of the drone will be procured in 2021.
Digital camera	Canon EOS 5d mark iv	Procured
Information collection computer	Dell Latitude 7424 Rugged	Procured
Information editing computer	ZenBook Pro 15 UX550G	Procured
Smart TV	SONY KD-85XG9505	Procured
Mobile radio	Hytera - MD785G(H)	Procured
Handheld radio	Hytera - HYT PD685	Procured

3) Activities on Public Relations for the Project

JICA Expert Team is planning to develop the project website to share the project information and progress with government organizations and population of Armenia. MES accepted this proposal by JICA Expert Team.

(2) Output 1: Challenges for crisis communication and public awareness for disaster risk reduction are identified and their possible solutions are emerged.

Activity 1.1 The Project Team, including WG members, JICA experts, media and other persons implementing the Project, develop training programs in Armenia, Japan and possibly neighboring countries aiming to learn crisis communication practices in other contexts.

Activity 1.1.1 Discussion on the purpose of training programs

There is no progress since the activity was completed.

Activity 1.1.2 Development of detail training programs and their timing.

There is no progress since the activity was completed.

Activity 1.1.3 Deciding expected training participants

There is no progress since the activity was completed.

Activity 1.2 The Project Team arranges training and selects most appropriate members including media to the training.

Activity 1.2.1 Deciding venue and preparation for training implementation

There is no progress since the activity was completed.

Activity 1.2.2 Sending invitation to training participants

There is no progress since the activity was completed.

Activity 1.2.3 Implementation of training

There is no progress since the activity was completed.

Activity 1.3 Training participants make reflection to identify their challenges on the current crisis communication and public awareness for disaster risk reduction and to explore possible solutions.

Activity 1.3.1 Deciding methodology for exploring possible solutions

There is no progress since the activity was completed.

Activity 1.3.2 Analysis of challenges and possible solutions

There is no progress since the activity was completed.

Activity 1.3.3 Making report of analysis

There is no progress since the activity was completed.

Activity 1.4 The Project Team organizes retreat, targeting journalists to disseminate experience and knowledge obtained during trainings.

Activity 1.4.1 Discussion on the important issues on crisis management in Armenia

There is no progress since the activity was completed.

Activity 1.4.2 Preparation of contents to disseminate experiences

There is no progress since the activity was completed.

Activity 1.4.3 Dissemination of experiences through website, social media, etc.

There is no progress since the activity was completed.

(3) Output 2: The plan of activities from the 2nd year is finalized, and the activities are implemented.

Activity 2.1 The Project Team clarifies needs of other activities to be implemented in the Project from the 2nd year, formulate the outlines/ key points for implementation, and evaluate/ prioritize the activities.

Activity 2.1.1 Sharing expected achievements and outcomes of Output 3 and Output 4

There is no progress since the activity was completed.

Activity 2.1.2 Collection of related information and discussion on important issues

There is no progress since the activity was completed.

Activity 2.1.3 Identification of needs, important issues, prioritized activities

There is no progress since the activity was completed.

Activity 2.2 (tentative) The project Team develops the detailed plan of activities for the 2nd and 3rd year of the Project, and then, the Project Team finalizes the plan of the activities.

Activity 2.2.1 Reconsideration of the outputs and activities for Output 3 and 4

There is no progress since the activity was completed.

Activity 2.2.2 Development of subordinate activities and their schedule

The subordinate activities are shown in the draft Work Plan for the second phase of the Project. Currently, there is no change, but the subordinate activities, with their implementation schedule, will be officially approved in JCC meeting which will be held after starting the dispatch of JICA Expert Team.

Activity 2.2.3 Preparing the document of the detailed plan and approval of MES

The detailed planning survey report was developed and submitted to JICA Uzbekistan Office in the first phase. Based on the situation on COVID-19 in Armenia and the work progress in the second phase, the detailed issue may be reconsidered.

Activity 2.3 (tentative) The Project Team implements the approved activities.

This activity means the implementation of Output 3 and 4. Therefore, anything is not written here.

(4) Output 3: SOP (Standard Operation Procedure) on crisis communication in case of earthquake, landslide, and forest fire for MES and the crisis communication guidelines for media are developed and practical training is conducted with the development of training plan based on the SOP and the guidelines in order to finalize the SOP and the guidelines.

Since July 2020, JICA Experts Team and WG members have had two meetings on Output 3. The outline of the meetings so far is shown in the table below. After the last meeting, no meeting has been held due to COVID-19, the war, and the absence of WG members.

Table 1-2-2 Meeting information

Date and Time	Venue	Participants	Contents of Meeting
15 July 11 : 00 - 12 : 00 (Armenian time)	Zoom	JET : Shiwaku, Nishii, Kaneko, Matsuo, Gevorg, Anahit NCMC: Armen Gevorgyan, Meri Arakelyan, Mariam Margaryan IPRD: Liliana Margaryan, Irina Aleyan PPDRR: Tigran Gidachyan	Works related to Output 3 i.e. 1) the development of SOP, 2) the development of the Guidelines for mass-media and 3) the conduct of practical exercises to test the SOP and the Guidelines and revise them based on the results and findings of the practical exercise.
27 August 10 : 30 - 11 : 30	Zoom	JET : Shiwaku, Nishii, Kaneko, Shaw, Gevorg, Anahit NCMC: Meri Arakelyan DIPR: Liliana Margaryan	SOP-related documents in NCMC and IPRD Development process of the Guideline

Activity 3.1 The Project Team confirms a need and utility of SOP on crisis communication, learns other cases to develop ideas, and create a skeleton of SOP.

Activity 3.1.1 To decide the objectives of crisis communication

In the previous Monitoring Sheet Ver.3, JICA Expert Team proposed the objectives of the crisis communication. JICA Expert Team and the WG members, however, have not defined the objectives yet. After the new list of the WG members is approved, the objectives will be defined through the WG meeting discussion.

Activity 3.1.2 To consider and decide the overview of the roles of relevant organizations

In the Monitoring Sheet Ver.3, JICA Expert Team proposed roles of NCMC and IPRD as the main players in crisis communication within the MES. JICA Expert Team and the WG members have not finalized their specific roles yet. After the new list of the WG members is approved, the overview will be confirmed through the WG meeting discussion.

Activity 3.1.3 To consider types, contents, and transmission ways of information and decide the outline

The JICA Expert Team examined the Minister's Order N387 which is the revised version of the Order N832-A. As a result, it was found that there was no change in the part of the

operations related to disaster information of Operating Shift in NCMC.

In addition to N387, it was found out that there were other regulations on information exchange in NCMC. JICA Expert Team are trying to obtain them.

The JICA expert team also obtained and examined the Position Passport of IPRD containing the regulations for IPRD staff.

The IPRD has two divisions, namely Information Division, and Mass Media Monitoring and Analysis Division. The job descriptions of each division are summarized in the following table. This may provide useful information for the following SOP-related works.

The details of the work related to crisis communication in IPRD and NCMC need to be surveyed.

Table 1-2-3 Summary of IPRD's Position Passport

1) Information Division			
Position	Head	Chief Specialist	Senior Specialist
Business Description (Common to all three positions)	<ol style="list-style-type: none"> 1. Perform tasks aimed at preparing and conducting press conferences, interviews, briefings for the Minister and other officials. 2. Perform tasks for the purpose of preparing and sending out press releases. 3. Work to ensure coverage of the Ministry's activities through its official website and other information channels. 4. Carry out responses to inquiries from mass media and citizens, and carry out activities aimed at reporting on certain topics to formulate public opinion. 5. Make recommendations regarding the participation and speeches of Ministry's officials in television programs and other mass medias. 6. Hold working meetings with mass media representatives, including participation of the Minister. 7. Conduct operations for the purpose of developing and publishing the order of information provision. 8. Organize the accreditation process for journalists in the Ministry. 		
Right	<ul style="list-style-type: none"> • Communicate with representatives of mass media, non-governmental organizations, etc. to clarify the formulation of information policy. • Provide notice and clarification. • Organize working discussions with different subcommittees to cover specific activities of the Ministry. • Cover the draft legal acts of the development process and conduct public hearings. • Accept applications from journalists for accreditation. 	<ul style="list-style-type: none"> • Communicate with representatives of the mass media and non-governmental organizations. • Provide notice and clarification. • Obtain necessary information and explanations from relevant organizations, people, and departments within the Ministry. • Provide full and complete information, both oral and written, on the development of the Ministry's policy on information and public relations. • Cover the draft legal acts of the development process and conduct public hearings. 	<ul style="list-style-type: none"> • Receive necessary information from relevant departments of the Ministry to ensure proper coverage of the Ministry's activities. • Organize an open discussion. • Provide full and complete information, both oral and written, on the development of the Ministry's policy on information and public relations. • Provide releases, references, announcements, and other informational materials needed to be posted on the Ministry's website.
Duty	<ul style="list-style-type: none"> • Prepare and disseminate materials, photos, video summaries, and relevant literature for press releases. • Create a brief description of the work to cover the Ministry's activities and post related materials on the Ministry's official website. • Provide informational materials, photos, and videos to the media. • Conclusion of a mutual agreement between representatives of the media 	<ul style="list-style-type: none"> • Covers meetings, discussions, negotiations and other events held in the Ministry. • Create relevant references, informational materials, photos, and videos. • Contact mass media representatives and interested parties to reach a mutual agreement. • Receive, collect, and process necessary information for the Ministry's website. • Register accredited mass media, create a database, and 	<ul style="list-style-type: none"> • Prepare materials for coverage of events attended by Minister and high-ranking officials of the Ministry. • Post relevant materials, photos, and videos related to the Ministry's activities on the Ministry's official website and made available to the media. • Receive, collect, and process necessary information for the Ministry's website. • Register accredited mass media, create a database, and provide accredited journalists

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	<p>and the parties concerned</p> <ul style="list-style-type: none"> • At least once a year, receive from the officials holding the necessary analytical and statistical data to disclose to the public. • Make a public announcement for the purpose of press accreditation in the Ministry. • Prepare and clarify proposals, references, reports and other notes on field activities. 	<p>provide accredited journalists with an overview of the Ministry's activities.</p>	<p>with an overview of the Ministry's activities.</p>
2) Mass Media Monitoring and Analysis Division			
Position	Head	Chief Monitoring Specialist	Senior Monitoring Specialist
Business Description (Common to all three parties)	<ol style="list-style-type: none"> 1. Monitor mass media coverages related to the Ministry's activity on a daily basis, and summarize and analyze the materials so that the ministry can respond appropriately. 2. Notify the Minister and other officials of important materials reported by the mass media and prepare for an appropriate response. If necessary, notify the mass media of the Ministry's position and formulate public opinion on specific topics. 3. Create information database of statistical and analytical data to build systematic archive. 4. Prepare materials to formulate the Ministry's information and public relations policy based on the analysis of mass media monitoring results and public opinion polls. 5. Participate in the collection and organization of contents and information for the Ministry's website, and prepare materials to be made available to the public. 6. Organize the process of accepting information from the public in accordance with the law regarding oral and written inquiries from the public. 7. Organize and build a process for the Minister to accept information from the public. 		
Right	<ul style="list-style-type: none"> • Communicate with representatives of mass media, non-governmental organizations, etc. to clarify the formulation of information policy in the field. • Obtain necessary information and explanations from relevant agencies, officials and subordinate organizations of the Ministry in preparation for references, press releases and their publication. • Request and study legal documents related to the Ministry's function. • Organize contact point to receive information from citizens. 	<ul style="list-style-type: none"> • Communicate with representatives of mass media, non-governmental organizations, etc., and receive briefings on the development of information policy in the field. • Obtain necessary information and explanations from relevant organizations, persons, and ministries for the preparation of reference materials, press releases, and their publication. 	<ul style="list-style-type: none"> • If necessary, obtain necessary information and explanations from relevant organizations, persons, and ministries for the preparation of reference materials, press releases, and their publication. • Communicate with representatives of the mass media and non-governmental organizations. • After analyzing the results of media monitoring and public opinion polls, submit recommendations on the Ministry's information policy.
Duty	<ul style="list-style-type: none"> • Conduct monitoring of key information and materials published in popular media outlets with large audiences and create relevant reference materials. • Communicate key mass media materials to the Minister and other officials, organize their manipulative response process and prepare a rebuttal paper, if necessary. • Compile analysis work on mass media materials related to the Ministry's area of activity and prepare reference materials for monitoring. • Review and discuss letters, applications, reports, 	<ul style="list-style-type: none"> • Follow up on materials in the media, conduct monitoring, and prepare reference materials. • Analyze mass media materials related to the Ministry's area of activity and prepare reference materials on monitoring. • Collects and investigates letters, applications, reports, and complaints received from citizens and submits proposals. • Organize the registration of citizens received by the Minister. • Create an information database by systematically storing analysis, statistics, and other materials. 	<ul style="list-style-type: none"> • Notify the Minister and other officials of important materials from the mass media, prepare rebuttals as necessary, and submit proposals in batches. • Summarize and analyze mass media materials related to the Ministry's area of activity, prepare reference materials for monitoring, and submit proposals. • Work on systematic archiving of analytical and statistical materials, databases, etc., to create a comprehensive archive of monitoring results. • Based on the analysis of the results of mass media monitoring, submit a proposal

	<p>complaints, and suggestions received from citizens.</p> <ul style="list-style-type: none"> • Submission of recommendations on the Ministry's information policy based on the analysis of media monitoring results. • Manage the release of information subject to public disclosure at least once a year and release any changes within 10 days. 		<p>on the Ministry's information policy.</p> <ul style="list-style-type: none"> • Publish information that is subject to mandatory disclosure, post it on the official website, and update it in accordance with the law. • Release information subject to mandatory disclosure at least once a year, and within 10 days of any changes. • Participate in the development and publication of procedures for providing information.
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Activity 3.1.4 To develop the framework of SOP

In the Monitoring Sheet Ver. 3, JICA Expert Team confirmed that the framework proposed in the Work Plan was basically suitable to the actual relative position of each organization and the flow of information. However, it has not finalized yet. After the new list of the WG members is approved, the framework will be finalized through the WG meeting discussion.

Activity 3.2 The Project Team develops draft SOP.

Activity 3.2.1 To consider the contents of SOP

JICA Expert Team proposed a simple table of contents of SOP in the Monitoring Sheet Ver. 3. During this period, JICA Expert Team proceeded to propose the detailed table of contents and the outlines as shown in Table 1-2-4. JICA Expert Team plans to discuss these items with the WG members in the next few months.

Table 1-2-4 Structure and outline of the SOP (Tentative)

Chapter	Section	Outline
Chapter 1 Introduction	1.1 Background of SOP development 1.2 Purpose of this book 1.3 Organization of this book 1.4 The intended users of this book	This chapter explains the overview of this book, such as the purpose and utilization of this book.
Chapter 2 Crisis Communication by the MES	2.1 Definition of Crisis Communication 2.2 Crisis Communication by the Ministry of Emergency Situations	This chapter shows the definition of crisis communication focused in the Project. In addition, the crisis communication conducted by MES is identified through the review of documents related to the work of MES.
Chapter 3 Overview of Crisis Communication	3.1 Purpose of Crisis Communication 3.2 Organization and Role of Institutions and Media for Crisis Communication 3.3 Duration of Crisis Communication 3.4 Overview of Crisis Communication	This chapter is the overview of crisis communication in the Project. The relationship and roles of related institutions and media are identified. In the Project, the duration which crisis communication is conducted in is divided into three phases.
Chapter 4 Collecting and receiving hazard information and its processing	4.1 Earthquake 4.2 Landslide 4.3 Forest Fire	The Project focuses on three hazards: earthquake, landslide, and forest fire. This chapter identifies the organizations which provide hazard information, the information items to be transmitted to MES, and the timing

PM Form 3-1 Monitoring Sheet Summary

		of the transmission.
Chapter 5 Collecting and receiving damage information and its processing	5.1 Government 5.2 Departments of MES 5.3 Local branches of MES 5.4 911 call 5.5 Affected municipalities 5.6 Police 5.7 Firefighting organizations 5.8 Other	Damage information covers physical damage, such as impacts to population, buildings, and infrastructure. The damage information is expected to be provided by various organizations. This chapter identifies what kind of information can be provided to MES from various organizations. It also shows the procedures on how to proceed information.
Chapter 6 Communication to relevant agencies	To be considered	The Project focuses on crisis communication targeting the population. If SOP includes necessary communication to relevant agencies, this chapter shows it. Here, relevant agencies mean public organizations.
Chapter 7 Communication to Media	7.1 The purpose of transmitting information to the media 7.2 Information to be transmitted to the Media 7.3 Methods and procedures of Information transmission 7.4 Points to keep in mind when transmitting information to the media	This chapter focuses on transmission of information to media, such as TV, radio, and newspaper. Expected methods of transmitting information are press release, press conference, the website, and social media. The Project aims to transmit proper information to population from media in the appropriate timing so that people take actions properly. Therefore, important points on transmitting information are also mentioned for MES.
Chapter 8 Transmitting information to the population	8.1 Purpose of transmitting information to the population 8.2 Information to be transmitted to the population 8.3 Methods and procedures of Information transmission 8.4 Points to keep in mind when transmitting information to the population	Considering the three-phase crisis communication proposed in the Project, this chapter mentions what information should be provided to population and when. Expected methods of transmitting information are the website and social media. This chapter also mentions important points on transmitting information considered by MES.
Chapter 9 Alerts and emergency warning broadcasts on important and urgent disasters	9.1 Criteria for issuing alarms and emergency warning broadcasts 9.2 Contents and procedures for alarm and emergency warning broadcasts	This chapter focuses on alert and emergency warning. In case MES provides weather information, MES can also provide information on warning for landslide and forest fire, if necessary. This chapter also includes the contents and procedures for other types of alarm and emergency warning.
Chapter 10 Handling of information collected by the media	10.1 Information expected to be transmitted by the media 10.2 Methods to verify the authenticity of information transmitted by the media 10.3 What to do in case that there is misinformation 10.4 Transmitting within MES when there is useful information	Currently, public organizations, such as MES, do not collect information from media. But media cover and report the situation in disaster affected area. Some of the information reported by media is useful for public organizations to understand the situation in the affected area. This chapter shows how MES should check and confirm information provided by the media.
Chapter 11 Handling of information disseminated by the public	11.1 Information expected to be transmitted by the media 11.2 Methods to verify the authenticity of information transmitted by the population	Nowadays, ordinary people can provide information through social media. In disaster situation, transmitting misinformation causes panic and problems. On the other hand, information from population is useful to

	11.3 What to do in case that there is misinformation 11.4 Transmitting within MES when there is useful information	understand the detailed situation in the affected area. This chapter mentions how MES should check and confirm information provided by the population.
Appendix	Appendix 1: List of Crisis Communication tasks Appendix 2: List of tasks by related persons Appendix 3: Forms	SOP mentions various types of crisis communication. Attachment 1 shows the crisis communication tasks and chapter/section/page number referring to each of the mentioned tasks. Attachment 2 shows tasks to be done by each person so that related persons can find their tasks easily. Attachment 3 is the set of forms to be used for crisis communication.

Activity 3.2.2 To evaluate the risks of three disasters (earthquake, landslide, and forest fire) and prepare disaster scenario

The activity has not started yet. The activity will start in January 2021 and end by May 2021.

Activity 3.2.3 To decide the information to be collected, source of information, and ways of its collection based on the developed scenario

The activity has not started yet. Initial survey will start in January 2021 after the new list of the WG members is approved.

Activity 3.2.4 To decide the destination of information, items to be transmitted, and ways of transmission based on the developed scenario

The activity has not started yet. Initial survey will start in January 2021 after the new list of the WG members is approved.

Activity 3.2.5 To develop the draft SOP

The activity has not started yet. The activity will start in January 2021 in parallel with the Activities 3.2.3 and 3.2.4 and end by May 2021

Activity 3.2.6 To consider making agreement with organizations being information sources

The activity has not started yet. Based on the results of Activity 3.2.5, the necessary agreement will be considered by MES and JICA Expert Team.

Activity 3.3 The Project Team develops draft guidelines for media and journalist.

Activity 3.3.1 To rearrange the issues of crisis communication conducted by media

In the Monitoring Sheet Ver. 3, issues of crisis communication were rearranged and summarized based on the results of the training in Japan. Therefore, JICA Expert Team

and WG need to have a further discussion to reconfirm the issues of crisis communication mentioned in the previous Monitoring Sheet among the new WG members after the new list of the WG members is approved.

Activity 3.3.2 To consider the purpose and contents of the guidelines

A prototype of draft guideline, which includes a draft description, was presented by JICA Expert Team. Table 1-2-5 shows the contents of the prototype guideline proposed for discussion.

Table 1-2-5 Proposed table of contents of guidelines

1. Purpose of the guidelines
2. Necessity of knowledge about disaster management
3. Causes/characteristics of each disaster and disaster management information required for risk reduction
3.1 Earthquake
3.2 Landslide
3.3 Forest fire
4. Risk communication and recovery communication
4.1 Risk communication
4.2 Recovery communication
5. Basic attitude of disaster reporting
6. Coverage rules and compliance
7. Ensuring the safety of interviewers
8. Human rights, copyright, video rules
9. Cooperation with MES and local governments
10. Coordination between media
11. Training on disaster reporting

Activity 3.3.3 To develop the draft guidelines

The activity has not started yet. The activity will start after the new list of the WG members is approved.

Activity 3.4 The project Team conducts practical training on crisis communication using the SOP and the guidelines.

Activity 3.4.1 To consider the roles of NCMC, IPRD and media in the training

JICA Expert Team proposed the fundamental roles of the NCMC, IPRD and Media in the training as follows.

<NCMC>

- Receiving the first information from 911 call center or other sources.
- Dispatch of the operative team to the site.

- Provision of information to the leading staff of MES.
- Warning of the relevant departments of MES, including IPRD and representatives from other relevant organizations in NCMC.
- Warning of related local governments and organizations.
- Collection of information on situation in the disaster area from the regional CMC. Processing and analysis of the information received in NCMC.
- Periodical provision of updated information to relevant bodies, including IPRD.
- Putting of the first news on the disaster on the web page of MES and regular update of it.
- Participation in the press conference organized by the IPRD in the information center providing the latest news on the situation and answering the questions raised by mass-media and others.

<IPRD>

- Receipt of the warning from NCMC.
- Dispatch of the IPRD broadcasting team to the site.
- Receipt of the first news and further regularly updated information from NCMC.
- Sharing of the first news with mass media.
- Launching of emergency information center.
- Ensuring live streaming from the disaster area.
- Organization of press conferences in the information center with the involvement of mass-media and people in charge of communication in different Ministries and organizations.
- Provision of assistance to NCMC in putting information on the home page of MES.
- Provision of guidance to mass media representatives at site.
- Preparation and dissemination of situation report and information on the rules of behavior.
- Periodical provision of updated information to mass media.

<Media>

- Receipt of the first news from IPRD.
- Broadcasting of the news.
- Dispatch of a liaison to the information center.
- Dispatch of reporters to the site.
- Cover the area according to the guidelines.
- Review of the information from the field and the reports from IPRD, and deciding the contents of the report to be broadcast.

- Participation in press conferences and report on them.
- Regular update and broadcasting of the information received from the IPRD and from the field.

Activity 3.4.2 To decide the training sites for each disaster and formulate the training scenario

Training sites

JICA Expert Team proposed the following training sites in the Monitoring Sheet ver.3

<Earthquake>: Gyumri City

<Landslide>: Voghjaberd Village

<Forest fire>: Khosrov State Forest Reserve

These sites have not yet been discussed by WG members and no decision has been made. The sites will be decided considering the situation in Armenia after the restart of the dispatch of JICA Expert Team is decided.

Training scenario

WG members prepared a framework of the training scenario for weak earthquake. The framework of the scenario for strong earthquake, landslide and forest fire will be prepared by WG members in the next few months. WG members will also decide the facilitators for the training and will develop a more detailed training plan referring to these frameworks of scenarios.

Activity 3.4.3 To share the guidelines and training scenarios with the training participants

The activity has not started yet. It is preferable to conduct the activity when JICA Expert Team is in Armenia.

Activity 3.4.4 To implement the training

The activity has not started yet. It is preferable to conduct the activity when JICA Expert Team is in Armenia.

Activity 3.5 The Project Team updates the SOP and the guidelines based on the review of the training.

Activity 3.5.1 To identify the issues subject to revision based on the training contents and review results

The activity has not started yet. This activity will be conducted after the completion of Activity 3-4.

Activity 3.5.2 To reflect the revised issues in the SOP and the guidelines for finalization

The activity has not started yet. This activity will be conducted after the completion of Activity 3-4.

Activity 3.5.3 To conduct outreach and awareness raising on the revised SOP and guidelines targeting media

The activity has not started yet. This activity will be conducted after the completion of Activity 3-4.

(5) Output 4: The training plan/program and materials on crisis communication are developed and the training is conducted based on developed plan/program and material.

Activity 4.1 The Project Team develops a preliminary plan/program of the training and prepares the concept of the material.

Activity 4.1.1 To reorganize the issues on crisis communication and the needs of related organizations

The notable issues were described in Monitoring Sheet Ver. 3. Additional issues to be enhanced have been identified after the webinars. They are;

1. Utilization of information and communication technology
2. Smooth communication, decision making and response
3. Timely information sharing by reflecting local governments' needs

Activity 4.1.2 To reorganize the concept and the future functions of the information center

No additional activities have been conducted. It is necessary to reconfirm the concept and the functions of the information center since MES has started to establish the information center.

Activity 4.1.3 To set the training strategy, overall goals, purposes, and the target group

The following are considered to develop training program/plan:

1. Concept development on three dimensional competencies, namely knowledge, skill and attitude, and enhancement of the competencies in relation to training modules
2. Improvement of training framework by adopting ADDIE model.
(ADDIE model is a framework for an instructional system design to be utilized for education and training and consists of stages of Analysis, Design, Development, Implementation, and Evaluation in order.)

Training structure of modules have been set as shown in Figure 1-2-1. They consist of the theoretical (Code of conduct, SOPs and Role of Media), semi practical (Case Study), and

practical (Media Campaign) modules.

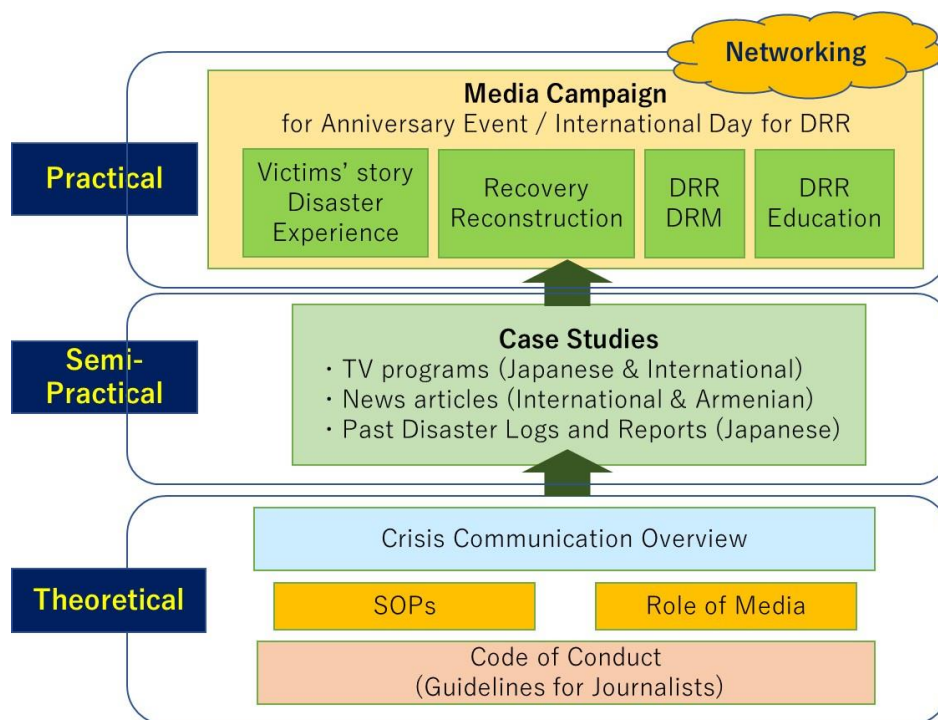
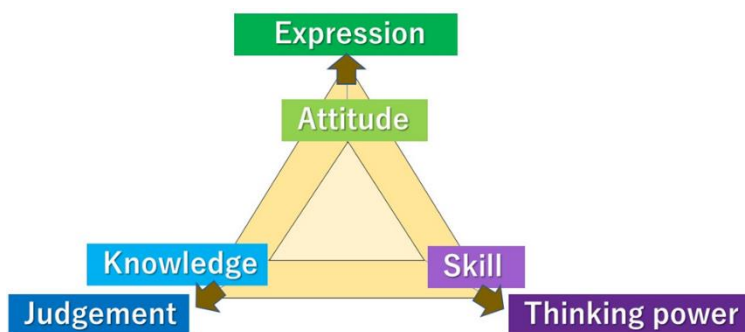


Figure 1-2-1 Structure of Training Modules
(Source: JICA Expert Team)

The Project aims at training participants to acquire three dimensional competencies - knowledge, skill and attitude - through the training. The enhanced competencies of the mentioned ones are set as judgement, thinking power, and expression respectively. The general image is shown in Figure 1-2-2.



Attitude: way of thinking, Knowledge: what you understand, Skill: what you can do
 Expression: how to express diverse actors at appropriate timing in proper expression.
 Thinking power: how to utilize your skill, i.e. what you can do.
 Judgement: how to apply your knowledge when dealing with unknown situations and issues.

Figure 1-2-2 Conceptual Diagram of 3 Dimensional Competencies
(Source: JICA Expert Team)

Relation with enhancing competencies and training modules is delineated in Figure 1-2-3. Code of conduct, SOPs, and Role of Media are the basic knowledge to be gained. Case Studies can provide related knowledge and highly related knowledge and, at the same time, can enhance judgement, skill and attitude. By those competencies, trained participants can perform in the real and already known situations. Training participants are expected to enhance competencies to tackle with unknown situations. Thinking power and expression are designed to be enhanced through the media campaign, which is the networking opportunities among media persons and MES officials.

Based on the proposed concept shown in Figure 1-2-1, Figure 1-2-2 and Figure 1-2-3, the outlines of the training for Output 4 are developed in Table 1-2-6. A further discussion between JICA Expert Team and WG members is necessary since the proposed concepts and the outlines are the results of works by JICA Expert Team.

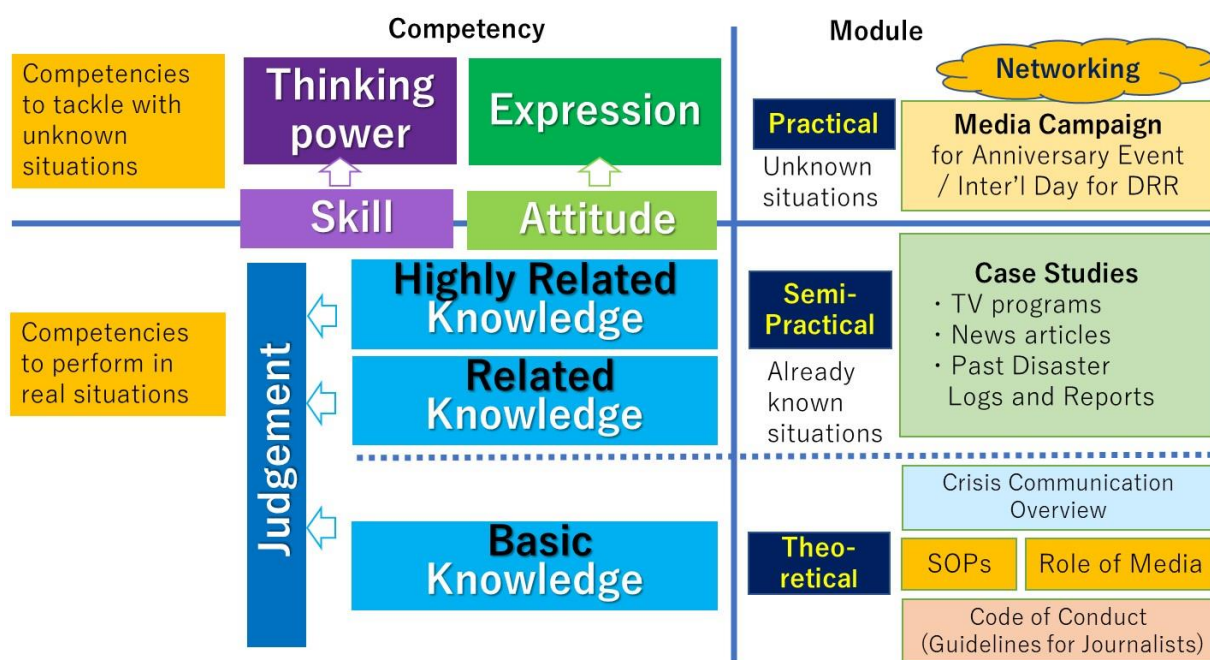


Figure 1-2-3 Relation with enhancing competencies through training course
(Source: JICA Expert Team)

Table 1-2-6 Outlines of the trainings

Target Groups	Training goals	Modules	Hrs.	Trainers
MES (dep. heads) • NCMC • DIPR Martz (dep. heads)	<ul style="list-style-type: none"> To understand the roles in crisis communication, such as information collection, transmission, and sharing To take leadership on tasks based on SOPs 	<ol style="list-style-type: none"> Crisis Communication Overview SOP Roles of Media Code of Conducts Case Studies (Japanese as example→ Armenian cases) 	1 2 0.5 0.5 1	CMSA CMSA CMSA CMSA CMSA
MES (working staff & spokes persons) • NCMC • DIPR Martz (working staff & spokes persons)	<ul style="list-style-type: none"> To understand the roles in crisis communication, such as information collection, transmission, and sharing To take necessary actions on tasks based on SOPs To understand the roles and responsibility of media and to conduct responsible works appropriately as ministries and local government officials 	<ol style="list-style-type: none"> Crisis Communication Overview SOP Roles of Media Code of Conducts Case Studies (Japanese as example→ Armenian cases) Media Campaign (article writings / audio visual works) : for spokespersons only <i>For commemoration of victims of Spitak EQ and Disaster Resilience day (7th Dec.)</i> <ul style="list-style-type: none"> Victims' story, disaster experience Crisis / Risk communication Recovery and reconstruction Disaster Risk Reduction / Disaster Risk Management Disaster Risk Reduction Education 	1 2 0.5 0.5 1.5 1.5	CMSA CMSA CMSA CMSA CMSA CMSA
Public Media	<ul style="list-style-type: none"> To understand what the crisis communication, and responsibilities of public media are To be able to conduct public media's roles in the crisis communication To transmit clear and understandable information to public in a timely manner 	<ol style="list-style-type: none"> Crisis Communication Overview SOP Roles of Media Code of Conducts Case Studies Media Campaign (article writings / audio visual) <i>For commemoration of victims of Spitak EQ and Disaster Resilience day (7th Dec.)</i> <ul style="list-style-type: none"> Victims' story, disaster experience Crisis / Risk communication Recovery and reconstruction Disaster Risk Reduction / Disaster Risk Management Disaster Risk Reduction Education 	0.5 0.5 1 0.5 2.5 2	CMSA CMSA CMSA CMSA CMSA (journalist) CMSA (journalist)
Private Media	<ul style="list-style-type: none"> To understand what the crisis communication, and responsibilities of media are To be able to conduct media's roles in the crisis communication 	<ol style="list-style-type: none"> Crisis Communication Overview SOP Roles of Media Code of Conducts Case Studies Media Campaign (article writings / audio visual) 	0.5 0.5 0.5 0.5 2.5 2	CMSA CMSA CMSA CMSA CMSA (journalist) CMSA (journalist)

	<ul style="list-style-type: none"> • To transmit clear and understandable information to public in a timely manner 	<p><i>For commemoration of victims of Spitak EQ and Disaster Resilience day (7th Dec.)</i></p> <ul style="list-style-type: none"> • Victims' story, disaster experience • Crisis / Risk communication • Recovery and reconstruction • Disaster Risk Reduction / Disaster Risk Management • Disaster Risk Reduction Education 		
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Activity 4.1.4 To develop training modules and the concept of training materials

In this term this activity has not been conducted. The activity will be conducted in the next monitoring duration and will end in March 2021. But the draft SOP and the draft guidelines need to be finalized in order to develop all training modules

Activity 4.2 The Project Team develops detailed plan/program and materials of the training.

Activity 4.2.1 To develop a detailed training plan on crisis communication

In this term this activity has not been conducted. The activity will be conducted in the next monitoring duration and will end in March 2021. But the draft SOP and the draft guidelines need to be finalized in order to develop all training plans.

Activity 4.2.2 To develop training modules

In this term this activity has not been conducted. The activity will be conducted in the next monitoring duration and will end in March 2021. But the draft SOP and the draft guidelines need to be finalized in order to develop all training modules.

Activity 4.2.3 To develop training materials

Prototypes of training materials for the module of Case Studies have been in preparation. The sample case materials shown below are based on the past disaster experience and aim to enhance the crisis communication skills through the judgement and decision making in the real situations by practicing various cases.

Bird view image made early decision makings

- The huge tsunami swallowed Sendai Airport as well.
- Immediately after that, however, the disaster management helicopter of the Ministry of Land, Infrastructure, Transport and Tourism and the Tohoku Development Bureau took off,
- Immediately after the earthquake, the crew of a private airline company released the broken shutter in the hangar to prepare for takeoff.
- It took off 37 minutes after the earthquake. The live video sent from the helicopter captured the unimaginable huge tsunami and conveyed the shocking disaster situation.



Training activities

- 1) Discussion: What decisions have been made?
- 2) Sharing image: Analysis of video considering the way of solution for response
- 3) Guidance: To communicate among stakeholders, on what, when, and how.

Figure 1-2-4 Sample of the material on Case Studies

(Source: JICA Expert Team)

Activity 4.3 The Project Team conducts ToT and other trainings using the developed contents/materials.

Activity 4.3.1 To conduct training of trainers

In this term this activity has not been conducted. A part of the activity, such as the development of the draft training program, can start but it is necessary to complete the Activity 4.2 to conduct the training.

Activity 4.3.2 To implement training using the developed training materials

In this term this activity has not been conducted. Activity 4.2 needs to be completed to start this activity.

Activity 4.3.3 To organize the results of the review by training participants and related people

In this term this activity has not been conducted. Activity 4.2 needs to be completed to start this activity.

Activity 4.4 The Project Team updates the training plan/program and materials.

Activity 4.4.1 To decide the direction of revision of training programs and training materials

In this term this activity has not been conducted. The activity can start after the completion of Activity 4.3.

Activity 4.4.2 To adjust the consistency with the detailed training plan

In this term this activity has not been conducted. The activity can start after the completion of Activity 4.3.

Activity 4.4.3 To revise the training modules and training materials

In this term this activity has not been conducted. The activity can start after the completion of Activity 4.3.

(6) Other works

JICA Expert Team proposed additional activities to JICA. The additional activities aimed to enhance the outcomes of the Project. Currently, COVID-19 is spreading widely in the world, including Armenia and Japan. If COVID-19 is considered as a disaster, it can be regarded as that crisis communication is conducted now. In addition, JICA conducted earthquake disaster management project in collaboration with MES in the past. JICA Expert Team proposed three surveys and JICA accepted them. The results of these three surveys are mentioned below:

1. Survey on crisis communication in Armenia in case of COVID-19

The purpose of this survey is to propose findings to be considered in the Project for crisis communication. To achieve the purpose, the survey included 1) review of the situation on COVID-19 in Armenia, 2) understanding the roles of related organizations, 3) understanding the direction of crisis communication of related organizations and media, and 4) identifying the characteristics of information provided by related organizations and media.

In Armenia, the commandant office and the Ministry of Health play the significant roles in response and mitigation of COVID-19 infection, and have provided much information. The analysis identifies that provision of information on hazard and risk of COVID-19 is not more than the information on response and countermeasures to it, and not enough to appeal to public. The situation on COVID-19 in Armenia is severer than Japan and other surrounding countries. The significant finding of the survey is the gap between the information provided by the government and the actions taken by the population. Therefore, the survey concludes that the communication should be conducted properly for the population to understand the risk of COVID-19 and take personal measures not to be infected by COVID-

19.

According to the results of the survey, the following were proposed as the issues to be considered in the Project.

- ✓ Improvement of amount and quality of information to be transmitted
- ✓ Trust-making between population and the government
- ✓ Bidirectional communication between the government and media

2. Understanding the issues on crisis communication in case of COVID-19 through the Webinar

Due to the spread of COVID-19 infection, it is necessary to reconsider implementation methods of the training on DRR. Currently, crisis communication on COVID-19 takes place both in Armenia and Japan. This work aims to consider adding the contents relating to crisis communication on COVID-19 to the training to be implemented in the Project and to consider the implementation methods of the training in case an infectious disease is in question. To achieve these aims, the following was conducted: 1) identification of lessons and issues regarding crisis communication on COVID-19 learned from case studies in other countries, 2) identification of issues regarding crisis communication on COVID-19 in Armenia, 3) consideration of reflecting the issues regarding crisis communication on COVID-19 into the training organized in the Project, and 4) confirmation of effectiveness of the webinar as a method of training and awareness raising. The webinars and their subsequent discussion sessions were conducted in August and September, 2020. A questionnaire survey was conducted targeting several WG members to know their impression on the webinar and the discussion. The following are the major results of this work.

- ✓ It is necessary to prepare the worst scenario of disasters and to conduct a training.
- ✓ Information and communication technology is proposed to be utilized in crisis communication for its efficiency and immediacy.
- ✓ Communication in social media between the government and population is useful to enhance mutual understanding.
- ✓ It is proposed to utilize the actual cases on crisis communication in the training and to discuss them among the training participants.
- ✓ Online conference system, such as ZOOM, can be used for the implementation of a training and it is proposed to consider its use for the training developed in the Project.

3. Consideration of the utilization of the outcomes developed in the past JICA Project

(1) Understanding the issues related to COVID-19 in Yerevan Earthquake Disaster Management Plan and identification of issues to be reflected into the crisis communication

During the technical cooperation project on "Seismic Risk Assessment / Risk Management Planning" (September 2010-October 2012) conducted in Armenia by JICA, the Earthquake Disaster Management Plan, together with the evacuation plan, was formulated. This survey aimed to understand the issues related to COVID-19 to be considered in Yerevan Earthquake Disaster Management Plan and to identify the issues to be considered in the Project. Through the review of the two plans mentioned above, the following were proposed to be emphasized for the future improvement of the plans.

- ✓ Understanding on the complex disaster of natural disasters and infectious diseases
- ✓ Development of the directions by the government on response and prevention of infection
- ✓ Importance of risk communication
- ✓ Training, education, and awareness raising through the collaboration between MES and Ministry of Health

The following were suggested to be considered under the Project as the conclusion of the survey.

- ✓ Response and prevention of infection in the process of crisis communication
- ✓ Crisis communication including information related to COVID-19
- ✓ Coverage considering the measures on prevention of COVID-19 infection
- ✓ Development of a training program including the issues on COVID-19

(2) Consideration of utilization of earthquake risk assessment and real-time earthquake intensity information display system

During the technical cooperation project of "Seismic Risk Assessment / Risk Management Planning" (September 2010-October 2012) conducted in Armenia by JICA, two systems - "Realtime Seismic Intensity Distribution Display System" and "Earthquake Damage Estimation System" - were developed.

Since it was considered that those two systems could be utilized for this project activities, the current status of these two systems and their feasibility in the Project were examined in this survey. Due to the influence of COVID-19, it was difficult for JICA Expert Team to travel to the site. So, this survey was conducted via a desk work confirming the current

situation remotely through local employees.

As a result of the investigation, it's been clarified that both systems are currently not working sufficiently. It was also confirmed that "Realtime Seismic Intensity Distribution Display System" was operated only once after the delivery in 2015 April earthquake of Yerevan with a small magnitude. And it is not currently working due to a server failure. Regarding "Seismic Damage Estimation System", the location has been unknown, and the details of its current condition cannot be confirmed.

As for the utilization for this project, the "Realtime Seismic Intensity Distribution Display System" can be applied as a tool for urgent information transmission at an earthquake disaster and the "Seismic Damage Estimation System" can be utilized as a training material, because it can visually provide the estimated earthquake damage.

1-3 Achievement of Output

Here, the achievements of Output 1 and 2 are mentioned according to the indicators in PDM Ver. 1. The achievements of Output 3 and 4 are reviewed based on the indicators developed in the draft PDM Ver. 2 written in the draft Work Plan.

(1) Output 1

1.1 Training programs are developed in the first half of the 1st year of the Project.

This indicator has already been achieved.

1.2 Training is conducted 3 times in the first year of the Project.

This indicator has already been achieved .

1.3 A group of participants prepares a report of the challenges and the solutions.

This indicator has already been achieved .

(2) Output 2

2-1 The detailed plan of the activities for the 2nd and the 3rd years of the Project is developed.

The main parts of Output 3 and 4 were written in the draft Work Plan for the second phase and it was explained to Working Group members in the previous monitoring duration. The activities may be revised according to the situation of COVID-19 and the progress.

2-2 The approved plan is implemented in the 2nd and the 3rd years of the Project.

JICA Expert Team explained the draft of the Work Plan to PM and Working Group members in June through the ZOOM meeting. In the meeting, JICA Expert Team and MES agreed

that both sides would start the activities and discussion in July 2020. JICA Expert Team has started some of the activities as mentioned in this monitoring sheet.

(3) Output 3

3-1 Draft SOP is approved by JCC.

Development of the draft SOP started in September 2020.

3-2 Main members who manage the SOP practical trainings are confirmed by JCC.

This indicator has not been achieved yet. In the process of the development of SOP practical training program, JICA Expert Team and WG members will discuss the main participants of the training.

3-3 Updated SOP is approved by MES.

This indicator has not been achieved yet. Activity for the development of SOP started in September 2020.

(4) Output 4

4-1 Trainers who manage the trainings for journalists are confirmed by JCC.

At this stage, candidate trainers are 1) trainers of CMSA, and 2) high-ranking MES officials. Theoretical parts are expected to be taught mainly by the CMSA, while practical parts are expected to be jointly trained by MES officials and the CMSA. However, it should be well discussed among the counterparts.

4.2 Training plan/program is approved by JCC.

At the time when the preliminary draft training plan/program is ready, contents will be first discussed among the Working Group members. Then, the draft will be explained to JCC for review and approval.

4.3 Training material is approved by JCC.

The same procedure as mentioned in the 4.2 will be applied.

1-4 Achievement of the Project Purpose

The achievement of the Project Purpose is reviewed based on the indicators developed in the draft PDM Ver. 2 written in the draft Work Plan.

1. 4 trainers are developed for practical training related to SOP.

The trainers will be decided through the discussion with WG members.

2. Training programs and materials developed in this project are authorized by MES.

Training materials for one module of Case Studies have been prepared to start discussion with the Counterparts. Through consultation and collaboration with the working group members, further material development of the case studies is scheduled to be accelerated.

3. MES and media companies make agreement of collaboration for effective crisis communication (discussed to consider this is appropriate or not).

This indicator is tentative. A collaboration mechanism is necessary for the Project. But JICA Expert Team and MES need to consider whether a form of agreement between the state and the private sector is acceptable as a national tradition in Armenia.

1-5 Changes of Risks and Actions for Mitigation

(1) Output 1:

Nothing Special

(2) Output 2:

Due to COVID-19, JICA Expert Team could not visit Armenia after the training in Japan. It was planned to organize a presentation by the participants of the training when JICA Expert Team visited Armenia. Instead of the presentation, JICA Expert Team conducted the interview survey of the participants in order to understand their impression, needs, and opinions, which would be utilized for updating the Work Plan.

(3) Output 3:

As of the middle of December 2020, a new head of NCMC being also a new leader of WG was not appointed. The previous sub-leader left MES already. Therefore, the implementation structure of the Project needs to be decided as soon as possible. Once the structure is decided, the next step is to decide the formulation plan for each SOP, guideline and training plan (persons in charge, work items and their time schedule) within the WG. These works are usually proceeded in the form of workshops, however, it is difficult to hold the workshop with remote work. JICA Expert Team will strive to communicate the intentions, share information and carry out smooth and effective activities at remote WG meetings.

(4) Output 4:

Through the meeting with MES, it was identified that MES had started to establish the Information Center. The functions and intentions of the Information Center need to be reconfirmed with the new Project Manager.

1-6 Progress of Actions undertaken by JICA

Nothing special

1-7 Progress of Actions undertaken by Gov. of the Republic of Armenia

Nothing special

1-8 Progress of Environmental and Social Considerations (if applicable)

Nothing special

1-9 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)

Nothing special

1-10 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs etc.)

As mentioned in the previous monitoring sheet, the third JCC meeting, where the Work Plan is to be approved by both Japanese side and Armenian side, will be organized when JICA Expert Team restart visiting Armenia. The work plan should be revised according to the progress of the Project and the situation in Armenian on COVID-19 in order to make the Project effective.

2 Delay of Work Schedule and/or Problems (if any)

2-1 Detail

Activities of Output 3 and 4 started in July after the approval of the draft Work Plan by Japanese and Armenian sides. But the activities of each Output do not proceed as planned.

2-2 Cause

The delay mentioned above was caused by the following:

- ✓ COVID-19: Due to COVID-19, both Japanese and Armenian sides were forced to communicate remotely. Online communication system can support communication between JICA Expert Team and MES but it is not better than face-to-face communication.
- ✓ Retirement of PM: Due to this, JICA Expert Team faced difficulties when MES's decision making was necessary.
- ✓ Retirement of Sub-leader of WGs: She was working for the Project from the beginning as coordinator of the Armenian side. After her retirement, JICA Expert

Team could not contact MES smoothly.

- ✓ Transfer of the leader of WG for Output 3: To conduct the activities of Output 3, JICA Expert Team needs to review the internal documents of MES. JICA Expert Team requested MES to provide the internal documents but MES could not provide them due to the absence of the leader of Output 3 WG.
- ✓ Lack of WG member for forest fire: Sargis Kyureghyan was appointed as one of the WG members for forest fire in Output 3 in the first phase. In the second phase, he is the leader of WG for Output 4 since he moved to CMSA. JICA Expert Team hoped he could support forest fire issues continuously but he could not work for forest fire issues because it was out of his work scope. Currently there is no person responsible for forest fire in Output 3 WG.
- ✓ War between Armenia and Azerbaijan: MES needed to be involved in the response activities relating to this war. Therefore, MES could not work for the project during the war.
- ✓ Change of the minister of ES: JICA Expert Team communicated with PD on WG member issues mentioned above. Both sides agreed that the lists of WG members would be discussed and decided after the war between Armenia and Azerbaijan. After the war, the Minister retired. Therefore, PD needed to explain the situation on the Project to the new Minister before discussing the lists of WG members with JICA Expert Team.

On 22nd December 2020, PD, new PM and JICA Expert Team had a meeting on WG members mentioned above. MES understood the situation and decided the new WG members.

2-3 Action to be taken

The new list of the WG members was proposed by MES, and JICA Expert Team agreed to it. The current list needs to be approved by the Minister so that the WG members work for the Project properly. After the approval of the list, MES and JICA Expert Team need to share the progress of the Project with new members and to consider future directions for proceeding the project.

2-4 Roles of Responsible Persons/Organization (JICA, Gov. of the Republic of Armenia)

For the collaboration between MES and JICA Expert Team, MES is hoped to proceed the Minister's approval of the new list of the WG members earlier in order to conduct the project activities smoothly and effectively.

3 Modification of the Project Implementation Plan

3-1 PO

PO is slightly changed currently and it is necessary to reconsider PO when JICA Expert Team restart visiting Armenia. It is expected that the project duration will be extended.

3-2 Other modifications on detailed implementation plan

There are not special modifications on the draft Work Plan now. But it is suggested to reconsider the implementation plan after JICA decides to permit JICA Expert Team visit Armenian.

4 Preparation of Gov. of the Republic of Armenia toward after completion of the Project

Nothing Special

II. Project Monitoring Sheet I & II *as Attached*

Project Monitoring Sheet I (Revision of Project Design Matrix)

Version 4

Dated 8 February 2021

The Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction

Ministry of Emergency Situations, the Republic of Armenia (MES)

Working Group in the framework of the Project

3 years

The Republic of Armenia (1st stage at Yerevan city)

Narrative Summary		Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
<p>Overall Goal Appropriate information on emergencies is provided to population with a timely manner.</p>	<p>1. Training on crisis communication is conducted to 50 journalists and media company personnel at Information Center of MES in a year. 2. 100 people visits the Information Center of MES to learn crisis communication in a month.</p>	<p>1. Records of training and number of certificates of training provided at the Information Center of MES. 2. Records of visitors at the Information Center of MES.</p>	<p>Information center of MES is available.</p>			
<p>Project Purpose To strengthen the crisis communication capacity of MES and media by creating a collaborative environment to provide correct information on emergencies in the timely manner.</p>	<p>1. 4 trainers are developed for practical training related to SOP. 2. Training programs and materials which are developed in this project are authorized by MES. 3. MES and media companies make agreement of collaboration for effective crisis communication (discussed to consider this is appropriate or not).</p>	<p>1. MM of JCC 2. Record and/or documents to verify Minutes with MES 3. Agreement document</p>	<p>Security conditions in Armenia do not be worsen.</p>	<p>1: The trainers will be decided through the discussion with Working Group members. 2: Training programs will start to be discussed in July. 3: This indicator is tentative. Collaboration mechanism is necessary for the Project. But JICA Expert Team and MES need to consider whether a form of agreement between the state and the private sector is acceptable as a national tradition in</p>		
<p>Outputs 1. Challenges for crisis communication and public awareness for disaster risk reduction are identified and their possible solutions are emerged.</p>	<p>(Tentative plan) 1.1 Training programs are developed in the first half of the 1st year of the Project. 1.2 Training is conducted 3 times in the first year of the Project. 1.3 A group of participants prepares a report of identified the challenges and the solutions.</p>	<p>1-1 Training programs 1-2 Records of the trainings 1-3 The report prepared at each time of training approved by JCC</p>		<p>1-1: Achieved 1-2: Achieved 1-3: Achieved</p>		

<p>2. The plan of activities from the 2nd year is finalized, and the activities are implemented.</p> <p>3. SOP (Standard Operation Procedure) on crisis communication in case of earthquake, landslide, and forest fire for MES and the crisis communication guidelines for media are developed and practical training is conducted with the development of training plan based on the SOP and the guidelines in order to finalize the SOP and the guidelines.</p> <p>4. The training plan/program and materials on crisis communication are developed and the training is conducted based on developed plan/program and material.</p>	<p>2-1 The detailed plan of the activities for the 2nd and 3rd year of the Project is developed.</p> <p>2-2 The approved plan is implemented in the 2nd and 3rd year of the Project.</p> <p>3-1 Draft SOP is approved by JCC.</p> <p>3-2 Main members who manage the SOP practical trainings are confirmed by JCC.</p> <p>3-3 Updated SOP is approved by MES.</p> <p>4-1 Trainers who manage the trainings for journalists are confirmed by JCC.</p> <p>4.2 Training plan/program is approved by JCC.</p> <p>4.3 Training material is approved by JCC.</p>	<p>2-1 The detailed plan is approved by JCC</p> <p>2-2 Records of the activities</p> <p>3-1 MM of JCC</p> <p>3-2 MM of JCC</p> <p>3-3 Decree of Minister of MES</p> <p>4-1MM of JCC</p> <p>4-2 MM of JCC</p> <p>4-3 MM of JCC</p>	<p>Security conditions in Armenia do not be worsen.</p> <p>Security conditions in Armenia do not be worsen.</p>	<p>2-1: The main parts of Output 3 and 4 were written in the draft Work Plan for the second phase.</p> <p>2-2: JICA Expert Team and MES agreed that both sides would start the activities and discussion in July 2020.</p> <p>3-1: Development of the draft SOP start in September 2020.</p> <p>3-2: This indicator has not been achieved yet. In the process of the development of SOP practical training program, JICA Expert Team and WG will discuss the main members for the training.</p> <p>3-3: This indicator has not been achieved yet. Activity for the development of SOP started in September</p> <p>4-1 Initial common consensus was that the candidate trainers could be trainers of the Academy, and high-ranking MES officials.</p> <p>4-2 When the preliminary draft plan/program is ready, contents will be discussed among the WG and the draft will be explained to JCC for review and approval.</p> <p>4-3 Same procedure, as mentioned in 4-2, will be</p>
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Activities	Inputs		Pre-Conditions
	The Japanese Side	The Cuban Side	
<p>(1-1) The Project Team, including WG members, JICA experts, media and other persons implementing the Project, develop training programs in Armenia, Japan and possibly neighboring countries aiming to learn crisis communication practices in other countries.</p>	<p>- Experts</p> <p>1) Public Awareness</p> <p>- Training in Armenia, Japan, or possibly neighboring countries</p>	<p>- Allocation of budget</p> <p>1) Salaries and other allowances for the Armenian counterpart personnel for co-working in Armenia</p> <p>2) Expenses for utility such as domestic telecommunication, electricity, water supply for the counterpart.</p>	<p>Security conditions in Armenia do not be worsen.</p>

<p>other contexts. (1-2) The Project Team arranges training and select most appropriate members including media to the training. (1-3) Training participants make reflection to identify their challenges on the current crisis communication and public awareness for disaster risk reduction and to explore possible solutions. (1-4) The Project Team organizes retreat, targeting journalists to disseminate experience and knowledge obtained during trainings. (2-1) The Project Team clarifies needs of other activities to be implemented in the Project from the 2nd year, formulate the outlines/ key points for implementation, and evaluate/ prioritize the activities. (2-2) (tentative) The project Team develops the detailed plan of activities for the 2nd and 3rd year of the Project, and then, the Project Team finalizes the plan of the activities. (2-3) (tentative) The Project Team implements the approved activities. (3-1) The Project Team confirms a need and utility of SOP on crisis communication, learns other cases to develop ideas, and create a skeleton of SOP. (3-2) (tentative) The Project Team develops draft SOP. (3-3) The project Team conducts training on crisis communication using the SOP. (3-4) (tentative) The Project Team updates the SOP based on the review of the training. (4-1) The Project Team confirms a need and utility of Training Center, and develops a preliminary plan/program of the training and creates the contents/materials to be used in the Training Center. (4-2) The Project Team develops detailed plan/program of the training. (4-3) (tentative) The Project Team conducts trainings in the Training Center using the developed contents/materials. (4-4) (tentative) The Project Team updates the training program.</p>	<p>for the project office</p> <ul style="list-style-type: none"> - Allocation of personnel 1) Assignment suitable number of capable counterpart personnel to ensure the effective implementation of the Project - Principal facilities 1) Preparation of air-conditioned office space with one telephone line, internet connection and office furniture (desks and chairs) in MES 2) Facility of training center - Necessary items 1) Access to information necessary for the Project 	<p><Issues and countermeasures> JICA Uzbekistan Office and JICA Expert Team decided that the third JCC will be organized when JICA Expert Team restart visiting Armenia. MES also agreed to it. Therefore, the Work Plan is not officially approved by Japanese side and Armenian side. But the significant parts on Output 3 and 4 were confirmed by JICA Expert Team and MES. Therefore, it was decided to start the activities of Output 3 and 4. According to the progress and the situation in Armenian on COVID-19, the work plan should be revised in order to make the Project effective.</p>
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Project Monitoring Sheet II (Revision of Plan of Operation)

Version 4

Dated 8 February 2021

Inputs	Monitoring																				
	2019		2020				2021				2022				Remarks	Issue	Solution				
	Plan	Actual	I	II	III	IV	I	II	III	IV	I	II	III	IV							
Expert																					
Chief Advisor/Awareness raising:																					
Koichi Shiwaku	Plan	Actual																			
Deputy Chief Advisor/Awareness raising:																					
Fumio Kaneko	Plan	Actual																			
DRR SOP: Osamu Nishii	Plan	Actual																			
DRR SOP support: Natsuko Sekiguchi	Plan	Actual																			
DRR Training: Tomoko Shaw	Plan	Actual																			
Coordinator/Public Relations: Jun Matsuo	Plan	Actual																			
Equipment																					
PC	Plan	Actual																			
Printer	Plan	Actual																			
Drone	Plan	Actual																			Procurement was postponed to have time to consider and find appropriate type of drone for procurement
Digital camera	Plan	Actual																			
Information collection computer	Plan	Actual																			
Information editing computer	Plan	Actual																			
Smart TV	Plan	Actual																			
Mobile radio	Plan	Actual																			
Handheld radio	Plan	Actual																			
Training in Japan																					
In-country/Third country Training																					
	Plan	Actual																			
	Plan	Actual																			
	Plan	Actual																			
	Plan	Actual																			
	Plan	Actual																			
	Plan	Actual																			
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	Plan	Actual																			
	Plan	Actual																			
	Plan	Actual																			
	Plan	Actual																			
Activities																					
Sub-Activities																					
Output 1: Challenges for crisis communication and public awareness for disaster risk reduction are identified and their possible solutions are emerged.																					
1.1 The Project Team, including WG members, JICA experts, media and other persons implementing the Project, develop training programs in Armenia, Japan and possibly neighboring countries aiming to learn crisis communication practices in other contexts.	Plan	Actual																			
1.1.1 Discussion on the purpose of training programs	Plan	Actual																			Completed
1.1.2 Development of detail training programs and their timing	Plan	Actual																			Completed
1.1.3 Developing enhanced trainee participants	Plan	Actual																			Completed

Responsible Organization: Japan | Armenia

1.1.1.3 Learning objectives training participants		Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan								
1.2 The Project Team arranges training and select most appropriate members including media to the training.		Plan		Actual																																																							
1.2.1 Deciding venue and preparation for training implementation		Plan		Actual	Completed																																																						
1.2.2 Sending invitation to training participants		Plan		Actual	Completed																																																						
1.2.3 Implementation of training		Plan		Actual	Completed																																																						
1.3 Training participants make reflection to identify their challenges on the current crisis communication and public awareness for disaster risk reduction and to explore possible solutions.		Plan		Actual																																																							
1.3.1 Deciding methodology for exploring possible solutions		Plan		Actual	Completed																																																						
1.3.2 Analysis of challenges and possible solutions		Plan		Actual	Completed																																																						
1.3.3 Making report of analysis		Plan		Actual	Completed																																																						
1.4 The Project Team organizes retreat, targeting journalists to disseminate experience and knowledge obtained during trainings.		Plan		Actual																																																							
1.4.1 Discussion on the important issues on crisis management in Armenia		Plan		Actual	Completed																																																						
1.4.2 Preparation of contents to disseminate experiences		Plan		Actual	Completed																																																						
1.4.3 Dissemination of experiences through website, social media, etc.		Plan		Actual	Completed																																																						
Output 2: The plan of activities from the 2nd year is finalized, and the activities are implemented.		Plan		Actual																																																							
2.1 The Project Team clarifies needs of other activities to be implemented in the Project from the 2nd year, formulate the outlines/ key points for implementation, and evaluate/ prioritize the activities.		Plan		Actual																																																							

		Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Status		Description	
2.1.1	Sharing expected achievements and outcomes of Output 3 and Output 4	Plan	Actual										Completed
2.1.2	Collection of related information and discussion on important issues	Plan	Actual										Completed
2.1.3	Identification of needs, important issues, prioritized activities	Plan	Actual										Completed
2.2 (tentative)	The project Team develops the detailed plan of activities for the 2nd and 3rd year of the Project, and then, the Project Team finalizes the plan of the activities.	Plan	Actual										Completed
2.2.1	Reconsideration of the outputs and activities for Output 3 and 4	Plan	Actual										Completed
2.2.2	Development of subordinate activities and their schedule	Plan	Actual										The subordinate activities are shown in the draft Work Plan for the second phase of the Project. Currently, there is no change but the subordinate activities with their implementation schedule will be officially approved in JCC meeting which will be held after starting the dispatch of JICA Expert Team.
2.2.3	Preparing the document of detailed plan and approval of MES	Plan	Actual										There are no special activities in this term.
2.3 (tentative)	The Project Team implements the approved activities.	Plan	Actual										Due to the situation in Armenia on COVID-19 and the work progress in the future, the detailed issues may be revised.
Output 3: (Tentative) SOP* (Standard Operation Procedure) on crisis communication is developed, training on crisis communication is planned/ conducted using the SOP, and the SOP is updated.													
3.1	The Project Team confirms a need and utility of SOP on crisis communication, learns other cases to develop ideas, and create a skeleton of SOP.	Plan	Actual										JICA Expert Team proposed the draft of the objectives of the crisis communication.
3.1.1	To decide the objectives of crisis communication	Plan	Actual										It will be discussed with the WG members after January 2021
3.1.2	To consider and decide the overview of the roles of relevant organizations	Plan	Actual										The main players in crisis communication within MES are the National Crisis Management Center (NCMC) and the Department of Information and Public Relations (DIPR). JICA Expert Team proposed the roles of these two organizations.
3.1.3	To consider types, contents, and transmission ways of information and decide the outline	Plan	Actual										JICA Expert Team will discuss the transmission way of information based on the N387 and the Position passport with the WG members.
3.1.4	To develop the framework of SOP	Plan	Actual										JICA Expert Team will discuss the revised version of Order N832.A. JICA expert team also obtained and examined the Position Passport of IPRD, which contained the regulations for IPRD staff. The job descriptions of IPRD staff are summarized. JICA Expert Team confirmed that the proposed framework in the Work Plan is basically suitable to the actual relative position of each organization and the flow of information. However, it is not finalized yet.

3.2 The Project Team develops draft SOP.			Plan		Actual		Plan		Actual	
3.2.1 To consider the contents of SOP	JICA Expert Team proposed the detailed table of contents and the outline.									
	JICA Expert Team plans to discuss these items with the WG members in the next few months.									
3.2.2 To evaluate the risks of three disasters (earthquake, landslide, and forest fire) and prepare disaster scenario										
3.2.3 To decide the information to be collected, source of information, and ways of its collection based on the developed scenario										
3.2.4 To decide the destination of information, items to be transmitted, and ways of transmission based on the developed scenario										
3.2.5 To develop draft SOP										
3.2.6 To consider making agreement with organizations being information sources										
3.3 The Project Team develops draft guidelines for media and journalist.										
3.3.1 To rearrange the issues of crisis communication conducted by media	Through the Activities 1.3.1 and 1.3.2, the participants of the training in Japan summarized the issues to be solved for crisis communication in the previous monitoring duration.									
	JICA Expert Team and WG need to have a further discussion.									
	A prototype of draft guideline which includes draft description was presented by JICA Expert Team.									
	The WG will discuss and refine the prototype.									
3.3.2 To consider the purpose and contents of the guidelines										
3.3.3 To develop the draft guidelines										
3.4 The project Team conducts practical training on crisis communication using the SOP and the guidelines.										
3.4.1 To consider the roles of NC3MC, DIPR and media in the training	JICA Expert Team proposed the fundamental roles of the NC3MC, IPRD and Media in the training.									
	The fundamental role will be discussed and confirmed by WG.									
3.4.2 To decide the training sites for each disaster and formulate the training scenario	WG members prepared a framework of the training scenario for weak earthquake.									
	The framework of the scenario for strong earthquake, landslide and forest fire will be prepared by WG members in the next few months.									
3.4.3 To share the guidelines and training										

TO CR of JICA Uzbekistan OFFICE**PROJECT MONITORING SHEET**

Project Title : The Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction

Version of the Sheet: Ver. 5 (Term: January, 2021 - June, 2021)

Name: Koichi Shiwaku

Title: Chief Advisor

Submission Date: September 26, 2021

Abbreviation

The abbreviations used in this Monitoring Sheet are shown in the following table.

Abbreviation	English
911 CC	911 Call Center
CMSA	Crisis Management State Academy
ES	Emergency Situations
FRD	Firefighting Rescue Detachment
IPRD	Information and Public Relations Division
IPSD	Information Provision and Statistics Division NCMC
JCC	Joint Coordination Committee
LSGB	Local Self-Governing Bodies
MES	Ministry of Emergency Situations of the Republic of Armenia
MoD	Ministry of Defense
MPD	Monitoring and Prediction Division, NCMC
NCMC	National Crisis Management Center
OS, HOS	Operative Shift, Head of Operative Shift
PDM	Project Design Matrix
RCMC	Regional Crisis Management Center
RRD	Regional Rescue Department
RS	Rescue Service
SPTS	Seismic Protection Territorial Service
WG	Working Group

I. Summary**1 Progress****1-1 Progress of Inputs****(1) Assignment of Expert****Dispatch of Experts**

The following dispatches of JICA Expert Team were conducted in this monitoring period.

Position	Name	Period of assignment
Chief Advisor/ DRR Public Awareness	Koichi Shiwaku	18th May 2021to 4th June 2021
Deputy Chief Advisor/ DRR Public Awareness	Fumio Kaneko	No dispatch
DRR SOP	Osamu Nishii	No dispatch
DRR SOP Support	Natsuko Sekiguchi	18th May 2021to 4th June 2021
DRR Training	Tomoko Shaw	No dispatch
Coordinator/Outreach	Jun Matsuo	No dispatch

Activities in Japan

Before restarting the dispatch in May, JICA Expert Team worked in Japan through communicating with MES. The section 1-2 of this Monitoring Sheet explains the progress before and after restarting the dispatch.

(2) Assignment of Counterpart

The current administration of authorities of Armenia for the Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction (hereinafter referred to as “the Project” is as follows.

JCC members

1. Project Director - Mr. Arkadi Balyan, Deputy Minister of ES
2. Project Manager – Ms. Anna Baghdasaryan, Press Secretary of the Minister of Emergency Situations, Head of IPRD of MES
3. Mr. Hamlet Matevosyan, Rector of CMSA of MES
4. Ms. Nadya Mosoyan, Head of the Department of ES Policy Making and International Cooperation of MES

WG members

Output 3 WG members

1. Arsen Mkrtychyan, Deputy Head of NCMC of MES
2. Nazeli Elbakyan, Head of Information Division of IPRD of MES
3. Sargis Kyureghyan, Deputy Rector of CMSA of MES
4. Tigran Gidachyan, Head of Population Protection and Disaster Risk Reduction Department of RS of MES
5. Hovhannes Hovhannisyan, Head of Emergency Situations Planning Division of Population Protection and Disaster Risk Reduction Department of RS of MES
6. Meri Arakelyan, Head of the Division of Autonomous Management Systems of the

Department of Service Organization of RS of MES

7. Anna Hakobyan, instructor for publishing of information in the website, Information Provision and Statistics Division of NCMC of RS of MES
8. Mariam Margaryan, Junior instructor for publishing of information in the website, Information Provision and Statistics Division of NCMC of RS of MES
9. Irina Aleyan, Chief Monitoring Specialist of Mass Media Monitoring and Analysis Division of IPRD of MES

Output 4 WG members

1. Sargis Kyureghyan, Deputy Rector of CMSA of MES
2. Nazeli Elbakyan, Head of Information Division of IPRD of MES
3. Hakob Hakobyan, Head of Natural Disasters Division of Population Protection and Disaster Risk Reduction Department of RS of MES
4. Syuzanna Hakobyan, Chief Instructor of the Division of Analysis and Coordination of Programs and Plans of the Department of Organization of Service of RS of MES
5. Aram Zakaryan, journalist of 911tert.am webpage of MES and cmsa.am webpage of CMSA of MES
6. Irina Aleyan, Chief Monitoring Specialist of Mass Media Monitoring and Analysis Division of IPRD of MES

1-2 Progress of Activities

(1) Overall of the Project

1) JCC Meeting

The third JCC meeting was organized on 24th May 2021. The following were approved and the future activities of Output 3 and 4 were confirmed.

- ✓ Monitoring Sheet Ver. 3 and 4
- ✓ Work Plan for the Second Phase of the Project
- ✓ PDM Ver. 2

2) Procurement of Equipment

JICA accepted the procurement of equipment proposed by JICA Expert Team. JICA Expert Team started the procurement in November 2020. Table 1-2-1 shows the status of the procurement. The procured equipment is used for the project activities under the control by JICA Expert Team.

Table 1-2-1 The procurement status

Equipment	Product	Status
Drone	Mavic 2 Enterprise	Procured in this monitoring term (Accessory kits will be provided in July)
Digital camera	Canon EOS 5d mark iv	Procured in previous monitoring term
Information collection computer	Dell Latitude 7424 Rugged	Procured in previous monitoring term
Information editing computer	ZenBook Pro 15 UX550G	Procured in previous monitoring term
Smart TV	SONY KD-85XG9505	Procured in previous monitoring term
Mobile radio	Hytera - MD785G(H)	Procured in previous monitoring term
Handheld radio	Hytera - HYT PD685	Procured in previous monitoring term

3) Activities on Public Relations for the Project

JICA Expert Team made a website as the trial version to provide the image to IPRD. This website has several contents, such as movies of natural disasters the materials of disaster risk reduction, earthquake inventories, cartoons for the discussion of smooth communication under the disasters, and so on. Unfortunately, the JICA Expert Team and IPRD could not have a meeting about the website due to the expansion of COVID-19, till May 2021.

JICA Experts visited Yerevan and hold the meeting in June. In the discussion, IPRD informed that they would like to make a website that shows the information of public awareness of disaster prevention to JICA Expert Team. The direction of the website was decided, based on the suggestion of IPRD. Regarding the contents, IPRD was interested in these that were prepared by JICA Expert Team, however, the members of IPRD would like to provide ideas for this website. In July, JICA Expert would hold the meeting with IPRD through Zoom to develop a website based on the idea of IPRD.

(2) Output 1: Challenges for crisis communication and public awareness for disaster risk reduction are identified and their possible solutions are emerged.

Activity 1.1 The Project Team, including WG members, JICA experts, media and other persons implementing the Project, develop training programs in Armenia, Japan and possibly neighboring countries aiming to learn crisis communication practices in other contexts.

Activity 1.1.1 Discussion on the purpose of training programs

There is no progress since the activity was completed.

Activity 1.1.2 Development of detail training programs and their timing.

There is no progress since the activity was completed.

Activity 1.1.3 Deciding expected training participants

There is no progress since the activity was completed.

Activity 1.2 The Project Team arranges a training and select the most appropriate members including media, to participate in it.

Activity 1.2.1 Deciding venue and preparation for training implementation

There is no progress since the activity was completed.

Activity 1.2.2 Sending invitation to training participants

There is no progress since the activity was completed.

Activity 1.2.3 Implementation of training

There is no progress since the activity was completed.

Activity 1.3 Training participants make reflections to identify their challenges on the current crisis communication and public awareness for disaster risk reduction and to explore possible solutions.

Activity 1.3.1 Deciding methodology for exploring possible solutions

There is no progress since the activity was completed.

Activity 1.3.2 Analysis of challenges and possible solutions

There is no progress since the activity was completed.

Activity 1.3.3 Making report of analysis

There is no progress since the activity was completed.

Activity 1.4 The Project Team organizes retreat, targeting journalists to disseminate experience and knowledge obtained during the trainings.

Activity 1.4.1 Discussion on the important issues on crisis management in Armenia

There is no progress since the activity was completed.

Activity 1.4.2 Preparation of contents to disseminate experiences

There is no progress since the activity was completed.

Activity 1.4.3 Dissemination of experiences through website, social media, etc.

There is no progress since the activity was completed.

(3) Output 2: The plan of activities from the 2nd year is finalized, and the activities are implemented.

Activity 2.1 The Project Team clarifies the need for other activities to be implemented in the Project from the 2nd year, formulate the outlines/ key points for implementation, and evaluate/ prioritize the activities.

Activity 2.1.1 Sharing expected achievements and outcomes of Output 3 and Output 4

There is no progress since the activity was completed.

Activity 2.1.2 Collection of related information and discussion on important issues

There is no progress since the activity was completed.

Activity 2.1.3 Identification of needs, important issues, prioritized activities

There is no progress since the activity was completed.

Activity 2.2 The project Team develops the detailed plan of activities for the 2nd and 3rd years of the Project, and then, the Project Team finalizes the plan of the activities.

Activity 2.2.1 Reconsideration of the outputs and activities for Output 3 and 4

There is no progress since the activity was completed.

Activity 2.2.2 Development of subordinate activities and their schedule

The subordinate activities are shown in the Work Plan for the second phase of the Project. It was approved in the third JCC.

Activity 2.2.3 Preparing the document of the detailed plan and approval of MES

The detailed planning survey report was developed and submitted to JICA Uzbekistan Office in the first phase. Based on the work progress in the second phase, the Work Plan for the second phase was revised and approved in the third JCC.

Activity 2.3 The Project Team implements the approved activities.

This activity means the implementation of Output 3 and 4. Therefore, anything is not written here.

(4) Output 3: SOP (Standard Operation Procedure) on crisis communication in case of earthquake, landslide, and forest fire for MES and the crisis communication guidelines for media are developed and practical training is conducted with the development of training plan based on the SOP and the guidelines in order to finalize the SOP and the guidelines.

Activity 3.1 The Project Team confirms the need and utility of SOP on crisis communication, learns other cases to develop ideas, and create a skeleton of SOP.

Activity 3.1.1 To decide the objectives of crisis communication

In the Monitoring Sheet Ver. 3, JICA Expert Team proposed the objectives of the crisis communication. JICA Expert Team and the WG members discussed and defined the crisis communication and its objectives as follows;

Crisis communication is generally regarded as a part of risk communication. Risk communication is the exchange of information and opinions among individuals, groups, organizations, and other stakeholders in order to understand the issue better and make better decisions about it. It is two-way, not one-way, constructive, not critical, and continuous communication.

The crisis communication in the Project is defined mainly for the collection and dissemination of information during the disaster response period, with the aim of raising awareness, changing behavior and contributing to the effective implementation of safety measures. It is a part of the risk communication and has continuity with the means of information gathering and communication in the pre-disaster, emergency response and recovery/restoration phases.

The objectives of the crisis communication are defined as;

- Timely provision of necessary and accurate data to governing and decision-making organizations (services, officials), people and the media.
- Contribution in the organized implementation of population protection measures and assistance in mitigating possible situations.
- Preventing the spread of false rumors and panic.

- Effective management of information flows and reduction of time spent on the processes.
- Ensuring continuity of the crisis management.

Activity 3.1.2 To consider and decide the overview of the roles of relevant organizations

In the Monitoring Sheet Ver.3, JICA Expert Team proposed roles of NCMC and IPRD as the main players in crisis communication within the MES. JICA Expert Team and the WG members discussed and agreed the roles of these two organizations and the media as follows;

<NCMC>

- Receipt of the first disaster information from emergency call or other source.
- Provision of information to the leading staff of MES depending on the complexity of the situation.
- Warning of the relevant Departments of MES, including IPRD and representatives from other relevant bodies and organizations in NCMC.
- Warning of related local governments and organizations.
- Collection of information on situation in the disaster area from the Regional CMC.
- Processing and analysis of the information received in NCMC.
- Organization of the provision of information to subdivisions involved in the response process.
- Periodical provision of updated information to relevant bodies, including IPRD.
- Provision of data and information to the citizens via “hot line”.
- Putting the first news on the disaster on the web page of MES and regular updating of it.
- Participation in the press conference organized by the IPRD in the Information Center providing the latest news on the situation and answering the questions raised by mass-media and others.

<IPRD>

- Receipt of the warning from NCMC.
- Receipt of first news and further regularly updated information from NCMC.
- Sharing of the first news with mass media.
- Launching of the Information Center.
- Organization of press conferences in the Information Center with the involvement of mass-media and people in charge of communication in different Ministries and organizations.
- Provision of assistance to NCMC in putting information on the home page of MES.
- Provision of guidance to mass media representatives.
- Preparation and dissemination of situation report and information on the rules of

behavior.

- Periodical provision of updated information to mass media.

<Media>

- Contribute to the identification of the current situation, the consequences and the real scale of the disaster.
- Assist the authorities in implementing measures to protect the population by regularly covering the rules of conduct, recommendations, forecasts and other useful information related to the situation.
- Collaborate with authorized government agencies, emergency headquarters, information center and other services to provide targeted information and coverage of current issues, including support in systematic provision of the aid.
- Prevent the spread of false news, provocations and panic as much as possible through organizing programs, press conferences, reportages and presenting only verified data from the authorized bodies.
- Assist in clarification and coordination of data on missing persons.
- Contribute to the mitigation of the consequences and the rapid restoration of normal life by providing the necessary media support.

Activity 3.1.3 To consider types, contents, and transmission ways of information and decide the outline

The JICA Expert Team and WG members examined the existing Minister's Order N387, N320 and other government regulations which governs the activities of NCMC and IPRD. As a result, the framework of SOP was developed in Activity 3.1.4.

Activity 3.1.4 To develop the framework of SOP

By Activity 3.1.3, types, contents, and transmission ways of information were considered and the framework of SOP is developed. Figure 1-2-1 describes the outline of SOP in case of earthquake. This figure shows the basic flow of information from the disaster site to the public through NCMC and IPRD.

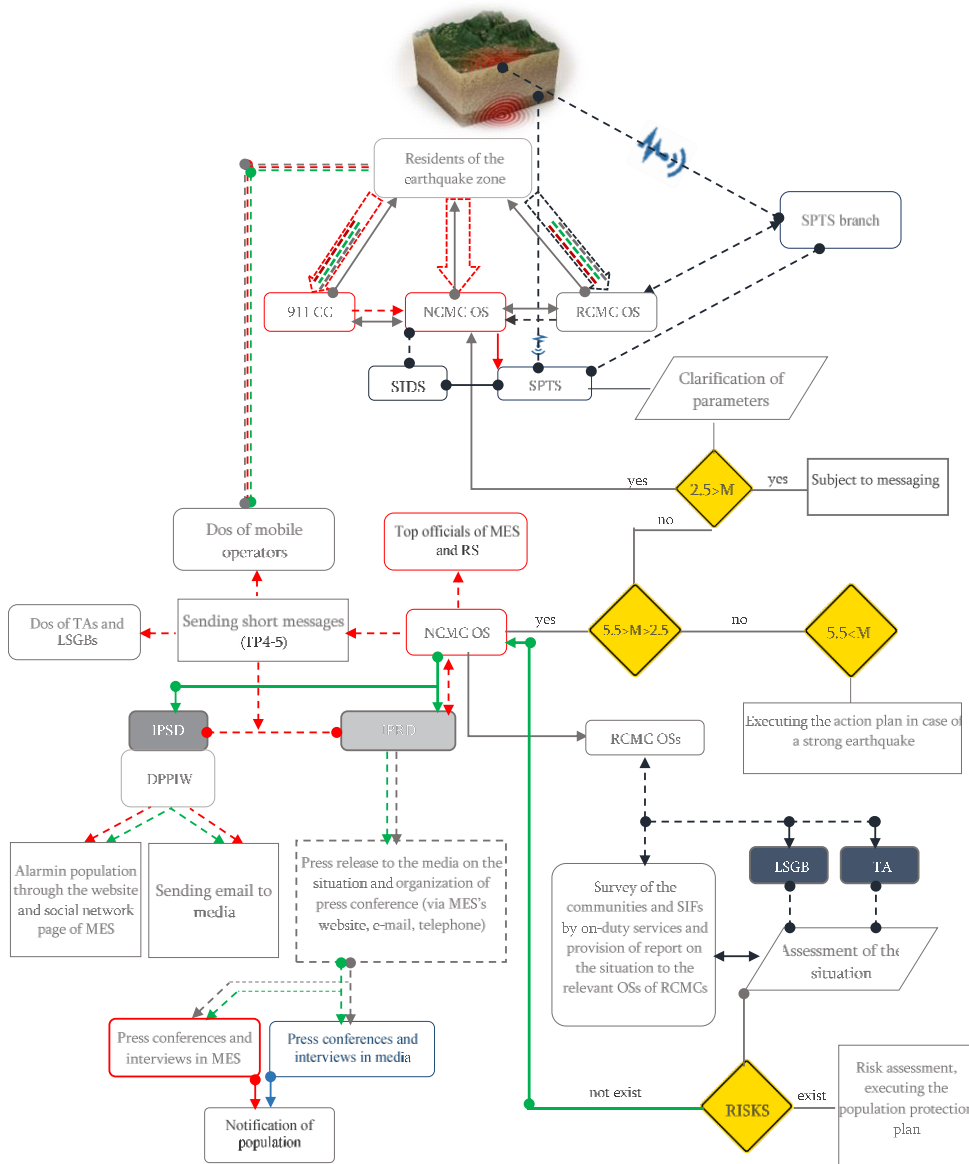


Figure 1-2-1 Framework of SOP (in case of earthquake)

Activity 3.2 The Project Team develops the draft SOP

Activity 3.2.1 To consider the contents of SOP

JICA Expert Team proceeded to propose the detailed table of contents in the Monitoring Sheet Ver.4. WG members discussed based on the table, revised and finalized the contents as shown in Table 1-2-2.

Table 1-2-2 Table of contents of the SOP

Chapter	Clause	Overview
Chapter 1. preface	1.1 Background of SOP Development 1.2 Purpose of this document 1.3 Intended users of this document 1.4 SOP Configuration 1.5 Definition of terms	Describe the outline of this document, including its purpose and usage.
Chapter 2. Crisis Communication Overview	2.1 Definition of Crisis Communication 2.2 Objectives of Crisis Communication 2.3 Systems and roles of institutions and media related to crisis communication 2.4 Time frame for crisis communication 2.5 Overview of Crisis Communication	Define crisis communication, describe its objectives, and describe the institutions involved in crisis communication and their roles in Armenia.
Chapter 3 Crisis Communication by the Ministry of Emergency Situations	3.1 Crisis Communication by the Ministry of Emergency Situations 3.1.1 National Crisis Management Center (NCMC) 3.1.2 Information and Public Relations Division (IPRD) 3.1.3 Other related departments	This section provides a definition of the crisis communications considered in the project. In addition, the project will identify the crisis communications to be implemented by the Ministry of Emergency Situations through a review of documents related to the work of the Ministry.
Chapter 4. Collecting and receiving disaster information and processing it	4.1 Earthquake 4.1.1 Content of information handled 4.1.2 Data Processing 4.1.3 Operation procedures for NCMC staff 4.2 Landslides 4.2.1 Content of information handled 4.2.2 Data Processing 4.2.3 Operation procedures for NCMC staff 4.3 Forest Fires 4.3.1 Content of information handled 4.3.2 Data Processing 4.3.3 Operation procedures for NCMC staff	For earthquakes, landslides, and forest fires, describe the information items related to hazard and disaster information, the agencies providing the information and their timing, and the procedures for processing the information within the Ministry of Emergency Situations.
Chapter 5. Dissemination of information to the public	5.1 Objectives of communicating information to the public and basics of dissemination 5.2 Items to be communicated to the public 5.3 Operation procedure for IPDR staff for communicating information 5.3.1 Website 5.3.2 Social Media 5.3.3 Cooperation with the press	For each of the three phases of crisis communication, describe what information should be provided to the public and when, the content of that information, and the method of dissemination.
Chapter 6. Communicating to the media	6.1 Objectives of communicating information to the media 6.2 Implementation Guidelines 6.2.1 Earthquake 6.2.2 Landslide 6.2.3 Forest Fires 6.3 Operation procedures for IPRD staff for communicating information 6.3.1 Request for cooperation from the press 6.3.2 Information items to be provided 6.3.3 Press Releases 6.3.4 Press Conference 6.4 Points to keep in mind when providing information to the media 6.4.1 Media Relations 6.4.2 Providing information to the media	Describe the methods and procedures for providing information to the mass media and the content of the information, etc., in order to promptly disseminate warnings and information on disasters to the public.
Chapter 7.	7.1 Possible public notification	Describe how to handle information

PM Form 3-1 Monitoring Sheet Summary

Handling of information reported by the public and collected by the media	7.2 Information to be disseminated by possible media 7.3 How to confirm the authenticity of the report 7.4 What to do when there is incorrect information 7.5 Communicate within the Ministry of Emergency Situations when there is useful information	reported by the public and media, and describe that information should be verified by MES.
Appendix	Attachment 1: List of Tasks for Crisis Communication Attachment 2: List of tasks by person in charge Attachment 3: Form Book	Attachment 1 shows the crisis communication tasks and the chapter, section, and page numbers where each task is listed. Attachment 2 shows the tasks to be performed by each person so that the people involved can easily find their own tasks. Attachment 3 shows a series of forms used for crisis communication.

Activity 3.2.2 To evaluate the risks of three disasters (earthquake, landslide, and forest fire) and prepare disaster scenario

The WG members currently prepared disaster scenarios for weak earthquake and severe earthquake. Table 1-2-3 shows the scenario for severe earthquake. Scenarios for landslides and forest fires will be developed sequentially in July.

Table 1-2-3 Scenario for severe earthquake

Time	Situation	NCMC	IPRD (Information Center)
Immediately after the earthquake	Information from SPTS	<ul style="list-style-type: none"> Obtaining information from the SPTS on hypocenter, magnitude and seismic intensity in different areas. Report on the earthquake to the Minister of ES and the Director of RS. Checking the safety of RCMC, order to study the disaster zone. Alarming MES and RS. 	<ul style="list-style-type: none"> Receiving earthquake information from the NCMC.
30 min.	Calls on disaster are gradually being received	<ul style="list-style-type: none"> Organization of air reconnaissance during daytime, receiving information from RRDS and FRDs. Establishing contacts with duty officers of RCMCs, police, MoD, NSS, forming an information collection group. Alarmin MES, RS, Ministries and Territorial Administrations. The signal is transmitted from the NCMC to the heads of the Republican executive bodies or their deputies, the heads of the Yerevan city and regional emergency situations commissions, the regional and Yerevan rescue departments of the authorized body, the duty persons of RA Ministry of Defense, National Security Service under the Government of RA and RA Police under the Government of RA. 	<ul style="list-style-type: none"> Editing earthquake information for the media and citizens The first message about the earthquake is provided to the mass media by the Information Center of the Ministry of Emergency Situations. Further public awareness processes are provided by the Joint Interdepartmental Information Center (hereinafter referred to as the JIIC), which is a group of representatives of various agencies and organizations established in the event of a disaster. The JIIC acts as a mediator between the authorities and the public, monitors the course of events, is in constant contact with the NCMC and the bodies involved in disaster recovery.
1-2 hours	A meeting of the Emergency Situations Committee is convened	<ul style="list-style-type: none"> Receiving summary information on the damage from the RCMC, passing it to the information center Collection and processing of information, description of the preliminary situation Preparation of the receiving capacity 	<ul style="list-style-type: none"> Editing summary information on damages for the media and citizens. Sending information about the earthquake and damages to the media. Establishment of "hotline"

PM Form 3-1 Monitoring Sheet Summary

		<p>of operative groups of the ministries</p> <ul style="list-style-type: none"> • The NCMC announces the leadership of the National Disaster Management Team of the UN Armenian Office and Red Cross. 	
2-4 hours	<ul style="list-style-type: none"> • Response measures are determined during the meeting of the Emergency Situations Committee. • A press conference of the minister is being held. 	<ul style="list-style-type: none"> • Summarizing and analyzing the calls received by the 911 service • Establishment of "hotline" and organization of works • Organization of activity of the operative groups of the Ministries in NCMC. • A preliminary assessment of the situation is carried out to determine the scale of the disaster, the overall picture of the devastation, the area of the disaster zone, as well as the approach and evacuation routes of rescue forces. The above-mentioned assessment is controlled from the NCMC. 	<ul style="list-style-type: none"> • Submission of summary information on damages to the Minister's assistant, as well as its posting on the Ministry's website. • Sending information about the places of evacuation to the media and posting it on the website.
4-6 hours	<ul style="list-style-type: none"> • A picture of the damage is gradually forming. • The second press conference of the minister is being held. 	<ul style="list-style-type: none"> • Organization of activity of the operative groups of the Ministries in NCMC. • A preliminary assessment of the situation is carried out to determine the scale of the disaster, the overall picture of the devastation, the area of the disaster zone, as well as the approach and evacuation routes of rescue forces. The above-mentioned assessment is controlled from the NCMC. • Summary information on calls received by the 911 service is presented at the Information Center (Continuously) 	<ul style="list-style-type: none"> • Summarizing the information received from the NCMC on the damages, presenting a press release, providing it to the media, posting it on the website. • Providing video materials to the media.
12 hours	<ul style="list-style-type: none"> • A complete picture of the damage is formed. Restoration work begins. • The third press conference of the minister is being held. 	<ul style="list-style-type: none"> • Summary information on calls received by the 911 service is presented at the Information Center (Continuously) 	<ul style="list-style-type: none"> • Summarizing the information on damages received from the NCMC and the information on recovery received from the LSGBs, presenting a press release, providing it to the media, posting it on the website.

Activity 3.2.3 To decide the information to be collected, source of information, and ways of its collection based on the developed scenario

Activity 3.2.4 To decide the destination of information, items to be transmitted, and ways of transmission based on the developed scenario

Activity 3.2.3 and Activity 3.2.4 were conducted simultaneously by the WG members. It is currently being created for earthquake.

Table 1-2-4 is an example of the activity sheet developed by the WG members. This sheet summarizes, in chronological order, the information collection and communication to be carried out and method to be used by each department of NCMVC in the event of a weak earthquake.

Table 1-2-4 Activity sheet of each department of NCMC in case of weak earthquake

Action Description	Time after the disaster	Information source	Destination	Means
<i>911 call center</i>				
Input any information provided by citizens into the existing template (TP4-①) and submit it according to the order defined by the instruction.	upon receipt	citizens	-	delivery by hand or internal network
Process the data filled in the blanks: arrange it according to the location of caller and nature of call	upon receipt	-	-	Computer, internal telephone
Submit the organized data to the staff of OS, and also add summary of the newly received information	upon organization	-	HOS of NCMC or senior dispatcher	delivery by hand or internal network
If the citizens want more information, tell them that earthquake information will be posted on the MES's website within 30 minutes.	upon request	-	calling citizens	911 call, 911 SMS
<i>OS</i>				
Upon receiving information from the STPS, enter it into the existing template (TP4-②)	10 mins	Duty person of SPTS	-	Computer
The template should be uploaded to the database and the IPSD should be notified about it	10 mins	-	Duty person of IPSD	delivery by hand or internal network
If there is no information from the STPS during predefined time period, contact STPS and get earthquake information.	10 mins	Duty person of SPTS	-	telephone or radio
Notify the 911 CC by providing them information on the earthquake for being able to provide accurate information to the calling citizens	10 mins	-	Senior dispatcher of 911 CC	internal telephone, ticker
Contact RCMCs near the epicenter and inquire about the damages	10 mins	RCMC OS	-	all means as appropriate
If there is damage, receive the status from the RCMC using the existing damage report template (TP4-④) and uploaded to the database.	20 mins	RCMC OS	-	email, internal telephone, video call, radio
Upon receiving information from RCMCs, process the received data into GIS and update it according to situation and availability of new data	30 mins	RCMC OS	-	computer
Tell IPSD and IPRD that a series of information about the earthquake are being uploaded	30 mins	-	Duty person of IPSD, Head of IPSD, Head of IPRD	internal telephone or orally
<i>MPD</i>				
Enter the earthquake parameters into GIS	10 mins	NCMC OS	-	computer
Upon receiving information on damages, enter it into GIS, analyze and arrange by juxtaposing them with the required layers	30 mins	NCMC OS, senior dispatcher of 911 CC	NCMC OS	computer
<i>IPSD</i>				
Organize the earthquake parameters according to the format and post it on the website of MES, Facebook page of MES and send to media	10 mins	NCMC OS	population, media	Computer
Tell IPRD that an information was uploaded to the website of MES	10 mins	Head of IPSD	Head of IPRD	internal telephone, mobile telephone

Activity 3.2.5 To develop the draft SOP

The WG members are currently developing the draft SOP under the support by the JICA Expert Team. The draft SOP is scheduled to be ready in August.

Activity 3.2.6 To consider making agreement with organizations being information sources

The JICA Expert Team and the WG members discussed this issue and concluded that the Population Protection Law stipulates that government agencies must promptly provide information to the MES in the event of a disaster, so there is no need to make another agreement. Therefore, this activity shall be deleted.

Activity 3.3 The Project Team develops the draft guidelines for media and journalist.

Activity 3.3.1 To rearrange the issues of crisis communication conducted by media

In the Monitoring Sheet Ver. 3, issues of crisis communication were rearranged and summarized based on the results of the training in Japan. JICA Expert Team and the new WG members discussed and agreed on the rearranged issues shown in Table 1-2-5 . Therefore, this activity is considered complete.

Table 1-2-5 Issues to be solved for crisis communication

Item	Issue
Enlightenment	<ul style="list-style-type: none"> ✓ The media should provide the public with a variety of information on how to protect themselves from disasters. ✓ Learn from mistakes and improve disaster protection systems and methods of crisis awareness reform should be realized.
Norms	<ul style="list-style-type: none"> ✓ There should be no competition among journalists in times of disaster. ✓ There should be a set of rules and regulations for the behavior of journalists in times of disaster. ✓ It is important for journalists to be aware of compliance in times of disaster. ✓ Rules should be established to ensure that the right information is released at the right time in cases of disaster.
Cooperation	<ul style="list-style-type: none"> ✓ The government, local governments and the media need to establish a cooperative relationship in disaster reporting. ✓ It is necessary to create a joint information platform between the media and the government. ✓ Opportunities should be created for MES and journalists to share their experiences.
Training	<ul style="list-style-type: none"> ✓ Journalists need to be trained to have appropriate knowledge, skills and know-how on disaster, and training materials need to be developed for this purpose. ✓ MES and media should collaborate to provide training.

Activity 3.3.2 To consider the purpose and contents of the guidelines

A prototype of draft guideline, presented by JICA Expert Team was examined by the WG members. The WG members revised the table of contents with support of JICA Expert

Team. The revised contents of the guideline are shown in Table 1-2-6.

Table 1-2-6 Revised table of contents of guidelines

Abbreviations
Preface
The goal of the guideline
Chapter 1. Introduction
1.1 Information needs and information provision in the event of a disaster
1.2 Information provision during emergencies: general concept
· Awareness raising
· Provision of information as a means for saving lives
1.3 Required knowledge on disaster risk reduction and management
1.4 Guiding principles for the journalists
Chapter 2. Basic policy on disaster reporting /code of actions
2.1 Disaster reporting and its impact on the public
2.2 Information provision during emergencies /Basic principles for provision of information during emergencies
2.3 Peculiarities of information provision during emergencies
· Contradictions
· Conflicts
· Ethics of journalism
2.4 The role of media during disasters
Chapter 3. Understand the natural disaster risks and disaster risk reduction (DRR) (Causes and features of disasters and information needed to reduce disaster risk)
3.1 Disaster risk reduction
3.2 Disaster management cycle and disaster information needs
3.3 Earthquake
3.4 Landslide
3.5 Forest fire
Chapter 4. Planning of disaster reporting and information provision
4.1 Plan of actions in case of disasters
4.2 Risk communication
4.3 Disaster communication
4.4 Recovery communication
4.5 General description of actions
Chapter 5. Disaster reporting rules and following the laws
5.1 Don't harm
5.2 Don't hinder
5.3 Operative data collection and covering
· Dealing with sources of information
· Dealing with persons in heavy psychological state
· Current information based only on accurate (reliable) facts
· Human lives and security issues
5.4 Peculiarities of disaster reporting by different media (printed, radio, TV, online)
Chapter 6. Ensuring the safety of journalists and other media professionals
6.1 Ensuring physical safety
6.2 Ensuring psychological safety
6.3 Basic first psychological aid (dealing with people in severe psychological condition)
6.4 Basic first aid
6.5 Personal protective equipment
6.6 Human lives and security issues
6.7 Ethical issues
6.8 Personal protective equipment – (first aid kit, breathing mask, gas mask, helmet, water, water purifiers, radio, documents, etc.)

<p>Chapter 7. Human rights, copyright, and video rules</p> <p>7.1 Basic human and civil rights and freedoms, and also the rights and freedoms of journalists and officials when covering a disaster</p> <p>7.2 The importance of copyright in disaster reporting</p> <p>7.3 Principles and "rules" of journalism in disaster reporting</p> <p>Chapter 8. Cooperation between MES, LSGBs and media companies</p> <p>8.1 Cooperation with media company, MES, and LSGB</p> <p>8.2 Cooperation among media companies</p> <p>Chapter 9. Training on disaster reporting</p> <p>References</p>
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Activity 3.3.3 To develop the draft guidelines

Currently, Preface and Chapter 1 is under development by WG members under the support by the JICA Expert Team. The draft guidelines are expected to be completed in the end of August.

Activity 3.4 The project Team conducts a practical exercise on crisis communication using the SOP and the guidelines.

Activity 3.4.1 To consider the roles of NCMC, IPRD and media in the training

In the Monitoring Sheet Ver. 4, JICA Expert Team proposed the fundamental roles of the NCMC, IPRD and Media in the training as shown in Table 1-2-7. JICA Expert Team and the new WG members discussed and agreed on the proposed roles. Therefore, this activity is considered complete.

Table 1-2-7 Fundamental roles of the NCMC, IPRD and Media in the training

Group	Role
NCMC	<ul style="list-style-type: none"> ✓ Receipt of the first information from 911 or other sources. ✓ Dispatch of the operative team to the site. ✓ Provision of information to the leading staff of MES. ✓ Warning of the relevant departments of MES, including IPRD and representatives from other relevant organizations in NCMC. ✓ Warning of related local governments and organizations. ✓ Collection of information on situation in the disaster area from the regional CMC. Processing and analysis of the information received in NCMC. ✓ Periodical provision of updated information to relevant bodies, including IPRD. ✓ Putting the first news on the disaster on the web page of MES and regularly update it. ✓ Participation in the press conference organized by the IPRD in the information center providing the latest news on the situation and answering the questions raised by mass-media and others.
IPRD	<ul style="list-style-type: none"> ✓ Receipt of the warning from NCMC. ✓ Dispatch of the IPRD broadcasting team to the site. ✓ Receipt of the first news and further regularly updated information from NCMC. ✓ Sharing of the first news with mass media. ✓ Launching of emergency information center. ✓ Ensuring live streaming from the disaster area. ✓ Organization of press conferences in the information center with the involvement of mass-media and people in charge of communication in different Ministries and

	<p>organizations.</p> <ul style="list-style-type: none"> ✓ Provision of assistance to NCMC in putting information on the home page of MES. ✓ Provision of guidance to mass media representatives at site. ✓ Preparation and dissemination of situation report and information on the rules of behavior. ✓ Periodical provision of updated information to mass media.
Media	<ul style="list-style-type: none"> ✓ Receipt of the first news from IPRD. ✓ Broadcast the news. ✓ Dispatch a liaison to the information center. ✓ Dispatch reporters to the site. ✓ Cover the area according to the guidelines. ✓ Review the information from the field and the reports from IPRD, and decide the contents of the report to be broadcast. ✓ Participate in press conferences and report on them. ✓ Regularly update and broadcast information from the IPRD and from the field.

Activity 3.4.2 To decide the training sites for each disaster and formulate the training scenario

Originally, it was planned that the training in three sites for earthquake, landslide and forest fire would be decided and conducted separately, and JICA Expert Team proposed three sites in the Monitoring Sheet Ver.3. However, it was pointed out in the WG meeting that it was inappropriate to conduct expeditions to three sites in the midst of the COVID-19 epidemic, and it was suggested that the three disasters be combined into one training.

On the other hand, JICA Expert Team suggested that the training for video recording and image transmission by camera and drone should be conducted in Yerevan city or its suburbs for each disaster type, while the training for information collection, processing and dissemination should be conducted in a single exercise. This is because the content, scope, distance, and angle of the images to be taken by cameras and drones differ greatly depending on the type of disaster.

This issue is currently under discussion, and the WG will prepare a scenario and an overall implementation plan as soon as a policy is decided.

Activity 3.4.3 To share the guidelines and training scenarios with the training participants

The activity has not started yet. It will be implemented after the draft SOP and guideline are completed in the end of August.

Activity 3.4.4 To implement the training

The activity has not started yet. Training will be conducted in October or later with presence of JICA Expert Team.

Activity 3.5 The Project Team updates the SOP and the guidelines based on the

review of the training.

Activity 3.5.1 To identify the issues subject to revision based on the training contents and review results

The activity has not started yet. This activity will be conducted after the completion of Activity 3-4.

Activity 3.5.2 To reflect the revised issues in the SOP and the guidelines for finalization

The activity has not started yet. This activity will be conducted after the completion of Activity 3-4.

Activity 3.5.3 To conduct outreach and awareness raising on the revised SOP and guidelines targeting media

The activity has not started yet. This activity will be conducted after the completion of Activity 3-4.

(5) Output 4: The training plan/program and materials on crisis communication are developed and the training is conducted based on developed plan/program and material.

Activity 4.1 The Project Team develops a preliminary plan/program of the training and prepares the concept of the material.

Activity 4.1.1 To reorganize the issues on crisis communication and the needs of related organizations

This activity has been completed in the previous term, therefore no activities have been conducted.

Activity 4.1.2 To reorganize the concept and the future functions of the information center

This activity has been completed in the previous term, therefore no activities have been conducted.

Activity 4.1.3 To set the training strategy, overall goals, purposes, and the target group

In the previous monitoring term, elaboration has been made for the conceptual diagram of 3 dimensional competencies to be enhanced. State after getting the competencies have been added. For example, after acquiring appropriate knowledge, power of judgement can be enhanced. After getting certain skills, thinking ability what you can do by utilizing your skills can be enhanced. After gaining proper attitude, which is the appropriate way of thinking, positive expression in the appropriate timing can be realized, that leads to proper

actions (refer to Figure 1-2-2). The outline of the training was also prepared in the previous monitoring term (refer to Table 1-2-8).

In this term, no additional changes have been made for the overall goals, purpose, and the target groups.

Through the Activity 4.2, the competency to be acquired through the training will be considered in detail. The outline of the training will be modified in the parallel with Activity 4.2.

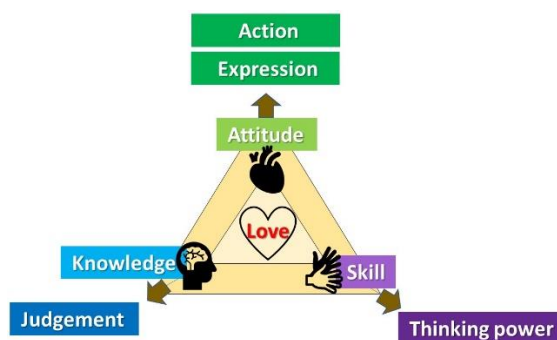


Figure 1-2-2 Conceptual Diagram of 3 Dimensional Competencies

Table 1-2-8 Outlines of the trainings

Target Groups	Training goals	Modules	Hrs.	Trainers
MES (dep. heads) • NCMC • DIPR • Meteorological dep. • Rescue Service	<ul style="list-style-type: none"> To understand roles in crisis communication, such as information collection, transmission, and sharing To take leadership on tasks based on SOPs 	<ol style="list-style-type: none"> Crisis Communication Overview SOP Roles of Media Code of Conducts Case Studies Study tour (NCMC, SPTS, Information center, etc.) 	1 2 0.5 0.5 1	CMSA CMSA CMSA CMSA CMSA
Martz (dep. heads)				
MES (working staff & spokes persons) • NCMC • DIPR • Meteorological dep. • Rescue Services	<ul style="list-style-type: none"> To understand roles in crisis communication, such as information collection, transmission, and sharing To take necessary actions on tasks based on SOPs 	<ol style="list-style-type: none"> Crisis Communication Overview SOP Roles of Media Code of Conducts Case Studies (Japanese as example → Armenian cases) Study tour (NCMC, SPTS, Information center, etc.) Media Campaign (article writings / audio visual works): for spokespersons only <i>For the event on DRR month (September to October)</i> 	1 2 0.5 0.5 1.5 1.5	CMSA CMSA CMSA CMSA CMSA CMSA
Martz (working staff & spokes persons)	<ul style="list-style-type: none"> To understand the roles and responsibility of media and to conduct responsible works appropriately as ministries and local government officials 			
Public Media	<ul style="list-style-type: none"> To understand what the crisis 	<ol style="list-style-type: none"> Crisis Communication Overview SOP 	0.5 0.5	CMSA CMSA

	<p>communication, and responsibilities of public media are</p> <ul style="list-style-type: none"> To be able to conduct public media's roles in the crisis communication To transmit clear and understandable information to public in a timely manner 	<ol style="list-style-type: none"> Roles of Media Code of Conducts Case Studies Study tour (NCMC, SPTS, Information center, etc.) Media Campaign (article writings / audio visual): for spokespersons only <i>For the event on DRR month (September to October)</i> 	<p>1 0.5 2.5 2</p>	<p>CMSA CMSA CMSA (journalist) CMSA (journalist)</p>
Private Media	<ul style="list-style-type: none"> To understand what the crisis communication, and responsibilities of media are To be able to conduct media's roles in the crisis communication To transmit clear and understandable information to public in a timely manner 	<ol style="list-style-type: none"> Crisis Communication Overview SOP Roles of Media Code of Conducts Case Studies Study tour (NCMC, SPTS, Information center, etc.) Media Campaign (article writings / audio visual): for spokespersons only <i>For the event on DRR month (September to October)</i> 	<p>0.5 0.5 0.5 0.5 2.5 2</p>	<p>CMSA CMSA CMSA CMSA (journalist) CMSA (journalist)</p>

Activity 4.1.4 To develop training modules and the concept of training materials

In the discussion with the working group members, minor revision has been made in the training module, in the practical modules, tour such as visiting NCMC, seismic observatory, and the Information Center has been added. Some themes are newly added to the Media Campaign, which is shown in red (refer to Figure 1-2-3).

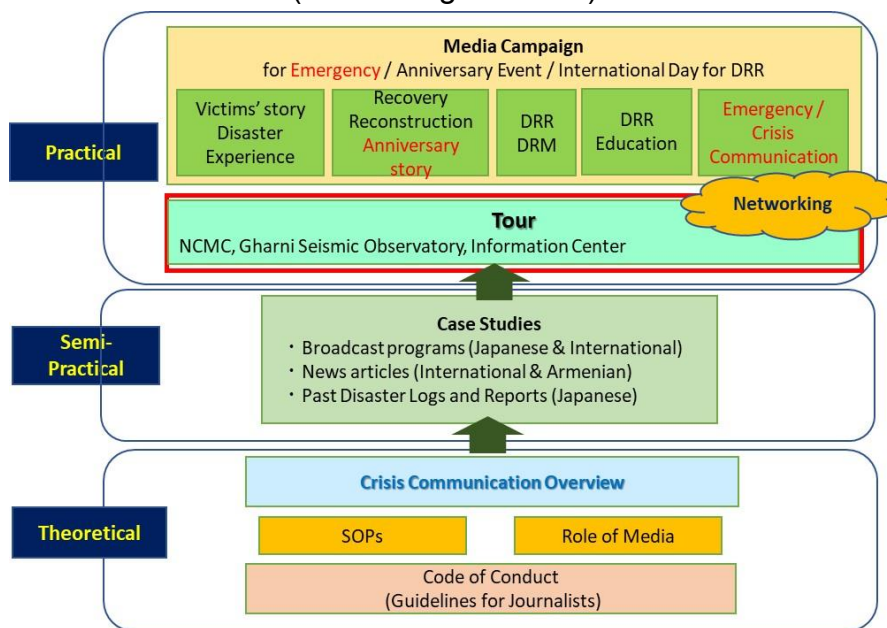


Figure 1-2-3 Structure of Training Modules
(Source: JICA Expert Team)

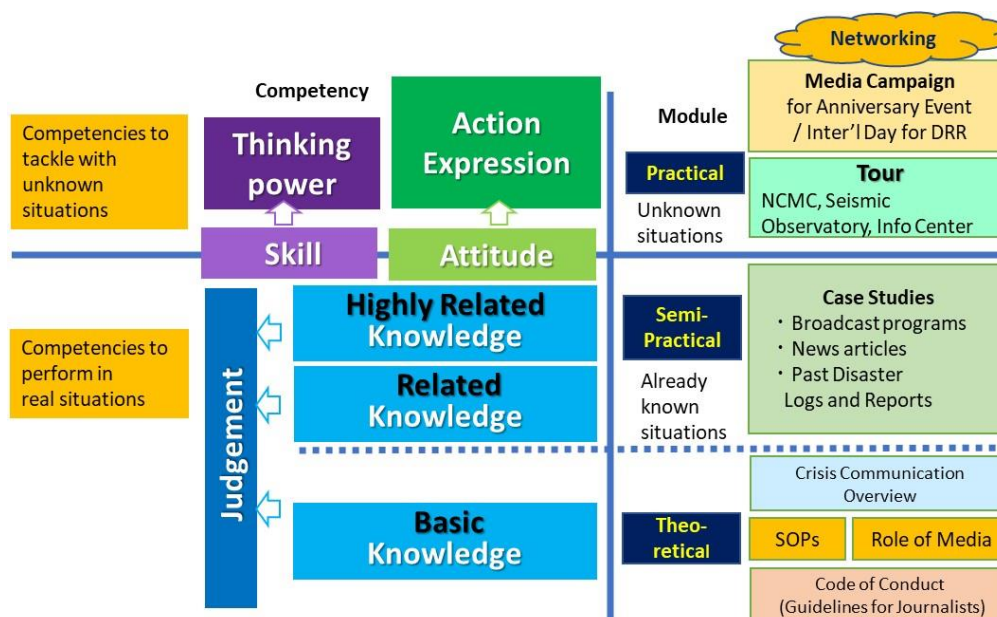


Figure 1-2-4 Relation with Enhanced Competencies through Training Course

As a result, the relation with enhanced competencies through training course, has been updated accordingly as is shown in Figure 1-2-4.

Activity 4.2 The Project Team develops detailed plan/program and materials of the training.

Activity 4.2.1 To develop a detailed training plan on crisis communication

In this term this activity has not been conducted.

Activity 4.2.2 To develop training modules

(1) Current Progress

In this term, module development has been concentrated on the media campaign. General frameworks for the media campaign such as aim, timing, activities for the journalists, model research topics have been set through the discussion among the counterparts and various journalists. Trial works have been conducted in May-June with three journalists of print, web, and visual media. The methodology of the media campaign is to write research proposals by the journalists at first. The selection committee members, consisting of WG members and expert journalists are providing advice and guidance on the disaster issues and DRR perspectives to bluish up the research proposals. In-depth individual interviews with expert journalists have been conducted to discuss further in detail, to identify who to interview and what to highlight thorough the discussion of current issues.

The methodology of conducting this module has been tested, and the format of the

research proposal has been improved.

Japanese cases on crisis communication, issues and trials for improvements have been introduced for the journalists to become the basic knowledge platform to start the disaster reporting and disaster risk reduction media coverage. In future, Japanese cases on crisis communication and issues need to be replaced with Armenian ones.

Based on the trial works with the three journalists, training modules of the media campaign has been improved. With the improved training module, further expansion work has been conducted. About 10 journalists of various media, such as news agency, newspapers, web media, radio and TV both public and private are selected, and explanatory sessions have been organized. All the journalists have prepared the research proposals according to the guidelines of the media campaign. Research proposals have been improved by getting comments and suggestions by the selection committee. The media campaign is going to be conducted from mid-September to mid-October, and during this time each media persons are required to post their articles or broadcast special programs on radio and TV of their companies and other media. Each year the final events can differ, but especially this year, it was decided to organize the photo exhibition on the International Disaster Risk Reduction Day on 13th October.

(2) Future Schedule

Future schedule is planned as shown below.

Table 1-2-9T Future Schedule

Category	Modules	Status	Target Schedule
Theory	Code of Conduct (Guidelines for Journalists)	Output 3 is working on the complete documents. Visual material showing the simplified essences of the document are planned to be produced by the journalists. PPTs materials will be produced.	September 2021 (video) March 2022 (PPTs, documents)
	SOPs, Role of Media	Simplified SOP for earthquake is planned to be produced. Worksheets of SOPs are planned to be produced.	September, 2021 (video) March 2022 (PPTs, documents)
	Crisis Communication Overview	Materials to be used for PPTs are compiled. Further elaboration is planned to be made.	March 2022 (PPTs, documents)
Semi-Practical	Case Studies	A booklet of compiling various case studies is planned to be produced by October 2021 Short video clips, photos, discussion materials and worksheets are compiled in the PPTs.	Booklet by October 2021 PPT by March 2022
Practical	Media Campaign	Procedure of conducting this module is going to be tested in the media campaign in 2021 and 2022 with a presence of journalists and MES counterparts.	First draft by March 2022 Elaborated version by October 2022

		In the process, trainers are capacitated. Draft materials for conducting this module will be compiled by March 2022. Further elaboration will be made after the media campaign in 2022.	
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Activity 4.2.3 To develop training materials

In this term, overview of three target disasters namely earthquake, landslide and forest fire has been produced to be used in the Case Studies. Overview of introducing forest fire in Armenia; causes of the past incidents, recent statistics of the incidents of the forest fires, preventive measures, community responses have been produced in the audiovisual format by the journalist of Public TV. Landslide issues in Armenia has been comprehensively summarized and reported. Precious articles on the disaster victims' stories, and lessons learned from the experience of the Spitak earthquake in 1988 have been delineated. Since young journalists usually have little knowledge on the tragedy happened in 33 years ago during Soviet era, such vivid stories of the first-hand experience are appealing to people's heart. Some can be found in the following links.

https://www.youtube.com/watch?v=42cyf_HDrMs

<https://www.youtube.com/watch?v=9voSG96vVeg>

<https://www.youtube.com/watch?v=ypTvffspbDU>

<https://www.youtube.com/watch?v=ySBuSG5C9-0>

How to structure and present effectively in the training materials in the module have been under discussion and being considered.

Currently, the audio-visual materials on 1) the information flow of SOP for earthquake and 2) journalists' guidelines are under production. Trial works are under developing after the development of research proposal and detail discussion among the expert journalists.

Table 1-2-10 shows the summary of the trial works explained above, which will be used in the Case Studies.

Table 1-2-10 Summary of the Trial Works to be used in the Case Studies

#	Name	Affiliation	types	Disaster	Topics	Objectives	Outcomes	Interviewees	Location
1	Nelli Grigoryan	Aravot newspaper Aravot.am website	article audio (youtube)	Earthquake	Lessons from the Survivors of 1988 EQ, focusing on lack of public awareness	By introducing voices of witnesses of the Spitak earthquake in 1988, lessons learnt will be drawn.	Public will be ready to take preparedness measures by knowing lessons learned	1. Spitak earthquake witnesses 2. Founder of Territorial Survey for Seismic Protection of MES	Gumuri Spitak
2	Mushegh Isahanyan	Public TV of Armenia	audio-visual TV	Forest Fire	Overall idea about forest fires in Armenia by introducing recent incidents	By introducing the recent damage data caused by the forest fires, and consequent effects to ecology, public will realize the importance of preventing forest fires.	Awareness raising among public to prevent forest fires	1. Yerevan Rescue Dep 2. Min of Environment 3. Ecologist / Journalist 4. Khosrov Forest State Reserve	Khosrov

3	Tigranuhi Mkrtchyan	Economic Journalist's Association	article	Landslide	Introducit overall landslide situations, issues, causes, and measures to be taken in Armenia	To introduce overall landslide disasters situations and issues in Armenia by introducing MES's landslide research and statistical data, measures for protecting.	People will understand that the early warning system for landslide monitoring is necessary as measures taken for current Armenian situations	1. Institute of Geology of the National Academy of Science 2. MES	Voghjaberd
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Activity 4.3 The Project Team conducts a ToT and the trainings using the developed contents/materials.

Activity 4.3.1 To conduct training of trainers

In this term this activity has not been conducted yet.

Activity 4.3.2 To implement training using the developed training materials

This activity is planned to be conducted after preparation of the draft training materials, scheduled in March 2022. However, a working group member representing from the Academy, after the training in Japan have produced Journalists' Guidelines based on the contents of the journalists' guideline by NHK, and have prepared two original teaching materials for the journalists and the leaders of the citizens (refer to Figure 1-2-5). More than hundred citizen leaders have been trained by using the materials. Due to COVID-19, face to face training has been restricted and training materials for journalists are yet to be taught. The contents of both materials are of high quality, containing what the counterparts have learned in Japan and considering local journalists' needs and attracting their interests. The feedbacks of the training will be included in the training plan.



Figure 1-2-5 Produced Booklet of Guideline for the Journalists (left) and a part of training materials produced by the Academy (right)

Activity 4.3.3 To organize the results of the review by training participants and related people

In this term this activity has not been conducted.

Activity 4.4 The Project Team updates the training plan/program and materials.

Activity 4.4.1 To decide the direction of revision of training programs and training materials

In this term this activity has not been conducted. The activity can start after the completion of Activity 4.3.

Activity 4.4.2 To adjust the consistency with the detailed training plan

In this term this activity has not been conducted. The activity can start after the completion of Activity 4.3.

Activity 4.4.3 To revise the training modules and training materials

In this term this activity has not been conducted. The activity can start after the completion of Activity 4.3.

(6) Other works

JICA Expert Team proposed additional activities to JICA in 2020. The additional activities aimed to enhance the outcomes of the Project. The reports of the following works were submitted to JICA in this monitoring term.

- ✓ Understanding the issues on crisis communication in case of COVID-19 through the Webinar
- ✓ Consideration of the utilization of the outcomes developed in the past JICA Project

1-3 Achievement of Output

Here, the achievements of Output 1 and 2 are mentioned according to the indicators in PDM Ver. 1. The achievements of Output 3 and 4 are reviewed based on the indicators developed in the draft PDM Ver. 2 written in the draft Work Plan.

(1) Output 1

1.1 Training programs are developed in the first half of the 1st year of the Project.

This indicator has already been achieved.

1.2 Training is conducted 3 times in the first year of the Project.

This indicator has already been achieved.

1.3 A group of participants prepares a report of the challenges and the solutions.

This indicator has already been achieved.

(2) Output 2

2-1 The detailed plan of the activities for the 2nd and the 3rd years of the Project is developed.

This indicator was achieved in this monitoring term because the Work Plan for the second phase was approved in the third JCC.

2-2 The approved plan is implemented in the 2nd and the 3rd years of the Project.

This indicator was achieved because the project activities are being conducted based on the Work Plan for the second phase.

(3) Output 3

3-1 Draft SOP is approved by JCC.

This indicator has not been achieved yet. Development of the draft SOP will complete in August 2021.

3-2 Main members who manage the SOP practical exercise are confirmed by JCC.

This indicator has not been achieved yet. In the process of the development of SOP practical training program, JICA Expert Team and WG members will discuss the main members of the training after the completion of Activity 3.4.

3-3 Updated SOP is approved by MES.

This indicator has not been achieved yet. Update procedure will take place after the training which is scheduled in October 2021 or later.

(4) Output 4

4-1 Trainers who manage the trainings for journalists are confirmed by JCC.

The indicator has not been achieved yet. At this stage, among the counterparts, candidate are discussed as 1) trainers of CMSA, and 2) high-ranking MES officials. Theoretical parts are expected to be taught mainly by the CMSA, while practical parts are expected to be jointly trained by MES officials and the CMSA.

4.2 Training plan/program is approved by JCC.

The indicator has not been achieved yet. After being tested in the actual training, the

training plan / program will be elaborated and submit to the JCC in 2022.

4.3 Training material is approved by JCC.

The indicator has not been achieved yet. The complete sets of the training materials will be submitted to the JCC in 2022 for approval. Currently in this term, semi-practical and practical training modules are under preparation.

1-4 Achievement of the Project Purpose

The achievement of the Project Purpose is reviewed based on the indicators developed in the draft PDM Ver. 2 written in the draft Work Plan.

1. 4 trainers are prepared for practical exercise related to the guidelines.

This achievement has not to be accomplished yet. Four trainers will be appointed by MES near the end of the Project. What kind of abilities are appropriate for the trainers will be discussed by JICA Expert Team and MES.

2. MES conducts trainings utilizing the authorized training materials developed in the project.

This achievement has not to be accomplished yet. Trainings are scheduled to be conducted after the draft training materials are prepared in March 2022. Possible trainers, suitable for each module are discussed and roughly identified. Currently, as a part of the activities, Media Campaign are being on trial this year between mid-September to mid-October in 2021. Through the activities, capacities to be enhanced and necessary requirements for the journalists are visualized. Thus, the feedbacks are to be reflected to the design details of the training program and the materials. After the materials are authorized by MES, the training is conducted with the authorized materials officially.

3. MES makes a plan of activity, other than training and exercise, with the agreement of media for the collaboration with media and journalists.

This indicator has not been achieved yet. MES is currently producing a weekly 10-minute television program, which can be referred for the achievement of this indicator. Other activities will need to be discussed in the future, considering the lessons of the project activities and monitoring MES's initiatives

1-5 Changes of Risks and Actions for Mitigation

(1) Output 1:

Nothing special

(2) Output 2:

Nothing special

(3) Output 3:

In the latter half of May, the JICA Expert Team members were able to travel and hold face-to-face meetings in Armenia. However, the leader of Output 3 of JICA Expert Team is still unable to travel since he needs to be vaccinated against COVID-19 due to his advanced age, and is forced to participate in workshops remotely. As a result, the progress of the project is still inefficient. Care will be taken to ensure that the project is carried out in close cooperation with the support expert for Output 3 who will be dispatched to Armenia.

(4) Output 4:

Nothing special

1-6 Progress of Actions undertaken by JICA

Nothing special

1-7 Progress of Actions undertaken by Gov. of the Republic of Armenia

Nothing special

1-8 Progress of Environmental and Social Considerations (if applicable)

Nothing special

1-9 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)

Nothing special

1-10 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs etc.)

Nothing special

2 Delay of Work Schedule and/or Problems (if any)

2-1 Detail

(1) Output 3:

According to the Work Plan approved in July 2020, the draft SOP was scheduled to be

issued in February 2021, the draft guidelines in April 2021, and the training in August 2021. However, by the time the Monitoring Sheet Ver.4 was issued (January 2021), both the draft SOP and draft guidelines had been postponed to May 2021, and the training to October 2021. This time, both draft SOPs and draft guidelines were postponed again to August 2021. Training will remain in October 2021.

(2) Output 4:

Remote work has made everything very difficult. Although the PM and coordinator/deputy head of WG of the counterparts were changed from last year, the activities need to continue without seeing each other face to face and without having direct / first-hand knowledge of current situations and concerns of the counterparts. Major delay is producing the training materials, however through direct communication with the counterparts, producing the materials can become smoother.

2-2 Cause

(1) Output 3:

Due to travel restrictions caused by the COVID-19 epidemic, the workshop could not be held locally and discussions were held remotely. Interpreters also participated remotely, which made it difficult to have timely conversations, which naturally led to inefficient activities and delays in work.

(2) Output 4:

Due to the COVID-19, face to face communication has been restricted, inconvenience has been caused and time lag of communication delayed the works.

2-3 Action to be taken

(1) Output 3:

As the JICA Expert Team is able to travel from May 2021, efforts will be made to actively visit Armenia and hold workshops to avoid delays from the current schedule. It is hoped that WG members will give priority to attend workshops and to engage in the development of draft SOP and draft guideline.

(2) Output 4:

If we can travel in Autumn and winter, the speed up of producing the training materials can be possible. Under such condition, draft materials can be produced by the end of March

2022.

2-4 Roles of Responsible Persons/Organization (JICA, Gov. of the Republic of Armenia)

Nothing special

3 Modification of the Project Implementation Plan

3-1 PO

In the third JCC, it was agreed that the draft SOP and the draft guidelines would be developed by the end of August 2021 and would be approved in the fourth JCC.

3-2 Other modifications on detailed implementation plan

Nothing special

4 Preparation of Gov. of the Republic of Armenia toward after completion of the Project

Nothing special

II. Project Monitoring Sheet I & II *as Attached*

Project Monitoring Sheet I (Revision of Project Design Matrix)

Version 5
Dated 26 September 2021

Project Title: The Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction

Implementing Agency: Ministry of Emergency Situations, the Republic of Armenia (MES)

Target Group: Working Group in the framework of the Project

Period of Project: 3 years

Project Site: The Republic of Armenia (1st stage at Yerevan city)

Overall Goal	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
<p>Overall Goal Appropriate information on emergencies is provided to population in a timely manner.</p>	<p>1. A training on crisis communication is conducted for 25 persons related to media works at Information Center of MES and/or Crisis Management State Academy during a year. 2. MES prepares awareness raising material/information on crisis communication and provides population with it once a month and when necessary. 3. Information provision is operated in accordance with SOP (only when earthquake,</p>	<p>1. Records of training and number of certificates of training provided at the Information Center of MES. 2. MES's website and social media 3. Website of MES, social media used by MES, other official record, and internal record within MES</p>	<p>Information center of MES is available.</p>		
<p>Project Purpose To strengthen the crisis communication capacity of MES and media by creating a collaborative environment to provide correct information on emergencies in the timely manner.</p>	<p>1. 4 trainers are prepared for practical exercise related to the guidelines. 2. MES conducts trainings utilizing the authorized training materials developed in the project. 3. MES makes a plan of activity, other than training and exercise, with the agreement of media for the collaboration with media and journalists.</p>	<p>1. MM of JCC 2. Report of training 3. Agreed activity plan or related official document</p>	<p>Security conditions in Armenia do not be worsen.</p>	<p>1: This achievement has yet to be accomplished. Four trainers will be appointed by MES near the end of the Project. What kind of abilities are appropriate for the trainers will be discussed by JICA Expert Team and MES. 2: Training programs will start to be discussed in July. 3: MES is currently producing a weekly 10-minute television program, which can be used for the achievement of this indicator. Other activities will need to be</p>	
<p>Outputs</p>					

<p>1. Challenges for crisis communication and public awareness for disaster risk reduction are identified and their possible solutions are found.</p>	<p>1.1 Training programs are developed in the first half of the 1st year of the Project. 1.2 Training is conducted 3 times in the first year of the Project. 1.3 A group of participants prepares a report on identified challenges and the solutions.</p>	<p>1-1 Training programs 1-2 Records of the trainings 1-3 Report of Detail Planning Survey for the Project</p>	<p>1-1: Achieved 1-2: Achieved 1-3: Achieved</p>
<p>2. The plan of activities from the 2nd year is finalized, and the activities are implemented.</p>	<p>2-1 The detailed plan of the activities for the 2nd and 3rd year of the Project is developed. 2-2 The approved plan is implemented in the 2nd and 3rd year of the Project.</p>	<p>2-1 The detailed plan is approved by JCC. 2-2 Records of the activities</p>	<p>2-1: This indicator was achieved in this monitoring term because the Work Plan for the second phase was approved in the third JCC. 2-2: This indicator was achieved because the project activities are not been achieved yet. 3-1: This indicator has Development of the draft SOP will complete in August 2021. 3-2: This indicator has not been achieved yet. In the process of the development of SOP practical training program, JICA Expert Team and WG members will discuss the main participants of the training. 3-3: This indicator has not been achieved yet.</p>
<p>3. SOP (Standard Operation Procedure) on crisis communication in case of earthquake, landslide, and forest fire for MES and the crisis communication guidelines for media are developed and practical training is conducted with the development of training plan based on the SOP and the guidelines in order to finalize the SOP and the guidelines.</p>	<p>3-1 Draft SOP is approved by JCC. 3-2 Main members who manage the SOP practical exercise are confirmed by JCC. 3-3 Updated SOP is approved by MES.</p>	<p>3-1 MM of JCC 3-2 MM of JCC 3-3 Decree of Minister of MES</p>	<p>Security conditions in Armenia do not be worsen.</p>
<p>4. The training plan/program and materials on crisis communication are developed and the training is conducted based on developed plan/program and material.</p>	<p>4-1 Trainers who manage the trainings for journalists are confirmed by JCC. 4-2 Training plan/program is approved by JCC. 4-3 Training material is approved by JCC.</p>	<p>4-1 MM of JCC 4-2 MM of JCC 4-3 MM of JCC</p>	<p>Update procedure will not been completed. After producing training materials, the trainers will be identified and consulted in the JCC. The candidate trainers will possibly be trainers of the Academy, and high-ranking MES officials. 4-2 Currently semi-practical and practical training modules has been produced. 4-3 Currently materials</p>

Activities	Inputs	Pre-Conditions
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Activities	The Japanese Side	The Cuban Side	Security conditions in Armenia do not be worsen.
<p>(1-1) The Project Team, including WG members, JICA experts, media and other persons implementing the Project, develop training programs in Armenia, Japan and possibly neighboring countries aiming to learn crisis communication practices in other contexts.</p> <p>(1-2) The Project Team arranges a training and select the most appropriate members including media, to participate in it.</p> <p>(1-3) Training participants make reflections to identify their challenges on the current crisis communication and public awareness for disaster risk reduction and to explore possible solutions.</p> <p>(1-4) The Project Team organizes retreat, targeting journalists to disseminate experience and knowledge obtained during the trainings.</p> <p>(2-1) The Project Team clarifies the need for other activities to be implemented in the Project from the 2nd year, formulate the outlines/ key points for implementation, and evaluator/ prioritize the activities.</p> <p>(2-2) (tentative) The project Team develops the detailed plan of activities for the 2nd and 3rd years of the Project, and then, the Project Team finalizes the plan of the activities.</p> <p>(2-3) (tentative) The Project Team implements the approved activities.</p> <p>(3-1) The Project Team confirms the need and utility of SOP on crisis communication, learns other cases to develop ideas, and create a skeleton of SOP.</p> <p>(3-2) The Project Team develops the draft SOP.</p> <p>(3-3) The Project Team develops the draft</p>	<p>- Experts</p> <p>1) Public Awareness</p> <p>- Training in Armenia, Japan, or possibly neighboring countries</p> <p>- Cost</p>	<p>- Allocation of budget</p> <p>1) Salaries and other allowances for the Armenian counterpart personnel for co-working in Armenia</p> <p>2) Expenses for utility such as domestic telecommunication, electricity, water supply for the project office</p> <p>- Allocation of personnel</p> <p>1) Assignment suitable number of capable counterpart personnel to ensure the effective implementation of the Project</p> <p>- Principal facilities</p> <p>1) Preparation of air-conditioned office space with one telephone line, internet connection and office furniture (desks and chairs) in MES</p> <p>2) Facility of training center</p> <p>- Necessary items</p> <p>1) Access to information necessary for the Project</p>	<p><Issues and countermeasures></p> <p>JICA Uzbekistan Office and JICA Expert Team decided that the third JCC will be organized when JICA Expert Team restart visiting Armenia. MES also agreed to it. Therefore, the Work Plan is not officially approved by Japanese side and Armenian side. But the significant parts on Output 3 and 4 were confirmed by JICA Expert Team and MES. Therefore, it was decided to start the activities of Output 3 and 4. According to the progress and the situation in Armenian on COVID-19, the work plan should be revised in order to make the Project effective.</p>

<p>guidelines for media and journalist. (3-4) The project Team conducts a practical exercise on crisis communication using the SOP and the guidelines. (3-5) The Project Team updates the SOP and the guidelines based on the review of the training. (4-1) The Project Team develops a preliminary plan/program of the training and prepares the concept of the material. (4-2) The Project Team develops detailed plan/program and materials of the training. (4-3) The Project Team conducts a ToT and the trainings using the developed contents/materials. (4-4) The Project Team updates the training plan/program and materials.</p>			
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Activity	Status	Remarks	Start Date	End Date	Budget	Actual	Variance	Performance		Quality	Safety	Environment	Social	Economic	Other
								Plan	Actual						
2.1.1 Sharing expected achievements and outcomes of Output 3 and Output 4	Completed														
2.1.2 Collection of related information and discussion on important issues	Completed														
2.1.3 Identification of needs, important issues, prioritized activities	Completed														
2.2 The project Team develops the detailed plan of activities for the 2nd and 3rd years of the Project, and then, the Project Team finalizes the plan of the activities.	Completed														
2.2.1 Reconsideration of the outputs and activities for Output 3 and 4	Completed														
2.2.2 Development of subordinate activities and their schedule	Completed	The subordinate activities are shown in the Work Plan for the second phase of the Project. It was approved in the third JCC.													
2.2.3 Preparing the document of detailed plan and approval of MES	Completed	There are no special activities in this term.													
2.3 The Project Team implements the approved activities.	Completed														
Output 3: SOP (Standard Operation Procedure) on crisis communication in case of earthquake, landslide, and forest fire for MES and the crisis communication guidelines for media are developed and practical training is conducted with the development of training plan															
3.1 The Project Team confirms the need and utility of SOP on crisis communication, learns other cases to develop ideas, and create a skeleton of SOP.	Completed														
3.1.1 To decide the objectives of crisis communication	Completed	JICA Expert Team proposed the objectives of the crisis communication. JICA Expert Team and the WG members discussed and defined the crisis communication and its objectives.													
3.1.2 To consider and decide the overview of the roles of relevant organizations	Completed	The main players in crisis communication within MES are the National Crisis Management Center (NCMC) and the Department of Information and Public Relations (DIPR). JICA Expert Team and the WG members discussed and agreed the roles of these two organizations.													
3.1.3 To consider types, contents, and transmission ways of information and decide the outline	Completed	The JICA Expert Team and WG members examined the existing Minister's Order N387, N320 and other government regulations which govern the activities of NCMC and IPRD. As a result, the framework of SOP was developed in Activity 3.1.4.													
3.1.4 To develop the framework of SOP	Completed	By Activity 3.1.3, types, contents, and transmission ways of information were considered and the framework of SOP is developed. This framework shows the basic flow of information from the disaster site to the public through NCMC and IPRD.													

Activity	Status	Start Date	End Date	Frequency	Phase		Remarks
					Plan	Actual	
3.2 The Project Team develops the draft SOP.	3.2.1 To consider the contents of SOP	Plan					WG members discussed based on the table of contents proposed by JICA Expert Team, and revised and finalized the contents
		Actual					This activity is considered almost complete. During the development of the draft SOP, the contents may be changed.
	3.2.2 To evaluate the risks of three disasters (earthquake, landslide, and forest fire) and prepare disaster scenario	Plan					
		Actual					Scenarios for landslides and forest fires will be developed sequentially after July.
	3.2.3 To decide the information to be collected, source of information, and ways of its collection based on the developed scenario	Plan					
		Actual					Activity 3.2.3 and Activity 3.2.4 were conducted simultaneously by the WG members. It is currently being created for earthquake.
3.2.4 To decide the destination of information, items to be transmitted, and ways of transmission based on the developed scenario	Plan						
	Actual					Activity 3.2.3 and Activity 3.2.4 were conducted simultaneously by the WG members. It is currently being created for earthquake.	
3.2.5 To develop draft SOP	Plan						
	Actual					The WG members are currently developing the draft SOP under the support by the JICA Expert Team.	
3.2.6 To consider making agreement with organizations being information sources	Plan						
	Actual					The JICA Expert Team and the WG members discussed this issue and concluded that the Population Protection Law stipulates that government agencies must promptly provide information to the MES in the event of a disaster, so there is no need to make another agreement.	
3.3 The Project Team develops the draft guidelines for media and journalist.	3.3.1 To rearrange the issues of crisis communication conducted by media	Plan					JICA Expert Team and the new WG members discussed and agreed on the rearranged issues stated in the Monitoring sheet Ver.3.
		Actual					This activity is considered complete.
	3.3.2 To consider the purpose and contents of the guidelines	Plan					
		Actual					A prototype of draft guideline, presented by JICA Expert Team was examined by the WG members. The WG members revised and confirmed the table of contents with support of JICA Expert Team.
	3.3.3 To develop the draft guidelines	Plan					
		Actual					Currently, Preface and Chapter 1 is under development by WG members under the support by the JICA Expert Team.
3.4 The project Team conducts a practical exercise on crisis communication using the SOP and the guidelines.	3.4.1 To consider the roles of NCMC, DIPR and media in the training	Plan					JICA Expert Team and the new WG members discussed and agreed on the proposed roles in the Monitoring sheet Ver. 4.
		Actual					This activity is considered complete.
	3.4.2 To decide the training sites for each disaster and formulate the training scenario	Plan					
		Actual					This issue is currently under discussion, and the WG will prepare a scenario and an overall implementation plan as soon as a policy is decided.
	3.4.3 To share the guidelines and training	Plan					
		Actual					

scenarios with the training participants		Actual																							
3.4.4 To implement the training		Plan																							
3.5 The Project Team updates the SOP and the guidelines based on the review of the training.		Actual																							
3.5.1 To identify the issues subject to revision based on the training contents and review results		Plan																							
3.5.2 To reflect the revised issues in the SOP and the guidelines for finalization		Actual																							
3.5.3 To conduct outreach and awareness raising on the revised SOP and guidelines targeting media		Plan																							
<p>Output 4: The training plan/program and materials on crisis communication are developed and the training is conducted based on developed plan/program and material.</p>																									
4.1 The Project Team develops a preliminary plan/program of the training and prepares the concept of the material.		Plan																							
4.1.1 To reorganize the issues on crisis communication and the needs of related organizations		Actual																							
4.1.2 To reorganize the concept and the future functions of the information center		Plan																							
4.1.3 To set the training strategy, overall goals, purposes, and the target group		Actual																							
4.1.4 To develop training modules and the concept of training materials		Plan																							
4.2 The Project Team develops detailed plan/program and materials of the training.		Actual																							
4.2.1 To develop a detailed training plan on crisis communication		Plan																							
4.2.2 To develop training modules		Actual																							
4.2.3 To develop training materials		Plan																							
4.3 The Project Team conducts a ToT and the		Actual																							

trainings using the developed contents/materials.																					
4.3.1 To conduct training of trainers	Actual																				
4.3.2 To implement training using the developed training materials	Plan																				
4.3.3 To organize the results of the review by training participants and related people	Actual																				
4.4 The Project Team updates the training plan/program and materials.	Plan																				
4.4.1 To decide the direction of revision of training programs and training materials	Actual																				
4.4.2 To adjust the consistency with the detailed training plan	Plan																				
4.4.3 To revise the training modules and training materials	Actual																				

repeated.

No issues

A working group member from the Academy after training in Japan have produced journalists' guidelines for the community leaders and the journalists. The materials for the community leaders have been applied for more than 100 participants in the actual training.

Duration / Phasing		2019				2020				2021				2022				Remarks	Solution		
Plan	Actual	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV				
Monitoring Plan																					
Monitoring																					
Joint Coordination Committee	Plan																				
Set-up the Detailed Plan of Operation	Actual																				
Submission of Monitoring Sheet	Plan																				
Monitoring Mission from Japan	Actual																				
Joint Monitoring	Plan																				
Post Monitoring	Actual																				
Reports/Documents																					
Progress Report	Plan																				
Project Completion Report	Actual																				
Public Relations																					
	Plan																				
	Actual																				

TO CR of JICA Uzbekistan OFFICE**PROJECT MONITORING SHEET**

Project Title : The Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction

Version of the Sheet: Ver. 6 (Term: July, 2021 - December, 2021)

Name: Koichi Shiwaku

Title: Chief Advisor

Submission Date: February 18, 2022

Abbreviation

The abbreviations used in this Monitoring Sheet are shown in the following table.

Abbreviation	English
911 CC	911 Call Center
CD	Civil Defense
CMSA	Crisis Management State Academy
DO	Duty Officer
ES	Emergency Situations
FRD	Firefighting Rescue Detachment
“HMMC” SNCO	“Hydrometeorology and Monitoring Center” State Non Commercial Organization
IPRD	Information and Public Relations Division
IPSD	Information Provision and Statistics Division, NCMC
JCC	Joint Coordination Committee
LMWS	Landslide Automatic Monitoring and Warning System
LSGB	Local Self-Government Bodies
MES	Ministry of Emergency Situations of the Republic of Armenia
MoD	Ministry of Defense
MPD	Monitoring and Prediction Division, NCMC
NCMC	National Crisis Management Center
OS, HOS	Operative Shift, Head of Operative Shift
OT	Operative Team
PDM	Project Design Matrix
PPD	Population Protection Department of RS
RCMC	Regional Crisis Management Center
RGB	Regional Government Body
RRD	Regional Rescue Department
RS	Rescue Service
SGB	State Government Body
SIFs	Special Important Facilities
SPTS	Seismic Protection Territorial Service

Abbreviation	English
TP	Template
WG	Working Group

I. Summary

1 Progress

1-1 Progress of Inputs

(1) Assignment of Expert

Dispatch of Experts

The following dispatches of JICA Expert Team were conducted in this monitoring period.

Position	Name	Period of assignment
Chief Advisor/ DRR Public Awareness	Koichi Shiwaku	2nd October, 2021 to 9th October, 2021
Deputy Chief Advisor/ DRR Public Awareness	Fumio Kaneko	No dispatch
DRR SOP	Osamu Nishii	25th September, 2021 to 24th October, 2021
DRR SOP Support	Natsuko Sekiguchi	6th July, 2021 to 5th August, 2021 12th October, 2021 to 10th November, 2021
DRR Training	Tomoko Shaw	8th July, 2021 to 7th August, 2021 28th September, 2021 to 28th October, 2021
Coordinator/ Public relations	Jun Matsuo	5th September, 2021 to 28th September, 2021

(2) Assignment of Counterpart

The current administration of authorities of Armenia for the Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction (hereinafter referred to as “the Project”) is as follows.

JCC members

1. Project Director: Armen Pambukhchyan, First Deputy Minister of ES
2. Project Manager: Anna Baghdasaryan, Press Secretary to the Minister of Emergency Situations, Head of IPRD of MES
3. Hamlet Matevosyan, Rector of CMSA of MES
4. Nadya Mosoyan, Head of Foreign Relations Department of MES

WG members

Output 3 WG members

1. Arsen Mkrtychyan, Head of NCMC of MES
2. Nazeli Elbakyan, Chief specialist of IPRD of MES

3. Sargis Kyureghyan, Deputy Rector of CMSA of MES
4. Tigran Gidachyan, Head of Population Protection and Disaster Risk Reduction Department of RS of MES
5. Armen Dashyan, Deputy Head of Population Protection and Disaster Risk Reduction Department of RS of MES
6. Hovhannes Hovhannisyanyan, Head of Emergency Situations Planning Division of Population Protection and Disaster Risk Reduction Department of RS of MES
7. Meri Arakelyan, Head of the Division of Autonomous Management Systems of the Department of Service Organization of RS of MES
8. Liana Abrahamyan, Head of Information Provision and Statistics Division of NCMC of RS of MES
9. Anna Hakobyan, Instructor for posting of information on the website, Information Provision and Statistics Division of NCMC of RS of MES
10. Mariam Margaryan, Junior instructor for posting of information on the website, Information Provision and Statistics Division of NCMC of RS of MES
11. Gohar Khanvelyan, Chief specialist of IPRD of MES
12. Siranush Barseghyan, Chief specialist of IPRD of MES
13. Irina Aleyan, Leading specialist of IPRD of MES

Output 4 WG members

1. Sargis Kyureghyan, Deputy Rector of CMSA of MES
2. Nazeli Elbakyan, Chief specialist of IPRD of MES
3. Hakob Hakobyan, Head of Natural Disasters Division of Population Protection and Disaster Risk Reduction Department of RS of MES
4. Syuzanna Hakobyan, Chief Instructor of the Division of Analysis and Coordination of Programs and Plans of the Department of Organization of Service of RS of MES
5. Aram Zakaryan, journalist of 911tert.am webpage of MES and cmsa.am webpage of CMSA of MES
6. Irina Aleyan, Leading specialist of IPRD of MES

1-2 Progress of Activities

(1) Overall of the Project

1) JCC Meeting

The fourth JCC meeting was organized on the 4th of October, 2021. Monitoring Sheet Ver. 5 was approved. The progresses and future activities of Output 3, Output 4, and public relations activity were confirmed. In addition, the extension of the project duration was discussed, and JCC members accepted to extend the duration to January 2023

2) Procurement of Equipment

JICA accepted the procurement of equipment proposed by JICA Expert Team. JICA Expert Team started the procurement in November 2020. Table 1-2-1 shows the status of the procurement. In this monitoring term, all sets of equipment have been procured. The procured equipment is used for the project activities under the control of JICA Expert Team.

Table 1-2-1 The procurement status

Equipment	Product	Status
Drone	Mavic 2 Enterprise	Procured in this monitoring term
Digital camera	Canon EOS 5d mark iv	Procured in 2020
Information collection computer	Dell Latitude 7424 Rugged	Procured in 2020
Information editing computer	ZenBook Pro 15 UX550G	Procured in 2020
Smart TV	SONY KD-85XG9505	Procured in 2020
Mobile radio	Hytera - MD785G(H)	Procured in 2020
Handheld radio	Hytera - HYT PD685	Procured in 2020

3) Activities aimed at Public Relations for the Project

As for the public relations activities on the project activities and products, a prototype of website and draft contents were prepared by JICA Expert Team. IPRD and JICA Expert Team discussed the website outline based on the prototype. Through the discussion, it was identified that IPRD had the intention to disseminate information on crisis communication and awareness raising separately from MES's website and it was confirmed to improve and utilize the prototype.

JICA Expert Team developed the initial design of the website through the local consultant (refer to Figure 1-2-1). Currently, it is planned to mainly disseminate the project information and that on the past JICA project. On the top page, brief information of the three disasters, targeted in the Project, can be seen. MES's social media, such as Facebook, can be checked on the top page. Recent disaster events were also proposed to be shown on the top page. A further discussion needs to be held between JICA Expert Team and MES to modify the design of the top page and to prepare the contents of the web site.

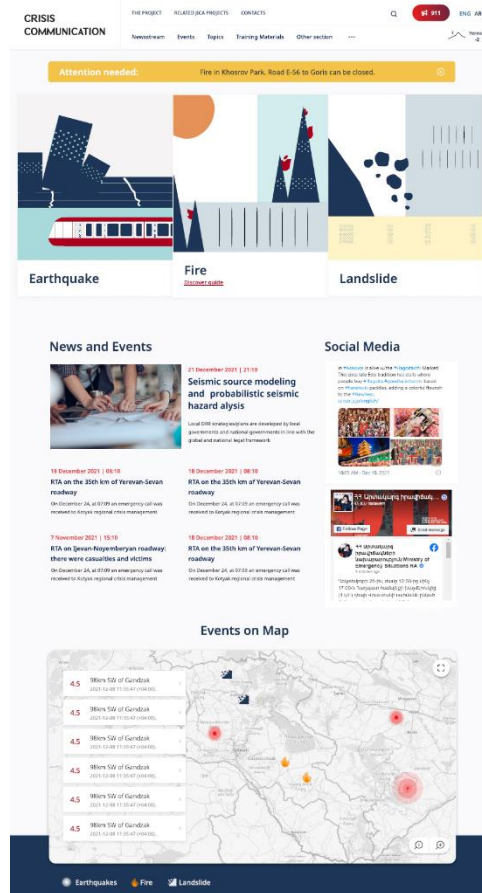


Figure 1-2-1 Initial design of the top page

(2) Output 1: Challenges for crisis communication and public awareness for disaster risk reduction are identified and their possible solutions are emerged.

Activity 1.1 The Project Team, including WG members, JICA experts, media and other persons implementing the Project, develop training programs in Armenia, Japan and possibly neighboring countries aiming to learn crisis communication practices in other contexts.

Activity 1.1.1 Discussion on the purpose of training programs

There is no progress since the activity was completed.

Activity 1.1.2 Development of detailed training programs and their timing.

There is no progress since the activity was completed.

Activity 1.1.3 Deciding expected training participants

There is no progress since the activity was completed.

Activity 1.2 The Project Team arranges a training and selects the most appropriate members including media, to participate in it.

Activity 1.2.1 Deciding venue and preparation for training implementation

There is no progress since the activity was completed.

Activity 1.2.2 Sending invitation to training participants

There is no progress since the activity was completed.

Activity 1.2.3 Implementation of training

There is no progress since the activity was completed.

Activity 1.3 Training participants make reflections to identify their challenges on the current crisis communication and public awareness for disaster risk reduction and to explore possible solutions.

Activity 1.3.1 Deciding methodology for exploring possible solutions

There is no progress since the activity was completed.

Activity 1.3.2 Analysis of challenges and possible solutions

There is no progress since the activity was completed.

Activity 1.3.3 Making report of analysis

There is no progress since the activity was completed.

Activity 1.4 The Project Team organizes retreat, targeting journalists to disseminate experience and knowledge obtained during the trainings.

Activity 1.4.1 Discussion on the important issues on crisis management in Armenia

There is no progress since the activity was completed.

Activity 1.4.2 Preparation of contents to disseminate experiences

There is no progress since the activity was completed.

Activity 1.4.3 Dissemination of experiences through website, social media, etc.

There is no progress since the activity was completed.

(3) Output 2: The plan of activities from the 2nd year is finalized, and the activities are implemented.

Activity 2.1 The Project Team clarifies the need for other activities to be implemented in the Project from the 2nd year, formulates the outlines/ key points for

implementation, and evaluates/ prioritizes the activities.

Activity 2.1.1 Sharing the expected achievements and outcomes of Output 3 and Output 4

There is no progress since the activity was completed.

Activity 2.1.2 Collection of the related information and discussion on important issues

There is no progress since the activity was completed.

Activity 2.1.3 Identification of needs, important issues, prioritized activities

There is no progress since the activity was completed.

Activity 2.2 The project Team develops the detailed plan of activities for the 2nd and 3rd years of the Project, and then, the Project Team finalizes the plan of the activities.

Activity 2.2.1 Reconsideration of the outputs and activities for Output 3 and 4

There is no progress since the activity was completed.

Activity 2.2.2 Development of subordinate activities and their schedule

There is no progress since the activity was completed.

Activity 2.2.3 Preparing the document of the detailed plan and approval of MES

There is no progress since the activity was completed.

Activity 2.3 The Project Team implements the approved activities.

This activity means the implementation of Output 3 and 4. Therefore, nothing is written here.

(4) Output 3: SOP (Standard Operation Procedure) on crisis communication in case of earthquake, landslide and forest fire for MES and the crisis communication guidelines for media are developed, and a practical exercise is conducted with the development of an exercise plan based on the SOP and the guidelines in order to finalize the SOP and the guidelines.

Activity 3.1 The Project Team confirms the need and utility of SOP on crisis communication, learns other cases to develop ideas, and creates a skeleton of SOP.

Activity 3.1.1 To decide the objectives of crisis communication

There is no progress since the activity was completed.

Activity 3.1.2 To consider and decide the overview of the roles of relevant organizations

There is no progress since the activity was completed.

Activity 3.1.3 To consider types, contents, and transmission ways of information and decide the outline

There is no progress since the activity was completed.

Activity 3.1.4 To develop the framework of SOP

There is no progress since the activity was completed.

Activity 3.2 The Project Team develops the draft SOPActivity 3.2.1 To consider the contents of SOP

This work has been completed, but the table of contents is provided in Table 1-2-2 for reference.

Table 1-2-2 Table of contents of draft SOP

Chapter	Clause	Overview
Chapter 1. Preface	1.1 Background of SOP Development 1.2 Purpose of this document 1.3 Intended users of this document 1.4 SOP Configuration 1.5 Definition of terms	Describe the outline of this document, including its purpose and usage.
Chapter 2. Crisis Communication Overview	2.1 Definition of Crisis Communication 2.2 Objectives of Crisis Communication 2.3 Systems and roles of institutions and media related to crisis communication 2.4 Time frame for crisis communication 2.5 Overview of Crisis Communication	Define crisis communication, describe its objectives, and the institutions involved in crisis communication, including their roles in Armenia.
Chapter 3 Crisis Communication by the Ministry of Emergency Situations	3.1 Crisis Communication by the Ministry of Emergency Situations 3.1.1 National Crisis Management Center (NCCMC) 3.1.2 Information and Public Relations Department (IPRD) 3.1.3 Other related departments	This section provides a definition of the crisis communication considered in the project. In addition, the project will identify the crisis communications to be implemented by the Ministry of Emergency Situations through a review of documents related to the work of the Ministry.
Chapter 4. Collecting and receiving disaster information and processing it	4.1 Earthquake 4.1.1 Content of information handled 4.1.2 Data Processing 4.1.3 Operation procedures for NCCMC staff 4.2 Landslides 4.2.1 Content of information handled 4.2.2 Data Processing 4.2.3 Operation procedures for NCCMC staff 4.3 Forest Fires 4.3.1 Content of information handled 4.3.2 Data Processing 4.3.3 Operation procedures for NCCMC staff	For earthquakes, landslides, and forest fires, describe the information items related to hazard and disaster information, the agencies providing the information and their timing, and the procedures for processing the information within the Ministry of Emergency Situations.
Chapter 5. Dissemination of information to the public	5.1 Objectives of communicating information to the public and basics of dissemination 5.2 Items to be communicated to the public	For each of the three phases of crisis communication, describe what information should be provided to the public and when, the content of that information, and the method of dissemination.

Chapter	Clause	Overview
	5.3 Operation procedure for IPDR staff for communicating information 5.3.1 Website 5.3.2 Social Media 5.3.3 Cooperation with the press	
Chapter 6. Communicating to the media	6.1 Objectives of communicating information to the media 6.2 Implementation Guidelines 6.2.1 Earthquake 6.2.2 Landslide 6.2.3 Forest Fires 6.3 Operation procedures for IPRD staff for communicating information 6.3.1 Request for cooperation from the press 6.3.2 Information items to be provided 6.3.3 Press Releases 6.3.4 Press Conference 6.4 Points to keep in mind when providing information to the media 6.4.1 Media Relations 6.4.2 Providing information to the media	Describe the methods and procedures for providing information to the mass media and the content of the information, etc., in order to promptly disseminate warnings and information on disasters to the public.
Chapter 7. Handling of information reported by the public and collected by the media	7.1 Possible public notification 7.2 Information to be disseminated by possible media 7.3 How to confirm the authenticity of the report 7.4 What to do when there is incorrect information 7.5 Communicate within the Ministry of Emergency Situations when there is useful information	Describe how to handle information reported by the public and media, and describe how the information should be verified by MES.
Appendix	Attachment 1: List of Tasks for Crisis Communication Attachment 2: List of tasks by person in charge Attachment 3: Form Book	Attachment 1 shows the crisis communication tasks and the chapter, section, and page numbers where each task is listed. Attachment 2 shows the tasks to be performed by each person so that the people involved can easily find their own tasks. Attachment 3 shows a series of forms used for crisis communication.

Activity 3.2.2 To evaluate the risks of three disasters (earthquake, landslide, and forest fire) and prepare disaster scenario

The Monitoring Sheet Ver.5 described that WG members developed scenarios for weak and strong earthquakes in the Activity 3.2.2. But the posted table showed the scenarios for disaster exercise that should be created in Activity 3.4.2. The table is republished in Activity 3.4.2. The WG members developed three scenarios for three disasters. The scenario of forest fire created in the Activity 3.2.2 is shown below as an example.

- On October 19, 2021, a high temperature was registered in Lori region; there were no precipitations in the region for the last 10 days. The wind was northeastern, 3-4 m / s in the sanctuary and adjacent settlements on the border with Georgia in Lori region.
- At 15:40, a fire broke out in the section from the village of Metsavan-Privolnoye in Lori to the interstate border of the Republic of Georgia. Grassy areas and withered trees are burning, there is a danger of forest fire.

- According to preliminary data, about 2 hectares of vegetation is burning, of which about 1 hectare is forest. There is a risk of fire spreading. The employees of the sanctuary (about 30) are putting out the fire, but it is not possible to prevent the spread of the fire by the local forces.
- Meteorological data are checked with the duty officer of the Service of Hydrometeorology and Active Influence on Atmospheric Phenomena. Air temperature is + 25 °C, wind speed - 3 m / s, wind direction - north-east.
- During the firefighting work complications arose due to lack of communication, difficult and, in some parts, impassable terrain, lack of access routes to a number of burning areas, meteorological factors, re-ignition of thick layer of tree waste formed over the years and extinguished areas. According to the data of the Hydrometeorological Service, the air temperature tends to rise, and because of the wind, the scale of fire increases rapidly.
- According to the reconnaissance data, the fire is spreading through the forest to the territory of the Republic of Georgia.
- 25 units of equipment of the Ministry of Emergency Situations (MES), 80 firefighter-rescuers, 30 rescuers of the Special Detachment of MES, the staff of the Border Forces, about 60 forestry workers, residents of nearby villages are involved in the firefighting operations.
- Due to the strong wind, the fire spreads irregularly and quickly; the wind spreads the pieces of fire creating new fire sources.
- The fire is spreading almost all along the border of Armenia and Georgia. It also spreads towards settlements. The issue of evacuation of the population is being discussed. The fire is spreading to Georgia as well.
- Armenia appealed to the Republic of Georgia to help put out the fire from their side.
- At the same time, a big number of resources are involved in firefighting operations, but they are not enough to fight the fire lasting for about 10 days.

Activity 3.2.3 To decide the information to be collected, source of information, and ways of its collection based on the developed scenario

Activity 3.2.4 To decide the destination of information, items to be transmitted, and ways of transmission based on the developed scenario

Activity 3.2.3 and Activity 3.2.4 were conducted simultaneously by the WG members. In this activity, the WG members created tables called ‘activity sheet’. The activity sheet summarizes, in chronological order, the information collection and communication process and the method to be used by each department of NCMC and IPRD in the event of three types of disaster. As a result, six activity sheets were developed for the NCMC and IPRD to respond to the three types of disasters, respectively. These activity sheets are the basis for the SOP and cover all the crisis communication activities of the NCMC and IPRD staff. Table 1-2-3 shows the activity sheet for NCMC in case of landslide.

Table 1-2-3 Activity sheet of each department of NCMC in case of landslide

Activity	Elapsed time	Information source	Addressee	Means of information provision
“911” call center				
Fill the information received from citizens in the template for the call (TP4-1) and pass it in the manner described in the OS directive.	upon receiving	citizens		by hand or internal network
Identify the situation from the calling citizens by clarifying and specifying the nature of the natural phenomena.	upon receiving	citizens		“911” telephone number, “911SMS”
Obtain as detailed information as possible from callers on landslide site, scale, casualties, losses, facilities (buildings, constructions, SIFs, lakes, rivers, canyons, etc.) on the landslide body and the nearby surrounding (along the movement direction), destructions, damages, velocity and	upon receiving	citizens		

PM Form 3-1 Monitoring Sheet Summary

Activity	Elapsed time	Information source	Addressee	Means of information provision
direction of ground movement.				
In case of landslide outside the settlements, find out the appropriate ways to approach it, the availability of nearby infrastructure (railway, engineering structures, water, gas, electricity supply lines, telephone and internet cables, pillars, retaining walls), which have been or may be damaged.	upon receiving	citizens		
Transfer the information to the FRD and the OS of RCMC serving the area rapidly when receiving calls about HNPs in the regions. Provide information on the callers who have provided more relevant and detailed information mentioning if they are locals or are at the scene.	upon receiving	citizens	FRD, RCMC	internal telephone, mobile telephone, radio communication
Process the data contained in the forms and submit them to the OS staff in an arranged way, adding the newly received data in a summarized way.	upon arranging		HOS of NCMC or senior instructor	by hand or internal network
If citizens request additional information, then: - In case of its availability, the necessary / requested data are provided (or verified and then provided) to the calling citizens (maintaining the legal requirements of personal data protection), - If there is no data yet, but the inquiry is related to the search for people, state of property, the current situation or other important issues of concern to the population, the answer should be: "... Dear citizen, the requested information will be transferred to the authorized department (Regional body, RCMC, etc.): In case of any data, you will be informed by the given telephone number, as well as you can follow the information related to the landslide by the news available on the official website of MES".	based on the questions		calling citizens	"911" telephone number, "911SMS"
If citizens request information on damage, destruction or other consequences and the information has not yet been received, it is necessary to answer: "... the situation is being clarified, and the results will definitely be communicated. Follow the official website of the Ministry of Emergency Situations and the public media."	based on the questions		calling citizens	"911" telephone number, "911SMS"
OS				
Transfer the data to IPSD and IPRD if forecast data, such as heavy rains, lasting rains, sudden snow melting, bad weather and deteriorating hydrological conditions, are received.	upon receiving	Duty officer of "HMMC" SNCO, OS of RCMC		Mobile of fixed phone, computer, internal network
Inform the OSs of the relevant RCMC and the DO of PPD about the potential risks and the deterioration of the meteorological and hydrological situation by providing data with maps if you receive a report on potential risks from MFD. Prepare a package of data on the situation with the mentioned supporting info, including the possible consequences in case of deterioration of the situation, and report to the head of NCMC, the Minister of Emergency Situations and the director of RS.	upon receiving			Mobile, fixed, internal phone, computer, internal network, by hand
Prepare a short message on the risks of the situation (according to the defined formats) and ensure its provision to the DOs of ES and CD, and also to the population, providing the necessary data to DOs of the mobile operators.	based on the situation		Citizens, SGB, RGB, LSGBs, DOs of ES and CD	Computer, mobile/ fixed phone

PM Form 3-1 Monitoring Sheet Summary

Activity	Elapsed time	Information source	Addressee	Means of information provision
Find the location of landslide in the mapping system, make sure the phenomenon has been correctly identified and study the potential hazards and risks by the database, including the GIS databases, after receiving a landslide activation report from the RCMCs, 911 CC, the DOs of LSGBs, or through LMWS.	5 minutes			Computer
If no information on the landslide activation is received from the RCMC serving the area, please contact the RCMC yourself. Check the subdivisions that responded, the situation created, the existence of possible damages, as well as the measures taken, being taken or planned to be taken for the protection of population and material values, reduction of possible risks and mitigation of consequences.	5-10 minutes	OS of NCMC (FRD)		All types of communication based on expedience
Report to the Minister of ES and the Director of RS on the received information and data about landslide, preliminary description of the created situation as well as the possible hazards and risks identified by the mapping system. Provide that information to DPPIW, heads of PPD, IPSD and IPRD. Upload the information to the database.	10 minutes			internal telephone, mobile telephone, radio communication
Notify IPSD and IPRD that some landslide information has been uploaded to the database.	10 minutes		DPPIW, IPSD and head of IPRD	internal/mobile telephone or verbally
In case of traffic disruption, occurrence of secondary affecting factors, prepare a short message with an appropriate content and send it, first, to ROs in the field of emergency situations and civil defense, and then to mobile operators to start and implement the public awareness process.	15 minutes	RCMC, OT of RCMC "911" CC, subdivision of FRD, citizens (witnesses)	citizens, related ROs	
Check the meteorological situation and forecasts in the given region with the authorized service, define the frequency of receiving forecasts. In case of reduced or limited visibility (fog, night hours, heavy precipitation, cut-off terrain, winding road, natural and artificial barriers to view), organize traffic safety in the areas of approach to the scene as soon as possible, involving the police, ROs of local government, calling citizens, the locals.	1-3 hours (every 3 hours)	Duty officer of "HMMC" SNCO		Mobile of city phone
MFD				
Monitor the meteorological and hydrological situation in landslide-prone areas by entering the forecast data received from the head of NCMC and HOS.	upon receiving			Computer, internal network
Compare them with the observations of the previous years in the database, study the results, take the peak deviations under control, report on the work done to the head of NCMC, HOSs, presenting printed diagrams.	upon receiving			Computer, internal network
Enter the arranged data of calls on the landslide to GIS, prepare the relevant GIS layers, maps (infrastructure, hydrological network, settlements, EIFs, engineering structures, etc.) for application.	20 minutes	OS of NCMC		Computer, Internal network
In case of receiving information on consequences / damages, enter them in the GIS, analyze and arrange them, juxtaposing them with the necessary layers.	upon receiving	OS of NCMC, senior dispatcher of "911" CC, RO for statistics		Computer
Upload the data, arranged at regular intervals as defined by the HOS, with possible risky and noteworthy elements, to the GIS, database. Report on possible hazards, risks, threats according to the procedure.	upon arranging			Computer, Internal network, Internal telephone

PM Form 3-1 Monitoring Sheet Summary

Activity	Elapsed time	Information source	Addressee	Means of information provision
Provide information assistance to the OS of NCMC to effectively organize the response process and reduce potential risks during RERW. Provide different risk maps according to the situation, modeled scenarios of possible situation (if necessary).	30 minutes - 1 day			Computer
Monitor meteorological forecasts for the early detection of hazards and risks associated with hydrological conditions in reservoirs, landslides and other geological phenomena. In case of any deviation, immediately report to the HOS, presenting the risk issues supported by maps.	1 hour - till the end	Duty officer of "HMMC" SNCO, OS of NCMC		Computer, Internal network
IPSD				
Monitor the meteorological and hydrological situation in the landslide-prone areas, entering the forecast data received from the head of NCMC and HOS.	upon receiving			Computer, internal network
Arrange the information (text) on the activation of landslide and post it on the official website of the Ministry of Emergency Situations.	10 minutes	OS of NCMC	Population, mass-media	Internal network, Computer
Inform IPRD that information has been uploaded onto the official website of the Ministry of Emergency Situations.	10 minutes		Head of IPRD or person in charge	Internal or mobile telephone
Arrange the data related to the situation and post it on the official website of the Ministry of Emergency Situations.	20 minutes	OS of NCMC	Population, mass-media	Computer
Inform IPRD that information has been uploaded onto the official website of the Ministry of Emergency Situations, and some data are being processes and uploaded.	20 minutes		Head of IPRD or person in charge	Internal or mobile telephone
Assist the OS in compiling a summary report on consequences / damages by providing the necessary statistics based on defined periodicity.	30 minutes – till the end	RO for statistics	OS of NCMC	Computer, Internal network
Collaborate with people in charge of statistics in IPRD, OS of NCMC and IPSD by arranging the information / data on consequences / losses.	30 minutes - 24 hours			Computer, Internal network, verbally
Ensure the timely posting of information / data on consequences / damages on the website of the Ministry of Emergency Situations	30 minutes - till the end (upon receiving)		Population, mass-media	Computer
Assist IPRD in developing press releases, addressing them to the recipients, organizing press conferences and informing media.	30 minutes - till the end			
In the absence of IPRD staff, prepare the information center, organize the process of meeting and guiding the media. Report to the Heads of NCMC and IPRD on the work done, the arrival of the media and the existing issues.	according to situation			
Monitor media publications referring to the field. Report the HOS, Heads of IPSD and IPRD in a timely manner about articles, slander, publications with wrong / false information, apparent misinformation and false news related to the activities of the Ministry of Emergency Situations.	30 minutes - till the end	Social network, internet media		Computer, Internal network, mobile and internal telephone, verbal report

Activity 3.2.5 To develop the draft SOP

The WG members have developed the draft SOP based on the activity sheets with the support of JICA Expert Team in October. Figure 1-2-2 shows the information flow among

NCMC, IPRD, relevant organizations, media and population called 'timeline' in case of landslide compiled in accordance with the activity sheets. The timeline shows information flow with time elapsed. The actual timeline was created up to 24 hours after the landslide, but Figure 1-2-2 shows a part of it.

The flow of information from related organizations, the destination of the information, and the procedure, which is an important part of the draft SOP, are represented in activity sheets like Table 1-2-3 and in timeline like Figure 1-2-2, making the SOP's structure easy to understand for MES staff in charge.

The draft SOP was approved in the JCC on the 4th of October.

Table 4.5-2 Procedure for providing and exchanging information between the entities related to public awareness in case of activation of a landslide (big and huge)

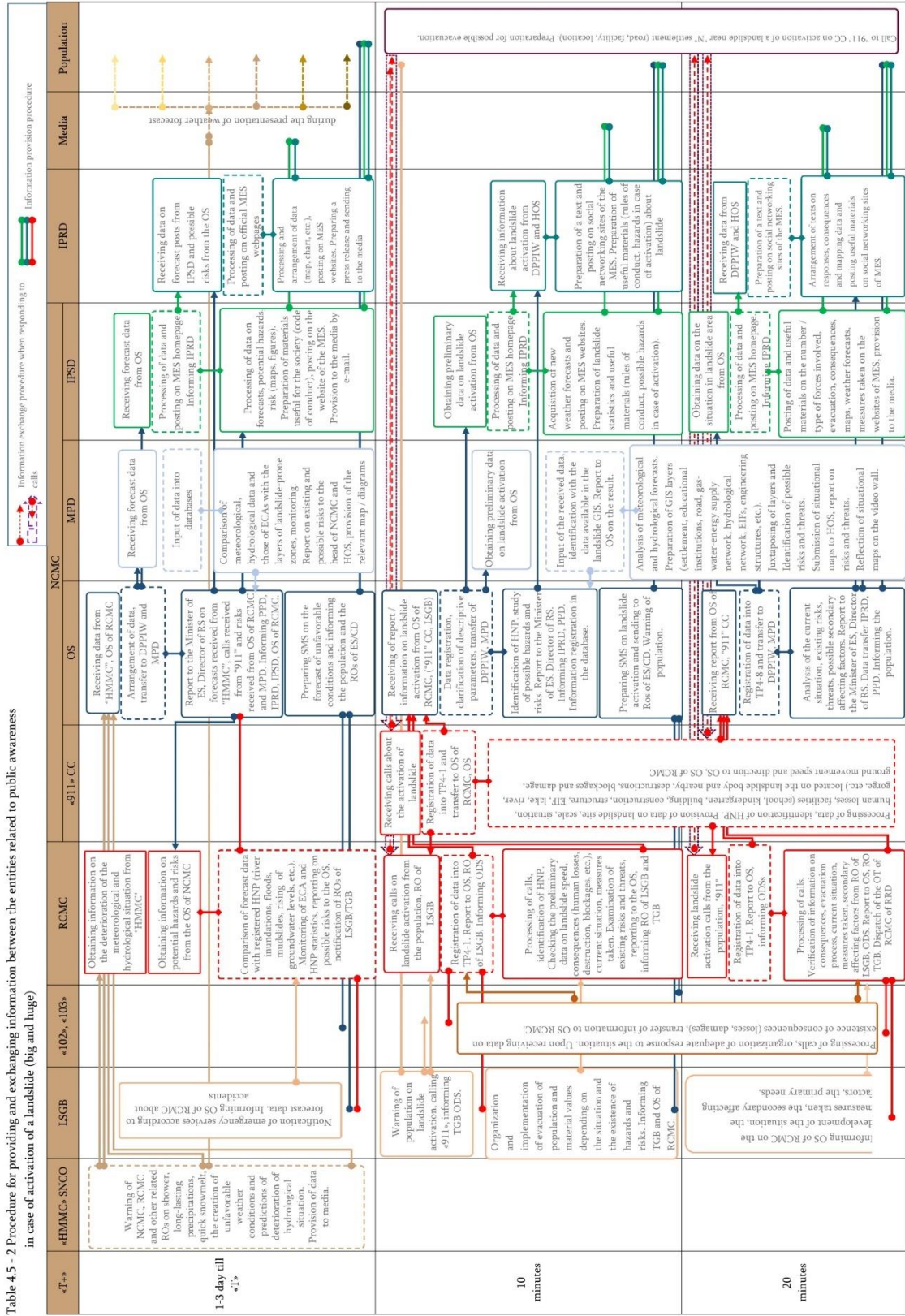


Figure 1-2-2 Timeline in case of landslide

Activity 3.3 The Project Team develops the draft guidelines for media and journalist.

Activity 3.3.1 To rearrange the issues of crisis communication conducted by media

There is no progress since the activity was completed.

Activity 3.3.2 To consider the purpose and contents of the guidelines

There is no progress since the activity was completed.

Activity 3.3.3 To develop the draft guidelines

The WG members have developed the draft guideline with the support by JICA Expert Team in October. The contents of the draft guideline are shown in Table 1-2-4. In Chapter 2 of the draft guidelines, the following three points are listed as the social roles of media and journalists in times of disaster.

- i Reduce the damage caused by the disaster itself through prompt reporting.
- ii Early report on the situation of people who are in great danger or damage so that police, firefighters and rescue teams can reach the affected areas quickly.
- iii Continue to provide long-term support by covering and reporting on the disaster area until it is recovered.

From Chapter 3 to Chapter 7 the guideline describes how media and journalists should prepare for, cover, and report on disaster events. Chapter 8 describes the need for cooperation between MES and the media, or among the media. Chapter 9 will describe media training, but it is not yet complete and will be linked to the training program being developed in the Output 4.

The draft guideline was approved in the JCC on the 4th of October.

Table 1-2-4 Contents of draft guideline

Abbreviations
Preface
The goal of the guideline
Chapter 1. Introduction
1.1 Information needs and information provision in the event of a disaster
1.2 Information provision during emergencies: general concept
· Awareness raising
· Provision of information as a means for saving lives
1.3 Required knowledge on disaster risk reduction and management
1.4 Guiding principles for the journalists
Chapter 2. Basic policy on disaster reporting /code of actions
2.1 Disaster reporting and its impact on the public
2.2 Information provision during emergencies /Basic principles for provision of information during emergencies
2.3 Peculiarities of information provision during emergencies
· Contradictions
· Conflicts
· Ethics of journalism
2.4 The role of media during disasters
Chapter 3. Understand the natural disaster risks and disaster risk reduction (DRR)
(Causes and features of disasters and information needed to reduce disaster risk)
3.1 Disaster risk reduction

<p>3.2 Disaster management cycle and disaster information needs</p> <p>3.3 Earthquake</p> <p>3.4 Landslide</p> <p>3.5 Forest fire</p> <p>Chapter 4. Planning of disaster reporting and information provision</p> <p>4.1 Plan of actions in case of disasters</p> <p>4.2 Risk communication</p> <p>4.3 Disaster communication</p> <p>4.4 Recovery communication</p> <p>4.5 General description of actions</p> <p>Chapter 5. Disaster reporting rules and following the laws</p> <p>5.1 Don't harm</p> <p>5.2 Don't hinder</p> <p>5.3 Operative data collection and covering</p> <ul style="list-style-type: none"> · Dealing with sources of information · Dealing with persons in heavy psychological state · Current information based only on accurate (reliable) facts · Human lives and security issues <p>5.4 Peculiarities of disaster reporting by different media (printed, radio, TV, online)</p> <p>Chapter 6. Ensuring the safety of journalists and other media professionals</p> <p>6.1 Ensuring physical safety</p> <p>6.2 Ensuring psychological safety</p> <p>6.3 Basic first psychological aid (dealing with people in severe psychological condition)</p> <p>6.4 Basic first aid</p> <p>6.5 Personal protective equipment</p> <p>6.6 Human lives and security issues</p> <p>6.7 Ethical issues</p> <p>6.8 Personal protective equipment – (first aid kit, breathing mask, gas mask, helmet, water, water purifiers, radio, documents, etc.)</p> <p>Chapter 7. Human rights, copyright, and video rules</p> <p>7.1 Basic human and civil rights and freedoms, and also the rights and freedoms of journalists and officials when covering a disaster</p> <p>7.2 The importance of copyright in disaster reporting</p> <p>7.3 Principles and "rules" of journalism in disaster reporting</p> <p>Chapter 8. Cooperation between MES, LSGBs and media companies</p> <p>8.1 Cooperation with media company, MES, and LSGB</p> <p>8.2 Cooperation among media companies</p> <p>Chapter 9. Training on disaster reporting</p> <p>References</p>
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Activity 3.4 The project Team conducts a practical exercise on crisis communication using the SOP and the guidelines.

Activity 3.4.1 To consider the roles of NCMC, IPRD and media in the exercise

There is no progress since the activity was completed.

Activity 3.4.2 To decide the exercise sites for each disaster and formulate the exercise scenario

As mentioned in the Monitoring Sheet Ver.5, WG suggested that the exercise should be conducted in one day at one location instead of three separate locations for the three disasters.

The WG members and JICA Expert Team held meetings several times to discuss this point and decided to conduct the exercise in the following ways;

1. According to the scenario an earthquake disaster occurs, followed by landslides

and forest fires as secondary disasters.

2. The exercise will be conducted in two days.
3. On the first day, exercise shall be conducted to make shootings at landslide and forest fire sites and transfer the data.
4. On the second day, assuming the occurrence of an earthquake, exercise shall be conducted to communicate information immediately after the earthquake and thereafter, dispatch staff to the area, collect information on the disaster, post it on a web page, prepare press releases, and hold a press conference.
5. The location shall be Voghjaberd, which is a landslide area near Yerevan and adjacent to the National Forest Park.

Detailed exercise plan is shown in Table 1-2-5.

Table 1-2-5 Exercise plan

Day 1 (15 Oct. 2021)	Day 2 (19 Oct. 2021)
<p><On Site (Voghjaberd)></p> <ul style="list-style-type: none"> • Dispatch of 4 staff members. • Equipment: mobile PC, drone, digital camera, WiFi router, mobile radio (1+3) • One person in charge of PC at local headquarters • 2 people in charge of drone (operation and assistance) • One person in charge of digital camera <p>①Shooting in case of landslide disaster</p> <ul style="list-style-type: none"> ✓ Grasping the extent and status of the landslide ✓ Assess damage to roads, buildings and infrastructure ✓ Grasping the situation of residents <p>②Shooting forest fire</p> <ul style="list-style-type: none"> ✓ Extent of fire, condition and direction of fire spread, smoke condition, wind direction ✓ Damage to buildings and facilities, distance from buildings and facilities ✓ Whether evacuation is possible or not <ul style="list-style-type: none"> • The video from the drone is live-streamed to a server (YouTube or other server), which can be accessed from Information Center (displayed on Smart TV), IPRD, NCMC. • The person in charge of the local headquarters checks the images on the PC and gives instructions on the shooting location, altitude, angle, etc. by mobile radio. <p><IPRD (Information Center)></p> <ul style="list-style-type: none"> • IPRD staff indexes the transferred materials (videos and images) and stores them on the server. 	<p><On Site (Voghjaberd)></p> <p>The number of dispatched personnel and equipment are same as in Day 1.</p> <p>③Shooting in case of earthquake disaster</p> <ul style="list-style-type: none"> ✓ Identify areas with heavy damage ✓ Damage to buildings and infrastructure ✓ Understand the situation of people and evacuation ✓ Detection of secondary damages (landslides, fires). <p><NCMC></p> <ul style="list-style-type: none"> • The OS acquires the damage status in accordance with the scenario. • IPSD and MFD process the data according to SOP. • Data is stored in a template and transmitted to the information center. • Articles received from IPRD for posting on the website are uploaded to the website and social network pages. <p><IPRD (Information Center)> staff:</p> <ul style="list-style-type: none"> • Save the transferred videos and images. • Process the damage and other information provided by NCMC for publicity. • Develop an article to be posted on the website and transfer to NCMC • Process the videos and images for mass media • Prepare press release and press conference • Hold press conference (arrangement of interviews with separate specialists) <p><Media></p> <ul style="list-style-type: none"> • Journalists prepare articles (also video news, radio news, etc.) according to the information and the materials received from IPRD and obtained during the press conference.

According to the plan, WG members created the exercise scenario of sever earthquake for the Day 2 as shown in Table 1-2-6.

Table 1-2-6 Exercise Scenario for the Day 2

Time	Phase	NCMC	IPRD (Information Center)
Immediately after the earthquake	<ul style="list-style-type: none"> Clarification of earthquake parameters. Alarming the administrative bodies and population. Organization of response and survey. 	<ul style="list-style-type: none"> Obtaining information from the SPTS on hypocenter, epicenter, magnitude and seismic intensity in different areas. Posting the data received from SPTS on the official website of MES. Processing of calls, organization of response and survey (including aerial) in the affected areas. Report on the earthquake and created situation to the Minister of ES, Director of RS, alarming/notification of IPRD and other DOs defined by the order No.387 of the Minister of ES: Alarming of population and DOs in the field of ES and CD. Clarification of the situation, collection of information on consequences from RCMCs, FRDs, SIFs, calling citizens and other on-duty services. 	<ul style="list-style-type: none"> Receiving preliminary information on earthquake parameters and situation from NCMC. Alarming of the staff and arrival to MES. Preparation of text and posting on the official website of MES.
30 mins	<ul style="list-style-type: none"> Obtaining preliminary data on the situation. Elimination of potential risks and threats and informing population about them. 	<ul style="list-style-type: none"> Collection of preliminary data on the situation, consequences, risks and threats in the affected areas. Warning of the population about the existing dangers, risks, threats. Preparation and updating of summary report with preliminary information. Preparation for the arrival of the media and representatives of SGBs to NCMC. Assistance to IPRD in processing information and preparing for the press conference. 	<ul style="list-style-type: none"> Preparation of a press release on the situation and sending to the media and holding of a press conference. Processing and arrangement of data uploaded to the database. Posting of preliminary information on the official websites of MES. Preparation of the Information Center for the arrival of the media and for the press conference.
1 hour	<ul style="list-style-type: none"> Collection and processing of data on the situation. Deployment of the state response system. Deployment and implementation of RERWs. Press conferences of the heads of the authorized bodies. 	<ul style="list-style-type: none"> Preparation of OG of NCMC for dispatch. Collection, clarification and arrangement of data on the situation, consequences, risks and threats in the affected areas, and entering them into the cartographic and information databases. Clarification of RERW areas and DOs. Provision of information to the population about the existing risks and threats, the condition of the transport system and medical care. Completion of the summary report and its provision to the Minister of ES, Director of RS and related DOs. Providing the necessary information to MNU. 	<ul style="list-style-type: none"> Informing the Minister of ES and other participants of the press conference, providing summary information related to the event. Holding a press conference. Assisting the media in obtaining and disseminating the necessary data and information. Preparing the MNU for dispatch. Organizing interviews and press conferences with DOs and specialists of MES. Cooperation with the media.
1 - 3 hours	<ul style="list-style-type: none"> Arrangement of the available data. Organizing information sharing and cooperation between the related officials of MES, SGBs and LSGBs. Organization of quick assessment of consequences. 	<ul style="list-style-type: none"> Establishment of a process of information sharing and cooperation between the representatives of SGBs, OS and OGs of RCMCs. Collection of data on the situation in the affected areas, measures taken / being taken, consequences, and its arrangement by sectors and classes defined by the SOP. Entering information into cartographic and information databases, reporting to the authorities and providing to the related DOs. Assisting IPRD in processing the materials obtained from RCMCs, MNU 	<ul style="list-style-type: none"> Dispatch of the MNU and deployment of the drone system in the affected areas. Monitoring of local and international press. Responding to misinformation. Posting useful materials in the information platforms of MES. Arrangement of summary data on the consequences and posting them on the information platforms of MES.

Time	Phase	NCMC	IPRD (Information Center)
		and the internet. ✓ Providing useful information to the population about help centers, rules of conduct.	
3 - 6 hours	<ul style="list-style-type: none"> • Press conferences of the heads of the authorized bodies. • Identification of primary and current needs. • Request for international assistance. • Organization of recovery works. 	<ul style="list-style-type: none"> ✓ Clarifying the quantity and quality of basic necessities for the population in the affected areas, the needs for conducting RERWs and additional assistance, arrangement of the data. ✓ Request for necessary assistance within the framework of international cooperation. ✓ Arrangement of the data on the scale and type of destruction, sectoral damage, losses among the population and providing it to IPRD, leadership and interested DOs. ✓ Obtaining, coordinating and submitting information on the evacuation process and missing persons to IPRD and interested DOs. 	<ul style="list-style-type: none"> ✓ Holding a press conference presenting current data, response, forces involved, rescued people and material values, works done / measures taken, RERW process. ✓ Arrangement of the available data, recording and coverage of measures to protect the population in the affected areas. ✓ Posting useful information for the population in the information platforms of MES, updating the data.

Activity 3.4.3 To share the guidelines and exercise scenarios with the exercise participants

On the 11th of October, a briefing session for journalists about the exercise was held remotely to explain the draft guidelines distributed in advance, the purpose of the exercise, and the exercise scenario. Eight journalists from a variety of media, including newspapers, television, and radio, attended the briefing.

The briefing session for journalists will be held prior to the additional exercise conducted for verifying the draft SOP and guideline.

Activity 3.4.4 To implement the exercise

The exercise was conducted for two days, the 15th of October and the 19th of October (refer to Figure 1-2-3). After the exercise various issues were identified. The issues pointed out by WG members are as follows:

- ✓ The flow of information collection and transmission in the NCMC after the earthquake proceeded almost as assumed in the SOP.
- ✓ However, the elapsed time could not be measured accurately.
- ✓ The local dispatch unit (Mobile News Unit, MNU) was scheduled to leave about 20 minutes after the earthquake but was delayed by about 10 minutes.
- ✓ The notification to the staff by SMS was also delayed by 10 minutes.
- ✓ There were many shortcomings in the preparation of the MNU (SD card and USB cable were forgotten, and data was transferred by smartphone, unable to communicate with drone operator without handset, etc.)
- ✓ The communication environment was weak, and there were many times when communication was interrupted (images from the drone froze).

- ✓ In reality, the Minister of MES and the Director of RS use the written information provided by the OS, but this part of the exercise was not simulated.
- ✓ Information on the "code of conduct" for population was not posted on the website until the press conference.
- ✓ In the exercise, information on the number of deaths was provided by a person in charge of the Ministry of Health, but in reality, the Ministry of Health is not supposed to have this information. The number of deaths and injuries must be counted by MES.
- ✓ Only 4 journalists were participated among 8 journalists attending in the briefing session.

Many of these issues do not directly lead to revisions of the SOP or guideline. In other words, the exercise did not help in revising the SOP and guideline. Therefore, JICA Expert Team proposed to conduct an additional exercise by May 2022. The major problems in the exercise and the points to be improved and noted in the additional exercise are shown in Table 1-2-7.

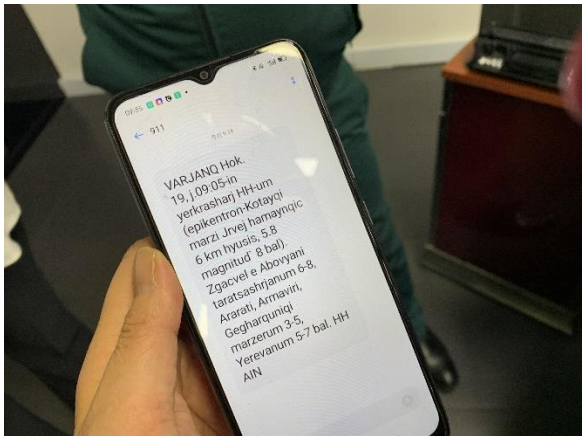
Table 1-2-7 Problems with the exercise and plans for improvement

Issue	Major problems in the exercise in October	Points to be improved or noted in the additional exercise
Monitoring of the exercise	<ul style="list-style-type: none"> ✓ It was not possible to confirm whether each activity on the Activity sheet of the SOP was performed in the written order. ✓ There was no record of the means of information transmission or the contents of the information. ✓ No record of elapsed time was kept except for major events such as video broadcasts and press conferences. 	<ul style="list-style-type: none"> ✓ Create an exercise record book by adding a record column to the Activity sheet. ✓ Distribute the exercise record book to each participant to record the content and time of the activities that they conducted by themselves. ✓ Save the template.
Planning on verification of the guidelines	<ul style="list-style-type: none"> ✓ It was not possible to verify the guideline. 	<ul style="list-style-type: none"> ✓ Employ talented journalists from various media outlets as local consultants to participate in the exercise. ✓ The journalists will read the guideline beforehand, prepare articles through press conference, and identify the improvement points in the guideline.

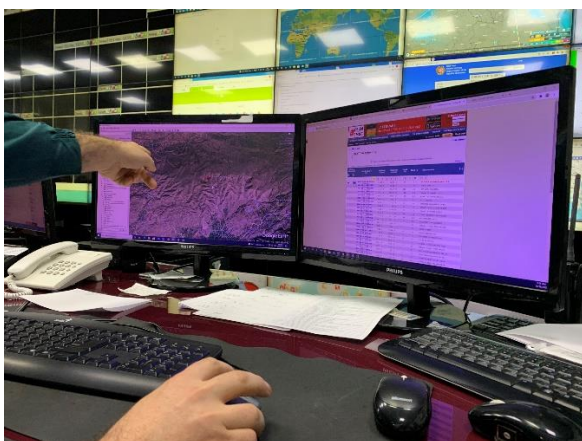
PM Form 3-1 Monitoring Sheet Summary



Operation room of NCMC



Earthquake information received via SMS



Screen showing the location of the epicenter.



Drone in operation



Scene of the press conference



Scene of the press conference

Figure 1-2-3 Photos of exercise scene

Activity 3.5 The Project Team updates the SOP and the guidelines based on the review of the exercise.

Activity 3.5.1 To identify the issues subject to revision based on the exercise contents and review results

Since there were few issues directly related to the revision of SOP and guideline from the exercise, JICA Expert Team prepared a draft plan for the revision of SOP and guidelines such as revision contents, work process, etc. The following proposed plan for the revision was agreed by WG members:

<SOP>

1. The headings of each chapter should be concise.
2. The main text should be concise, focusing on work procedures according to the flow of receiving and sending information.
3. Tables and figures should be made easier to read while maintaining consistency with the actual work and the main text.
4. Chapters 3 and 4 should be written with a focus on NCMC.
5. Chapters 5, 6, and 7 should be written with a focus on IPRD.

<Guidelines>

1. Review the descriptions and expressions in each chapter again.
2. Create a glossary of terms to avoid misuse of disaster management terminology or use of different terms in different media.
3. Chapter 3 will be reviewed and revised to provide a better understanding of the basic knowledge of disasters that media professionals need to know.

In addition, considering the characteristics of journalists who are often on the move for interviews, etc., the WG member will consider preparing an electronic extract version that can be viewed on smartphones, tablets, etc., so that important points can be confirmed in a straightforward manner. The WG members will decide on the details of the electronic version, while the JICA Expert Team will provide ideas. The electronic version will be ready by the end of August.

Activity 3.5.2 To reflect the revised issues in the SOP and the guidelines for finalization

Revision work is currently underway according to the plan described in Activity 3.5.1. Revision work will be completed in May 2022. As stated in Activity 3.4.4, JICA Expert Team is proposing additional exercise by May 2022. The revision work and the exercise will be conducted in parallel.

Activity 3.5.3 To disseminate the revised SOP and guideline within the MES

The activity has not started yet. In practice, this activity is aimed to make SOP into

ministerial decrees and use the guideline for the training of media. The WG members and JET will discuss a specific schedule for the ministerial decree at the end of October.

(5) Output 4: The training plan/program and materials on crisis communication are developed and the training is conducted based on developed plan/program and material.

Activity 4.1 The Project Team develops a preliminary plan/program of the training and prepares the concept of the material.

Activity 4.1.1 To reorganize the issues on crisis communication and the needs of related organizations

This activity was completed in the previous term, therefore no activities have been conducted.

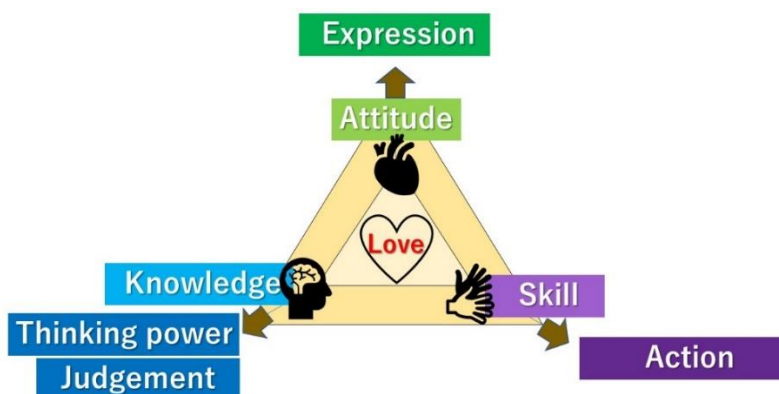
Activity 4.1.2 To reorganize the concept and the future functions of the information center

This activity was completed in the previous term, therefore no activities have been conducted.

Activity 4.1.3 To set the training strategy, overall goals, purposes, and the target group

The conceptual diagram of three-dimensional competencies was updated and finalized. The competencies to be improved in the training were set as knowledge, skills, and attitude, shown in Figure 1-2-4.

State after getting the competencies has been elaborated. For example, “Thinking power” and “Judgment” will be enhanced after acquiring “Knowledge”. After getting certain “Skill”, an appropriate “Action” can be taken. After gaining a proper “Attitude”, a positive “Expression” in the appropriate timing can be made. (see Figure 1-2-4).



Attitude : a way of thinking、 Knowledge : necessary information to think, Skill : Physical capacity of realizing things

Expression : Capacities to express different actors in appropriate timing,

Judgement : Competencies to apply in the unknown situations, Thinking power : Competency to apply what you can do

Figure 1-2-4 Conceptual Diagram of 3 Dimensional Competencies

The outline of the training was a little bit revised especially in terms of duration of time after the trial media campaign (refer to Table 1-2-8).

Table 1-2-8 Outlines of the trainings

Target Groups	Training goals	Modules	Hrs.	Trainers
MES (dep. heads) • NCMC • IPRD • Meteorological dep. • Rescue Service Martz (dep. heads)	• To understand the roles in crisis communication, such as information collection, transmission, and sharing • To take leadership on tasks based on SOPs	1. Crisis Communication Overview 2. SOP 3. Roles of Media 4. Code of Conducts 5. Case Studies 6. Study tour (NCMC, SPTS, Information center, etc.)	1 2 0.5 0.5 1	CMSA CMSA CMSA CMSA CMSA
MES (working staff & spokes persons) • NCMC • IPRD • Meteorological dep. • Rescue Services Martz (working staff & spokes persons)	• To understand the roles in crisis communication, such as information collection, transmission, and sharing • To take necessary actions on tasks based on SOPs • To understand the roles and responsibility of media and to conduct responsible works appropriately as ministries and local government officials	1. Crisis Communication Overview 2. SOP 3. Roles of Media 4. Code of Conducts 5. Case Studies (Japanese as example→ Armenian cases) 6. Study tour (NCMC, SPTS, Information center, etc.) 7. Media Campaign (article writing / audio visual works): for spokespersons only <i>For the event devoted to DRR month (September to October)</i>	1 2 0.5 0.5 1.5 1.5 (2) (+5)	CMSA CMSA CMSA CMSA CMSA CMSA
Public Media	• To understand the concept of crisis communication, and the responsibilities of public media • To be able to conduct public media's roles in crisis communication • To transmit clear and understandable information to public in a timely manner • To understand the real situation of the disaster-hit areas (causes, effects, impacts)	1. Crisis Communication Overview 2. SOP 3. Roles of Media 4. Code of Conducts 5. Case Studies 6. Study tour (NCMC, SPTS, Information center, etc.) 7. Media Campaign (article writing / audio visual) field visit and in-depth interviews <i>For the event devoted to DRR month (September to October)</i>	0.5 0.5 1 0.5 2.5 2 +5	CMSA CMSA CMSA CMSA CMSA (journalist) CMSA (journalist)
Private Media	• To understand the concept of crisis communication, and responsibilities of	1. Crisis Communication Overview 2. SOP 3. Roles of Media 4. Code of Conducts	0.5 0.5 0.5 0.5	CMSA CMSA CMSA CMSA

Target Groups	Training goals	Modules	Hrs.	Trainers
	media • To be able to conduct media’s roles in crisis communication • To transmit clear and understandable information to public in a timely manner • To nourish sympathetic feelings by knowing the real situation of the disaster-hit areas (causes, effects, impacts)	5. Case Studies 6. Study tour (NCCMC, SPTS, Information center, etc.) 7. Media Campaign (article writings / audio visual) field visit and in-depth interviews <i>For the event devoted to DRR month (September to October)</i>	2.5 2 +5	CMSA (journalist) CMSA (journalist)

Activity 4.1.4 To develop training modules and the concept of training materials

The training modules and the concept of training materials follow the previous Monitoring Sheet. Structure of the modules remains the same, as shown in Figure 1-2-5.

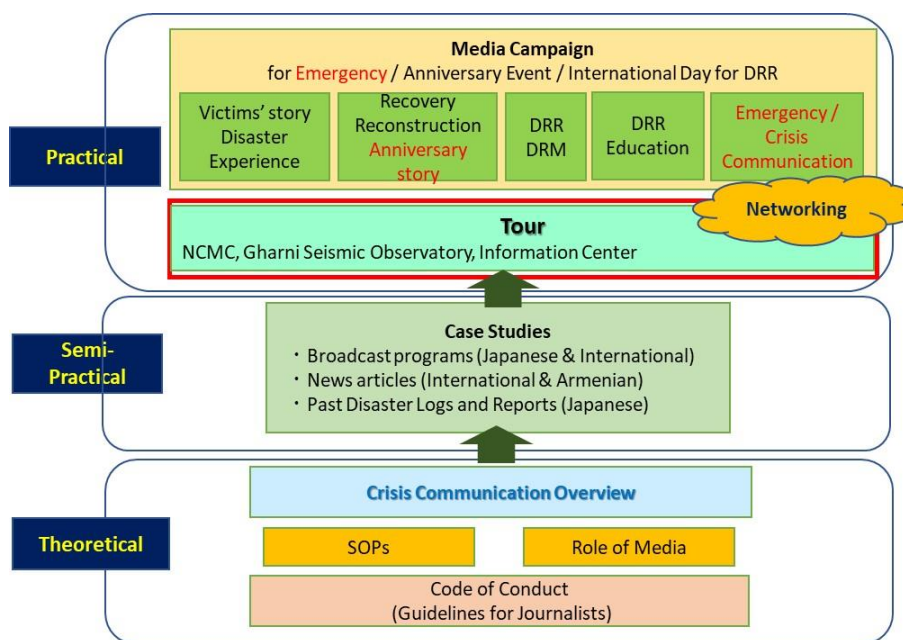


Figure 1-2-5 Structure of training modules
(Source: JICA Expert Team)

The relationship between the training modules and the improvement of the participants' capacities has been revised according to Figure 1-2-4. Figure 1-2-6 shows the updated relations between the module and the enhanced competencies.

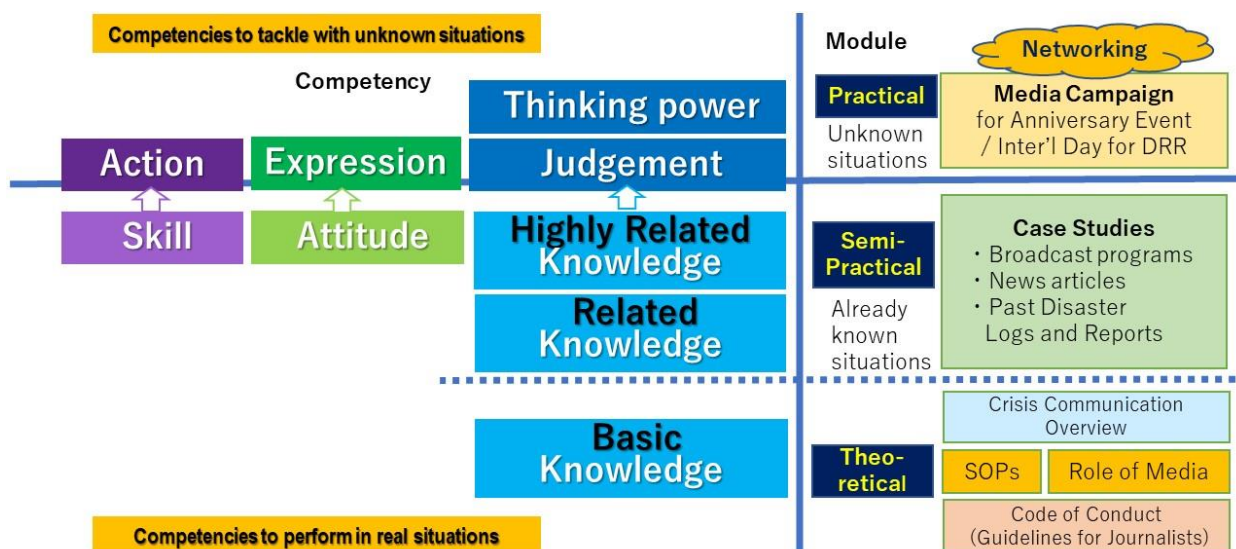


Figure 1-2-6 Relation with the enhanced competencies through training course
(Source: JICA Expert Team)

Following is the explanation focusing mainly on the changes made during this monitoring term.

The Code of Conduct, SOPs, and the role of the media are the basic knowledge that must be acquired. Based on the acquired basic knowledge and the case studies using articles and audio-visual materials, learners can gain related knowledge and highly related knowledge. Moreover, the dialogue among the participants allows them to acquire the relevant knowledge as if they were experiencing it vicariously. Through case studies, it is designed to enhance judgment, thinking power, skills, and mental attitude.

These capabilities allow the trainee to use the knowledge gained from the simulated experience to respond to situations when similar events actually occur. Through case studies, study tours, and media campaign activities, participants are encouraged to enhance their capacities to deal with unknown situations. Thinking and expressive skills are designed to be enhanced through media campaigns. Training is also designed to enhance networking opportunities between media professionals and MES personnel.

Activity 4.2 The Project Team develops detailed plan/program and materials of the training.

Activity 4.2.1 To develop a detailed training plan on crisis communication

In the detailed training plan, the following issues are going to be addressed.

1. Target number of training participants
2. Estimated budget and budget sources
3. Setting incentives especially for the media journalists (to encourage participation)

In this term, frameworks and the ways to set incentives for encouraging participation of the journalists in the future training have been discussed with IPRD and CMSA, based on the actual activities of Media Campaign. Government decision which was developed for the training of the journalists and public officials can be utilized as the administrative frameworks. Brainstorming sessions have been conducted and the following ideas have been exchanged.

- 2-3 times training sessions can be conducted in a year.
- One batch of the training course can consist of 10-12 participants.
- The trainers can be from CMSA, journalists of IPRD, and journalists of public and private media companies
- Core journalists (including journalists of MES and CMSA) need to be trained as master trainers and crisis communication promoters.
- Incentives for the journalists can be certificates, awarding by the Embassy of Japan, DRR trainings in Japan

The detailed training plan will be prepared by the end of March 2022.

Activity 4.2.2 To develop training modules

In the detailed module, the following issues are going to be addressed:

1. Trainers of each module
2. Target attainment
3. Gained competencies
4. Mode of delivery
5. Detailed timeline of the activities under each module

In this term, the training module of Media Campaign, especially in terms of points 2,3,4,5 indicated above, was developed through the actual activities of Media Campaign conducted with 11 journalists from various media, such as news agency, newspapers, web media, radio and TV (both public and private), who are the local consultants for the Project. The training module of Media Campaign was elaborated through the trial works with 11 journalists. Regarding the training module on Media Campaign, the sequence of the detailed activities in the module was developed:

1. Writing a research proposal
2. Research on the relevant topics and issues
3. Elaboration of the research proposal through the review by DRM experts and the journalists of MES and CMSA
4. Interview with disaster victims and local experts of the field
5. Preparing articles / audio / audio-visual programs
6. Releasing the works through various media

7. Awarding the works as a motivation to practice DRR/DRM journalism

In this term, module development has been concentrated on the Media Campaign. General frameworks for the Media Campaign, such as learning objectives, timing, activities for the journalists, model research topics, have been set through the discussion among the counterparts and various journalists. Trial works were conducted in July-September with 11 journalists of print, web, audio and audio-visual media.

The methodology of the Media Campaign is, at first, to have research proposals written by journalists. The selection committee members, consisting of WG members and expert journalists, are providing advice and guidance on the disaster issues and DRR perspectives to brush up the research proposals. An individual discussion on the details of the research proposal was held among MES working group members and experts on DRR and journalism from Japanese side to identify whom to interview and what to highlight.

The methodology of conducting this module was tested, and the format of the research proposal was improved.

All the participated journalists prepared articles, radio and TV programs and posted their articles and broadcasted special programs on radio and TV of their companies and other media from mid-September to mid-October. Awarding ceremony was organized on October 13, 2021 – the International Disaster Risk Reduction Day. Various awards, such as the best photo, the best TV program, the best radio program, and the best article, were given by the Minister, Deputy Minister, and Press Secretary (PM) of ES, Ambassador of Japan, and the Resident Representatives of JICA.



Awarding the Ambassador's prize



Awarding JICA prize



Awarding Certificates to the participated journalists

Photo Exhibition and Awarded Photo Journalist

Figure 1-2-7 Media campaign

The training module will be prepared by the end of March 2022.


Activity 4.2.3 To develop training materials

In this monitoring term, the training materials were developed through the preparation of the trial Media Campaign. The concept of the training materials for the Media Campaign was initially planned to be practical. Through the preparation of news articles, audio, and audio-visual materials with the journalists, not only practical, but also overall skills of the journalists, such as research, analytical skills, must be enhanced especially for the young journalists. The reason is that the journalists are usually very busy, and the DRR/DRM journalism is not so attractive compared with other fields, such as economics, politics, in Armenia. Therefore, if young journalists can enhance their own professional skills by attending the training, incentives for attending the training will be increased. Thus, the training materials can be focused more on increasing the skills of research and analysis through DRR/DRM topics.

Through the preparedness and implementation of the trial Media Campaign, the works, which can be used for the module “Case Studies”, were developed, as shown in Table 1-2-9. The summary of the works was published as a booklet, which can be used for the module “Case Studies” (refer to Figure 1-2-8).

Table 1-2-9 Journalists’ original works published during Media Campaign

<p>News Agency</p>	 <p>Lilit Demuryan</p>	<p>“Armenpress” news agency https://armenpress.am/arm/news/1062800.html?fbclid=IwAR0fgluigNs7GdbDoeKgr5485jmQ9qBaY1-KkGAPJREPaxnea-bs8dGrppA https://armenpress.am/arm/news/1062943.html</p>	  <p>1st article 2nd article</p>
<p>News papers</p>	 <p>Nikolay Avetisyan</p>	<p>“Haykakan Zhamanak” daily newspaper https://www.armtimes.com/hy/article/220479 https://www.armtimes.com/hy/article/220508</p>	  <p>1st article 2nd article</p>
	 <p>Nelli Grigoryan</p>	<p>“Aravot” daily newspaper https://www.aravot.am/2021/09/22/1217464/ https://www.aravot.am/2021/10/10/1221370/</p>	  <p>1st article 2nd article</p>
<p>Web media</p>	 <p>Anzhela Poghosyan</p>	<p>Factor TV https://youtu.be/su5FM8dJYyU</p>	 <p>Audio visual reportage</p>

	 <p>Tigranuhi Mkrtchyan</p>	<p>Economic Journalists Club https://ejc.am/hy/article/551 https://ejc.am/hy/article/609</p>	  <p>1st article 2nd article</p>
<p>TV</p>	 <p>Aram Grigoryan</p>	<p>Armenian second TV channel Broadcasted on H2 on September 15, at 19:30 https://youtu.be/e91QyX_q2vA</p>	 <p>TV reportage</p>
	 <p>Sona Abunts</p>	<p>“Free news» TV company Broadcasted on Free News at the end of August - beginning of September https://youtu.be/wDjKW2-ffho https://www.facebook.com/freenews.am/videos/1002352883883763/</p>	  <p>TV reportage</p>
	 <p>Mushegh Isakhanyan</p>	<p>Public TV Company of Armenia https://youtu.be/K5ZQcBQr0Nk https://youtu.be/wHeiQOBI-N0</p>	  <p>TV 1st reportage 2nd reportage</p>

Radio	 <p>Armine Gevorgyan</p>	<p>Public Radio of Armenia https://hy.armradio.am/2021/10/06/%d5%ad%d5%b8%d5%bd%d6%80%d5%b8%d5%be-%d5%a1%d5%b6%d5%bf%d5%a1%d5%bc%d5%a8%d5%9d-%d5%ad%d5%b8%d5%b7%d5%b8%d6%80-%d5%b0%d6%80%d5%a4%d5%a5%d5%b0%d5%ab%d6%81-%d5%b0%d5%a5%d5%bf%d5%b8%e2%80%a4/ https://fb.watch/8tvDw0ohu0/</p>	  <p>Radio reportage</p>
	 <p>Anna Harutyunyan</p>	<p>Public Radio of Armenia https://hy.armradio.am/2021/10/06/%d5%b0%d5%b8%d5%bd%d5%b8%d5%b2-%d5%b0%d5%b8%d5%b2%d5%b8%d6%82%d5%b4-%d5%af%d5%a1%d5%b6%d5%a3-%d5%a1%d5%bc%d5%a1%d5%ae-%d5%af%d5%b5%d5%a1%d5%b6%d6%84%e2%80%a4-230-%d5%bd%d5%b8%d5%b2%d5%a1%d5%b6%d6%84/ https://fb.watch/8tHFTzK21S/ https://www.youtube.com/watch?v=_vuw_UmODY0&t=6s</p>	  <p>Radio reportage</p>
	 <p>Nane Petrosyan</p>	<p>Public Radio of Armenia https://hy.armradio.am/2021/10/07/%d5%a5%d6%80%d5%af%d6%80%d5%a1%d5%b7%d5%a1%d6%80%d5%aa%d5%ab%d6%81-33-%d5%bf%d5%a1%d6%80%d5%ab-%d5%a1%d5%b6%d6%81%e2%80%a4-%d5%a5%d5%a9%d5%a5-%d5%a1%d5%b2%d5%a5%d5%bf%d5%a8-%d5%be%d5%a5%d5%a1%d5%a4/ https://www.youtube.com/watch?v=BW3IS3eYPX4&t=64s</p>	  <p>Radio reportage</p>
<p>Booklet in Armenian and English</p>	<p>https://drive.google.com/drive/folders/1rVSZdDR2lviZmXJnZqv1-PumtaeO9SCv?usp=sharing</p>		

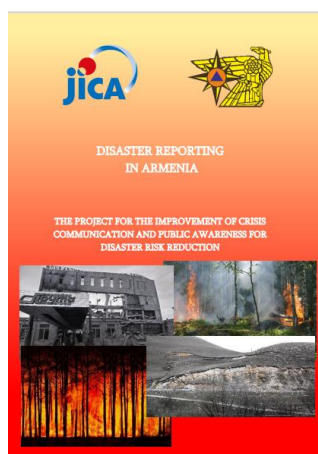


Figure 1-2-8 Cover page of the booklet

The photos collected during Media Campaign will be utilized for the supplementary training materials that will help to understand the past disaster situations and lessons learned. In addition, audio-visual materials on 1) the information flow of SOP for earthquake and 2) journalists' guidelines were produced. Table 1-2-10 shows the status and schedule of the training materials development.

Table 1-2-10 Status and schedule of preparing training materials for each module

Category	Modules	Status	Schedule
Theory	Code of Conduct (Guidelines for Journalists)	Output 3 WG has completed the base document to refer to. Visual material showing the simplified essences of the document is prepared by the journalists. Supplementary PPTs materials is going to be prepared.	September 2021 (video) March 2022 (PPTs, documents)
	SOPs, Role of Media	A video clip of simplified SOP for earthquake was produced. Worksheets of SOPs are planned to be produced.	September, 2021 (video) March 2022 (PPTs, documents)
	Crisis Communication Overview	Materials to be used for PPTs are compiled. Further elaboration is ongoing.	March 2022 (PPTs, documents)
Semi -Practical	Case Studies	Overview of the 3 target disasters have been prepared. Susceptible areas in Armenia, characteristics of the disasters, issues and measures are briefly described. Various articles and video clips were compiled in the booklet in October 2021. Further processing of the articles, short video clips, photos, discussion materials and worksheets for utilization are in progress.	Booklet prepared in October 2021 PPT by March 2022
Practical	Tour	Standardized explanation materials for	Explanation

Category	Modules	Status	Schedule
		introducing functions of the seismic observation systems, NCMC, and Information Center will be prepared.	materials for the tours Word / PPT by March 2022
	Media Campaign	Procedure of conducting this module was tested in the media campaign in Sep-Oct 2021 with the participation of journalists and counterparts of MES and Academy. In the process, trainers are capacitated. Draft materials for conducting this module will be compiled by March 2022. Further elaboration will be made after the media campaign in 2022.	Elaborated version by October 2022 Supplementary PPT by March 2022

Activity 4.3 The Project Team conducts a ToT and the trainings using the developed contents/materials.

Activity 4.3.1 To conduct training of trainers

In this term this activity has not been conducted yet. This activity will be started in April after the development of the detailed plan, modules, and materials.

Activity 4.3.2 To implement training using the developed training materials

As mentioned in Activity 4.2, the trial Medica Campaign was implemented in parallel with its module development from June to October 2021.

Activity 4.3.3 To organize the results of the review by training participants and related people

A module for the Media Campaign was conducted with 11 journalists to validate the process. After the series of activities, feedbacks were collected from the participated journalists. Table 1-2-11 is the summary of the feedbacks.

Table 1-2-11 The summary of the feedback on the Media Campaign

Good points	<ul style="list-style-type: none"> ● In-depth interview was a very good opportunity to think about the issues of a disaster. Journalists could directly feel the scale of the damage, the situation, and the thoughts of the victims. Based on these facts, the work of journalists generally showed the direction of what we should think about as citizens, and the conclusions of measures were clearly stated. ● After conducting literature reviews and finding out the opinions of authoritative organizations and experts through interviews, journalists have conducted in-depth interviews with the victims, and eventually pointed out the social issues and explained their own messages.
Considerations for Improvement	<ul style="list-style-type: none"> ● In the research proposal stage, participants can be encouraged to

	<p>exchange opinions as much as time permits. Peer learnings, such as pairing journalists from the government with journalists from media companies, can be incorporated.</p> <ul style="list-style-type: none"> ● It was good to be able to learn about disaster data, damage data, and information provided by the various departments and observatories of MES, while conducting interviews. It is advisable to prepare database of the resource persons for interviews for the journalists in media companies and have it shared. ● Radio stations and print media nowadays utilize short videos, so that the output of the works can also be the video clips along with articles and audio materials. The possibility of the format of the output products can be explained at the beginning of the Media Campaign session. ● Before preparing the research proposal, compact briefing session can be provided, explaining the possible disaster situations and challenges and issues of disasters in Armenia. ● A platform for journalists to interact with each other can be created. ● During the trial Media Campaign, journalists were free to choose any topic of their interest. As a result, many journalists chose earthquake, especially the vulnerability of the buildings as their own research topic.¹ In the actual training session, the research topics can be split not to overlap. ● Inviting photojournalists to participate in interviews at site can be considered to have appealing photographs in the exhibition. ● For the photo exhibition, more focused theme can be set. ● Photo exhibitions should be held in locations that are easily accessible to citizens. ● Establishing a link with the Rescue Service staff of Marz, and possibility of joint reporting by Marz journalists and journalists from media companies will be considered. ● In the training program, a training for the staff of the Information and Public Relations Division of Marz Administration will be considered so that they can learn how to manage the anniversary events.
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Activity 4.4 The Project Team updates the training plan/program and materials.

Activity 4.4.1 To decide the direction of revision of training programs and training materials

In this term this activity has not been conducted. The activity can start after the completion of Activity 4.3 in June 2022.

Activity 4.4.2 To adjust the consistency with the detailed training plan

In this term this activity has not been conducted. The activity can start after the completion of Activity 4.3 in July.

Activity 4.4.3 To revise the training modules and training materials

In this term this activity has not been conducted. The activity can start after the completion of Activity 4.3 and be completed in October.

¹ To understand the interest of the journalists, JICA Expert Team accepted overlapped topics in the trial.

1-3 Achievement of Output

Here, the achievements of Output 1 and 2 are mentioned according to the indicators in PDM Ver. 1. The achievements of Output 3 and 4 are reviewed based on the indicators developed in the draft PDM Ver. 2 written in the draft Work Plan.

(1) Output 1

1.1 Training programs are developed in the first half of the 1st year of the Project.

This indicator has already been achieved.

1.2 Training is conducted 3 times in the first year of the Project.

This indicator has already been achieved.

1.3 A group of participants prepares a report on the challenges and the solutions.

This indicator has already been achieved.

(2) Output 2

2-1 The detailed plan of the activities for the 2nd and the 3rd years of the Project is developed.

This indicator has already been achieved.

2-2 The approved plan is implemented in the 2nd and the 3rd years of the Project.

This indicator has already been achieved.

(3) Output 3

3-1 Draft SOP is approved by JCC.

The draft SOP was approved by JCC on the 4th of October, 2021. Therefore, this indicator has been achieved.

3-2 Main members who manage the SOP practical exercise are confirmed by JCC.

This indicator has not been achieved yet. In the process of the development of SOP practical training program, JICA Expert Team and WG members will discuss the main members of the training. At present, JICA Expert Team is proposing to conduct an additional training after the revision of the draft SOP, therefore, the main members will be confirmed at the 5th JCC meeting in July, 2022.

3-3 Updated SOP is approved by MES.

This indicator has not been achieved yet. Updating procedure is currently ongoing. The revision work is expected to be finished in May 2022. Approval by MES will take place after that.

(4) Output 4

4-1 Trainers who manage the trainings for journalists are confirmed by JCC.

The indicator has not been achieved yet. At this stage, discussions are held about the candidates among the counterparts being 1) trainers of CMSA, and 2) high-ranking MES officials. Theoretical parts are expected to be taught mainly by the CMSA, while practical parts are expected to be jointly delivered by MES officials and the CMSA.

4.2 Training plan/program is approved by JCC.

The indicator has not been achieved yet. After being tested in the actual training, the training plan / program will be elaborated and submitted to the JCC in December 2022.

4.3 Training material is approved by JCC.

The indicator has not been achieved yet. The complete sets of the training materials will be submitted to the JCC in December 2022 for approval. Currently in this term, semi-practical and practical training modules are under preparation.

1-4 Achievement of the Project Purpose

The achievement of the Project Purpose is reviewed based on the indicators developed in the draft PDM Ver. 2 written in the draft Work Plan.

1. 4 trainers are prepared for practical exercise related to the guidelines.

This achievement has not been accomplished yet. It is assumed that trainers will be selected from the main members of the practical training under Output 3 and the WG members of Output 4. The trainers are selected after the practical exercise in October 2021 under Output 3 and the trial training under Output 4. If necessary, the selected trainers are approved in JCC.

2. MES conducts trainings utilizing the authorized training materials developed in the project.

This achievement has not been accomplished yet. It is necessary to discuss the timing of the approval of the training materials in JCC with the WG members. The materials will be finalized after June 2022, and MES is recommended to make official use of the available materials as needed.

3. MES makes a plan of activity, other than training and exercise, with the agreement of media for the collaboration with media and journalists.

This indicator has not been achieved yet. MES currently releases a 10-minute-long TV program a week. It is considered to utilize this TV program for this indicator. Discussions

are needed for other activities. Organization of the continuation of the media campaign under Output 4 could be considered as a candidate. The intention of MES could be a matter of discussion at the 5th JCC.

1-5 Changes of Risks and Actions for Mitigation

(1) Output 1:

Nothing special

(2) Output 2:

Nothing special

(3) Output 3:

Nothing special

(4) Output 4:

Nothing special

1-6 Progress of Actions undertaken by JICA

Nothing special

1-7 Progress of Actions undertaken by Gov. of the Republic of Armenia

Nothing special

1-8 Progress of Environmental and Social Considerations (if applicable)

Nothing special

1-9 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)

Nothing special

1-10 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs etc.)

Nothing special

2 Delay of Work Schedule and/or Problems (if any)

2-1 Detail

(1) Output 3:

A seven-month extension of the project period was accepted by the JCC members at the JCC meeting on the 4th of October. There is currently no delay in this schedule.

(2) Output 4:

There is no delay in the revised schedule.

2-2 Cause

(1) Output 3:

No delay.

(2) Output 4:

No delay.

2-3 Action to be taken

(1) Output 3:

No delay.

(2) Output 4:

No delay.

2-4 Roles of Responsible Persons/Organization (JICA, Gov. of the Republic of Armenia)

Nothing special

3 Modification of the Project Implementation Plan

3-1 PO

In the fourth JCC, it was agreed that the project duration would be extended and that the project activities would be completed by the end of October 2022. Therefore, PO was revised.

3-2 Other modifications on detailed implementation plan

Nothing special

4 Preparation of Gov. of the Republic of Armenia toward after completion of the Project

Nothing special

II. Project Monitoring Sheet I & II *as Attached*

Project Monitoring Sheet I (Revision of Project Design Matrix)

Project Title: The Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction
Implementing Agency: Ministry of Emergency Situations, the Republic of Armenia (MES)
Target Group: Working Group in the framework of the Project
Period of Project: 3 years
Project Site: The Republic of Armenia (1st stage at Yerevan city)

Version 6
Dated 18 February 2022

Overall Goal	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
<p>Appropriate information on emergencies is provided to population in a timely manner.</p>	<p>1. A training on crisis communication is conducted for 25 persons related to media works at Information Center of MES and/or Crisis Management State Academy during a year. 2. MES prepares awareness raising material/information on crisis communication and provides population with it once a month and when necessary. 3. Information provision is operated in accordance with SOP (only when earthquake,</p>	<p>1. Records of training and number of certificates of training provided at the Information Center of MES. 2. MES's website and social media 3. Website of MES, social media used by MES, other official record, and internal record within MES</p>	<p>Information center of MES is available.</p>		
<p>Project Purpose To strengthen the crisis communication capacity of MES and media by creating a collaborative environment to provide correct information on emergencies in the timely manner.</p>	<p>1. 4 trainers are prepared for practical exercise related to the guidelines. 2. MES conducts trainings utilizing the authorized training materials developed in the project. 3. MES makes a plan of activity, other than training and exercise, with the agreement of media for the collaboration with media and journalists.</p>	<p>1. MM of JCC 2. Report of training 3. Agreed activity plan or related official document</p>	<p>Security conditions in Armenia do not be worsen.</p>	<p>1: This achievement has not to be accomplished yet. It is assumed that trainers will be selected from the main members for the practical training under Output 3 and the WG members of Output 4. 2: The materials will be finalized after June 2022, and it is recommended to MES to make official use of the available materials as needed. 3: It is considered to utilize this TV program for this indicator. For other activities, discussion is needed. The intention of the MES could be a matter for discussion at the 5th JCC.</p>	
<p>Outputs</p>					

<p>1. Challenges for crisis communication and public awareness for disaster risk reduction are identified and their possible solutions are found.</p>	<p>1.1 Training programs are developed in the first half of the 1st year of the Project. 1.2 Training is conducted 3 times in the first year of the Project. 1.3 A group of participants prepares a report on identified challenges and the solutions.</p>	<p>1-1 Training programs 1-2 Records of the trainings 1-3 Report of Detail Planning Survey for the Project</p>	<p>1-1: Achieved 1-2: Achieved 1-3: Achieved</p>
<p>2. The plan of activities from the 2nd year is finalized, and the activities are implemented.</p>	<p>2-1 The detailed plan of the activities for the 2nd and 3rd year of the Project is developed. 2-2 The approved plan is implemented in the 2nd and 3rd year of the Project.</p>	<p>2-1 The detailed plan is approved by JCC. 2-2 Records of the activities</p>	<p>2-1: Achieved 2-2: Achieved</p>
<p>3. SOP (Standard Operation Procedure) on crisis communication in case of earthquake, landslide, and forest fire for MES and the crisis communication guidelines for media are developed and practical training is conducted with the development of training plan based on the SOP and the guidelines in order to finalize the SOP and the guidelines.</p>	<p>3-1 Draft SOP is approved by JCC. 3-2 Main members who manage the SOP practical exercise are confirmed by JCC. 3-3 Updated SOP is approved by MES.</p>	<p>3-1 MM of JCC 3-2 MM of JCC 3-3 Decree of Minister of MES</p>	<p>3.1: The draft SOP was approved by JCC on 4th October 2021. Therefore, this indicator has been achieved. 3-2: This indicator has not been achieved yet. In the process of the development of SOP practical training program, the Project Team will discuss the main members of the training. At present, JICA Expert Team is proposing to conduct an additional training by May 2022, therefore, the main members will be confirmed in 5th JCC in July, 2022. 3-3: This indicator has not been achieved yet. Update procedure is currently ongoing. The revision work is expected to be finished in May 2022. Approval by the MES will take place after that.</p>

<p>4. The training plan/program and materials on crisis communication are developed and the training is conducted based on developed plan/program and material.</p>	<p>4-1 Trainers who manage the trainings for journalists are confirmed by JCC. 4.2 Training plan/program is approved by JCC. 4.3 Training material is approved by JCC.</p>	<p>4-1 MM of JCC 4-2 MM of JCC 4-3 MM of JCC</p>	<p>4-1 This indicator has not been completed. After producing training materials, the trainers will be identified and consulted in the JCC. The candidate trainers will possibly be trainers of the Academy, and high-ranking MES officials. 4-2 Semi-practical and practical training modules has been produced. 4-3 Materials of semi-practical and practical training has been partially produced and processing the materials are under progress till March 2022.</p>
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Activities	Inputs		Pre-Conditions
	The Japanese Side	The Armenian Side	
<p>- Experts 1) Public Awareness - Training in Armenia, Japan, or possibly neighboring countries - Cost</p>	<p>- Allocation of budget 1) Salaries and other allowances for the Armenian counterpart personnel for co-working in Armenia 2) Expenses for utility such as domestic telecommunication, electricity, water supply for the project office</p>	<p>- Allocation of personnel 1) Assignment suitable number of capable counterpart personnel to ensure the effective implementation of the Project - Principal facilities 1) Preparation of air-conditioned office space with one telephone line, internet connection and office furniture (desks and chairs) in MES 2) Facility of training center - Necessary items 1) Access to information necessary for the Project</p>	<p>Security conditions in Armenia do not be worsen.</p> <p>Security conditions in Armenia do not be worsen.</p> <p><Issues and countermeasures> JICA Uzbekistan Office and JICA Expert Team decided that the third JCC will be organized when JICA Expert Team restart visiting Armenia. MES also agreed to it. Therefore, the Work Plan is not officially approved by Japanese side and Armenian side. But the significant parts on Output 3 and 4 were confirmed by JICA Expert Team and MES. Therefore, it was decided to start the activities of Output 3 and 4. According to the progress and the situation in Armenian on COVID-19, the work plan should be revised in order to make the Project effective.</p>
<p>(1-1) The Project Team, including WG members, JICA experts, media and other persons implementing the Project, develop training programs in Armenia, Japan and possibly neighboring countries aiming to learn crisis communication practices in other contexts. (1-2) The Project Team arranges a training and select the most appropriate members including media, to participate in it. (1-3) Training participants make reflections to identify their challenges on the current crisis communication and public awareness for disaster risk reduction and to explore possible solutions. (1-4) The Project Team organizes retreat, targeting journalists to disseminate experience and knowledge obtained during the trainings. (2-1) The Project Team clarifies the need for other activities to be implemented in the Project from the 2nd year, formulate the outlines/ key points for implementation, and evaluate/prioritize the activities. (2-2) (tentative) The project Team develops the detailed plan of activities for the 2nd and 3rd years of the Project, and then, the Project Team finalizes the plan of</p>			

<p>the activities. (2-3) (tentative) The Project Team implements the approved activities. (3-1) The Project Team confirms the need and utility of SOP on crisis communication, learns other cases to develop ideas, and create a skeleton of SOP. (3-2) The Project Team develops the draft SOP. (3-3) The Project Team develops the draft guidelines for media and journalist. (3-4) The project Team conducts a practical exercise on crisis communication using the SOP and the guidelines. (3-5) The Project Team updates the SOP and the guidelines based on the review of the training. (4-1) The Project Team develops a preliminary plan/program of the training and prepares the concept of the material. (4-2) The Project Team develops detailed plan/program and materials of the training. (4-3) The Project Team conducts a To T contents/materials. (4-4) The Project Team updates the training plan/program and materials.</p>		
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Project Monitoring Sheet II (Revision of Plan of Operation)

Version 6
Dated 18 February 2022

Project Title: The Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction		Monitoring																
		2020						2021						2022		Remarks	Issue	Solution
Inputs	Expert	2019		2020		2021		2022		Responsible Organization	Japan	Armenia						
		I	II	III	IV	I	II	III	IV				I	II	III	IV		
Equipment	PC	Actual																
	Printer	Actual																
	Drone	Actual																
	Digital camera	Actual																
	Information collection computer	Actual																
	Information editing computer	Actual																
	Smart TV	Actual																
	Mobile radio	Actual																
	Handheld radio	Actual																
	Training in Japan	Actual																
In-country/Third country Training	Actual																	
Activities		Plan																
Sub-Activities	Actual																	
Output 1: Challenges for crisis communication and public awareness for disaster risk reduction are identified and their possible solutions are		Plan																
1.1 The Project Team, including WG members, JICA experts, media and other persons implementing the Project, develop training programs in Armenia, Japan and possibly neighboring countries aiming to learn crisis communication practices in other contexts.		Plan																
1.1.1 Discussion on the purpose of training programs		Actual																Completed
1.1.2 Development of detail training programs and their timing		Actual																Completed
1.1.3 Description expected trainee participants		Actual																Completed

2.1.1 Sharing expected achievements and outcomes of Output 3 and Output 4	Actual	Completed	
2.1.2 Collection of related information and discussion on important issues	Actual	Completed	
2.1.3 Identification of needs, important issues, prioritized activities	Actual	Completed	
2.2 The project Team develops the detailed plan of activities for the 2nd and 3rd years of the Project, and then, the Project Team finalizes the plan of the activities.	Actual	Completed	
2.2.1 Reconsideration of the outputs and activities for Output 3 and 4	Actual	Completed	
2.2.2 Development of subordinate activities and their schedule	Actual	Completed	
2.2.3 Preparing the document of detailed plan and approval of MES	Actual	Completed	
2.3 The Project Team implements the approved activities.	Actual	Completed	
Output 3: SOP (Standard Operation Procedure) on crisis communication in case of earthquake, landslide, and forest fire for MES and the crisis communication guidelines for media are developed and practical training is conducted with the development of the SOP.			
3.1 The Project Team confirms the need and utility of SOP on crisis communication, learns other cases to develop ideas, and create a skeleton of SOP.	Actual	Completed	
3.1.1 To decide the objectives of crisis communication	Actual	Completed	
3.1.2 To consider and decide the overview of the roles of relevant organizations	Actual	Completed	
3.1.3 To consider types, contents, and transmission ways of information and decide the outline	Actual	Completed	
3.1.4 To review the framework of SOP	Actual	Completed	

<p>3.4.3 To share the guidelines and training scenarios with the training participants</p>	<p>Plan</p>	<p>On 11th October, a briefing session for journalists about the training was held remotely to explain the draft guidelines distributed in advance, the purpose of the training, and the training scenario. Eight journalists from a variety of media including newspapers, television, and radio attended the briefing.</p>	<p>On 11th October, a briefing session for journalists about the training was held remotely to explain the draft guidelines distributed in advance, the purpose of the training, and the training scenario. Eight journalists from a variety of media including newspapers, television, and radio attended the briefing.</p>	<p>Many of the issues pointed out do not directly lead to revisions of the SOP or guideline. JICA Expert Team proposed to conduct another training by May 2022. In the additional training, the items to be checked during the training</p>
<p>3.4.4 To implement the training</p>	<p>Actual</p>	<p>The training was conducted two days, 15th October and 19th October. The training was finished and various issues were found.</p>	<p>The WG member will consider preparing an electronic extract version of guideline that can be viewed on smartphones, tablets, etc., so that important points can be confirmed in a straightforward manner.</p>	<p>JICA Expert Team proposed to conduct another training by May 2022. In the additional training, the items to be checked during the training</p>
<p>3.5 The Project Team updates the SOP and the guidelines based on the review of the training.</p>	<p>Plan</p>	<p>JICA Expert Team prepared a draft plan for the revision of SOP and guideline (revision contents, work process, etc.) and discussed and agreed with the WG members.</p>	<p>Revision work is currently underway according to the plan described in Activity 3.5.1. Revision work will be completed in May 2022.</p>	<p>This activity has not started yet.</p>
<p>3.5.1 To identify the issues subject to revision based on the training contents and review results</p>	<p>Actual</p>	<p>Completed</p>	<p>Completed</p>	<p>Elaboration has been made for the conceptual diagram of the three-dimensional competencies and the structure of the training modules.</p>
<p>3.5.2 To reflect the revised issues in the SOP and the guidelines for finalization</p>	<p>Plan</p>	<p>Completed</p>	<p>Completed</p>	<p>Outlines of the trainings was updated.</p>
<p>3.5.3 To conduct outreach and awareness raising on the revised SOP and guidelines targeting media</p>	<p>Actual</p>	<p>Completed</p>	<p>Completed</p>	<p>There was a request by IPRD that training in Japan on DRR / DRM must be introduced as the incentive of participants of the journalists. Securing one seat for the journalist in the DRR/DRM thematic JICA training is highly recommended.</p>
<p>4.1 The Project Team develops a preliminary plan/program of the training and prepares the concept of the material.</p>	<p>Plan</p>	<p>Minor revision after fixed SOP</p>	<p>Completed</p>	<p>Since this work has been conducted online, inefficiency exists.</p>
<p>4.1.1 To reorganize the issues on crisis communication and the needs of related organizations</p>	<p>Actual</p>	<p>Completed</p>	<p>Completed</p>	<p>There was a request by IPRD that training in Japan on DRR / DRM must be introduced as the incentive of participants of the journalists. Securing one seat for the journalist in the DRR/DRM thematic JICA training is highly recommended.</p>
<p>4.1.2 To reorganize the concept and the future functions of the information center</p>	<p>Plan</p>	<p>Completed</p>	<p>Completed</p>	<p>Since this work has been conducted online, inefficiency exists.</p>
<p>4.1.3 To set the training strategy, overall goals, purposes, and the target group</p>	<p>Actual</p>	<p>Completed</p>	<p>Completed</p>	<p>Since this work has been conducted online, inefficiency exists.</p>
<p>4.1.4 To develop training modules and the concept of training materials</p>	<p>Plan</p>	<p>Completed</p>	<p>Completed</p>	<p>Since this work has been conducted online, inefficiency exists.</p>
<p>4.2 The Project Team develops detailed plan/program and materials of the training.</p>	<p>Actual</p>	<p>Completed</p>	<p>Completed</p>	<p>Since this work has been conducted online, inefficiency exists.</p>
<p>4.2.1 To develop a detailed training plan on crisis communication</p>	<p>Plan</p>	<p>Completed</p>	<p>Completed</p>	<p>Since this work has been conducted online, inefficiency exists.</p>
<p>4.2.2 To develop training modules</p>	<p>Actual</p>	<p>Completed</p>	<p>Completed</p>	<p>Since this work has been conducted online, inefficiency exists.</p>

Output 4: The training plan/program and materials on crisis communication are developed and the training is conducted based on

Plan	Actual	2019	2020				2021				2022				Revisions	Remarks	Issue	Solution
			I	II	III	IV	I	II	III	IV	I	II	III	IV				
4.2.3 To develop training materials																		
4.3 The Project Team conducts a ToT and the trainings using the developed contents/materials.																		
4.3.1 To conduct training of trainers																		
4.3.2 To implement training using the developed training materials																		
4.3.3 To organize the results of the review by training participants and related people																		
4.4 The Project Team updates the training plan/program and materials.																		
4.4.1 To decide the direction of revision of training programs and training materials																		
4.4.2 To adjust the consistency with the detailed training plan																		
4.4.3 To revise the training modules and training materials																		

Duration / Phasing

Plan	Actual	2019	2020				2021				2022				Revisions	Remarks	Issue	Solution
			I	II	III	IV	I	II	III	IV	I	II	III	IV				
Monitoring Plan																		
Monitoring																		
Joint Coordination Committee																		
Set-up the Detailed Plan of Operation																		
Submission of Monitoring Sheet																		
Monitoring Mission from Japan																		
Joint Monitoring																		
Post Monitoring																		
Reports/Documents																		
Progress Report																		
Project Completion Report																		
Public Relations																		

TO CR of JICA Uzbekistan OFFICE**PROJECT MONITORING SHEET**

Project Title : The Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction

Version of the Sheet: Ver. 7 (Term: January, 2022 - June, 2022)

Name: Koichi Shiwaku

Title: Chief Advisor

Submission Date: August 1, 2022

Abbreviation

The abbreviations used in this Monitoring Sheet are shown in the following table.

Abbreviation	English
911 CC	911 Call Center
CD	Civil Defense
CMSA	Crisis Management State Academy
DO	Duty Officer
ES	Emergency Situations
FRD	Firefighting Rescue Detachment
“HMMC” SNCO	“Hydrometeorology and Monitoring Center” State Non-Commercial Organization
IPRD	Information and Public Relations Division
IPSD	Information Provision and Statistics Division, NCMC
JCC	Joint Coordination Committee
LMWS	Landslide Automatic Monitoring and Warning System
LSGB	Local Self-Government Bodies
MES	Ministry of Emergency Situations of the Republic of Armenia
MoD	Ministry of Defense
MPD	Monitoring and Prediction Division, NCMC
NCMC	National Crisis Management Center
OS, HOS	Operative Shift, Head of Operative Shift
OT	Operative Team
PDM	Project Design Matrix
PPD	Population Protection Department of RS
RCMC	Regional Crisis Management Center
RGB	Regional Government Body
RRD	Regional Rescue Department
RS	Rescue Service
SGB	State Government Body
SIFs	Special Important Facilities
SPTS	Seismic Protection Territorial Survey

Abbreviation	English
TP	Template
WG	Working Group

I. Summary

1 Progress

1-1 Progress of Inputs

(1) Assignment of Expert

Dispatch of Experts

The following dispatches of JICA Expert Team members were conducted in this monitoring period.

Position	Name	Period of assignment
Chief Advisor/ DRR Public Awareness	Koichi Shiwaku	2nd April, 2022 to 29th April, 2022
Deputy Chief Advisor/ DRR Public Awareness	Fumio Kaneko (Till March 31st, 2022)	No dispatch
Deputy Chief Advisor/ DRR Public Awareness	Jun Matsuo (From April 1st, 2022)	No dispatch
DRR SOP	Osamu Nishii	26th January, 2022 to 24th February, 2022 25th April, 2022 to 24th May, 2022
DRR SOP Support	Natsuko Sekiguchi	8th March, 2022 to 6th March, 2022
DRR Training	Tomoko Shaw	19th January, 2022 to 17th February, 2022 17th May, 2022 to 15th June, 2022
Coordinator/ Public relations	Jun Matsuo	16th April, 2022 to 15th May, 2022

(2) Assignment of Counterpart

The current list of officials from the Armenian side in charge of the Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction (hereinafter referred to as “the Project”) is as follows.

JCC members

1. Project Director: Davit Hambaryan, Deputy Minister of MES
2. Project Manager: Grisha Kostanyan, Press Secretary to the Minister of Emergency Situations, Head of IPRD of MES
3. Hamlet Matevosyan, Rector of CMSA of MES
4. Not decided yet, Head of Foreign Relations Department of MES

WG members

Output 3 WG members

1. Arsen Mkrtchyan, Head of NCMC of MES
2. Gohar Khanvelyan, Chief specialist of IPRD of MES
3. Sargis Kyureghyan, Deputy Rector of CMSA of MES
4. Armen Dashyan, Deputy Head of Population Protection and Disaster Risk Reduction Department of RS of MES
5. Hovhannes Hovhannisyanyan, Head of Emergency Situations Planning Division of Population Protection and Disaster Risk Reduction Department of RS of MES
6. Meri Arakelyan, Head of the Division of Autonomous Management Systems of the Department of Service Organization of RS of MES
7. Liana Abrahamyan, Head of Information Provision and Statistics Division of NCMC of RS of MES
8. Anna Hakobyan, Instructor for posting of information on the website, Information Provision and Statistics Division of NCMC of RS of MES
9. Mariam Margaryan, Junior instructor for posting of information on the website, Information Provision and Statistics Division of NCMC of RS of MES
10. Siranush Barseghyan, Chief specialist of IPRD of MES
11. Irina Aleyan, Leading specialist of IPRD of MES

Output 4 WG members

1. Sargis Kyureghyan, Deputy Rector of CMSA of MES
2. Gohar Khanvelyan, Chief specialist of IPRD of MES
3. Hakob Hakobyan, Head of Natural Disasters Division of Population Protection and Disaster Risk Reduction Department of RS of MES
4. Syuzanna Hakobyan, Chief Instructor of the Division of Analysis and Coordination of Programs and Plans of the Department of Organization of Service of RS of MES
5. Aram Zakaryan, journalist of 911tert.am webpage of MES and cmsa.am webpage of CMSA of MES
6. Irina Aleyan, Leading specialist of IPRD of MES

1-2 Progress of Activities

(1) Overall of the Project

1) JCC Meeting

A JCC meeting was not organized in this monitoring period. The fifth JCC meeting will be organized in July 2022.

2) Procurement of Equipment

JICA accepted the procurement of equipment proposed by JICA Expert Team. JICA Expert Team started the procurement in November 2020. All sets of equipment shown in Table 1-2-1 were procured in the previous monitoring period. The procured equipment is used for the project activities under the control of JICA Expert Team.

Table 1-2-1 The procurement status

Equipment	Product	Status
Drone	Mavic 2 Enterprise	Procured in 2021
Digital camera	Canon EOS 5d mark iv	Procured in 2020
Information collection computer	Dell Latitude 7424 Rugged	Procured in 2020
Information editing computer	ZenBook Pro 15 UX550G	Procured in 2020
Smart TV	SONY KD-85XG9505	Procured in 2020
Mobile radio	Hytera - MD785G(H)	Procured in 2020
Handheld radio	Hytera - HYT PD685	Procured in 2020

3) Activities aimed at Public Relations for the Project

In the Project a new website with its structure and framework was developed (refer to Figure 1-2-1). The contents of the website should be uploaded by MES during and after the Project.

Before the launching of the website, it was planned to conduct a training for IPRD personnel twice. The first training was conducted for two persons of IPRD on the 11th of May 2022. During the training JET explained the overview of the website and the management thereof, such as uploading the contents, articles, disaster event information, etc.

By the way, in this website, disaster location maps, such as those for earthquakes, landslides, or forest fires, were developed with the cooperation among SPTS, IPRD and so on. The Figure 1-2-2 shows an example of seismic source distribution map.

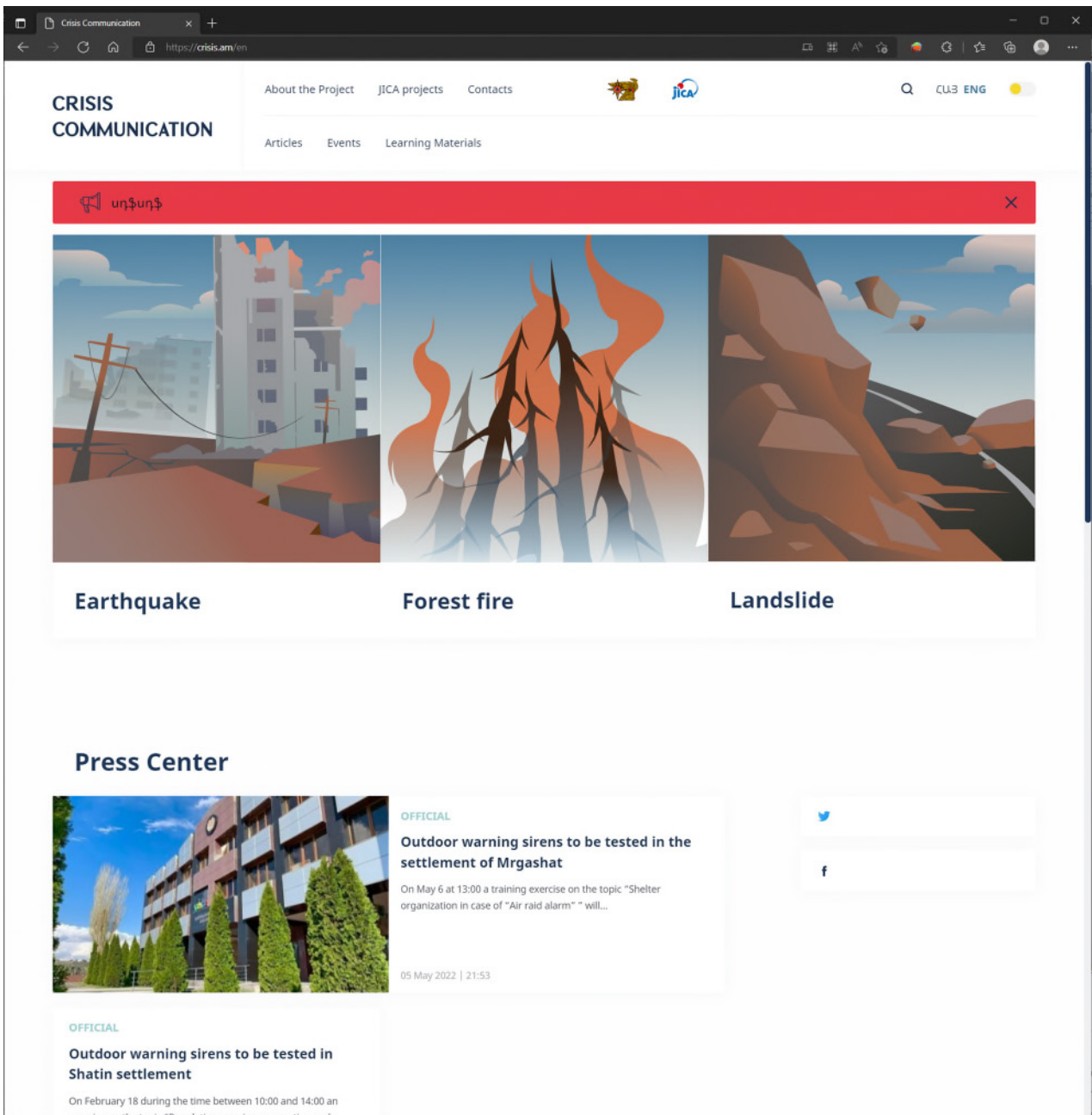


Figure 1-2-1 The design of the top page

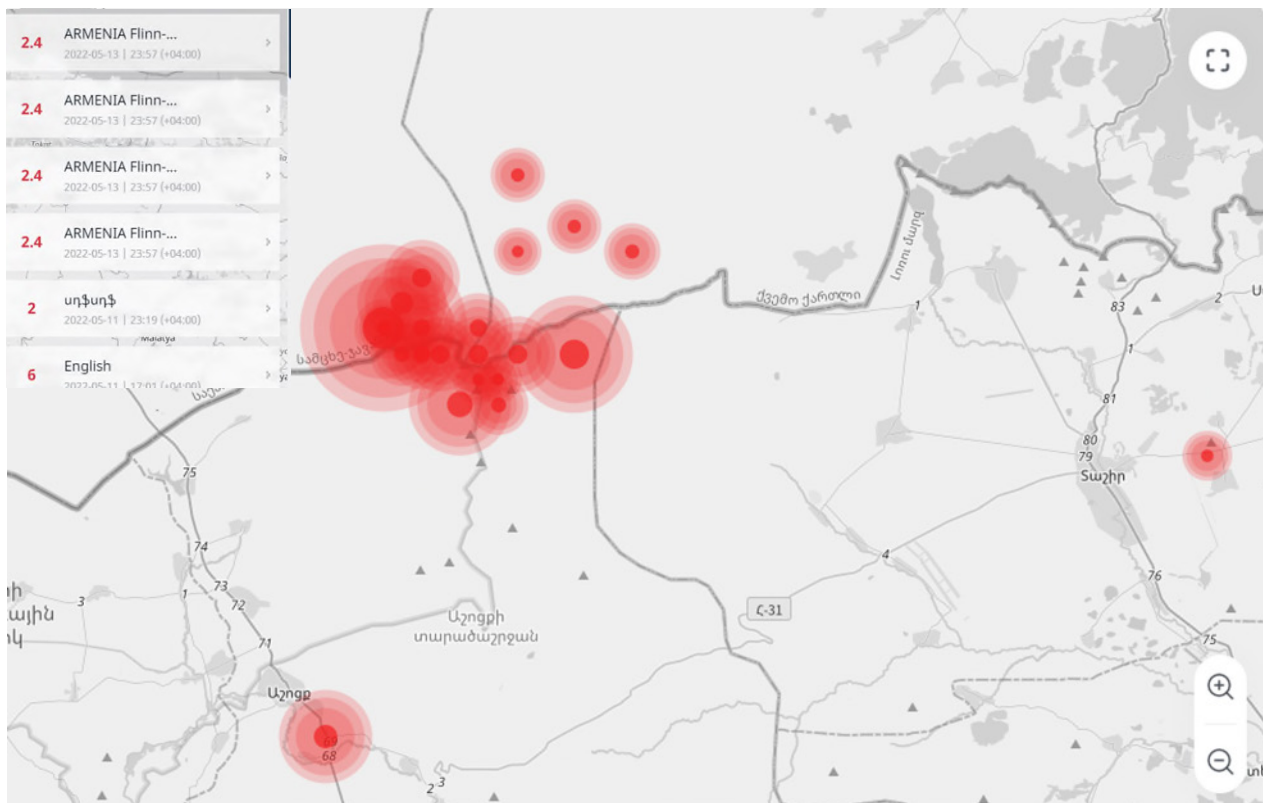


Figure 1-2-2 Distribution of the seismic source

In addition to the website, the seismic intensity display system in Yerevan is being developed with NCMC and IPRD. In Armenia, the information on seismic source is published within 30 minutes after the moment of the occurrence of the earthquake. Using this information, MES try to display the seismic intensity information in NCMC with the use of a software. During the project, the software was modified to include additional functions, such as zoom function, auto scale, addition of the road, based on the comments of NCMC and IPRD (refer to Figure 1-2-3).

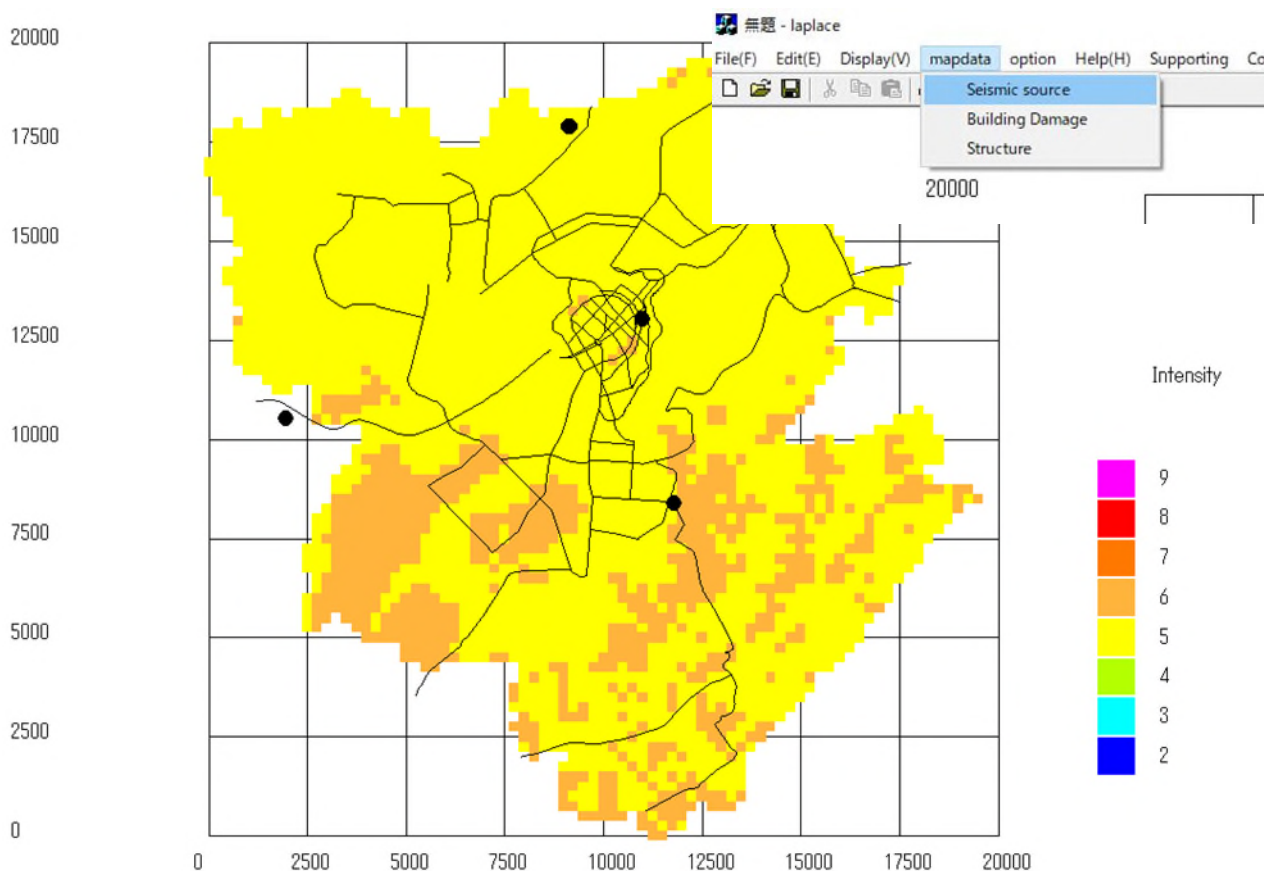


Figure 1-2-3 The seismic intensity display system in Yerevan

Inputting seismic source data, latitude, longitude, depth and magnitude, the system can be displayed. (Sample,13, Feb 2021)

(2) Output 1: Challenges for crisis communication and public awareness for disaster risk reduction are identified and their possible solutions are emerged.

Activity 1.1 The Project Team, including WG members, JICA experts, media and other persons implementing the Project, develop training programs in Armenia, Japan and possibly neighboring countries aiming to learn crisis communication practices in other contexts.

Activity 1.1.1 Discussion on the purpose of training programs

There is no progress since the activity was completed.

Activity 1.1.2 Development of detailed training programs and their timing.

There is no progress since the activity was completed.

Activity 1.1.3 Deciding expected training participants

There is no progress since the activity was completed.

Activity 1.2 The Project Team arranges a training and selects the most appropriate members including media, to participate in it.

Activity 1.2.1 Deciding venue and preparation for training implementation

There is no progress since the activity was completed.

Activity 1.2.2 Sending invitation to training participants

There is no progress since the activity was completed.

Activity 1.2.3 Implementation of training

There is no progress since the activity was completed.

Activity 1.3 Training participants make reflections to identify their challenges on the current crisis communication and public awareness for disaster risk reduction and to explore possible solutions.

Activity 1.3.1 Deciding methodology for exploring possible solutions

There is no progress since the activity was completed.

Activity 1.3.2 Analysis of challenges and possible solutions

There is no progress since the activity was completed.

Activity 1.3.3 Making report of analysis

There is no progress since the activity was completed.

Activity 1.4 The Project Team organizes retreat, targeting journalists to disseminate experience and knowledge obtained during the trainings.

Activity 1.4.1 Discussion on the important issues on crisis management in Armenia

There is no progress since the activity was completed.

Activity 1.4.2 Preparation of contents to disseminate experiences

There is no progress since the activity was completed.

Activity 1.4.3 Dissemination of experiences through website, social media, etc.

There is no progress since the activity was completed.

(3) Output 2: The plan of activities from the 2nd year is finalized, and the activities are implemented.

Activity 2.1 The Project Team clarifies the need for other activities to be implemented

in the Project from the 2nd year, formulates the outlines/ key points for implementation, and evaluates/ prioritizes the activities.

Activity 2.1.1 Sharing the expected achievements and outcomes of Output 3 and Output 4

There is no progress since the activity was completed.

Activity 2.1.2 Collection of the related information and discussion on important issues

There is no progress since the activity was completed.

Activity 2.1.3 Identification of needs, important issues, prioritized activities

There is no progress since the activity was completed.

Activity 2.2 The project Team develops the detailed plan of activities for the 2nd and 3rd years of the Project, and then, the Project Team finalizes the plan of the activities.

Activity 2.2.1 Reconsideration of the outputs and activities for Output 3 and 4

There is no progress since the activity was completed.

Activity 2.2.2 Development of subordinate activities and their schedule

There is no progress since the activity was completed.

Activity 2.2.3 Preparing the document of the detailed plan and approval of MES

There is no progress since the activity was completed.

Activity 2.3 The Project Team implements the approved activities.

This activity means the implementation of Output 3 and 4. Therefore, nothing is written here.

(4) Output 3: SOP (Standard Operation Procedure) on crisis communication in case of earthquake, landslide and forest fire for MES and the crisis communication guidelines for media are developed, and a practical exercise is conducted with the development of an exercise plan based on the SOP and the guidelines in order to finalize the SOP and the guidelines.

Activity 3.1 The Project Team confirms the need and utility of SOP on crisis communication, learns other cases to develop ideas, and creates a skeleton of SOP.

Activity 3.1.1 To decide the objectives of crisis communication

There is no progress since the activity was completed.

Activity 3.1.2 To consider and decide the overview of the roles of relevant organizations

There is no progress since the activity was completed.

Activity 3.1.3 To consider types, contents, and transmission ways of information and decide the outline

There is no progress since the activity was completed.

Activity 3.1.4 To develop the framework of SOP

There is no progress since the activity was completed.

Activity 3.2 The Project Team develops the draft SOP

Activity 3.2.1 To consider the contents of SOP

There is no progress since the activity was completed.

Activity 3.2.2 To evaluate the risks of three disasters (earthquake, landslide, and forest fire) and prepare disaster scenario

There is no progress since the activity was completed.

Activity 3.2.3 To decide the information to be collected, source of information, and ways of its collection based on the developed scenario

There is no progress since the activity was completed.

Activity 3.2.4 To decide the destination of information, items to be transmitted, and ways of transmission based on the developed scenario

There is no progress since the activity was completed.

Activity 3.2.5 To develop the draft SOP

There is no progress since the activity was completed.

Activity 3.3 The Project Team develops the draft guidelines for media and journalist.

Activity 3.3.1 To rearrange the issues of crisis communication conducted by media

There is no progress since the activity was completed.

Activity 3.3.2 To consider the purpose and contents of the guidelines

There is no progress since the activity was completed.

Activity 3.3.3 To develop the draft guidelines

There is no progress since the activity was completed.

Activity 3.4 The project Team conducts a practical exercise on crisis communication using the SOP and the guidelines.

Activity 3.4.1 To consider the roles of NCMC, IPRD and media in the exercise

There is no progress since the activity was completed.

Activity 3.4.2 To decide the exercise sites for each disaster and formulate the exercise scenario

In the previous monitoring period, the first exercise was conducted in the field with use of the equipment procured in the Project in order to collect information in assumed disaster sites. The information was processed in MES. Through the discussion with MES, it was decided the second exercise was conducted to verify the contents of the SOP and the guidelines. Therefore, it was planned to conduct the exercise within MES without exercise in the field. The objectives of the exercise were:

- ✓ to check the unnecessary actions mentioned in the SOP and the necessary ones not mentioned therein
- ✓ to check the appropriateness of the order of actions mentioned in the SOP
- ✓ to check the appropriateness of the timing of actions mentioned in the SOP
- ✓ to check the contents of the guidelines for journalists

To achieve the objectives related to the SOP mentioned above, the SOP would be used for the exercise scenario. In addition, a scenario for each disaster was prepared by JICA Expert Team. The documents regarding information provided from outside sources, including information about the disaster and the timing of its provision, were also prepared for each disaster.

Activity 3.4.3 To share the guidelines and exercise scenarios with the exercise participants

JICA Expert Team organized briefing sessions for the responsible persons of IPRD and NCMC separately in April 2022 to explain the objectives of the exercise and the method of conducting it.



Figure 1-2-4 Briefing for the responsible persons of MES

JICA Expert Team employed journalists as local consultants. JICA Expert Team explained the process of the exercise to and shared the guidelines with them. They reviewed the contents and confirmed whether the guidelines were enough to write a disaster report. Then, JICA Expert Team conducted an interview with each of them to find out their review points.

Activity 3.4.4 To implement the exercise

The exercises were conducted for forest fire, earthquake, and landslide on the 19th, the 20th, and the 22nd of April 2022, respectively. Around 10 persons of IPRD and 25 persons of NCMC participated in each of the exercises. 4 journalists, including local consultant, also joined the exercise, especially, for press conference and article preparation.

After the exercise, JET confirmed with local consultants whether the contents of the guidelines should be reconsidered or not. One of the comments from the local consultants was to mention the information source that journalists should use.

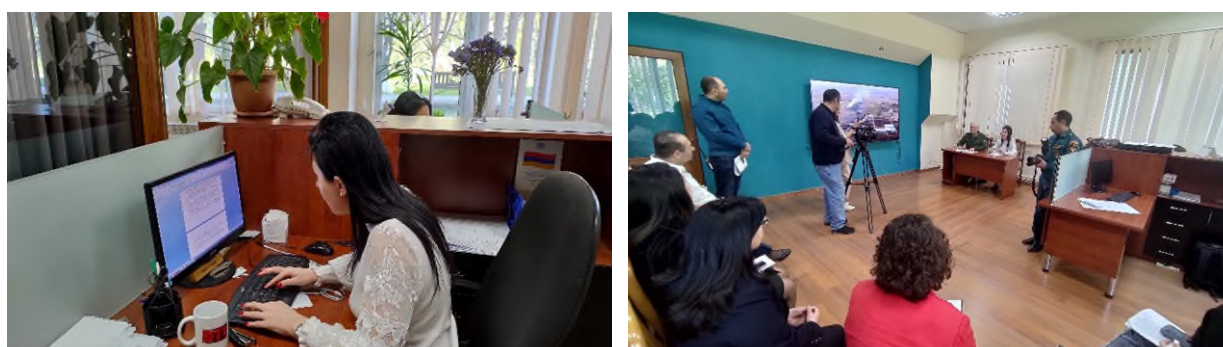
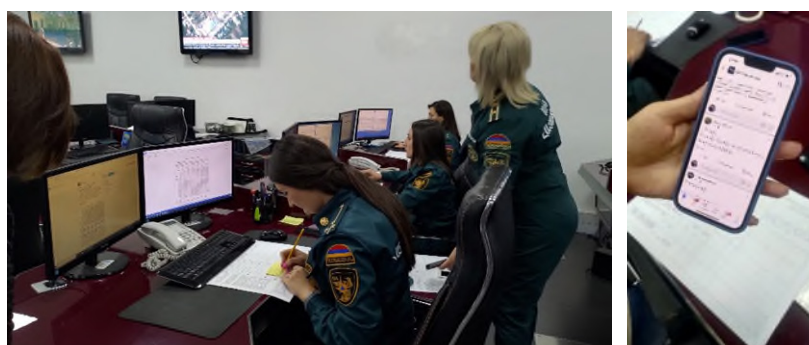


Figure 1-2-5 Conducting exercise

Top-left: Preparing information to publish on social media, Top-right: Information published on social media, Bottom-left: Preparing manuscript for press conference, and Bottom-right: Press conference

Activity 3.5 The Project Team updates the SOP and the guidelines based on the review of the exercise.

Activity 3.5.1 To identify the issues subject to revision based on the exercise contents and review results

After the exercise, JICA Expert Team discussed the results and procedures of the exercise and summarized the major points for the revision of the SOP, as shown in Table 1-2-2. Then, JICA Expert Team and MES confirmed these points and decided to reflect them in the SOP.

To test the SOP of earthquakes, the exercise was conducted for a large-scale earthquake. SOP prepares the procedures for small- and medium-scale earthquake but the exercise for these two scales of earthquake was not conducted. The procedures for a large-scale earthquake handle a larger volume of information, compared to cases of a small- and a medium-scale earthquake. It means the procedures for a large-scale earthquake is more complicated. Therefore, it was concluded between JICA Expert Team and MES that the major points identified during the exercise on a large-scale earthquake were considered to apply to the SOP of small- and medium-scale earthquakes and finalize the SOP on small- and medium-scale earthquakes in accordance with the major points in common and large-scale earthquake.

Table 1-2-2 Directions of revision of SOP

Disaster	Major revision on SOP
Common	<ul style="list-style-type: none"> ✓ In terms of some actions, it is unclear whether IPRD or IPSD is responsible for the dissemination of information on the website and social media. Therefore, the entity is clarified for relevant actions. Yet, there are still some issues to be clarified. ✓ Information regarding the response to the public needs to be released as soon as possible. Therefore, its timing is changed. ✓ Checking social media and online media begins immediately after a disaster. ✓ IPRD monitors media in normal time and during disasters. IPSD also carries out monitoring in regard to accidents. Information sharing and cooperation is carried out. ✓ In case there is damage information on internet, it is planned for IPRD to share such information with the head of OS. The information is posted on the website only after verification of its authenticity.
Earthquake	<ul style="list-style-type: none"> ✓ The timing of earthquake information dissemination by IPSD is changed because it takes more time for RSSP to disseminate earthquake information. ✓ It was found that MFD of NCMC needs more time to prepare maps using GIS. Therefore, actions related to maps continue to be carried out with or without maps. ✓ It was planned for IPRD to respond to media prior to the press conference but responding to media can hardly be possible immediately after a disaster. Therefore, this activity is deleted.
Landslide	<ul style="list-style-type: none"> ✓ Damage information issued by the local government and related organizations was to go into IPRD and OS, but was centralized in OS.
Forest fire	<ul style="list-style-type: none"> ✓ A journalist commented that the map provided by MES was not understandable. Since NCMC is able to use satellite images, maps are created based on satellite images

	<p>(satellite images have recently become available in MES).</p> <ul style="list-style-type: none"> ✓ Activity to inform media on the occurrence of a forest fire was not mentioned and is included. ✓ The timing for issuing detailed information on forest fire is not specified and information is issued regularly as soon as it is received.
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As mentioned before, JICA Expert Team conducted interviews with local consultants on the draft guidelines before and after the exercise. The following comments were provided.

- ✓ There is no major problem with the contents.
- ✓ Previously, they thought it important to write articles about damages caused by disasters. But the guidelines made it possible to write articles including information on emergency response and recovery and that necessary for the public.
- ✓ To improve the guidelines it is proposed to:
 - describe the role of disaster reporting more clearly
 - include a description on information source
- ✓ Since there is a possibility that the guidelines can be used as an educational material for university students, it is better to use expressions that are understandable for students.

In addition to local consultants, journalists also participated in the practical exercise. The journalists had not reviewed the guidelines beforehand and the exercise was conducted under the impression that they did not have the knowledge described in the guidelines. After the exercise, JICA Expert Team reviewed the articles that journalists wrote during the exercise. The articles included what MES announced on its website, social media and during at the press conference. However, many of the articles did not describe the actions to be taken by people or the information that people needed. On the other hand, a local consultant who had reviewed the guidelines beforehand prepared an article that covered information needed by people.

PM mentioned that journalists in Armenia have a basic knowledge on writing articles since they learn it in universities. PM also confirmed that the guidelines developed in the Project has enough contents and that the ability on writing disaster related articles can be improved through the training on the guidelines. JICA Expert Team agreed to PM's idea.

Finally, it was decided that MES would study the guidelines reviewed by local consultants and reflect some of their revisions in the guidelines to finalize it.

Activity 3.5.2 To reflect the revised issues in the SOP and the guidelines for finalization

<SOP>

Tables of Activity sheets, which summarize how NCMC and IPRD personnel handle information about disasters, were revised in accordance with the directions for the revision

summarized in Table 1-2-2. Figures of Multi organizational timeline, which shows the flow of information between the various organizations, were also revised in the same manner. The figures of timeline are somewhat difficult to edit and therefore currently they are being simplified with a view to future revisions of SOP. It should be completed by the end of August.

Table 1-2-3 and Figure 1-2-6 show examples of the revised Activity sheet and Multi organizational timeline, respectively.

Table 1-2-3 Activity sheet of each department of NCMC (partial, earthquake case)

No	Activity	«T» +	Information source	Destination	Means of Communication
911 Call Center					
1	Fill the information received from citizens in the template for the call (Template-1).	upon receiving	citizens	911 operator	“911” telephone, “911” SMS
2	Pass the filled-in templates according to the order described in the directive of OS of 911 CC	upon filling	911 operator	911 CC SD or dispatcher	by hand
3	Identify the event from calling citizens by obtaining the data defined by the order N68 of the Minister of ES of RA. In case of landslide outside the settlements, find out the appropriate ways to approach it, the availability of nearby infrastructure (railway, railway, engineering structures, water, gas, electricity supply lines, telephone and internet cables, pillars, retaining walls), which have been or may be damaged.	upon receiving	citizens		“911” telephone
4	Process the data contained in the templates and submit it to the OS staff in an arranged way.	upon arranging		HOS of NCMC or senior instructor	by hand or internal network
5	If callers are in the vicinity of the landslide, urge them to leave the area, notifying people in the area as much as possible along the way.	according to situation		citizens	“911” telephone
OS					
6	Transmit the data to DPPIW, MFD and inform the IPRD if forecast data such as heavy rains, long rains, sudden snow melting, bad weather and deteriorating hydrological conditions are received.	upon receiving	DO of “HMMC” SNCO, OS of RCMC	DOs of IPSD, MFD, IPRD	telephone, internal network
7	Inform the OSs of the relevant RCMC and the DO of PPD about the existing/potential risks, threats and the deterioration of the meteorological and hydrological situation in that area by providing data with maps when you receiving a report on possible developments from MFD. Prepare a package of data on the situation with the mentioned supporting info, including the possible consequences in case of deterioration of the situation, and report to the leadership.	upon receiving	MFD	OS of RCMC, PPD, Head of NCMC, Minister of ES, Director of RS	telephone, internal network, by hand
8	Prepare a short message corresponding to the risks of the situation (according to the defined formats) and ensure its provision to the DOs of ES and CD by the use of SMS system, and also provide the necessary data to the DOs of mobile operators.	based on the situation		Citizens, DOs of ES and CD, mobile operators	SMS system, telephone
9	Find the location of landslide in the mapping system identified and study potential hazards and risks by the database (including the GIS) after receiving a landslide activation report from the RCMCs.	5 - 10 minutes	RCMC, 911 CC, LSGB, LMWS		telephone, by hand, orally, internal network
10	If no information on the landslide activation is received from the RCMC serving the area, please contact the RCMC yourself. Check the subdivisions that responded, the situation created, the existence of possible damages, as well as the measures taken, being taken or planned.	upon receiving calls	OS of NCMC (FRD)		all means of communications as appropriate
11	Report to the Minister of ES and the Director of RS on received information and data about landslide, preliminary description of the created situation as well as the possible hazards and risks identified by the mapping system. Provide that information to DPPIW, heads of PPD, IPSD and IPRD. Upload the information to the database.	10 minutes		Minister of ES, Director of RS, PPD, IPSD, IPRD	telephone, radio, internal network
12	In case of traffic disruption, occurrence of secondary affecting factors, prepare a short message with an appropriate content and send it to DOs in the field of ES and CD, and then to mobile operators to start and implement the public awareness process.	15 minutes	RCMC, OT of RCMC “911” CC FRD, citizens (witnesses)	citizens, related DOs	telephone, SMS system
13	Check the meteorological situation and forecasts in the given region, and also the frequency of receiving forecasts. In case of reduced or limited visibility (fog, heavy precipitation, cut-off terrain, winding road, natural and artificial and other barriers to view) involve the police, DOs of LSGBs, citizens, locals to organize traffic safety in the areas of approach to the scene as soon as possible.	1	DO of “HMMC” SNCO	Police, DO of LSGB, calling citizens	all means of communications as appropriate
14	In case of activation of large or huge landslides, when there are destructions, damages, losses or there is a threat of their occurrence:				
MFD					
15	Monitor the meteorological and hydrological situation in landslide-prone areas by entering the forecast data received from the “HMMC” SNCO, the head of NCMC and HOS into the GIS database.	upon receiving	“HMMC” SNCO, Head of NCMC, HOS		telephone, email
16	Compare them with the observations of the previous years in the database, study the results, report on the work done to the head of NCMC, HOS, presenting diagrams with hazardous indexes.	upon receiving		Head of NCMC, HOS	internal network, verbally
17	Enter the data on the landslide received from NCMC OS into the GIS, prepare the relevant GIS layers, maps (infrastructure, hydrological network, settlements, NGOs, engineering structures, etc.) for application.	20 - 40 minutes	OS of NCMC		internal network
18	In case of receiving information on consequences, enter them in the GIS, analyze and arrange them, juxtaposing them with the necessary layers.	upon receiving	OS of NCMC, SD of 911 CC, DO for statistics of IPSD		telephone, internal network

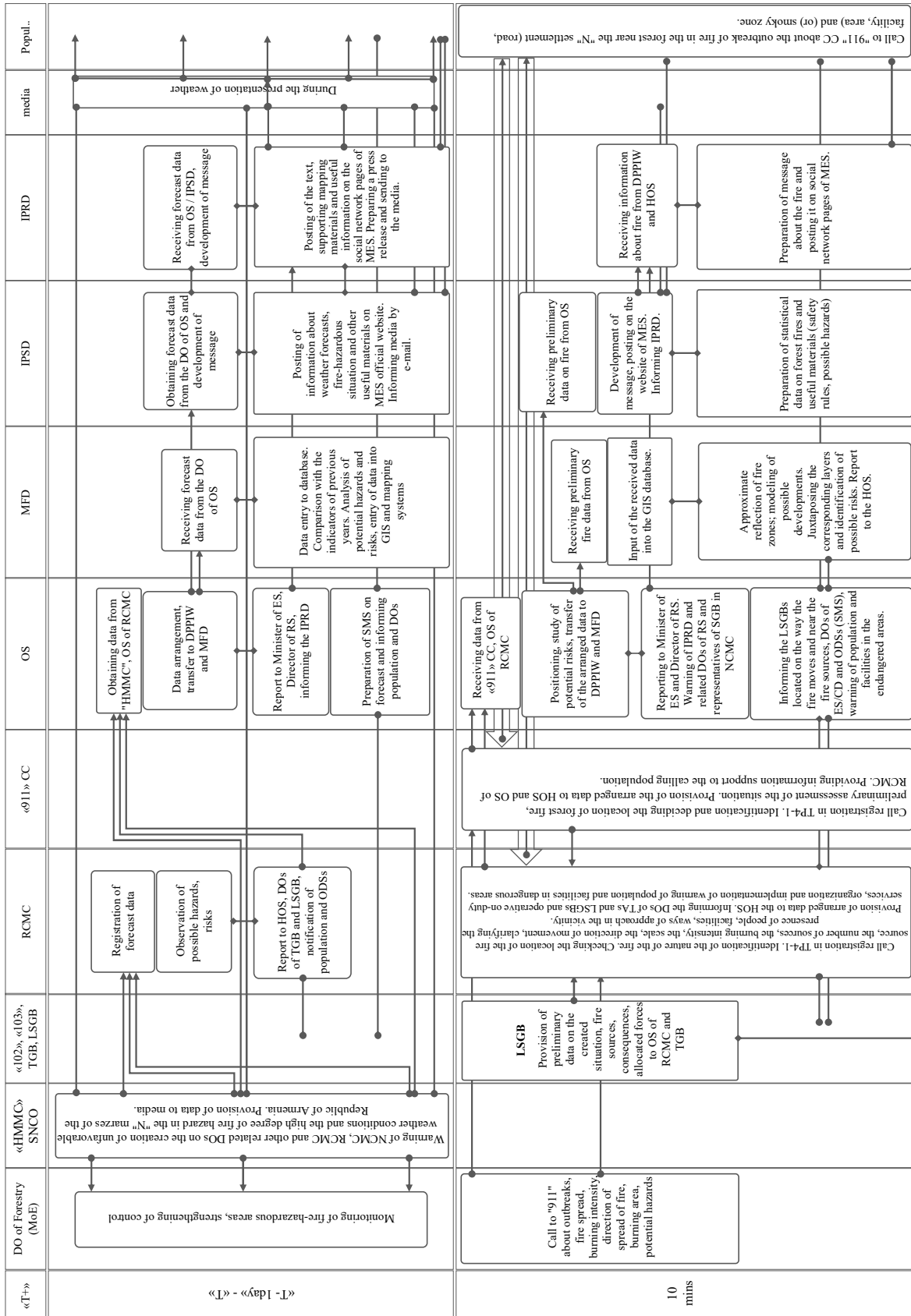


Figure 1-2-6 Multi organizational timeline (partial, in case of forest fire)

Furthermore, with regard to the main text of the Draft SOP, WG members commented that the Introduction and Chapter 1 (outline) were too long with many unnecessary parts. Therefore, with the support of JET, WG members significantly revised the structure of the chapters. The main changes are that Chapter 1 and Chapter 2 were merged and renamed as “Introduction”, and Chapter 7 was moved to Appendix because this chapter does not describe the information transfer procedure that should be in the main text of the SOP. Table 1-2-4 shows a comparison of the chapter structure before and after the revision.

Table 1-2-4 Comparison of structure of chapters between draft SOP and revised SOP

Draft SOP		Revised version SOP	
Chapter 1 Introduction	1.1 Background 1.2 Objectives 1.3 Expected Users 1.4 Type of Disasters 1.5 Terminology	Preface Introduction	1. Objectives 2. Scope of Crisis Communication Framework 3. Expected Beneficiaries 4. Type of Disasters
Chapter 2 The Outline of Crisis Communication	2.1 The Definition of Crisis Communication 2.2 The Goal of Crisis Communication 2.3 The Role of Organizations Related to Crisis Communication 2.3.1 The Role of State Bodies in Crisis Communication 2.4 Crisis Communication by Stages, by Nature of Information		
Chapter 3 Crisis Communication Implemented by MES	3.1 Crisis Communication Implemented by NCMC 3.2 Crisis Communication Implemented by IPRD 3.3 Crisis Communication Implemented by Other Related Bodies and Departments	Chapter 1 The Crisis Communication Framework	1.1 Roles and Responsibilities / Organization in MES 1.1.1 Crisis Communication by NCMC 1.1.2 Crisis Communication by IPRD 1.2 Crisis Communication by Other Concerned
Chapter 4 Collection, Receipt and Processing of Information on Disaster	4.1 Earthquake 4.1.1 Collection, Sources and Content of Information 4.1.2 Processing of Data 4.2 Landslide 4.2.1 Collection, Sources and Content of Information 4.2.2 Processing Procedure 4.3 Forest Fire 4.3.1 Collection, Sources and Content of Information 4.3.2 Processing Procedure	Chapter 2 Collection, Receipt and Processing of Information on Disaster	2.1 Source of Information 2.2 Hazard, Risk and Disaster Information 2.2.1 Earthquake 2.2.2 Landslide 2.2.3 Forest Fire
Chapter 5 Provision of information to Citizens	5.1 The Purpose and the Main Points of Provision of Information to Citizens 5.2 Content of Information Provided to Citizens 5.3 Methods and Procedure of Information Provision 5.3.1 Website 5.3.2 Social Media 5.3.3 Cooperation with Media 5.3.4 Short Messages 5.3.5 Alarming System	Chapter 3 Provision of Information to the Public	3.1 Information Dissemination in Disasters 3.2 Content of Information Provided to the Public 3.3 Procedure and Means of Information Dissemination 3.3.1 Official Website 3.3.2 Social Media 3.3.3 Short Messages Service (SMS) 3.3.4 Alerting System 3.3.5 Mass Media 3.4 Operation Procedures in IPRD
Chapter 6 Cooperation with	6.1 The Goal of Provision of Information to Media	Chapter 4 Cooperation with	4.1 Policy of Working with Media 4.2 Means of Providing Information to

Media	6.2 Brief Description of Implementation 6.2.1 Earthquake 6.2.2 Landslide 6.2.3 Forest Fire 6.3 Methods and Procedure of Providing Information 6.3.1 Request for Cooperation to Media and Contacting Them 6.3.2 Content of the Information Provides 6.3.3 Press Release 6.3.4 Press Conference	Media	Media 4.2.1 E-mail Distribution and Press Release 4.2.2 Post on Facebook Group Page 4.2.3 Press Conference 4.2.4 Interview / Interview via Phone
Chapter 7 Information Processing Reported by Citizens and Medias	7.1 911 Calls from Citizens 7.2 Methods of Verifying the Authenticity of Information Reported by Citizens 7.3 Misinformation on Social Medias 7.4 Countering Misinformation, Disinformation and Mal-information 7.5 Use of Useful Information that should Share with the General Public 7.6 Possible Information Reported by Media and Checking of Accuracy	Appendixes 	Appendix 1 Information Processing Reported by Citizens 1 911 Calls from Citizens 2 Verifying the Authenticity of Information 3 Use of Useful Information from the General public Appendix 2 Verifying Information on Disaster by the Media Appendix 3 Countering Misinformation 1 Type of Misinformation 2 Countering Misinformation, Disinformation and Mal-information Appendix 4 Templates

<Guidelines>

The Draft guidelines was also modified by WG members and JICA Expert Team after October 2021. The Introduction and Chapter 1 were revised due to the length and unnecessary parts.

As described in the Activity 3.5.2, several recommendations were made by local consultants. The main part of the guidelines was revised in accordance with those only in terms of wording, with no major changes made to the structure of the chapters.

Figure 1-2-7 shows the chronological sequence of actions taken by media journalists in reporting disasters, tips to keep in mind and things to know, and their relationship to the chapters of the guideline. The entire table of contents is shown in Table 1-2-5.

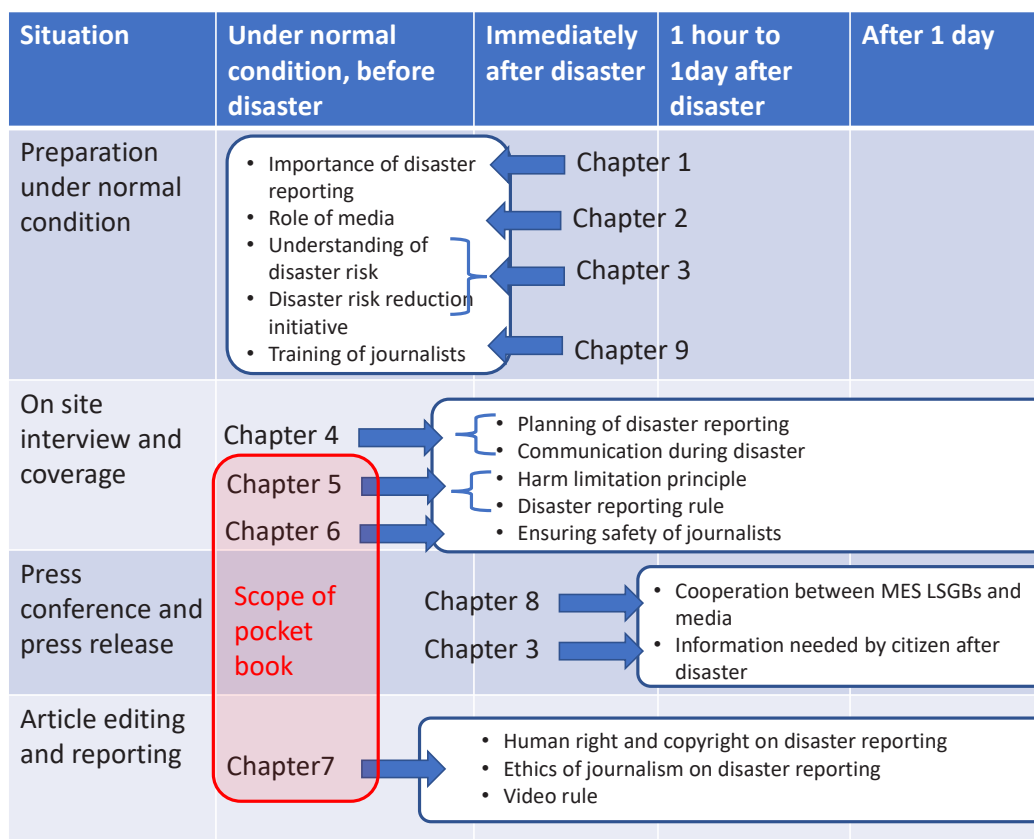


Figure 1-2-7 Structure of chapters of guideline

Table 1-2-5 Contents of the draft guideline and the revised guideline

Draft guideline	Revised guideline
Chapter 1 INTRODUCTION 1.1 Purpose of the Guideline 1.2 Contents of the Guideline 1.3 Guiding Principles for the Media and Journalists 1.4 Required Knowledge on Disaster Risk Reduction and Management	INTRODUCTION Chapter 1. MAIN PRINCIPLES OF DISASTER REPORTING 1.1 The importance of disaster reporting 1.2 Disaster reporting principles 1.3 Required Knowledge on Disaster Risk Reduction and Management
Chapter 2 BASIC POLICY ON DISASTER REPORTING 2.1 Disaster Reporting and Its Impact on the Public 2.2 Peculiarities of Coverage on Disaster Reporting 2.3 The Role of Media during Disasters	
Chapter 3 UNDERSTANDING DISASTER RISK 3.1 Disaster Management Cycle and Demand for Information on Disasters 3.2 Earthquake 3.3 Landslide 3.4 Forest Fires	
Chapter 4 PLANING OF DISASTER COVERAGE AND REPORTING 4.1 Risk Communication 4.2 The Role of Media in Disaster Risk Reduction 4.3 Planning of Actions during Disasters 4.4 Communication during the Disaster 4.5 Communication at the Stage of Recovery 4.6 General Description of Actions	
Chapter 5 Disaster Reporting Rules and Following the Laws 5.1 Harm Limitation Principle 5.2 Don't Hinder 5.3 Operative Data Collection and Covering	Chapter 5. Disaster Reporting Rules and Following the Laws 5.1 Don't harm 5.2 Don't Hinder 5.3 Operative Data Collection and Covering 5.4 Media Strategy

	5.5 Recommendations for the journalists dealing with disaster reporting
Chapter 6 ENSURING THE SAFETY OF MEDIA AND JOURNALISTS 6.1 Ensuring Physical Safety 6.2 Ensuring Psychological Safety 6.3 Basic First Psychological Aid 6.4 Basic First Aid 6.5 Personal Protective Equipment	
Chapter 7 HUMAN RIGHTS AND COPYRIGHT AND VIDEO RULES 7.1 Basic Human and Civil Rights and Freedoms, and the rights and freedoms of journalists and officials when covering a disaster 7.2 The Importance of Copyright on Disaster Reporting 7.3 Principles Journalism on Disaster Reporting	
Chapter 8 COOPERATION BETWEEN MES, LSGBs AND MEDIA 8.1 Cooperation of Media with MES and LSGBs 8.2 Cooperation between MES, LSGBs and Media	
Chapter 9 TRAINING ON DISASTER REPORTING 9.1 Purpose and Importance of Training 9.2 In-House Training 9.3 Training Provided by the Crisis Management State Academy	

<Guidelines pocketbook>

The WG members and JET compiled an extract version of the guidelines that can be viewed on smartphone, tablet or handy pocketbook, so that important points can be confirmed in a straightforward manner at disaster site. (Hereinafter, this extracted version will be called “guideline pocketbook”)

The contents of this pocketbook are considered to be tips for covering in the disaster area. Therefore, as shown in Figure 1-2-7. WG members focused on the contents of Chapters 5, 6, and 7, and edited them so that the contents could be understood easier.



Media Tips for Disaster Reporting

2. Disaster Reporting Rules and Compliance with the Law

2.1 Do not report news that harms the victims

Media, journalists and reporters are required to take great sensitivity not to harm any particular group in the process of reporting an issue to the general public and avoid reporting anything that might aggravate someone's grief.

Media may distort what happens during a disaster and lead to misunderstandings. Delivering dishonest information causes confusion and an anxiety among people. In addition, it can reduce the credibility of information.

Misreported and misrepresented disaster coverage, containing exaggerated or sensationalized stories, can stir up the anxiety of people in disaster area. In life-threatening emergencies, the misinformation can increase the damage.

The "Harm Limitation Principle" urges media and journalists to do the following when gathering stories, conducting interviews or reporting.

- Remember that there can be people who may be negatively affected by a news coverage.
- Understand the plight of the victims of disaster, be considerate when interviewing them or using information obtained from them for reporting.
- Decreasing the amount of media coverage in the immediate aftermath of a disaster can make disaster victims feel as if the world has forgotten about them. It may make them feel isolated and hinder their psychological recovery.


2.2 Do not hinder lifesaving

The media should keep in mind that lifesaving is more important than disaster reporting. Media coverage activities at the disaster site sometimes interfere with disaster response and rescue operations.

The following are the possible problems caused by the media coverage at the disaster site.

- Media vehicles heading for disaster area may cause traffic congestion and delay the arrival of police, firefighters, and rescue team at the scene.
- The use of journalistic equipment should be agreed with professionals, as it can cause problems (for example, the sound of drones may hinder the rescuers to listen the people calling for help, other means of communication may cause failure of professional equipment)
- Unnecessary interviews may interfere with disaster response operations by relevant government organizations.

Disaster reporting should not cause any of the above-mentioned problems.



12

Figure 1-2-8 shows the cover page and an example of contents of the pocketbook.

Media Tips for Disaster Reporting



Media Tips for Disaster Reporting

CONTENTS

1. Introduction
2. Disaster Reporting Rules and Compliance with the Law
3. Human Rights, Copy Right and Video Rules
4. Ensuring the Safety of Media and Journalists
5. Conclusion

1

Media Tips for Disaster Reporting

2. Disaster Reporting Rules and Compliance with the Law

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- Unnecessary interviews may interfere with disaster response operations by relevant government organizations.

Disaster reporting should not cause any of the above-mentioned problems.




Figure 1-2-8 Cover page, table of contents and example of articles of pocketbook

The pocketbook is being reviewed by WG members and will be completed by the end of August.

Activity 3.5.3 To disseminate the revised SOP and guideline within the MES

The activity has not started yet. In practice, this activity is aimed to have the SOP approved by the Minister's decree and use the guidelines for the training of media. The WG members and JET will discuss a specific schedule for the ministerial decree in July. The dissemination of the guidelines to media and journalists will continue as a result of Activity 4, which will be carried out through training program at the Information Center in IPRD and CMSA.

(5) Output 4: The training plan/program and materials on crisis communication are developed and the training is conducted based on developed plan/program and material.

Activity 4.1 The Project Team develops a preliminary plan/program of the training and prepares the concept of the material.

Activity 4.1.1 To reorganize the issues on crisis communication and the needs of related organizations

This activity is already completed, therefore no activities have been conducted.

Activity 4.1.2 To reorganize the concept and the future functions of the information center

This activity is already completed, therefore no activities have been conducted.

Activity 4.1.3 To set the training strategy, overall goals, purposes, and the target group

This activity was completed in previous term, therefore no activities have been conducted.

Activity 4.1.4 To develop training modules and the concept of training materials

This activity was completed in previous term, therefore no activities have been conducted.

Activity 4.2 The Project Team develops detailed plan/program and materials of the training.

Activity 4.2.1 To develop a detailed training plan on crisis communication

In the previous term, the following ideas were discussed in the WG:

- 2-3 times training sessions can be conducted in a year.
- One batch of the training course can consist of 10-12 participants.
- The trainers can be from CMSA, journalists of IPRD, and journalists of public and private media companies
- Core journalists, including journalists of MES and CMSA, need to be trained as master trainers and crisis communication promoters.
- Incentives for the journalists can be certificates, awarding by the Embassy of Japan, DRR trainings in Japan, etc.

Based on these, a five-year training plan was prepared. A series of training sessions is planned to be conducted twice a year, which means total ten sessions are conducted.

Table 1-2-6 is the draft training plan and shows the number of trainees. Table 1-2-7 shows modules which each target takes during the training. These were prepared to achieve the overall goal of the Project. In Table 1-2-6, the number means trainees to participate in all the modules. Persons from media may join parts of modules since they have everyday work to do. Therefore, the number of people from media, who may join the training, can be more than shown in the table. In Activity 4.4, this training plan will be reviewed based on the results of Activity 4.3

Table 1-2-6 Draft training plan

Categories	Sub Categories	#	Session Target	Yearly target 2 times / year	5 year target
Media Journalists	News Agency	1	6	12	60
	TV	2			
	Radio	1			
	Web media	2			
MES	IPRD	2	7	14	70
	NCMC Info Div.	2			
	Rescue Service (Regional RS)	2			
	SPTS	1			
Marz	P&R division	2	2	4	20
Other Ministries	P&R dep.	2	2	4	20
Total		17	17	34	170

Table 1-2-7 Modules for each target group

Categories	Modules	Trainer	Target Groups									
			Media				MES				Martz	Other Min.
			News Agency	TV	Radio	Web media	IPRD	NCMC Info div	Rescue Service (Regional RS)	SPTS	PR div.	PR dep.
Theory	Overview of Crisis Communication	Trained trainers	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Roles of Media		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	SOPs		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Semi-practical	Case Studies		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Practical	Media Campaign		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Tour of IPRD		IPRD	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Tour of NCMC	NCMC	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	Tour of SPTS	SPTS	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

Activity 4.2.2 To develop training modules

Based on the progress of Activity 4.1, the training modules were developed as shown in Table 1-2-8.

Table 1-2-8 Training module

Module		Overview
Theory	Crisis Communication Overview	Basic knowledge on DRR and crisis communication is provided. Training purposes are also explained.
	SOP	The SOP developed in Output 3 is shared. The purposes of the SOP and each chapter of it is explained.
	Guidelines for Media	Guidelines for Media developed in Output 3 is shared. Roles of media, basic policy, and basic knowledge on each disaster targeted in the Project are explained.
Semi-practice	Case Studies	Case studies on crisis communication in Japan are shared. Based on the case studies, training

		participants discuss the problems and issues on crisis communication in Armenia.
Practice	Media campaign	To conduct media campaign, the procedures of preparation works are explained. Activities for media campaign are also proposed.

Through the discussion in WG, the training program was prepared based on the training modules and it was proposed to conduct 4-day training sessions as shown in Figure 1-2-9.



Figure 1-2-9 Training program

Note: Media campaign (Introduction) is a part of Practice.

Activity 4.2.3 To develop training materials

The draft version of training materials was prepared in MS Power Point format for each module. Table 1-2-9 shows the main contents of each training material. WG members think the training materials must be modified according to the needs of target groups when the training is conducted. Therefore, the prepared materials are considered as the basic version of the materials. In addition, an instructor guide was prepared, which can be referred to by trainers when they organize the training after the training of trainers (hereinafter called as ToT).

Table 1-2-9 Training materials

	Module	Main contents
Theory	Crisis Communication Overview	<ul style="list-style-type: none"> ✓ Definition of crisis communication ✓ Procedures of crisis communication ✓ Actors of crisis communication ✓ Communication techniques ✓ Themes of crisis communication ✓ Necessary information and actions during crisis management ✓ Past disaster experience
	SOP	<ul style="list-style-type: none"> ✓ Goal of SOP ✓ Beneficiaries of SOP ✓ Structure of SOP ✓ Contents of SOP
	Guidelines for Media	<ul style="list-style-type: none"> ✓ Attainments of this module ✓ Principles of disaster reporting ✓ Roles of media ✓ Knowledge on target disasters ✓ Appropriate behavior during target disasters
Semi-practice	Case Studies	<ul style="list-style-type: none"> ✓ Emergency operation ✓ Decision making ✓ Dimension of recovery ✓ Communication means
Practice	Media campaign	<ul style="list-style-type: none"> ✓ Attainments of this module ✓ Procedure on disaster reporting ✓ Past works of this module

Activity 4.3 The Project Team conducts a ToT and the trainings using the developed contents/materials.

Activity 4.3.1 To conduct training of trainers

ToT was conducted for five days after the selection of the candidate trainers (refer to Figure 1-2-10 and Table 1-2-10). The candidates consisted of MES personnel and external journalists, which enabled to develop useful cooperation between MES and external resources. One of local consultants also joined ToT in order to transfer her experience of participating in the media campaign conducted in 2021.

Main purpose of ToT is for the trainers to be able to use the developed materials properly after ToT. Therefore, ToT was delivered in a lecture-and-discussion format with the use of the developed materials (refer to Table 1-2-11).



Figure 1-2-10 Conducting ToT

Table 1-2-10 List of participants of ToT

MES		External participants
IPRD	Grisha Kostanyan Gohar Khanvelyan Irina Aleyan Anna Hayrapetyan	Hovhannes Khangerdyan Davit Alaverdyan Anna Baghdasaryan
NCMC	Lianna Abrahamyan Anna Hakobyan	
CMSA	Aram Zakaryan Ruzanna Gharibyan	

Table 1-2-11 The program of ToT

Date	Time	Contents of the Training of Trainers (Tentative)	Trainers
Day 1 31st May	10:00-10:05	Welcoming Speech	Hyke Kostanyan
	10:05-10:40	Introduction of the Training program (PPT Rationale, Objectives) IPRD's Policy, Future Plan Importance of Interconnectedness	Tomoko Shaw Gohar Khanvelyan Suvendrini Kakuchi
	10:40-12:00	Identifying the Crisis Crisis Communication Overview	Tomoko Shaw

PM Form 3-1 Monitoring Sheet Summary

Date	Time	Contents of the Training of Trainers (Tentative)	Trainers
		Q and A	
	13:30-14:30	Challenges (ppt) Timeline challenges	Suvendrini Kakuchi
	14:30-15:30	Discussion: Crisis Communication in Armenia: Case Studies Case Studies by Davit (5), Aram (5), Luzanna (Academy)(5), Gohar (IPRD)(5) Discussion: All participants	Facilitator Aram Zakaryan
	15:30-16:00	Wrap-up	Aram Zakaryan
Day 2 1st June	10:00-10:10	Feedback from the Day 1	Gohar Khanvelyan
	10:10-10:40	Media Campaign Objectives (10) Impact of the Media Campaign on journalists (20) Lessons learned from the Survivors' story	Suvendrini Kakuchi Nelli Grigoryan
	10:40-10:50	Coffee Break	
	10:50-12:00	Selected Case Studies Introduction of the Selected Articles Participants views Photo Exhibitions	Suvendrini Kakuchi Aram Zakaryan Gohar Khanvelyan Tomoko Shaw
	13:30-14:30	Roundtable Discussion: Recommendation for next IPRD's Activities (photo exhibitions etc.) How to collaborate with media Evaluation of the Media Campaign 2021	
	14:30-14:40	Coffee break	
	14:40-15:10	Identifying Tips: writing 3 ideas each How to collaborate with media	Suvendrini Kakuchi Tomoko Shaw
	15:10-15:40	Briefing of Podcast Day 3 (homework) Grouping Brief introduction of Podcast Production (popularity, technology, how to prepare: editing etc.) Scenarios Q & A Homework Explanation: setting themes by each group -Selection of a target disaster -Overall message -Setting Interview Questions	Suvendrini Kakuchi Anna Baghdasaryan Suvendrini Kakuchi Anna Baghdasaryan Suvendrini Kakuchi
Day 3 2nd June	10:00-10:10	Feedbacks of the Day 2	All Participants
	10:10-11:10	Journalists' Guidelines and Instructor's Guide Journalists' Guidelines by H2TV Aram	Tomoko Shaw
	11:10-11:35	Q & A : new findings of the Journalists' guidelines	
	11:35-12:00	Discussion: Ideas for next MES trainings	Gohar Khanvelyan Tomoko Shaw
	13:30-14:00	DRR Marketing and Communication Plans -NHK World (Tips on DRM) -Preparedness -Bloombergs' Green newsletters -Drone captured videos (for Public-Private cooperation: drill, photo exhibition) -Other programs (if any)	Suvendrini Kakuchi Tomoko Shaw Anna Baghdasaryan (10)

Date	Time	Contents of the Training of Trainers (Tentative)	Trainers
	14:00-14:30	Producing Podcasts Workshop 3 groups (Eq, Landslide, forest fire) Finalization of the Scenario by 3 groups	Tomoko Shaw, Suvendrini Kakuchi All Trainers to be
	14:30-14:40	Break	
	14:40-15:10	Contents Production	Anna Baghdasaryan Anna Hayrapetyan
	15:10-15:30	Presentation of Podcast by 3 groups	Kakuchi Suvendrini
	15:30-16:00	Wrap-up	Hyke Kostanyan, IPRD
Day 4 9th June	14:00-16:00	Standard Operation Procedures (SOP)	Hovhannes Khangerdyan
	16:00-17:00	Q & A and Discussion	All Participants
Day 5 13th June	14:00-16:30	Case Studies	Tomoko Shaw
	16:30-17:00	Q&A and Discussion	All Participants

Through ToT, the below-mentioned topics were discussed among the participants and JICA Expert Team in the discussion sessions, which contributed to having a common understanding on the improvement of crisis communication.

- ✓ Diverse approaches to Private-State media cooperation
- ✓ Building trust with the media
- ✓ Provision of accurate information
- ✓ Availability of MES for the media
- ✓ Empathy with the journalists
- ✓ Continuous capacity development for journalists and public relations officials
- ✓ Importance of the radio as a means of information dissemination in disasters
- ✓ Warning sent through SMS
- ✓ Necessity of smartphone DRR application
- ✓ Strengthening collaboration with volunteers
- ✓ Use of the New MES website (developed in the Project)

Activity 4.3.2 To implement training using the developed training materials

This activity is conducted in July 2022.

Activity 4.3.3 To organize the results of the review by training participants and related people

This activity is conducted after the completion of Activity 4.3.2 from July to August.

Activity 4.4 The Project Team updates the training plan/program and materials.

Activity 4.4.1 To decide the direction of revision of training programs and training materials

In this term this activity has not been conducted. The activity can start after the completion

of Activity 4.3 in August 2022.

Activity 4.4.2 To adjust the consistency with the detailed training plan

In this term this activity has not been conducted. The activity can start after the completion of Activity 4.3 in September 2022.

Activity 4.4.3 To revise the training modules and training materials

In this term this activity has not been conducted. The activity can start after the completion of Activity 4.3 and be completed in October 2022.

1-3 Achievement of Output

Here, the achievements of Output 1 and 2 are mentioned according to the indicators in PDM Ver. 1. The achievements of Output 3 and 4 are reviewed based on the indicators developed in the draft PDM Ver. 2 written in the draft Work Plan.

(1) Output 1

1.1 Training programs are developed in the first half of the 1st year of the Project.

This indicator has already been achieved.

1.2 Training is conducted 3 times in the first year of the Project.

This indicator has already been achieved.

1.3 A group of participants prepares a report on the challenges and the solutions.

This indicator has already been achieved.

(2) Output 2

2-1 The detailed plan of the activities for the 2nd and the 3rd years of the Project is developed.

This indicator has already been achieved.

2-2 The approved plan is implemented in the 2nd and the 3rd years of the Project.

This indicator has already been achieved.

(3) Output 3

3-1 Draft SOP is approved by JCC.

The draft SOP was approved by JCC on the 4th of October, 2021. Therefore, this indicator is achieved.

3-2 Main members who manage the SOP practical exercise are confirmed by JCC.

This indicator has not been achieved yet. The heads of IPRD and NCMC were proposed as the main members through the discussion between PM and JICA Expert Team. The main members will be confirmed at the 5th JCC meeting in July, 2022.

3-3 Updated SOP is approved by MES.

This indicator has not been achieved yet. Updated SOP needs to be documented. MES is required to proceed to make it a ministerial decree by the final JCC held in December 2022.

(4) Output 4

4-1 Trainers who manage the trainings for journalists are confirmed by JCC.

Participants of ToT are considered as the trainers. They will be confirmed by JCC members in 5th JCC meeting in July, 2022.

4.2 Training plan/program is approved by JCC.

The indicator has not been achieved yet. After the training plan and program are revised based on the results of the implemented training, they will be approved in the final JCC held in December 2022.

4.3 Training material is approved by JCC.

The indicator has not been achieved yet. After the training materials are revised based on the results of the implemented training, they will be approved in the final JCC held in December 2022.

1-4 Achievement of the Project Purpose

The achievement of the Project Purpose is reviewed based on the indicators developed in the draft PDM Ver. 2 written in the draft Work Plan.

1. 4 trainers are prepared for practical exercise related to the guidelines.

This achievement has not been accomplished yet. MES considers the trainers from the field of 1) DRR and general issues on crisis communication, 2) crisis communication with media, 3) awareness raising, 4) general issues on media. Through the project activities, the following persons are prepared, which will be confirmed in 5th JCC meeting in July, 2022.

- ✓ Hovhannes Khangerdyan, Individual Consultant: DRR and general issues on crisis communication
- ✓ Davit Alaverdyan, Professor of Yerevan State University: Crisis communication with media

- ✓ Anna Baghdasaryan, Head of Economic Journalist Club: Awareness raising
- ✓ Nelli Grigoryan, Journalist: General issues on media

2. MES conducts trainings utilizing the authorized training materials developed in the project.

This achievement has not been accomplished yet. The training materials are not finalized yet. They will be revised based on the results of the trial activity defined in Activity 4.3. After the revision of the training materials, IPRD, CMSA, and/or NCMC are expected to confirm the revised materials and conduct a part of a training. The achievement will be confirmed in the final JCC held in December 2022.

3. MES makes a plan of activity, other than training and exercise, with the agreement of media for the collaboration with media and journalists.

This indicator has not been achieved yet. The plan is not prepared yet. Considering the project activities and utilizing the network with media and journalists, MES, with the support of JET, will prepare the plan. The achievement will be confirmed in the final JCC held in December 2022.

1-5 Changes of Risks and Actions for Mitigation

(1) Output 1:

Nothing special

(2) Output 2:

Nothing special

(3) Output 3:

Nothing special

(4) Output 4:

Nothing special

1-6 Progress of Actions undertaken by JICA

Nothing special

1-7 Progress of Actions undertaken by Gov. of the Republic of Armenia

Nothing special

1-8 Progress of Environmental and Social Considerations (if applicable)

Nothing special

1-9 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)

Nothing special

1-10 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs etc.)

Nothing special

2 Delay of Work Schedule and/or Problems (if any)

2-1 Detail

(1) Output 3:

There is no delay in the revised schedule.

(2) Output 4:

There is no delay in the revised schedule.

2-2 Cause

(1) Output 3:

No delay.

(2) Output 4:

No delay.

2-3 Action to be taken

(1) Output 3:

No delay.

(2) Output 4:

No delay.

2-4 Roles of Responsible Persons/Organization (JICA, Gov. of the Republic of Armenia)

Nothing special

3 Modification of the Project Implementation Plan

3-1 PO

Nothing special

3-2 Other modifications on detailed implementation plan

Nothing special

4 Preparation of Gov. of the Republic of Armenia toward after completion of the Project

Nothing special

II. Project Monitoring Sheet I & II *as Attached*

Project Monitoring Sheet I (Revision of Project Design Matrix)

Project Title: The Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction
Implementing Agency: Ministry of Emergency Situations, the Republic of Armenia (MES)
Target Group: Working Group in the framework of the Project
Period of Project: 3 years
Project Site: The Republic of Armenia (1st stage at Yerevan city)

Version 7
Dated 1st August 2022

Overall Goal	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
<p>Project Purpose To strengthen the crisis communication capacity of MES and media by creating a collaborative environment to provide correct information on emergencies in the timely manner.</p>	<p>1. A training on crisis communication is conducted for 25 persons related to media works at Information Center of MES and/or Crisis Management State Academy during a year. 2. MES prepares awareness raising material/information on crisis communication and provides population with it once a month and when necessary. 3. Information provision is operated in accordance with SOP (only when earthquake, landslide, and/or forest fire are occurred.)</p>	<p>1. Records of training and number of certificates of training provided at the Information Center of MES. 2. MES's website and social media 3. Website of MES, social media used by MES, other official record, and internal record within MES</p>	<p>Information center of MES is available.</p>		
<p>Project Purpose To strengthen the crisis communication capacity of MES and media by creating a collaborative environment to provide correct information on emergencies in the timely manner.</p>	<p>1. 4 trainers are prepared for practical exercise related to the guidelines. 2. MES conducts trainings utilizing the authorized training materials developed in the project. 3. MES makes a plan of activity, other than training and exercise, with the agreement of media for the collaboration with media and journalists.</p>	<p>1. MM of JCC 2. Report of training 3. Agreed activity plan or related official document</p>	<p>Security conditions in Armenia do not be worsen.</p>	<p>1: This achievement has not been accomplished yet. MES considers the trainers from the field of 1) DRR and general issues on crisis communication, 2) crisis communication with media, 3) awareness raising, 4) general issues on media. 2: This achievement has not been accomplished yet. After the revisions of training materials, IPRD, CMSA, and/or NCMC are expected to confirm the revised materials and conduct a part of a training. 3: This indicator has not been achieved yet. The plan is not prepared yet. Considering the project activities and utilizing the network with media and journalists, MES with the support of JET will prepare</p>	
<p>Outputs</p>					

<p>1. Challenges for crisis communication and public awareness for disaster risk reduction are identified and their possible solutions are found.</p> <p>2. The plan of activities from the 2nd year is finalized, and the activities are implemented.</p> <p>3. SOP (Standard Operation Procedure) on crisis communication in case of earthquake, landslide, and forest fire for MES and the crisis communication guidelines for media are developed and practical training is conducted with the development of training plan based on the SOP and the guidelines in order to finalize the SOP and the guidelines.</p>	<p>1.1 Training programs are developed in the first half of the 1st year of the Project. 1.2 Training is conducted 3 times in the first year of the Project. 1.3 A group of participants prepares a report on identified challenges and the solutions.</p> <p>2-1 The detailed plan of the activities for the 2nd and 3rd year of the Project is developed. 2-2 The approved plan is implemented in the 2nd and 3rd year of the Project.</p> <p>3-1 Draft SOP is approved by JCC. 3-2 Main members who manage the SOP practical exercise are confirmed by JCC. 3-3 Updated SOP is approved by MES.</p>	<p>1-1 Training programs 1-2 Records of the trainings 1-3 Report of Detail Planning Survey for the Project</p> <p>2-1 The detailed plan is approved by JCC. 2-2 Records of the activities</p> <p>3-1 MM of JCC 3-2 MM of JCC 3-3 Decree of Minister of MES</p>	<p>Security conditions in Armenia do not be worsen.</p>	<p>1-1: Achieved 1-2: Achieved 1-3: Achieved</p> <p>2-1: Achieved 2-2: Achieved</p> <p>3-1: Achieved 3-2: This indicator has not been achieved yet. The head of IPRD and head of NCMC were proposed as the main members through the discussion between PM and JICA Expert Team. The main members will be confirmed at the 5th JCC meeting in July, 2022. 3-3: This indicator has not been achieved yet. Updated SOP needs to be documented. MES is required to proceed to make it ministerial decree by the final JCC in December 2022.</p>
<p>4. The training plan/program and materials on crisis communication are developed and the training is conducted based on developed plan/program and material.</p>	<p>4-1 Trainers who manage the trainings for journalists are confirmed by JCC. 4-2 Training plan/program is approved by JCC. 4-3 Training material is approved by JCC.</p>	<p>4-1 MM of JCC 4-2 MM of JCC 4-3 MM of JCC</p>	<p>Security conditions in Armenia do not be worsen.</p>	<p>4-1 Participant of ToT are considered as the trainers. They will be confirmed by JCC in 5th JCC meeting. 4-2 The indicator has not been achieved yet. After the revision of training plan and program based on the results of the implemented training, they will be approved in the final JCC held in December 2022. 4-3 The indicator has not been achieved yet. After the revision of training materials based on the results of the implemented training, they will be approved in the final JCC held in</p>

Activities	Inputs	Prerequisites
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Activity	The Japanese Side	The Armenian Side	Issues
<p>(1-1) The Project Team, including WG members, JICA experts, media and other persons implementing the Project, develop training programs in Armenia, Japan and possibly neighboring countries aiming to learn crisis communication practices in other contexts.</p> <p>(1-2) The Project Team arranges a training and select the most appropriate members including media, to participate in it.</p> <p>(1-3) Training participants make reflections to identify their challenges on the current crisis communication and public awareness for disaster risk reduction and to explore possible solutions.</p> <p>(1-4) The Project Team organizes retreat, targeting journalists to disseminate experience and knowledge obtained during the trainings.</p> <p>(2-1) The Project Team clarifies the need for other activities to be implemented in the Project from the 2nd year, formulate the outlines/ key points for implementation, and evaluate/ prioritize the activities.</p> <p>(2-2) (tentative) The project Team develops the detailed plan of activities for the 2nd and 3rd years of the Project, and then, the Project Team finalizes the plan of the activities.</p> <p>(2-3) (tentative) The Project Team implements the approved activities.</p> <p>(3-1) The Project Team confirms the need and utility of SOP on crisis communication, learns other cases to develop ideas, and create a skeleton of SOP.</p> <p>(3-2) The Project Team develops the draft SOP.</p> <p>(3-3) The Project Team develops the draft</p>	<p>- Experts</p> <p>1) Public Awareness</p> <p>- Training in Armenia, Japan, or possibly neighboring countries</p> <p>- Cost</p>	<p>- Allocation of budget</p> <p>1) Salaries and other allowances for the Armenian counterpart personnel for co-working in Armenia</p> <p>2) Expenses for utility such as domestic telecommunication, electricity, water supply for the project office</p> <p>- Allocation of personnel</p> <p>1) Assignment suitable number of capable counterpart personnel to ensure the effective implementation of the Project</p> <p>- Principal facilities</p> <p>1) Preparation of air-conditioned office space with one telephone line, internet connection and office furniture (desks and chairs) in IMES</p> <p>2) Facility of training center</p> <p>- Necessary items</p> <p>1) Access to information necessary for the Project</p>	<p>Security conditions in Armenia do not be worsen.</p> <p><Issues and countermeasures></p> <p>JICA Uzbekistan Office and JICA Expert Team decided that the third JCC will be organized when JICA Expert Team restart visiting Armenia. MES also agreed to it. Therefore, the Work Plan is not officially approved by Japanese side and Armenian side. But the significant parts on Output 3 and 4 were confirmed by JICA Expert Team and MES. Therefore, it was decided to start the activities of Output 3 and 4. According to the progress and the situation in Armenian on COVID-19, the work plan should be revised in order to make the Project effective.</p>

<p>guidelines for media and journalist. (3-4) The project Team conducts a practical exercise on crisis communication using the SOP and the guidelines. (3-5) The Project Team updates the SOP and the guidelines based on the review of the training. (4-1) The Project Team develops a preliminary plan/program of the training and prepares the concept of the material. (4-2) The Project Team develops detailed plan/program and materials of the training. (4-3) The Project Team conducts a ToT and the trainings using the developed contents/materials. (4-4) The Project Team updates the training plan/program and materials.</p>			
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Activity	Plan		Actual		Remarks
	Plan	Actual	Plan	Actual	
3.4.4 To implement the training					The exercises were conducted for forest fire, earthquake, and landslide on 19th, 20th, and 22nd April 2022, respectively. Around 10 persons of IPRD and 25 persons of NCMC participated into the exercise in each time. The journalists including local consultant also joined the exercise, especially, press conference and article preparation.
3.5 The Project Team updates the SOP and the guidelines based on the review of the training.					
3.5.1 To identify the issues subject to revision based on the training contents and review results					After the exercise, JICA Expert Team discussed the results and procedures of the exercise and summarized the major points for revising SOP. JICA Expert Team and MES confirmed and decided these points should be reflected to SOP.
3.5.2 To reflect the revised issues in the SOP and the guidelines for finalization					Revision work is currently underway according to the plan described in Activity3.5.1. Finalization will be completed in August 2022.
3.5.3 To disseminate the revised SOP and guideline within the MES					This activity has not started yet.
Output 4: The training plan/program and materials on crisis communication are developed and the training is conducted based on developed					
4.1 The Project Team develops a preliminary plan/program of the training and prepares the concept of the material.					
4.1.1 To reorganize the issues on crisis communication and the needs of related organizations					Completed
4.1.2 To reorganize the concept and the future functions of the information center					Completed
4.1.3 To set the training strategy, overall goals, purposes, and the target group					Completed
4.1.4 To develop training modules and the concept of training materials					Completed
4.2 The Project Team develops detailed plan/program and materials of the training.					
4.2.1 To develop a detailed training plan on crisis communication					Draft training program was prepared.
4.2.2 To develop training modules					Training modules and program was prepared.
4.2.3 To develop training materials					Based on the training modules, training materials were developed.

Plan	Actual	2019				2020				2021				2022				Remarks	Issue	Solution
		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV			
4.3 The Project Team conducts a ToT and the trainings using the developed contents/materials.																				
4.3.1 To conduct training of trainers																		ToT was conducted to personnel of MIES and external resources.		
4.3.2 To implement training using the developed training materials																		This activity is conducted in July 2022.		
4.3.3 To organize the results of the review by training participants and related people																		This activity is conducted after the completion of Activity 4.3.2, which will be done from July to August 2022.		
4.4 The Project Team updates the training plan/program and materials.																				
4.4.1 To decide the direction of revision of training programs and training materials																		This activity has not yet been started.		
4.4.2 To adjust the consistency with the detailed training plan																		This activity has not yet been started.		
4.4.3 To revise the training modules and training materials																		This activity has not yet been started.		
Duration / Phasing		Plan	Actual																	
Monitoring Plan		Plan	Actual																	
Monitoring		Plan	Actual																	
Joint Coordination Committee		Plan	Actual																	
Set-up the Detailed Plan of Operation		Plan	Actual																	
Submission of Monitoring Sheet		Plan	Actual																	
Monitoring Mission from Japan		Plan	Actual																	
Joint Monitoring		Plan	Actual																	
Post Monitoring		Plan	Actual																	
Reports/Documents		Plan	Actual																	
Progress Report		Plan	Actual																	
Project Completion Report		Plan	Actual																	
Public Relations		Plan	Actual																	
		Plan	Actual																	
		Plan	Actual																	

TO CR of JICA Uzbekistan OFFICE**PROJECT MONITORING SHEET**

Project Title : The Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction

Version of the Sheet: Ver. 8 (Term: July, 2022 - December, 2022)

Name: Koichi Shiwaku

Title: Chief Advisor

Submission Date: December 15, 2022

Abbreviation

The abbreviations used in this Monitoring Sheet are shown in the following table.

Abbreviation	English
911 CC	911 Call Center
CD	Civil Defense
CMSA	Crisis Management State Academy
DO	Duty Officer
ES	Emergency Situations
FRD	Firefighting Rescue Detachment
“HMMC” SNCO	“Hydrometeorology and Monitoring Center” State Non-Commercial Organization
IPRD	Information and Public Relations Division
IPSD	Information Provision and Statistics Division, NCMC
JCC	Joint Coordination Committee
LMWS	Landslide Automatic Monitoring and Warning System
LSGB	Local Self-Government Bodies
MES	Ministry of Emergency Situations of the Republic of Armenia
MoD	Ministry of Defense
MPD	Monitoring and Prediction Division, NCMC
NCMC	National Crisis Management Center
OS, HOS	Operative Shift, Head of Operative Shift
OT	Operative Team
PDM	Project Design Matrix
PPD	Population Protection Department of RS
RCMC	Regional Crisis Management Center
RGB	Regional Government Body
RRD	Regional Rescue Department
RS	Rescue Service
SGB	State Government Body
SIFs	Special Important Facilities
SPTS	Seismic Protection Territorial Survey

Abbreviation	English
TP	Template
WG	Working Group

I. Summary

1 Progress

1-1 Progress of Inputs

(1) Assignment of Expert

Dispatch of Experts

The following dispatches of JICA Expert Team members were conducted in this monitoring period.

Position	Name	Period of assignment
Chief Advisor/ DRR Public Awareness	Koichi Shiwaku	5th July, 2022 to 22nd July, 2022 7th October, 2022 to 22nd October, 2022 23rd November, 2022 – 11th December, 2022
Deputy Chief Advisor/ DRR Public Awareness	Fumio Kaneko (Till March 31st, 2022)	No dispatch
Deputy Chief Advisor/ DRR Public Awareness	Jun Matsuo (From April 1st, 2022)	No dispatch
DRR SOP	Osamu Nishii	4th July, 2022 to 28th July, 2022 1st October, 2022 to 14th October, 2022
DRR SOP Support	Natsuko Sekiguchi	No dispatch
DRR Training	Tomoko Shaw	24th September, 2022 to 7th October, 2022
Coordinator/ Public relations	Jun Matsuo	4th July, 2022 to 1st August, 2022 3rd September, 2022 to 24th September, 2022

(2) Assignment of Counterpart

The current list of officials from the Armenian side in charge of the Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction (hereinafter referred to as “the Project”) is as follows.

JCC members

1. Project Director: Davit Hambaryan, Deputy Minister of MES
2. Project Manager: Grisha Kostanyan, Press Secretary to the Minister of Emergency Situations, Head of IPRD of MES
3. Hamlet Matevosyan, Rector of CMSA of MES
4. Nobody assigned, Head of Foreign Relations Department of MES

WG members

Output 3 WG members

1. Arsen Mkrtchyan, Head of NCMC of MES
2. Gohar Khanvelyan, Chief specialist of IPRD of MES
3. Sargis Kyureghyan, Deputy Rector of CMSA of MES
4. Armen Dashyan, Deputy Head of Population Protection and Disaster Risk Reduction Department of RS of MES
5. Hovhannes Hovhannisyanyan, Head of Emergency Situations Planning Division of Population Protection and Disaster Risk Reduction Department of RS of MES
6. Meri Arakelyan, Head of the Division of Autonomous Management Systems of the Department of Service Organization of RS of MES
7. Liana Abrahamyan, Head of Information Provision and Statistics Division of NCMC of RS of MES
8. Anna Hakobyan, Instructor for posting of information on the website, Information Provision and Statistics Division of NCMC of RS of MES
9. Mariam Margaryan, Junior instructor for posting of information on the website, Information Provision and Statistics Division of NCMC of RS of MES
10. Siranush Barseghyan, Chief specialist of IPRD of MES
11. Irina Aleyan, Leading specialist of IPRD of MES

Output 4 WG members

1. Sargis Kyureghyan, Deputy Rector of CMSA of MES
2. Gohar Khanvelyan, Chief specialist of IPRD of MES
3. Hakob Hakobyan, Head of Natural Disasters Division of Population Protection and Disaster Risk Reduction Department of RS of MES
4. Syuzanna Hakobyan, Chief Instructor of the Division of Analysis and Coordination of Programs and Plans of the Department of Organization of Service of RS of MES
5. Aram Zakaryan, journalist of 911tert.am webpage of MES and cmsa.am webpage of CMSA of MES
6. Irina Aleyan, Leading specialist of IPRD of MES

1-2 Progress of Activities

(1) Overall of the Project

1) JCC Meeting

In this monitoring term, JCC meeting was held twice. The main issues discussed are shown in Table 1-2-1. The sixth JCC meeting was the final one under the Project.

Table 1-2-1 Major issues discussed in JCC meeting

No.	Date	Major issues discussed
Fifth	13th July, 2022	<ul style="list-style-type: none"> ✓ Approval of the Monitoring Sheet Ver. 6 ✓ Confirmation of the process of finalization of SOP and the guidelines ✓ Confirmation of the development of the training plan, program, modules, and materials ✓ Confirmation of the results of training of trainers ✓ Confirmation of the progress on public relations ✓ Confirmation of the achievement of the indicators on each output and the project purpose and agreement of the future activities
Sixth	6th December, 2022	<ul style="list-style-type: none"> ✓ Approval of the Monitoring Sheets Ver. 7 and 8 ✓ Approval of the draft of the project completion report ✓ Confirmation of the completion of project activities ✓ Confirmation of the achievement of the indicators on each output and the project purpose ✓ Future activities for achievement of the overall goal including monitoring plan from the end of the Project to ex-post evaluation

2) Procurement of Equipment

JICA accepted the procurement of equipment proposed by JICA Expert Team. JICA Expert Team started the procurement in November 2020. All sets of equipment shown in Table 1-2-2 have been procured already. The procured equipment was used for the project activities under the control of JICA Expert Team. At the end of the Project, the procured equipment was handed over to MES.

Table 1-2-2 The procurement status

Equipment	Product	Status
Drone	Mavic 2 Enterprise	Procured in 2021
Digital camera	Canon EOS 5d mark iv	Procured in 2020
Information collection computer	Dell Latitude 7424 Rugged	Procured in 2020
Information editing computer	ZenBook Pro 15 UX550G	Procured in 2020
Smart TV	SONY KD-85XG9505	Procured in 2020
Mobile radio	Hytera - MD785G(H)	Procured in 2020
Handheld radio	Hytera - HYT PD685	Procured in 2020

3) Activities aimed at Public Relations for the Project

The contents of the website should be uploaded by MES during and after the Project. Therefore, before the launching of the website, trainings for IPRD and NCMC personnel were conducted twice. In the previous monitoring term, the first training was conducted for two persons of IPRD on the 11th of May, 2022. During the training JET explained the overview of the website and the management thereof, such as uploading the contents, articles, disaster event information, etc. The second training was done on 27th July, 2022 (refer to Figure 1-2-1).



Figure 1-2-1 Implementation of website training

For launching the website, in the project, JET and IPRD created the contents of the website. The list of the contents is shown in the Table 1-2-3. Through the selection of the contents, some of contents were uploaded in the website developed in the Project.

Table 1-2-3 The website contents prepared in this project

No.	Title	Summary	Language
1	Emergency Communication in case of earthquake	Created in the form of a picture book about what information is important and how it is communicated in the hours following an earthquake, so that people can imagine specific events for discussion.	Japanese/Armenia
2	Emergency Communication in case of landslide	Created in the form of the picture about what information is important and how it is communicated from the moment of the occurrence of a landslide to the first few hours after the landslide, so that people can imagine specific events for discussion. Since, basically, the evacuation in case of landslide is organized in anticipation of its occurrence, it is necessary for both those who give order of evacuation and those who are evacuated to recognize that they are lucky that the event did not occur.	Japanese/Armenia
3	Emergency	From the occurrence of the dam break, the specific event can	Japanese/Armenia

PM Form 3-1 Monitoring Sheet Summary

No.	Title	Summary	Language
	Communication in case of debris flow by dam break	be imagined so that people can consider whether the flood or the information about it reaches the local community first.	
4.	Emergency Communication in case of forest fire	Created in the form of a picture book about what information is important and how it is communicated in the hours following a forest fire, so that people can imagine specific events for discussion.	Japanese/Armenia
5	Sample of newsletter	Newsletters of the project/event summarized on A4 sheets.	Japanese/Armenia
6	Outreach	The Project outcome for each year is compiled.	English/Armenia
7	Discussion notes of DRR	To clearly explain the concept of the DRR (Disaster Risk Reduction); the document with samples of the retrofitting or community-based flood disaster countermeasures etc., is created.	English/Armenia
8	Location Map of landslides of Armenia	Landslide map in GIS, that was created by JICA project "The Study on Landslide Disaster Management in the Republic of Armenia", converted to google-earth format for easy use in GIS.	English
9	Earthquake report on 13-Feb 2021	The report describes the earthquake that occurred during the project period. As for damage, it shows that it could have occurred had the earthquake been bigger in magnitude, although there was no damage.	English/Armenia
10	Maintenance is necessary for the water reservoir	The agricultural dam failure that occurred in Uzbekistan showed the possibility that it could also occur in Armenia and the items that should be investigated.	Japanese/Armenia
11	Cliff collapse in the backside of the building construction	JICA Expert Team found cracks on a road in Armenia. After several weeks when JICA Expert Team visited there, cliff collapse occurred. JICA Expert Team was monitoring this series of events and summarized the results.	Japanese/Armenia
12	Message from the Spitak	A booklet that summarizes the events faced after the Spitak earthquake and we hope it will be read by MES staff.	English/Armenia

In addition to the website, the seismic intensity display software in Yerevan was developed with NCMC and IPRD. The software was installed on in NCMC on 26 July 2022 (refer to Figure 1-2-2).



Figure 1-2-2 Seismic intensity display software installed in NCMC on 26th July 2022

(2) Output 1: Challenges for crisis communication and public awareness for disaster risk reduction are identified and their possible solutions are emerged.

Activity 1.1 The Project Team, including WG members, JICA experts, media and other persons implementing the Project, develop training programs in Armenia, Japan and possibly neighboring countries aiming to learn crisis communication practices in other contexts.

Activity 1.1.1 Discussion on the purpose of training programs

There is no progress since the activity was completed.

Activity 1.1.2 Development of detailed training programs and their timing.

There is no progress since the activity was completed.

Activity 1.1.3 Deciding expected training participants

There is no progress since the activity was completed.

Activity 1.2 The Project Team arranges a training and selects the most appropriate members including media, to participate in it.

Activity 1.2.1 Deciding venue and preparation for training implementation

There is no progress since the activity was completed.

Activity 1.2.2 Sending invitation to training participants

There is no progress since the activity was completed.

Activity 1.2.3 Implementation of training

There is no progress since the activity was completed.

Activity 1.3 Training participants make reflections to identify their challenges on the current crisis communication and public awareness for disaster risk reduction and to explore possible solutions.

Activity 1.3.1 Deciding methodology for exploring possible solutions

There is no progress since the activity was completed.

Activity 1.3.2 Analysis of challenges and possible solutions

There is no progress since the activity was completed.

Activity 1.3.3 Making report of analysis

There is no progress since the activity was completed.

Activity 1.4 The Project Team organizes retreat, targeting journalists to disseminate experience and knowledge obtained during the trainings.

Activity 1.4.1 Discussion on the important issues on crisis management in Armenia

There is no progress since the activity was completed.

Activity 1.4.2 Preparation of contents to disseminate experiences

There is no progress since the activity was completed.

Activity 1.4.3 Dissemination of experiences through website, social media, etc.

There is no progress since the activity was completed.

(3) Output 2: The plan of activities from the 2nd year is finalized, and the activities are implemented.

Activity 2.1 The Project Team clarifies the need for other activities to be implemented in the Project from the 2nd year, formulates the outlines/ key points for implementation, and evaluates/ prioritizes the activities.

Activity 2.1.1 Sharing the expected achievements and outcomes of Output 3 and Output 4

There is no progress since the activity was completed.

Activity 2.1.2 Collection of the related information and discussion on important issues

There is no progress since the activity was completed.

Activity 2.1.3 Identification of needs, important issues, prioritized activities

There is no progress since the activity was completed.

Activity 2.2 The project Team develops the detailed plan of activities for the 2nd and 3rd years of the Project, and then, the Project Team finalizes the plan of the activities.

Activity 2.2.1 Reconsideration of the outputs and activities for Output 3 and 4

There is no progress since the activity was completed.

Activity 2.2.2 Development of subordinate activities and their schedule

There is no progress since the activity was completed.

Activity 2.2.3 Preparing the document of the detailed plan and approval of MES

There is no progress since the activity was completed.

Activity 2.3 The Project Team implements the approved activities.

This activity means the implementation of Output 3 and 4. Therefore, nothing is written here.

(4) Output 3: SOP (Standard Operation Procedure) on crisis communication in case of earthquake, landslide and forest fire for MES and the crisis communication guidelines for media are developed, and a practical exercise is conducted with the development of an exercise plan based on the SOP and the guidelines in order to finalize the SOP and the guidelines.

Activity 3.1 The Project Team confirms the need and utility of SOP on crisis communication, learns other cases to develop ideas, and creates a skeleton of SOP.

Activity 3.1.1 To decide the objectives of crisis communication

There is no progress since the activity was completed.

Activity 3.1.2 To consider and decide the overview of the roles of relevant organizations

There is no progress since the activity was completed.

Activity 3.1.3 To consider types, contents, and transmission ways of information and decide the outline

There is no progress since the activity was completed.

Activity 3.1.4 To develop the framework of SOP

There is no progress since the activity was completed.

Activity 3.2 The Project Team develops the draft SOP

Activity 3.2.1 To consider the contents of SOP

There is no progress since the activity was completed.

Activity 3.2.2 To evaluate the risks of three disasters (earthquake, landslide, and forest fire) and prepare disaster scenario

There is no progress since the activity was completed.

Activity 3.2.3 To decide the information to be collected, source of information, and ways of its collection based on the developed scenario

There is no progress since the activity was completed.

Activity 3.2.4 To decide the destination of information, items to be transmitted, and ways of transmission based on the developed scenario

There is no progress since the activity was completed.

Activity 3.2.5 To develop the draft SOP

There is no progress since the activity was completed.

Activity 3.3 The Project Team develops the draft guidelines for media and journalist.

Activity 3.3.1 To rearrange the issues of crisis communication conducted by media

There is no progress since the activity was completed.

Activity 3.3.2 To consider the purpose and contents of the guidelines

There is no progress since the activity was completed.

Activity 3.3.3 To develop the draft guidelines

There is no progress since the activity was completed.

Activity 3.4 The project Team conducts a practical exercise on crisis communication using the SOP and the guidelines.

Activity 3.4.1 To consider the roles of NCMC, IPRD and media in the exercise

There is no progress since the activity was completed.

Activity 3.4.2 To decide the exercise sites for each disaster and formulate the exercise

scenario

There is no progress since the activity was completed.

Activity 3.4.3 To share the guidelines and exercise scenarios with the exercise participants

There is no progress since the activity was completed.

Activity 3.4.4 To implement the exercise

There is no progress since the activity was completed.

Activity 3.5 The Project Team updates the SOP and the guidelines based on the review of the exercise.

Activity 3.5.1 To identify the issues subject to revision based on the exercise contents and review results

There is no progress since the activity was completed.

Activity 3.5.2 To reflect the revised issues in the SOP and the guidelines for finalization

<SOP>

The SOP editing work was completed in October 2022.

As described in the Monitoring Sheet Ver. 7, the figures of the multi-organizational timeline were somewhat difficult to edit, so they have been improved for easier editing on Ms-Word.

There are no changes to the contents of the diagram.

<Guidelines>

The guidelines were completed in July 2022.

The final version of the guidelines is confirmed in the 5th JCC meeting on 13th July 2022.

<Pocketbook guideline>

The guideline pocketbook was compiled and completed in October 2022.

The WG members and JET compiled an extract version of the guidelines that can be viewed on smartphone, tablet or handy pocketbook, so that important points can be confirmed in a straightforward manner at disaster site. (Hereinafter, this extracted version is called “pocketbook guideline”) The contents of this pocketbook are considered to be tips for covering in the disaster area.

Figure 1-2-3 is the structure of the guideline which shows the chronological sequence of actions taken by media journalists in reporting disasters, tips to keep in mind and things to know, and their relationship to the chapters of the guideline. Then, as shown in Figure 1-2-3, WG members focused on the contents of Chapters 5, 6, and 7 for the pocketbook,

and edited them so that the contents could be understood easier. Figure 1-2-4 shows the cover page and examples of contents of the pocketbook.

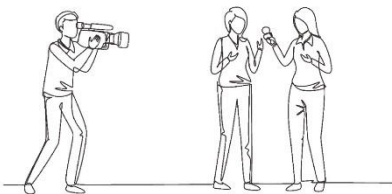
Situation	Under normal condition, before disaster	Immediately after disaster	1 hour to 1 day after disaster	After 1 day
Preparation under normal condition	<ul style="list-style-type: none"> • Importance of disaster reporting • Role of media • Understanding of disaster risk • Disaster risk reduction initiative • Training of journalists 	<ul style="list-style-type: none"> ← Chapter 1 ← Chapter 2 ← Chapter 3 ← Chapter 9 		
On site interview and coverage	<ul style="list-style-type: none"> Chapter 4 Chapter 5 Chapter 6 	<ul style="list-style-type: none"> ← Planning of disaster reporting ← Communication during disaster ← Harm limitation principle ← Disaster reporting rule ← Ensuring safety of journalists 		
Article editing and reporting	<ul style="list-style-type: none"> Chapter 7 <p>Scope of pocketbook</p>	<ul style="list-style-type: none"> ← Human right and copyright on disaster reporting ← Ethics of journalism on disaster reporting ← Video rule 		
Press conference and press release		<ul style="list-style-type: none"> ← Chapter 8 ← Chapter 3 	<ul style="list-style-type: none"> • Cooperation between MES LSGBs and media • Information needed by citizen after disaster 	

Figure 1-2-3 Structure of chapters of guideline and scope of pocketbook



**GUIDELINE-POCKETBOOK ON
DISASTER REPORTING**

FOR MEDIA AND JOURNALISTS



EPILOGUE

It is clear that a natural disaster cannot be prevented, however, as a result of proper actions of citizens/public, it is possible to reduce the scale of the disaster. Basic knowledge will help to carry out preventive measures and minimize damages.

Citizens have the following role in this matter:

1. Recognize the danger of disasters and prepare for them,
2. Assess disaster situations and ensure their own safety,
3. Contribute to the safety of the community after a disaster.

This pocketbook helps the media to quickly and accurately convey information to the public, as well as the horror of the disaster, which in turn contributes to formation of perception of disaster risk and basic knowledge and experience of disaster risk reduction. It is necessary to emphasize not only the coverage of the facts and the brutality of the disaster, but also to present the stories of the victims with manifestations of will and optimism, contributing to the increase of resilience to future disasters.

HUMAN RIGHTS AND COPYRIGHT AND VIDEO RULES

HUMAN RIGHTS AND VIDEO RULES MUST BE RESPECTED WHEN FILMING

I must

Respect human rights and freedom

- In order to film and conduct an interview, it is necessary to obtain prior consent from the interviewees and persons to be filmed.
- Obtain parental consent before filming minors.
- It is necessary to be honest with the interviewees, emphasizing mutual trust.
- It is necessary to follow the rules of professional ethics and to carry out fair and impartial coverage.
- Do not film or record if the person you are talking to is against it.
- Taking into account people's privacy right, filming in apartments, houses, offices and hospitals should only be done after obtaining the consent of residents or authorities.



9

I must

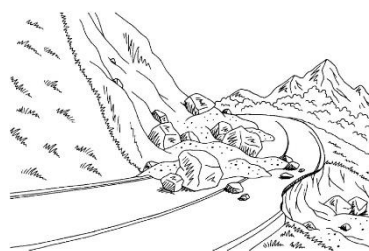
Realize the importance of copyright

Journalists and the media can often face copyright issues when covering disasters. This is in the case when the media presents non-proprietary information, republishes:

- information created by other media,
- video or audio content,
- amateur films and photos :

In this regard, it is necessary to always keep certain provisions:

- When republishing photos and information about the disaster, you need to get permission from the given media or the author of the publication.
- Point reference to the media whose material you are republishing.
- Check the source of photo or information.



10

Figure 1-2-4 Cover page, back cover (epilogue) and examples of articles of pocketbook

Activity 3.5.3 To disseminate the revised SOP and guideline within the MES

This activity has been completed in December 2022. Overviews of activity are given below.
<SOP>

In order for NCMC and IPRD to utilize the prepared SOP and for their staff to conduct communication exercise based on the SOP to prepare for emergencies, it was essential that the SOP be registered as official document such as Minister's decree. This is a common understanding among the WG members. Therefore, the WG members and the JICA Expert Team, together with the Project Manager and Project Director, proceeded to approve the SOP by the Minister's decree as "Crisis Communication SOP". In the process of the approval, the related departments of MES reviewed and discussed on the SOP. As a result, MES decided to change the name of SOP to "Crisis Communication Operation Standards" without changing the purpose and the use of SOP and approve it. "Crisis Communication Operation Standards" was approved by the Minister's decree on 1st December 2022. In the sixth JCC meeting, Japanese side confirmed and accepted "Crisis Communication Operation Standards" as an official output of the project. NCMC and IPRD will conduct periodic communication exercise based on the SOP, which was done in this project. It will also be used in the training of new staff.

<Guideline and pocketbook guideline>

The prepared guidelines were printed and distributed to media companies. They were also

used as training materials for the "Role of the Media and Code of Conduct" in the theory module during the training in Activity 4.3. It will also be used as the training material in the future five-year plan.

The pocketbook guideline was distributed to media companies and posted on the website created as part of the project's public relations activities and made available for downloading. It was also widely disseminated to journalists through the activities of Output 4.

Professor Davit Alaverdyan, Faculty of Journalism, Yerevan State University, contributed to Output 3 and 4 as a local consultant. In particular, he assisted in finalizing the guidelines. According to the professor, the content of the guidelines can be appropriate teaching material for students to learn knowledge of natural disasters and codes of practice in reporting. Therefore, MES and JICA Expert Team gave a one and half hour lecture on the guidelines to student of the faculty of journalism on 12th October 2022. The contents of the lecture are as follows.

1. Project overview
2. Overview of crisis communication and its role, and initiatives of MES
3. Contents of the guidelines
4. Future initiatives of the MES

Participants were 28 students and 1 faculty member. The lecturer from the MES was the chief specialist of IPRD. According to the professor, they will consider utilization of the guidelines and pocketbook guidelines for their education.

(5) Output 4: The training plan/program and materials on crisis communication are developed and the training is conducted based on developed plan/program and material.

Activity 4.1 The Project Team develops a preliminary plan/program of the training and prepares the concept of the material.

Activity 4.1.1 To reorganize the issues on crisis communication and the needs of related organizations

This activity was already completed, therefore no activities have been conducted.

Activity 4.1.2 To reorganize the concept and the future functions of the information center

This activity was already completed, therefore no activities have been conducted.

Activity 4.1.3 To set the training strategy, overall goals, purposes, and the target group

This activity was already completed, therefore no activities have been conducted.

Activity 4.1.4 To develop training modules and the concept of training materials

This activity was already completed, therefore no activities have been conducted.

Activity 4.2 The Project Team develops detailed plan/program and materials of the training.

Activity 4.2.1 To develop a detailed training plan on crisis communication

This activity was completed in previous term, therefore no activities have been conducted.

Activity 4.2.2 To develop training modules

This activity was completed in previous term, therefore no activities have been conducted.

Activity 4.2.3 To develop training materials

This activity was completed in previous term, therefore no activities have been conducted.

Activity 4.3 The Project Team conducts a ToT and the trainings using the developed contents/materials.

Activity 4.3.1 To conduct training of trainers

This activity was completed in previous term, therefore no activities have been conducted.

Activity 4.3.2 To implement training using the developed training materials

This activity has been completed in July 2022.

After training of trainers (hereinafter referred as ToT), a training on all modules was conducted with the use of the developed materials (refer to Table 1-2-4 and Figure 1-2-5). The training was provided by the trainers certified through ToT. Seven persons including MES officials, public affairs staff of the Ministry of Environment, and journalists participated in the training. Some participants joined the training online.

Table 1-2-4 Contents of the training

Date	Time	Content Theoretical part	Trainers
Day 1 July 7, Thursday	14:00-14:05	Opening remark	Haik Kostanyan (Press secretary of MES)
	14:05-14:30	Presentation of the training program, overview of training (goals, substantiation, expected results) Main activity (strategy) of IPRD, presentation	Moderator: Gohar Khanvelyan /IPRD/
	14:30-14:50	Clarification of crisis <ul style="list-style-type: none"> • Overview of crisis communication (presentation) • Importance of MES-media-SGB/LSGB cooperation 	Gohar Khanvelyan /IPRD/

PM Form 3-1 Monitoring Sheet Summary

Date	Time	Content Theoretical part	Trainers
		(presentation)	
	14:50-15:20	Standard Operation Procedure of crisis communication (presentation) <ul style="list-style-type: none"> Brief introduction of the SOP Importance of cooperation Collection and transfer of information (NCMC-IPRD) 	Liana Abrahamyan NCMC MES
	15:20-16:00	Q&A	Participants
	16:00-16:10	Coffee Break	
	16:10-16:40	Crisis management - education (presentation) <ul style="list-style-type: none"> Educational activities of CMSA Trainings 	Ruzanna Gharibyan, CMSA lecturer
	16:40-17:00	Introduction of Media campaign <ul style="list-style-type: none"> Topics Organization Media tours 	Anna Baghdasaryan DRR journalist, Founder-Director of "Economic Journalist Club"
	17:00-17:30	Guidelines for journalists and instructors (presentation) <ul style="list-style-type: none"> Code of conduct for journalists Journalist ethics Security 	Anna Baghdasaryan DRR journalist, Founder-Director of "Economic Journalist Club"
	17:30-18:00	Wrap-up, comments and questions	Participants
Day 2 July 8, Friday	14:00-14:25	Crisis management and technologies (presentation) <ul style="list-style-type: none"> Challenges Enhancement of crisis communication 	Davit Alaverdyan, YSU lecturer, DRR journalists, Chief editor of Mediamax
	14:25-15:00	Reporting emergency situations by the media <ul style="list-style-type: none"> Provision of accurate information Modern media tools Social networks Information security 	Davit Alaverdyan, YSU lecturer, DRR journalists, Chief editor of Mediamax
	15:00-15:20	Q&A	Participants
	15:20-15:30	Coffee Break	
	15:30-15:50	The results of Media campaign Survey <ul style="list-style-type: none"> Interviews Preparing an article Preparing a scenario Presentation of works (presentation by Nelli) 	Nelli Grigoryan, journalist of "Aravot" daily Aram Zakaryan, journalist of 911 newspaper, Anna Hayrapetyan, IPRD expert
	15:50-16:20	Case study Lessons learned from the victim stories and actual disasters <ul style="list-style-type: none"> Armenian experience Japanese experience Discussion 	Aram Zakaryan, journalist of 911 newspaper, presentation
	16:20-16:40	Study of the selected cases (by Armenian Journalists) <ul style="list-style-type: none"> Presentation of the selected articles Opinions of the journalists 	Aram Zakaryan, journalist of 911 newspaper,

Date	Time	Content Theoretical part	Trainers
	16:40-17:00	Discussion: Advice for further activity of IPRD <ul style="list-style-type: none"> • How to cooperate with the media 	All participants
	17:00-17:20	Guideline for journalists and instructors <ul style="list-style-type: none"> • A material prepared by H2 TV (Aram Grigoryan) on the Guidelines for journalists, presentation of the video 	Aram Zakaryan Video presentation
	17:20-17:30	Suggestions by journalists on the content of the Guidelines for journalists	Participants
	17:30-18:00	Wrap-up, comments and questions	

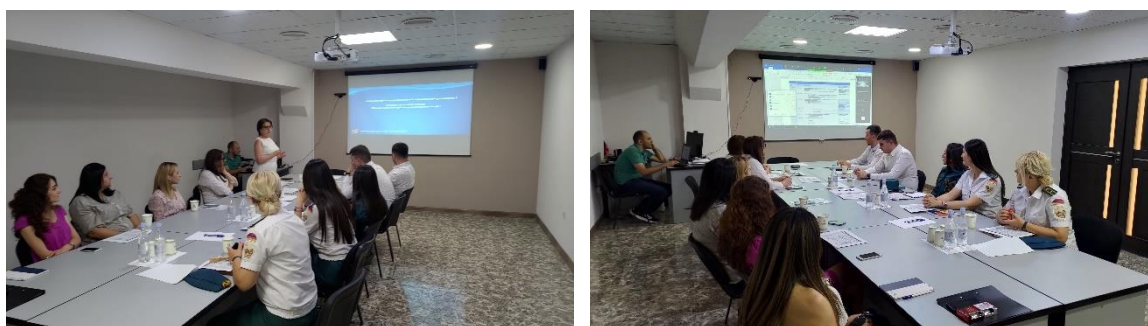


Figure 1-2-5 Implementation of the training

Activity 4.3.3 To organize the results of the review by training participants and related people

This activity has been completed in August 2022.

After the training, the following surveys were conducted. Based on the results of these surveys, some feedbacks on the implemented training were compiled as shown in Table 1-2-5.

- ✓ Discussion between JICA Expert Team and trainers
- ✓ Questionnaire to trainers
- ✓ Questionnaire to training participants

Table 1-2-5 Feedbacks on the implemented training

Categories	Sub-categories	Feedbacks
General Framework	Concept	● Professional orientation was important and useful.
	Learning objectives	● Needs assessment for the future participants can be considered before the trainings.
	Name of the Training	● Current one is ok.
Program Operation	Date	● No particular opinions were provided.
	Time schedule	● 1-day training can be designed.
	# of participants	● Max 10 is preferred.

PM Form 3-1 Monitoring Sheet Summary

Categories	Sub-categories	Feedbacks
		<ul style="list-style-type: none"> ● 8-12 is good.
	Online	<ul style="list-style-type: none"> ● Abandon the online teaching, because it is not effective in Armenia. Instead, trainers should go to the marzes and conduct trainings, which can expand the number of participants. ● Online is ineffective. ● The face-to-face approach is effective, the online version is applicable only when absolutely necessary. ● Being an online participant somewhat hinders satisfaction. Work is distracting in most cases, and so is the factor of not disturbing your roommates. ● It was effective because I was physically present at the training, I think the online training is not that effective. ● Face to face meetings are preferable. ● The only obstacle was that we had to simultaneously participate in the seminar online and do the actual work, which in itself was already a problem. It is desirable to have face to face trainings.
	Venue	<ul style="list-style-type: none"> ● Trainings can be held in the editorial offices, which will allow expanding the range of the audience. It is possible to hold a trial course for the staff of Public TV, Public Radio, ArmenPress and check the effectiveness of such an approach.
	Training opportunities	<ul style="list-style-type: none"> ● Such awareness-raising activities can be ongoing, both in terms of gaining a deeper understanding of emergency operations and reaching a wider audience.
Module	Contents	<ul style="list-style-type: none"> ● Semi-practical or practical component can be included in all modules.
	Sequence	<ul style="list-style-type: none"> ● Current modules are well structured, but sequence-wise, the theory and practical session can be balanced.
	Time allocation	<ul style="list-style-type: none"> ● Time allocation was all right. ● Slight adjustment can be considered, adjusting with the total schedule. ● The time is enough for the main issues. ● The allotted time was sufficient, but I think that the selected topics can be discussed without time limitation. ● The majority of participants think that the time allocation was appropriate.
	Mode of delivery	<ul style="list-style-type: none"> ● There can be more discussion sessions. ● Question and Answer session can activate the participants. ● Each module has its own appropriate form. ● Each theoretical part should be followed by a practical part of the same topic. The format can be selected. ● Group works will be effective. ● Spend more time on discussions, group work and role play. The latter make the theoretical part more impressive and grounded. ● I was able to clarify and discuss some issues related to providing information as quickly as possible during natural disasters. It seems that everything is clear, but discussions help to make it easier to receive information and properly organize the work during emergency situations. ● Discussion was very effective. ● It can be more interactive.
Materials	Presentation (audio-visual, photos, data etc.)	<ul style="list-style-type: none"> ● It is preferable to use them if the material requires that. Enough audio-visual materials have been effectively utilized. ● The educational materials were detailed enough, useful and easy-to-understand. For now, there is no need for improvement.

PM Form 3-1 Monitoring Sheet Summary

Categories	Sub-categories	Feedbacks
	Contents	<ul style="list-style-type: none"> ● Overall, it was well planned but could include a semi-practical or practical component in all modules. ● Guidelines for the journalists, contents of the pocketbook should be presented. ● Best practice examples of cooperation between a state body and private media. ● Practical exercises can be organized. ● I want to see on-site the order of steps carried out during natural disasters and also prepare information. It would be very useful to see the whole process in a very experienced country like Japan. I want us to make efforts and reach that level. ● The Japanese experience would give the best idea to work properly. I am also expecting to get the pocketbook guidelines for journalists, it is a very useful initiative. ● According to the learning needs of the participants in advance, learning materials can be adjusted to make their practical activities more effective. ● What participants learned most was on 1) recommendations on the physical safety, 2) media/journalist activities during natural disasters, 3) the reason why during an earthquake, it was not possible to quickly get information about the location and the intensity within 1-2 minutes. The utility of not breaking bad news quickly, or hiding it, 4) almost everything. ● The topics related to crisis situations and natural disasters are many and inevitable, therefore the knowledge needs to be constantly updated.
	Applicability to daily works	<ul style="list-style-type: none"> ● I learned things that can be used in my daily work. ● I learned things that I will definitely apply in my daily life and work. ● I haven't had a chance to deal with an emergency situation. ● How in emergency situations information is provided with a running line or a standing line and a sound signal. That signal can also be very effective on the radio. ● There were a number of points and provisions that we have applied many times in our work practice, because Shirak region is considered an active seismic zone, and earthquakes and shakings of varying intensity happen here frequently.
Trainers	Qualification and Capacities	<ul style="list-style-type: none"> ● They were selected from all the intended structures; this format is good. ● Trainers should be people who underwent trainings and are highly qualified specialists. ● Information security specialists can be involved. ● The speakers were quite skilled professionals and skillfully conveyed their experience and skills to the participants of the seminar.

Activity 4.4 The Project Team updates the training plan/program and materials.

Activity 4.4.1 To decide the direction of revision of training programs and training materials

This activity has been completed in September 2022.

Based on the feedback obtained in Activity 4.3, the WG members and the training trainers discussed and agreed on the directions for finalization and the policies and points to keep in mind for the implementation of the training. The major changes in the finalization of the

training plan, modules, programs, and materials are as follows.

- ✓ The module "Role of the Media" was set up, but it will be renamed SOP for the media since it includes the content of the SOP. In addition, to distinguish it from this, the one for administrative officials shall be renamed SOP for administrative officials.
- ✓ The module on role-playing on crisis communication was added.

The media campaign, which is a module of practice, is intended to be organized on the International Day for Disaster Risk Reduction and memorial days. Considering the preparation time and other factors, it would be difficult to conduct it at every training session. As an alternative, a module on role-playing will be added. The role-plays would be based on the practical exercise for Outcome 3. IPRD has participated in the practical exercise for Outcome 3 and recognizes its importance and effectiveness. The role-plays will involve a press conference and participating journalists will be asked to write an article, which enables them to improve their ability to act and express themselves in a practical way.

Activity 4.4.2 To adjust the consistency with the detailed training plan

This activity has been completed in October 2022.

The training plan remains unchanged from that developed in Activity 4.2 (refer to Table 1-2-6). The training modules by target group were modified and finalized by splitting the SOP training into two parts, one for administrative officials and one for the media, and by adding a module on role-playing (refer to Table 1-2-7).

Table 1-2-6 Training plan

Categories	Sub Categories	#	Session Target	Yearly target 2 times / year	5 year target
Media Journalists	News Agency	1	6	12	60
	TV	2			
	Radio	1			
	Web media	2			
MES	IPRD	2	7	14	70
	NCMC Info Div.	2			
	Rescue Service (Regional RS)	2			
	SPTS	1			
Marz	P&R division	2	2	4	20
Other Ministries	P&R dep.	2	2	4	20
Total		17	17	34	170

Table 1-2-7 Modules for each target group

Category	Module	Trainers	Target Groups										
			Media				MES				Martz	Other Min.	
			News Agency	TV	Radio	Web media	IPRD	NCMC Info div	Rescue Service (Regional RS)	SPTS	PR div.	PR dep.	
Theory	Overview of Crisis Communication	Trained Trainers	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	SOP for Media		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	SOP for Public Officials		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Journalists' Guideline		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Semi-practice	Case Studies	IPRD	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Tour of IPRD		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Tour of NCMC		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Practice	Tour of SPTS	SPTS	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	Meda Campaign	Trained Trainers	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	Role Play		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

After the completion of the Project, MES will implement the training based on the plan. Through the consultation with the WG members, the following implementation policies were compiled.

- ✓ The training conducted under Activity 4.2 invited participants from the earthquake-affected area of Shirak Marz. It was found that government officials and journalists who had experienced the disaster were enthusiastic about improving their capacity for crisis communication. It is suggested to focus on the Marz which are interested in disaster risk reduction and journalists working in the areas of past disasters for implementation of training at an early stage.
- ✓ Journalists and government officials with disaster experience are considered as local focal persons in updating training materials and conducting media campaigns.
- ✓ Journalists are generally busy and long hours training are not practical. Considering saving as much time as possible, it can be planned to have trainers visit the region to conduct the training.
- ✓ It is expected to increase the number of training trainers and develop a system in which multiple trainers can teach a single module. It is expected that the quality of training will be improved by utilizing the originality of the trainers without uniformity.
- ✓ Cooperation with local regions is important, and training also emphasizes communication with trainers. For this reason, training trainers will travel to rural areas to conduct face-to-face training (refer to Figure 1-2-6).
- ✓ Different locations have different disaster types to be considered. Therefore, the main disasters to be handled will be changed depending on the location (refer to Figure 1-2-6).
- ✓ It is suggested to consider publicizing the training for journalists not only on the website of MES, but also on the websites of the organizations to which the training trainers belong, so that the information reaches a wider audience.

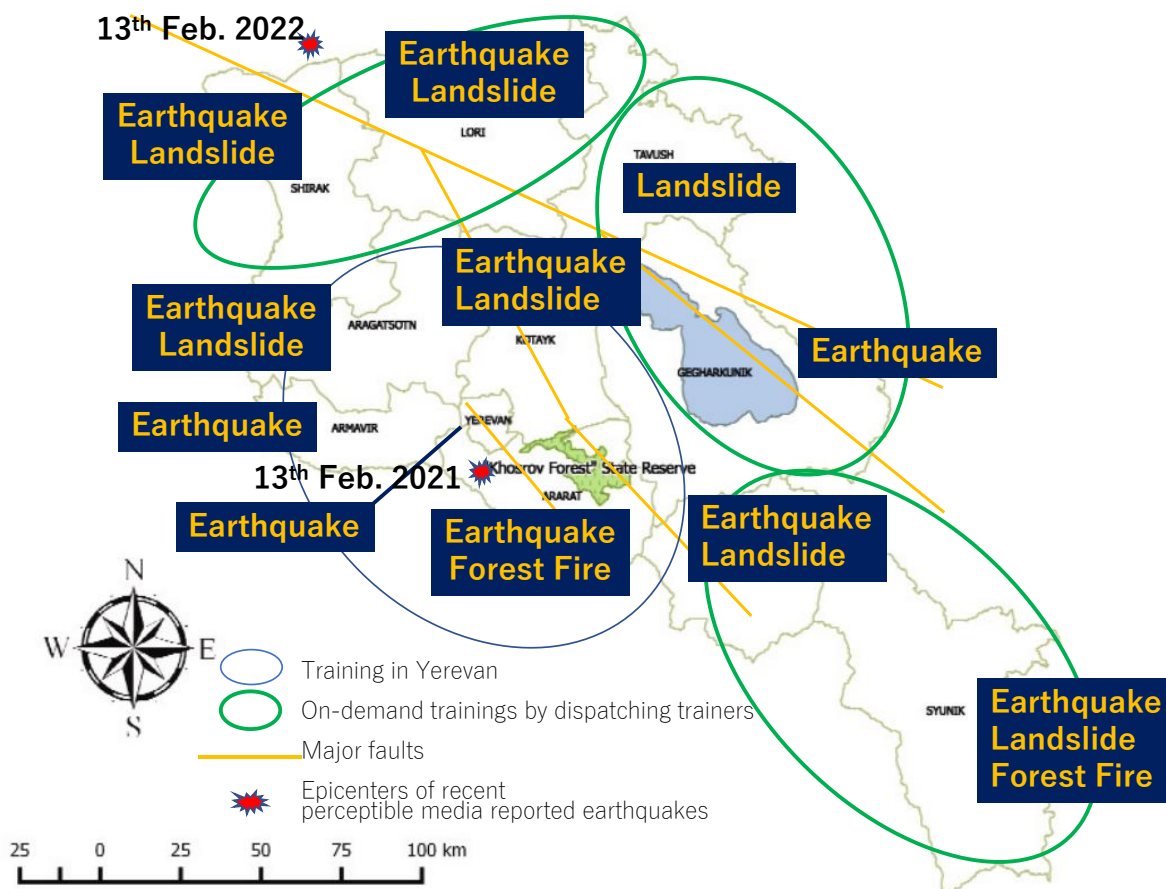


Figure 1-2-6 Zoning for implementation of training

Activity 4.4.3 To revise the training modules and training materials

This activity has been completed in October 2022.

The finalized training modules are shown in Figure 1-2-7. A summary of each module is shown in Table 1-2-8. The changes are the addition of role-plays and the division of the SOPs.

Based on the finalized modules, the training program was finalized (refer to Figure 1-2-8). There was a strong demand for a compact program, as a full-day training would have a large impact on the work of journalists. Therefore, the training program was designed as a two-day half-day program.

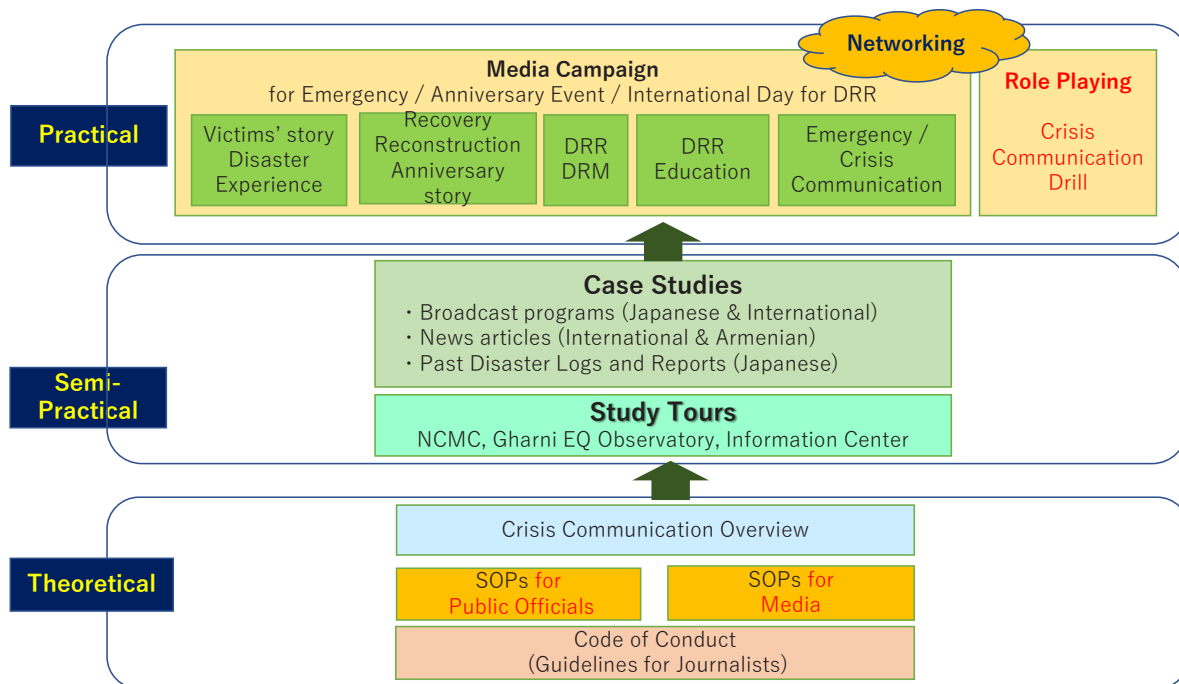


Figure 1-2-7 Training modules

Table 1-2-8 Overview of training modules

Module		Overview
Theory	Crisis Communication Overview	Basic knowledge on DRR and crisis communication is provided. Training purposes are also explained.
	SOP for public officials	The SOP developed in Output 3 is shared. The purposes of the SOP and each chapter of it are explained.
	SOP for media	The SOP developed in Output 3 is shared. Emphasis will be placed on what the media need to know.
	Guidelines for Media	The Guidelines for Media developed in Output 3 is shared. The roles of media, the basic policy, and the basic knowledge on each disaster targeted in the Project are explained.
Semi-practice	Case Studies	Case studies on crisis communication in Japan are shared. Based on the case studies, training participants discuss the problems and issues on crisis communication in Armenia.
	Study tour	MES's facilities are introduced in order to make it a opportunities to learn about the current state and actual places of crisis communications.
Practice	Media campaign	To conduct media campaign, the procedures of preparation works are explained. Activities for media campaign are also proposed.
	Role play	Out of activities of the practical exercise conducted under Output 3, the activities by IPRD will mainly be conducted. Press conferences and the preparation of article writing based on press conferences will be conducted.



Figure 1-2-8 Training program

The training materials were finalized based on the training modules and the training program (refer to Table 1-2-9). The main improvements are as follows.

- ✓ Many trainers expressed the need for alerts regarding information security, and content regarding this issue was added to the Crisis Communication Overview.
- ✓ SOP for media materials were created based on the SOP materials.
- ✓ For the guidelines, pocketbook guidelines was newly created, and PPT materials were also created as a compact consolidation of the knowledge required for the media.
- ✓ Since role-playing was added to the new module, materials were created to allow the media and administrative officers to collaborate and organize practical exercise conducted in Output 3.

The materials finalized in the Project are positioned as standardized materials. WG concluded that it is desirable to revise and improve the training materials in the future according to the needs and requests of the participants and the social situation.

Table 1-2-9 Contents of the finalized training materials

Module		Main contents
Theory	Crisis Communication Overview	<ul style="list-style-type: none"> ✓ Definition of crisis communication ✓ Procedures of crisis communication ✓ Actors of crisis communication ✓ Communication techniques ✓ Themes of crisis communication ✓ Necessary information and actions during crisis management ✓ Past disaster experience ✓ Information security

PM Form 3-1 Monitoring Sheet Summary

	SOP for public officials	<ul style="list-style-type: none"> ✓ Goal of SOP ✓ Beneficiaries of SOP ✓ Structure of SOP ✓ Contents of SOP
	SOP for media	It is basically the same as the one for public officials, but it does not include detailed information and focuses on what the media should know.
	Guidelines for Media	<ul style="list-style-type: none"> ✓ Principles of disaster reporting ✓ Roles of media ✓ Knowledge on target disasters ✓ Appropriate behavior during target disasters
Semi-practice	Case Studies	<ul style="list-style-type: none"> ✓ Emergency operation ✓ Decision making ✓ Dimension of recovery ✓ Communication means
	Study tour	No materials
Practice	Media campaign	<ul style="list-style-type: none"> ✓ Procedure on disaster reporting ✓ Past works of this module
	Role play	<ul style="list-style-type: none"> ✓ Objectives ✓ Disaster scenario ✓ Contents of activities

One of the indicators of the project purpose was to conduct the training using the finalized materials. In order to achieve this indicator, MES conducted a needs assessment survey among the candidates of training participants as part of the preparatory work. The purpose of this survey was for MES to understand the needs and interests of the participants so that the training materials could be fine-tuned and the delivery methods adjusted to meet their needs and interests. Using the finalized training program and materials and the results of the needs assessment survey, MES conducted a training on November 24 and 25, 2022. With the above, one of the indicators of the project purpose was achieved.

In addition, in November 2022, MES conducted a survey among media companies in order to ensure the effective implementation of the training after the project was completed. The main purpose of this survey was to create a database of disaster management personnel in each company. In addition, the survey also included information on their willingness to participate in future trainings and dispatch employees, the location of training (external or in-house), the extent to which they use MES's press releases, and their willingness to establish a cooperative relationship with MES. This survey activity will be significantly useful for MES's activities after the project is completed.

1-3 Achievement of Output

Here, the achievements of Output 1 and 2 are mentioned according to the indicators in PDM Ver. 1. The achievements of Output 3 and 4 are reviewed based on the indicators developed in the draft PDM Ver. 2 written in the draft Work Plan.

(1) Output 1

1.1 Training programs are developed in the first half of the 1st year of the Project.

This indicator has already been achieved.

1.2 Training is conducted 3 times in the first year of the Project.

This indicator has already been achieved.

1.3 A group of participants prepares a report on the challenges and the solutions.

This indicator has already been achieved.

(2) Output 2

2-1 The detailed plan of the activities for the 2nd and the 3rd years of the Project is developed.

This indicator has already been achieved.

2-2 The approved plan is implemented in the 2nd and the 3rd years of the Project.

This indicator has already been achieved.

(3) Output 3

3-1 Draft SOP is approved by JCC.

This indicator has already been achieved.

3-2 Main members who manage the SOP practical exercise are confirmed by JCC.

Through the experiences of the practical exercise, MES proposed the persons mentioned in Table 1-3-1 as the main members for the conduct of future exercises.

In case when an exercise related to crisis communication and SOP is conducted as a part of a large-scale exercise, the Head of Population Protection and Disaster Risk Reduction Department and/or the head of relevant department is responsible for the scenario preparation.

In the JCC meeting held on 13th July 2022, JCC confirmed and approved the heads of two subdivisions shown in Table 1-3-1 as the main members for the future implementation of a practical exercise. Therefore, this indicator was achieved.

Table 1-3-1 Main members who manage the SOP practical exercise

Responsible person	Role
Head of Information and Public Relations Division (hereinafter called as IPRD)	✓ Exercise management
	✓ Management of actions of IPRD
Head of National Crisis Management Center (hereinafter called as NCMC)	✓ Scenario preparation
	✓ Management of actions of NCMC

3-3 Updated SOP is approved by MES.

The updated SOP was approved by the Minister's decree as "Crisis Communication Operation Standards" in December 2022. Therefore, this indicator was achieved.

(4) Output 4**4-1 Trainers who manage the trainings for journalists are confirmed by JCC.**

Participants of ToT are considered as the trainers. They were confirmed by JCC members in 5th JCC meeting in July, 2022. Therefore, this indicator was achieved.

4.2 Training plan/program is approved by JCC.

Training plan and program were approved in the final JCC held in December 2022. Therefore, this indicator was achieved.

4.3 Training material is approved by JCC.

Training materials were approved in the final JCC held in December 2022. Therefore, this indicator was achieved.

1-4 Achievement of the Project Purpose

The achievement of the Project Purpose is reviewed based on the indicators developed in the draft PDM Ver. 2 written in the draft Work Plan.

1. 4 trainers are prepared for practical exercise related to the guidelines.

MES considered the trainers from the field of 1) DRR and general issues on crisis communication, 2) crisis communication with media, 3) awareness raising, 4) general issues on media. Through the project activities, the following persons were prepared, which was confirmed in 5th JCC meeting in July, 2022. Therefore, this indicator was achieved.

- ✓ Hovhannes Khangerdyan, Individual Consultant: DRR and general issues on crisis communication
- ✓ Davit Alaverdyan, Professor of Yerevan State University: Crisis communication with media

- ✓ Anna Baghdasaryan, Head of Economic Journalist Club: Awareness raising
- ✓ Nelli Grigoryan, Journalist: General issues on media

2. MES conducts trainings utilizing the authorized training materials developed in the project.

Using the updated materials, MES conducted training in November 2022, which was confirmed in the final JCC held in December 2022. Therefore, this indicator was achieved.

3. MES makes a plan of activity, other than training and exercise, with the agreement of media for the collaboration with media and journalists.

Considering the project activities and utilizing the network with media and journalists, MES, with the support of JET, prepared the plan. The achievement was confirmed in the final JCC held in December 2022. Therefore, this indicator was achieved.

1-5 Changes of Risks and Actions for Mitigation

(1) Output 1:

Nothing special

(2) Output 2:

Nothing special

(3) Output 3:

Nothing special

(4) Output 4:

Nothing special

1-6 Progress of Actions undertaken by JICA

Nothing special

1-7 Progress of Actions undertaken by Gov. of the Republic of Armenia

Nothing special

1-8 Progress of Environmental and Social Considerations (if applicable)

Nothing special

1-9 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)

Nothing special

1-10 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs etc.)

Nothing special

2 Delay of Work Schedule and/or Problems (if any)

2-1 Detail

(1) Output 3:

There is no delay in the revised schedule.

(2) Output 4:

There is no delay in the revised schedule.

2-2 Cause

(1) Output 3:

No delay.

(2) Output 4:

No delay.

2-3 Action to be taken

(1) Output 3:

No delay.

(2) Output 4:

No delay.

2-4 Roles of Responsible Persons/Organization (JICA, Gov. of the Republic of Armenia)

Nothing special

3 Modification of the Project Implementation Plan

3-1 PO

Nothing special

3-2 Other modifications on detailed implementation plan

Nothing special

4 Preparation of Gov. of the Republic of Armenia toward after completion of the Project

Nothing special

II. Project Monitoring Sheet I & II *as Attached*

Project Monitoring Sheet I (Revision of Project Design Matrix)

Project Title: The Project for the Improvement of Crisis Communication and Public Awareness for Disaster Risk Reduction
Implementing Agency: Ministry of Emergency Situations, the Republic of Armenia (MES)
Target Group: Working Group in the framework of the Project
Period of Project: 3 years
Project Site: The Republic of Armenia (1st stage at Yerevan city)

Version 8
Dated 15th December 2022

Overall Goal	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
<p>Project Purpose To strengthen the crisis communication capacity of MES and media by creating a collaborative environment to provide correct information on emergencies in the timely manner.</p>	<p>1. A training on crisis communication is conducted for 25 persons related to media works at Information Center of MES and/or Crisis Management State Academy during a year. 2. MES prepares awareness raising material/information on crisis communication and provides population with it once a month and when necessary. 3. Information provision is operated in accordance with SOP (only when earthquake, landslide, and/or forest fire are occurred.)</p>	<p>1. Records of training and number of certificates of training provided at the Information Center of MES. 2. MES's website and social media 3. Website of MES, social media used by MES, other official record, and internal record within MES</p>	<p>Information center of MES is available.</p>	<p>1: Through the project activities, four persons were prepared, which was confirmed in 5th JCC meeting in July, 2022. Therefore, this indicator was achieved. 2: Using the updated materials, MES conducted training in November 2022, which was confirmed in the final JCC held in December 2022. Therefore, this indicator was achieved. 3: Considering the project activities and utilizing the network with media and journalists, MES, with the support of JET, prepared the plan. The achievement was confirmed in the final JCC held in December 2022. Therefore, this indicator was achieved.</p>	

<p>Outputs</p> <p>1. Challenges for crisis communication and public awareness for disaster risk reduction are identified and their possible solutions are found.</p> <p>2. The plan of activities from the 2nd year is finalized, and the activities are implemented.</p> <p>3. SOP (Standard Operation Procedure) on crisis communication in case of earthquake, landslide, and forest fire for MES and the crisis communication guidelines for media are developed and practical training is conducted with the development of training plan based on the SOP and the guidelines in order to finalize the SOP and the guidelines.</p> <p>4. The training plan/program and materials on crisis communication are developed and the training is conducted based on developed plan/program and material.</p>	<p>1.1 Training programs are developed in the first half of the 1st year of the Project. 1.2 Training is conducted 3 times in the first year of the Project. 1.3 A group of participants prepares a report on identified challenges and the solutions.</p> <p>2-1 The detailed plan of the activities for the 2nd and 3rd year of the Project is developed. 2-2 The approved plan is implemented in the 2nd and 3rd year of the Project.</p> <p>3-1 Draft SOP is approved by JCC. 3-2 Main members who manage the SOP practical exercise are confirmed by JCC. 3-3 Updated SOP is approved by MES.</p> <p>4-1 Trainers who manage the trainings for journalists are confirmed by JCC. 4.2 Training plan/program is approved by JCC. 4.3 Training material is approved by JCC.</p>	<p>1-1 Training programs 1-2 Records of the trainings 1-3 Report of Detail Planning Survey for the Project</p> <p>2-1 The detailed plan is approved by JCC. 2-2 Records of the activities</p> <p>3-1 MM of JCC 3-2 MM of JCC 3-3 Decree of Minister of MES</p> <p>4-1 MM of JCC 4-2 MM of JCC 4-3 MM of JCC</p>	<p>Security conditions in Armenia do not be worsen.</p> <p>Security conditions in Armenia do not be worsen.</p>	<p>1-1: Achieved 1-2: Achieved 1-3: Achieved</p> <p>2-1: Achieved 2-2: Achieved</p> <p>3-1: Achieved 3-2: The head of IPRD and the head of NCMC were confirmed and approved as the main members at the 5th JCC meeting on 13 July 2022. Therefore, this indicator is achieved. 3-3: The updated SOP was approved by the Minister's decree in December 2022. Therefore, this indicator was achieved.</p> <p>4-1: Participants of ToT are considered as the trainers. They were confirmed by JCC members in 5th JCC meeting in July, 2022. Therefore, this indicator was achieved. 4-2: Training plan and program were approved in the final JCC held in December 2022. Therefore, this indicator was achieved. 4-3: Training materials were approved in the final JCC held in December 2022. Therefore, this indicator was achieved.</p>	
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Activities	Inputs		Pre-Conditions
	The Japanese Side	The Armenian Side	
<p>(1-1) The Project Team, including WG members, JICA experts, media and other persons implementing the Project, develop training programs in Armenia, Japan and possibly neighboring countries aiming to learn crisis communication practices in other contexts.</p> <p>(1-2) The Project Team arranges a training and select the most appropriate members including media, to participate in it.</p> <p>(1-3) Training participants make reflections to identify their challenges on the current crisis communication and public awareness for disaster risk reduction and to explore possible solutions.</p> <p>(1-4) The Project Team organizes retreat, targeting journalists to disseminate experience and knowledge obtained during the trainings.</p> <p>(2-1) The Project Team clarifies the need for other activities to be implemented in the Project from the 2nd year, formulate the outlines/ key points for implementation, and evaluate/prioritize the activities.</p> <p>(2-2) (tentative) The project Team develops the detailed plan of activities for the 2nd and 3rd years of the Project, and then, the Project Team finalizes the plan of the activities.</p> <p>(2-3) (tentative) The Project Team implements the approved activities.</p> <p>(3-1) The Project Team confirms the need and utility of SOP on crisis communication, learns other cases to develop ideas, and create a skeleton of SOP.</p> <p>(3-2) The Project Team develops the draft SOP.</p> <p>(3-3) The Project Team develops the draft</p>	<p>- Experts</p> <p>1) Public Awareness</p> <p>- Training in Armenia, Japan, or possibly neighboring countries</p> <p>- Cost</p>	<p>- Allocation of budget</p> <p>1) Salaries and other allowances for the Armenian counterpart personnel for co-working in Armenia</p> <p>2) Expenses for utility such as domestic telecommunication, electricity, water supply for the project office</p> <p>- Allocation of personnel</p> <p>1) Assignment suitable number of capable counterpart personnel to ensure the effective implementation of the Project</p> <p>- Principal facilities</p> <p>1) Preparation of air-conditioned office space with one telephone line, internet connection and office furniture (desks and chairs) in MES</p> <p>2) Facility of training center</p> <p>- Necessary items</p> <p>1) Access to information necessary for the Project</p>	<p>Security conditions in Armenia do not be worsen.</p> <p><Issues and countermeasures> JICA Uzbekistan Office and JICA Expert Team decided that the third JCC will be organized when JICA Expert Team restart visiting Armenia. MES also agreed to it. Therefore, the Work Plan is not officially approved by Japanese side and Armenian side. But the significant parts on Output 3 and 4 were confirmed by JICA Expert Team and MES. Therefore, it was decided to start the activities of Output 3 and 4. According to the progress and the situation in Armenian on COVID-19, the work plan should be revised in order to make the Project effective.</p>

<p>guidelines for media and journalist. (3-4) The project Team conducts a practical exercise on crisis communication using the SOP and the guidelines. (3-5) The Project Team updates the SOP and the guidelines based on the review of the training. (4-1) The Project Team develops a preliminary plan/program of the training and prepares the concept of the material. (4-2) The Project Team develops detailed plan/program and materials of the training. (4-3) The Project Team conducts a ToT and the trainings using the developed contents/materials. (4-4) The Project Team updates the training plan/program and materials.</p>			
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Activity	Plan		Actual		Status	Comments
	Start	End	Start	End		
3.4.4 To implement the training					Completed	
3.5 The Project Team updates the SOP and the guidelines based on the review of the training.	Plan					
	Actual					
3.5.1 To identify the issues subject to revision based on the training contents and review results	Plan				Completed	
	Actual					
3.5.2 To reflect the revised issues in the SOP and the guidelines for finalization	Plan				Completed	<SOP> The figures of the multi-organizational timeline in the revised SOP have been improved for easier editing on MS Word. <Guideline> The final version of the guidelines is confirmed in the 5th JCC. <Pocketbook guidelines> An extract version of the guidelines that can be viewed on smartphone, tablet or handy pocketbook was compiled.
	Actual					
3.5.3 To disseminate the revised SOP and guideline within the MES	Plan				Completed	The SOP was approved by the Minister's decree in December 2022. The guidelines and pocketbook guidelines were printed.
	Actual					
Output 4: The training plan/program and materials on crisis communication are developed and the training is conducted based on developed plan/program and material.						
4.1 The Project Team develops a preliminary plan/program of the training and prepares the concept of the material.	Plan					
	Actual					
4.1.1 To reorganize the issues on crisis communication and the needs of related organizations	Plan				Completed	
	Actual					
4.1.2 To reorganize the concept and the future functions of the information center	Plan				Completed	
	Actual					
4.1.3 To set the training strategy, overall goals, purposes, and the target group	Plan				Completed	
	Actual					
4.1.4 To develop training modules and the concept of training materials	Plan				Completed	
	Actual					
4.2 The Project Team develops detailed plan/program and materials of the training.	Plan					
	Actual					
4.2.1 To develop a detailed training plan on crisis communication	Plan				Completed	
	Actual					
4.2.2 To develop training modules	Plan				Completed	
	Actual					
4.2.3 To develop training materials	Plan				Completed	

Activity	2019		2020				2021				2022				Remarks	Issue	Solution
	Plan	Actual	I	II	III	IV	I	II	III	IV	I	II	III	IV			
4.2.3 To develop training materials	Actual																
4.3 The Project Team conducts a ToT and the trainings using the developed contents/materials.	Plan																
	Actual																
4.3.1 To conduct training of trainers	Plan																
	Actual																
4.3.2 To implement training using the developed training materials	Plan																
	Actual																
4.3.3 To organize the results of the review by training participants and related people	Plan																
	Actual																
4.4 The Project Team updates the training plan/program and materials.	Plan																
	Actual																
4.4.1 To decide the direction of revision of training programs and training materials	Plan																
	Actual																
4.4.2 To adjust the consistency with the detailed training plan	Plan																
	Actual																
4.4.3 To revise the training modules and training materials	Plan																
	Actual																
Duration / Phasing																	
	Plan																
	Actual																
Monitoring Plan	Plan																
	Actual																
Joint Coordination Committee	Plan																
	Actual																
Set-up the Detailed Plan of Operation	Plan																
	Actual																
Submission of Monitoring Sheet	Plan																
	Actual																
Monitoring Mission from Japan	Plan																
	Actual																
Joint Monitoring	Plan																
	Actual																
Post Monitoring	Plan																
	Actual																
Reports/Documents	Plan																
	Actual																
Progress Report	Plan																
	Actual																
Project Completion Report	Plan																
	Actual																
Public Relations	Plan																
	Actual																
	Plan																
	Actual																