



STRENGTHENING DISASTER RISK MANAGEMENT CAPACITIES IN ALBANIA

STAKEHOLDER ANALYSIS

Abstract

The report presents the system and main stakeholders of Disaster Risk Management in Albania. It discusses the potential engagement of stakeholders in the DRM capacity assessment.

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Disaster Risk Management System Capacity Development in Albania

Stakeholder Analysis

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List of Abbreviations:

ARC – Albania Red Cross

CPC – Civil Protection Committee

CPVS – Civil Protection Volunteer Service

DRM – Disaster Risk Management

DRR – Disaster Risk Reduction

FPRS – Fire Protection and Rescue Service

IGEWE – Institute for Geoscience, Energy, Water and Environment

LM – Line Ministries

MFE – Ministry of Finance and Economy

MOARD – Ministry of Agriculture and Rural Development

MOD – Ministry of Defence

MOI – Ministry of Interior

MOIE – Ministry of Infrastructure and Energy

MOTE – Ministry of Transport and Environment

MOESY – Ministry of Education, Sport and Youth

MOHSP – Ministry of Health and Social Protection

NCEP – National Civil Emergency Plan

NCPA – National Civil Protection Agency

NSDI – National Strategy of Development and Integration

NMES – National Medical Emergency Service

SDG – Sustainable Development Goals

UNDP – United Nations Development Program

1. Background

Albania is vulnerable to several natural and man-made hazards and risks which include earthquakes, torrential floods, and forest fires. An earthquake of 6.4 on the Richter scale at a depth of 10km hit Albania on 26 November 2019 at 03:54hrs. The earthquake's epicentre was approximately 30 km west of the capital city of Tirana between the coastal town of Durres and Thumane inland. Aftershocks continue to affect the region and rescuers are still looking for people in the rubble of collapsed buildings in Thumane and Durres. The strongest of 5.4M at depth of 13 km occurred off the Albanian coast on 27 November.

As a result of the earthquake, a total of 222,778 people were affected in the country, of whom 50,614 were directly and 172,164 were indirectly affected. The earthquake caused 51 fatalities, at least 913 people were injured and first responders rescued 48 people from collapsed houses. Up to 17,000 people were displaced, due to the loss of their homes.

The earthquake was the strongest to have hit Albania in 30 years. It caused extensive damage in 11 municipalities, including the two most populous, urbanized and developed municipalities (Tirana and Durres). The worst affected municipalities were: Shijak, Durrës, Krujë, Tirana, Kamëz, Kavajë, Kurbin and Lezhë.

The 2004 National Plan for Civil Emergencies (NCPA) is still the main document in the field of Civil Emergencies. The document reflects the experience of several possible risk phenomena, capacities and difficulties in coping with civil emergencies in Albania; summarizes information, which describes the most important factors and roles of all institutions and structures involved in all phases of civil emergencies management.

The National Civil Emergency Plan of Albania considers the following potential disaster risks that shall be taken into account for developing the internal capacities of the DRM system in the country:

1. Flood;
2. Earthquakes;
3. Forest Fires;
4. Landslides;
5. Isolation from Heavy Snowfalls and Avalanches;
6. Epidemics;
7. Dam Breaking

Experience of Albania and other countries in Eastern Europe and Central Asia demonstrate the need for developing a systemic approach to managing potential disasters' risks. The current assignment intends to support the UNDP and Albanian Government in developing a comprehensive strategy for disaster risk management capacities and strengthening the overall system of DRM in the country.

The main objective of the consultancy and the mission is to support the Government of Albania and UNDP CO in strengthening disaster risk management capacities in the country through conducting a comprehensive assessment of disaster risk management (DRM) capacities in Albania in line with the Sendai Frame for DRR, developing an Action Plan for DRM System Capacity Development and supporting the development of the National Platform for DRR. An assessment of strategic documents on Civil Emergency and DRR will be conducted to provide recommendations for the long-term vision on DRM in the country. For further reference see Annex 1.

The purpose of the current report is to provide a comprehensive analysis of the DRM System Stakeholders in Albania given anticipated nation-wide capacity assessment and planning process. The Stakeholder Analysis will help to better plan the future assessment process to identify target beneficiary groups and develop an effective action plan for DRM System capacity building in the country.

2. Methodology and Approach. Challenges and Limitations.

Rationale

The development of effective and efficient Disaster Risk Management System in Albania requires commitment and engagement of the key stakeholders in the process of developing the capacities within the system. The process of capacity development should take into account participants' views on the objectives and how they are to be achieved. It is a question of both principles and practice. The principle is that people and organizations should be fully involved in issues concerning themselves. The effectiveness and sustainability of the process depend practically on the commitment of interested parties (stakeholders). Thus, the participation of stakeholders is a central element in achieving the objectives of the capacity development process.

Stakeholder Participation is a process whereby stakeholders – those with rights (and therefore responsibilities) and/or interests – play an active role in decision-making and in the consequent activities which affect them.

Participation contributes to the chances of invested efforts to be effective and sustainable, because:

- It is more effective because, in drawing on a wide range of interested parties, the prospects for an appropriate design of capacity development strategy and commitment to achieving objectives is likely to be maximised.
- It is more sustainable because people are more likely to be committed to carrying on the activities suggested by the strategy, and more able to do so given that participation itself helps develop skills and confidence.

By enhancing stakeholder participation the local ownership is strengthened and the risk of failure is reduced. At the same time, one should be aware of the 'cost of participation' which creates additional inertia and requires time and extra efforts to achieve.

Stakeholder Analysis is a tool which helps to identify the stakeholders, analyse their explicit and implicit interests and identify potential role and engagement in the process. Stakeholder Analysis aims to:

- Identify and define the characteristics of key stakeholders;
- Assess how they might affect or be affected by the process and its outcomes;
- Understand the relations between stakeholders, including the assessment of real or potential conflicts of interest and expectation between stakeholders;
- Assess the capacity of different stakeholders to participate.

It is important to highlight that the *Stakeholder Analysis differs from Institutional Analysis*, which is concerned looking at the appropriateness and effectiveness of institutional arrangements and assessing its strengths, weaknesses and development needs of individual organizations.

Approach

During the analysis, the **System Thinking Method** was used to understand the linkages and interconnections between the elements and functions of the DRM System, stakeholders and potential roles. The complex and multiple challenges we face today are multifaceted, complex, and interconnected. To understand them and address them effectively requires a holistic “systems” view. Many sustainability-related issues—climate change, desertification, disaster risk management, potable water shortage, biodiversity loss, economic and social instability, and more—are the result of a non-systemic, fragmented, simplistic, and short-sighted world view that dominates in many instances. Recent decades, however, have seen a significant surge of interest in holistic ways of looking at reality with the associated development of multiple frameworks and tools which, all together, have been hailed as the emergence of a new paradigm. The combined result has been referred to as “systems thinking,” “the system approach,” or “the system view of the world.”

Systems thinking is a broad term used to represent a set of methods and tools that focus on systems, rather than parts, as the context for defining and solving complex problems, and for fostering more effective learning and design. At it’s best, the practice of systems thinking helps us to stop operating from crisis to crisis and to think in a less fragmented, more integrated way.

System definition applies to two or more parts interacting to function as a whole within some boundary. The elements and processes of a system interact and affect one another, often in ways, we cannot see. Additionally, in systems, the relationship between the parts matters. If elements or parts of the system are added or taken away, the behaviour of the system changes.

Systems Thinking is a way of thinking that:

- sees the whole
- looks for connections
- challenges mental models
- anticipates unintended consequences
- focuses on the structure, not blame

It is a process of collective inquiry which uncovers and helps people see:

- wholes rather than parts
- interrelationships rather than things
- interdependencies (circular causality) rather than linear cause and effect chains
- processes of change (patterns) rather than snapshots

Systems thinking is also a diagnostic tool. As in the medical field, effective treatment follows a thorough diagnosis. In this sense, systems thinking is a disciplined approach for examining problems more completely and accurately before acting. It allows asking better questions before jumping to conclusions.

Systems thinking often involves moving from observing events or data, to identifying patterns of behaviour over time, to surfacing the underlying structures that drive those events and patterns. By understanding and changing structures that are not serving well, it is possible to expand the choices available and create more satisfying long-term solutions. At the same time, the principles of systems thinking create an awareness that there are no perfect solutions; the choices to make will have an impact on other parts of the system. Systems thinking, therefore, allows making informed choices.

Finally, it is a set of tools, that graphically depicts a system's structure and behaviour which helps people communicate their understanding of a system, and enables them to design high-leverage interventions for the problematic system behaviour.

The **System Map**, one of the main tools of the System Thinking Method was used to present the analysis and facilitate the discussions on the key topic and issues. There are many types of systems mapping. Each has a purpose of making the system visible and more understandable. When the system is complex, it is difficult to see the system without understanding and incorporating the perspectives from all the subsystems and their interactions

A type of systems map, a **Causal Loop Diagram, CLD**, aids visualizing how different variables in a system are interrelated. The diagram consists of a set of nodes and lines. Nodes represent the variables and lines are the links that represent a connection or a relation between the two variables.

Process

The initial plan for conducting the Stakeholder Analysis included one or two visits of the Consultant to Albania, conducting a series of workshops and holding individual meetings and interviews with the key stakeholder groups.

However, the rapid spread of COVID-19 coronavirus in Europe forced the UNDP Project Team to revisit the initial plan and to organize the process with an account of existing limitations and challenges of lockdowns and travel restrictions. Thus, all the assessment tools and questionnaires were transformed into online modes and the main communication process was organizing online conference calls. Given the conditions in the country and working modalities of the key stakeholders, it was possible to organize an online stakeholder workshop, during which several critical elements of the future DRM System in Albania were discussed.

During the process of online consultations, a set of questionnaires and reporting forms were developed. These documents are presented in Annex 2 and Annex 3. The questionnaires and summary sheet were used by the Local Consultant and the stakeholder analysis process contained both international and national feedback and expertise.

Besides, the online survey was prepared and shared with key stakeholders during the workshop. The link to the online survey is <https://forms.gle/EpWxtyBqBNcifixMK7>.

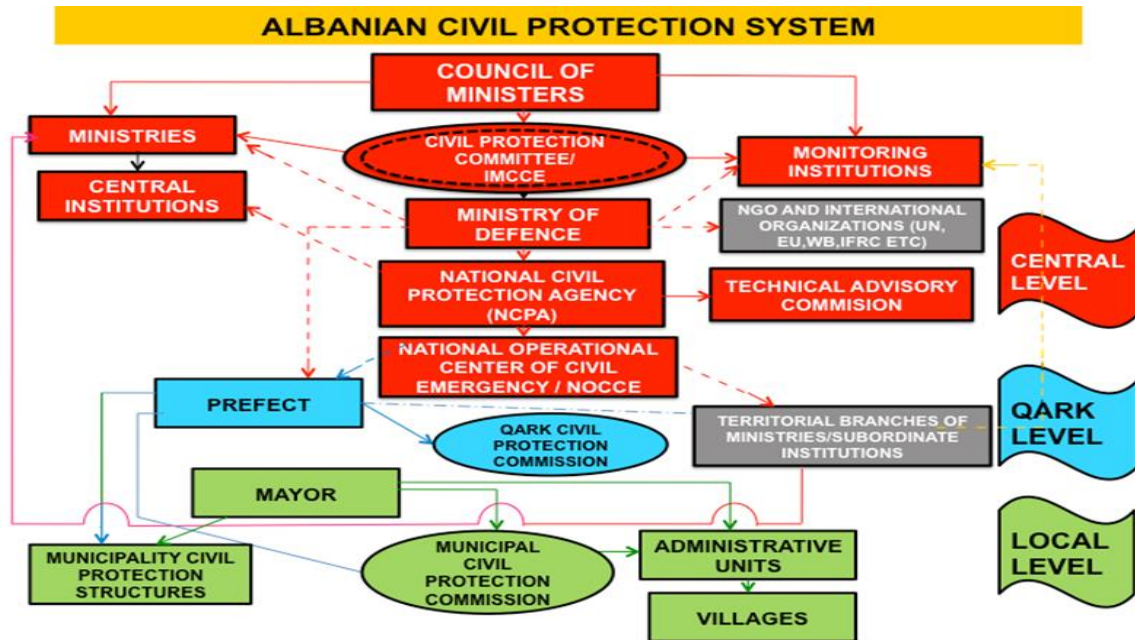
3. Disaster Risk Management System in Albania. Connection with the UN Sustainable Development Goals and Sendai Framework for DRR

The devastating earthquake in Albania in the fall of 2019 and a spread of COVID-19 coronavirus have had a deep and systemic impact on the economic and social development of the country. Such impact demonstrates an acute need for Albania to develop and implement a comprehensive strategy and action plan for building the resilience of the country against existing various risks and future potential shocks. Disasters do not recognize borders and usually have lasting and correlated chains of impact on different sectors of the economy and social groups. As such, the strategy for disaster risk management should also have a systemic approach, which engages all key stakeholders, sectors of the economy and also potentially vulnerable groups.

In developing the suggestion for visualization of the DRM System in Albania, the following key documents were taken into account.

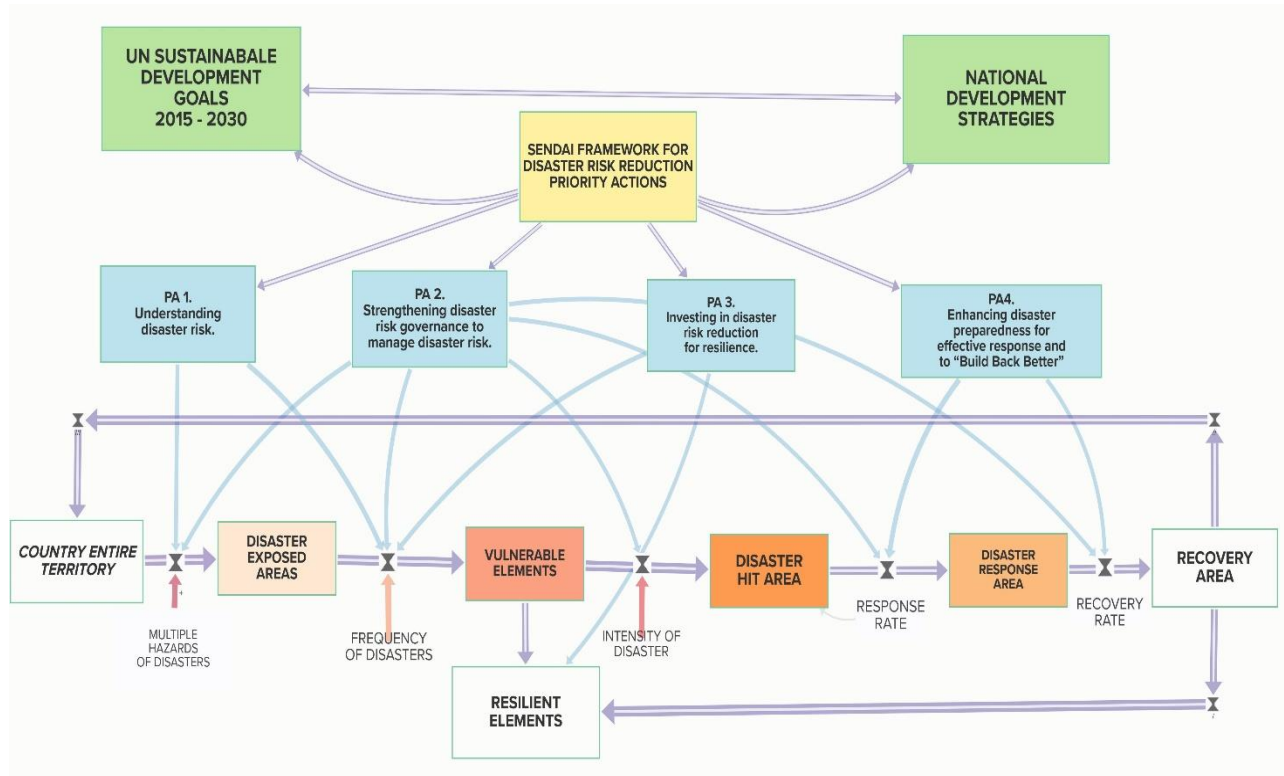
1. The Law NO 45/2019 on Civil Protection adopted by the Assembly of the Republic of Albania,
2. UN Sustainable Development Goals: [“Transforming Our World - the 2030 Agenda for Sustainable Development”](https://sustainabledevelopment.un.org/content/documents/2157sendaiframeworkfordrren.pdf)
3. UN Sendai Framework for Disaster Risk Reduction, 2015 – 2030:

<https://sustainabledevelopment.un.org/content/documents/2157sendaiframeworkfordrren.pdf>



The DRM-Albania System targets and objectives were aligned with the national strategies such as National Strategy for Development and Integration (NSDI) and legislation and with the major international strategies for sustainable development and disaster risk management. The vision for DRM System in Albania was presented and discussed during the Stakeholder Online workshop on June 18, 2020. Despite the challenges of lockdown and COVID-19 pandemic imposed restrictions, several personal meetings and consultations were conducted with the key staff of NCPA, Red Cross, Fire Protection and Association of Municipalities.

The chart below presents the DRM System Map for Albania – vision and objectives for the system and connections to the national development goals and international strategies.



The System Map presents the vision for Disaster Risk Management, which has the main purpose to make the country more resilient and safe in the situation of multiple disaster risks.

Disaster exposed areas are the places in the country, where multiple hazards of disasters exist. However, what makes them more vulnerable are the elements of human economic or social life which are prone to the effect of potential disasters. As such, the **first task for the DRM** system in the country is **a) to understand potential hazards for disasters** in any given area and **b) to understand the vulnerability of elements** in a given area to be able **c) to minimize to exclude the potential negative effect of hazards**.

However, it is not always possible to exclude completely the risks of disasters, and thus, the country must be prepared for potential shocks and effects for negative developments, including natural, man-made disasters, epidemics (like COVID-19) and other potential threats. In the system map, the areas which suffer from disasters are shown as “disaster-hit area”. The objective of a DRM system is to be prepared for **d) immediate response actions** to minimize the direct impact of the disasters and **e) to be prepared for urgent recovery actions** to restore the minimum conditions for living and functioning. Another important function of the DRM system is **f) to prepare and implement the effective strategy for disaster recovery** to completely restore the impacted areas, ensuring a higher level of risk protection and possibilities for sustainable development.

All these objectives of DRM system are summarized in the “Sendai Framework for Disaster Risk Reduction”¹ adopted by the UN in 2015. The Sendai Framework stresses that “ ... Taking into account the experience gained through the implementation of the Hyogo Framework for Action... there is a need for focused action within and across sectors by States at local, national, regional and global levels in the following four priority areas:

¹ https://www.preventionweb.net/files/43291_sendaiframeworkfordrren.pdf

Priority 1: Understanding disaster risk.

Priority 2: Strengthening disaster risk governance to manage disaster risk.

Priority 3: Investing in disaster risk reduction for resilience.

Priority 4: Enhancing disaster preparedness for effective response and to “Build Back Better” in recovery, rehabilitation and reconstruction.

All these priority actions are incorporated in the system map as guiding elements for the future disaster risk management strategy.

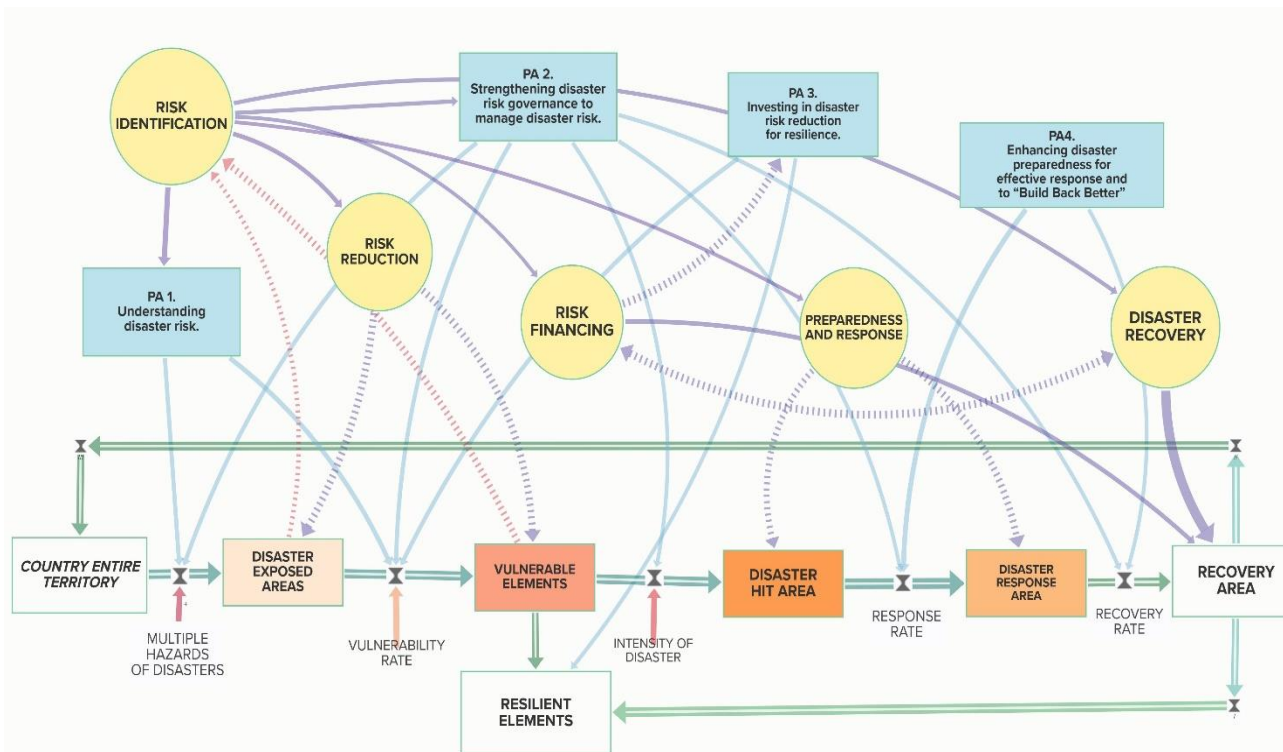
Operationalizing the vision of Disaster Risk Management System

Development of the shared vision for the DRM System is important to align policies and actions in the country. However, it is equally important to make the vision a guiding tool for future operations. As a reference point for operationalization of the DRM system vision, five key dimensions or functional areas for DRM are suggested:

1. *Disaster Risk Identification – FA 1.*
2. *Disaster Risk Reduction – FA 2.*
3. *Preparedness for Disasters and Response – FA 3.*
4. *Disaster Recovery Framework – FA 4*
5. *Disaster Risk Financing – FA 5.*

The proposed dimensions and their functional peculiarities were introduced to the stakeholders during the online meeting. Following the meeting, an online survey was suggested to the stakeholders which helped to get their feedback and vision for needs and capacities of the DRM System in Albania and engagement of each stakeholder in the DRM system in the country.

Inclusion of functional areas offers system stakeholders and decision-makers to better visualize and understand a) potential participation of stakeholders in DRM system and b) consider necessary capacities for the DRM system to be strengthened with particular stakeholders. The chart below presents the integration of DRM functional areas and key dimensions into the System Map.



4. Key Stakeholders. Roles in DRM System

Based on the information provided in the background documents, (including the Law “On Civil Protection” 45/2019”) and the results of stakeholder consultations, the list of stakeholders was developed for further analysis and discussions. The following stakeholders are essential for the successful functioning of the DRM System in Albania, with the potential engagement in DRM areas.

1. **National Civil Protection Agency (NCPA)** – is the key player in the current settings of the DRM system in the country. It is the lead agency which has direct responsibility for ensuring the development of the DRM capacities in the country and engagement of other key stakeholders in specific functional areas. The areas of engagement include all **five functional areas (FAs)** of the DRM system. It is tasked with coordination of the work for the drafting of the National Strategy for Disaster Risk Reduction, the National Plan for Civil Emergencies and the Disaster Risk Assessment at the central level. The Agency organizes the work for capacity building of civil protection structures at the central and local level, as well as the training of private and voluntary entities. At the local level, according to the CP law, the Agency is organized and operates on a regional basis, through civil protection centres at 12 counties and Civil Protection Commissions at both counties and municipalities.
2. **Ministry of Defence (MOD)** – is a key stakeholder and decision-maker for the DRM system development. Currently, the NCPA is a part of the structure of the MOD. As such, the MOD plays an important role in deciding on the strategy and functions of the NCPA. It is engaged in all five functional areas. ; The CP Law stipulates that the Army should be engaged in disaster management cycle operations if other available capacities are insufficient for this

purpose, supporting institutions, central and local authorities and the community. Subordinate structure of the ministry is/operates also the National Centre of Search and Rescue Service.

3. **Prefectures (P)** – together with the Municipalities, the Prefectures are potential key partners for developing the decentralized system of disaster risk management in the country. While they are involved in all five functional areas, their role is especially important for disaster risk identification and preparedness. The new law has addressed the gaps in the functioning of regional and local authorities during past emergencies, by putting a greater emphasis on Prefects/ Mayors role in coordinating response structures at regional/local level.
4. **Municipalities (M)** – one of the major stakeholders in the DRM system of the country. Based on Law. 139/2015 “On Local Self-Government” *Municipalities are responsible for civil protection, at the local level, and administration of relevant structures, in the manner stipulated by law.* Experience of successful DRM systems shows that Municipalities are playing the fundamental role in ensuring resilience at the local level and preparedness for potential shocks. They are certainly involved in all key functional areas of DRM. They are tasked with the preparation of disaster risk assessments within 2021. Besides, they have to prepare and adopt DRR strategies at the municipality. Urban development plans in municipalities have to be harmonized with these disaster risk assessments and strategies. Further, the CP Law also requires preparation of Local Emergency plans by Municipalities
5. **Ministry of Interior (MOI)** – an important player in the DRM system in the country. The key player in the areas of disaster risk reduction (FA 2) and preparedness and response (FA 3). In addition to the public safety, Mol is tasked with the a) coordination with local government units and their associations; b) drafting policies, coordination and supervision of the fire protection service; c) protection and control of the territory and constructions. Mol contributes to Emergency Management through its subordinate structures such as State Police, General Directorate of Fire Fighting and Rescue; Local Government Supporting Agency and Directorate for Local Government and Prefectures, and recently National Inspectorate of Environment and Territory
6. **State Police (Police)** –They are active and operational structures during an emergency. Based on the level of the emergency they are activated by the head of operations. They have a very similar to the role of MOI, the key player for FA 2 and FA 3.
7. **Fire Protection and Rescue Service (FPRS)** – the stakeholder role is essential for preparedness and response areas (FA 3). Until 2015 the service operated under former general Directorate of Civil Emergencies within the Ministry of Interior. From 2015 when the law “On Fire Fighting and Rescue Services” was enacted, the mission of FP&R service hasn’t changed despite the reform. The tasks of FP&R Directorate are standardization, control of all the implementation of the legal acts, in case of major fires, coordination of firefighting structures at the local level. General Directorate has only 6 persons. According to the Fire law, there should be 4 Departments, including Inspections, Logistic and Training. There is currently no Coordination Centre in the Directorate. The 2015 law also decentralized the fire service at the local level, putting them under Municipalities
8. **International Partners, NGOs and Donors (Donors)** – this group of stakeholders has played a vital role ever since the establishment of the Civil Emergency system in 2001 in

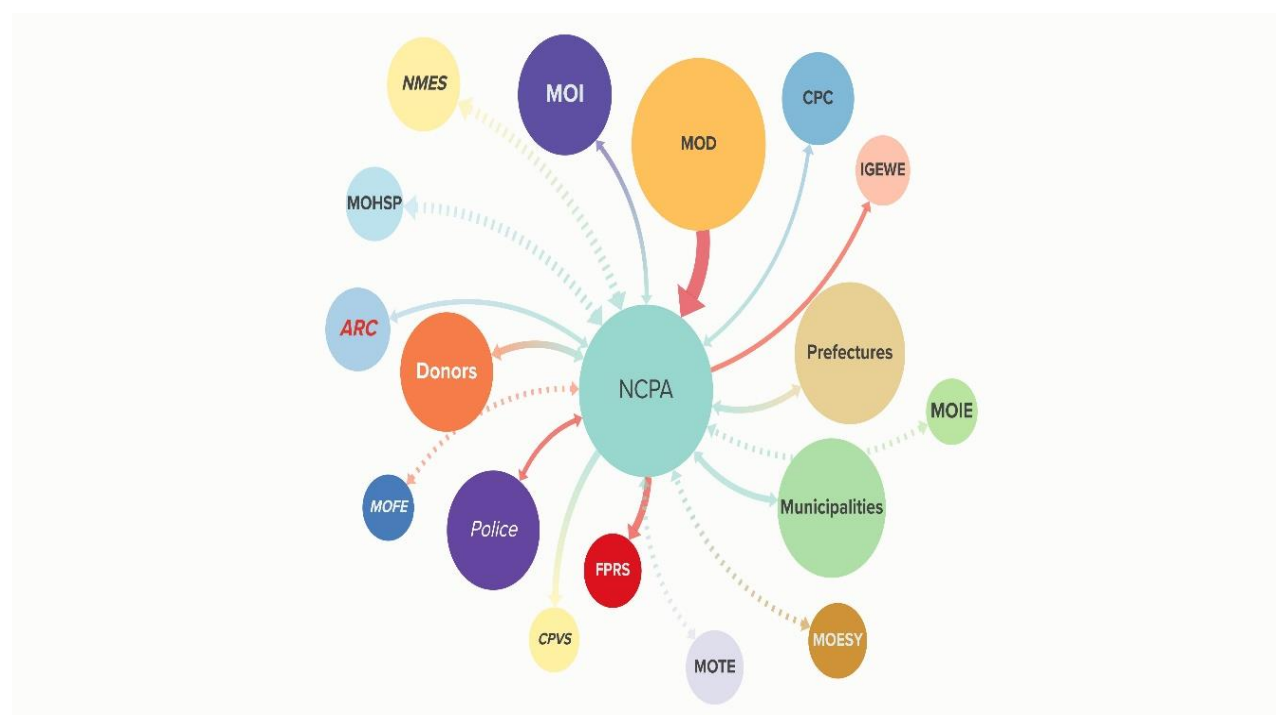
Albania. The three main donors EU, WB, UN have assisted Albania, in particular also in recovery efforts in the aftermaths of disasters (frequent floods, and recent quake). Those and other donors have assisted also in developing the overall capacities of the DRM system in the country by sharing experience, building internal capacities and providing resources for further development. Active role in all five functional areas.

9. **Civil Protection Committee (CPC)** – the CPC important potential role is outlined in the Law. However, according to the stakeholders’ opinion, this collective body has yet to be established. Potential areas of engagement include FA 2, and FA 5.
10. **Civil Protection Volunteer Service (CPVS)** – this is a voluntary structure, which is in the process of formation and development (established in 2013). It’s currently an operational response structure. It provides also medical emergency services with ambulances during and emergency. It has a considerable potential to become an important player for decentralized effective DRM system. However, it needs a clear strategy and resources for its development. Effective engagement is possible in the FA 3 and FA 4.
11. **Institute of Geoscience, Energy, Water and Environment (IGEWE)** – an important player in the field of developing knowledge and understanding on existing and potential disaster risks. IGEWE is identified as the national monitoring and warning structure for natural hazards of meteorological origin, including floods and wildfires, and earthquakes (MNMHS). As part of the Polytechnic University of Tirana, IGEWE is subordinated to the Ministry of Education and Sciences; which is a critical point in the enhancement of the operational capabilities of IGEWE. IGEWE provides information to the NCPA and other agencies (based on MoU-s signed), through its “National Centre for Forecast and Monitoring of Natural Risk”. Also, it provides continuous information to, and cooperate with, the other structures of civil emergencies at the local level in analysing and monitoring the situation, and providing regular information. However, an integrated approach between the agencies is needed for overall improved service delivery. The main areas of IGEWE engagement include FA 1 and FA 2, with potential participation in FA 4.
12. **National Medical Emergency Service (NMES)** – Is responsible for the development of the emergency medical service system, through planning, management, management of all existing assets in a unified state system. It operates based on Law Nr. 147/2014, ‘On Medical Emergency Service’. Disaster risk reduction and preparedness is an important element in the mission of the organization. During an emergency, they become an integral part of the operational forces and they have to coordinate action with them to provide an effective response (based on CP Law). They can play an active role in FA 2 and FA 3. Can also contribute useful information for disaster risk identification (FA 1).
13. **Albanian Red Cross (ARC)** – The activity of the ARC is based in Law 7894, 29.9.94 on “Albanian Red Cross”. Potential role of ARC in the DRM is very similar to the previous partner in the list. In case of a civil emergency, ARC establishes information centres, carries out damages and needs assessment, provides first aid and psychosocial assistance/service, undertakes relief distribution and ensures normal living conditions for the affected population, given the mission of the organization, the active role can be considered for FA 2 and FA 3, with useful participation in the FA 1.

1. **Ministry of Finance and Economy (MFE)** – the stakeholder does not have direct engagement in the DRM system. However, it is important to build a clear vision and understand the specifics of DRM within the organization for two major reasons. First, it is important to incorporate the risk-informed development approach throughout the sectors of the economy and, second, the MFE is a major source of financial support for DRM system, which is crucial for overall capacity building and effective functioning. Critical support is expected for all five areas of the DRM.

2. **Line Ministries (LM)** – there are several key line ministries, which can be actively engaged in the DRM system. However, DRM is not directly part of their mission or at best is limited at managing their risk in their respective field of work. As such, at this moment their role seems to be quite limited, mainly engaging in FA 1 (risk identification) through information sharing and communication. It is important to identify the right strategies for better engagement of the Ministries in DRM system development and mainstreaming the DRM approach throughout their other functions. The following line ministries are engaged in the DRM system in Albania:
 - a. **Ministry of Tourism and Environment – MOTE**
 - b. **Ministry of Infrastructure and Energy - MOIE**
 - c. **Ministry of Education, Sport and Youth - MOESY**
 - d. **Ministry of Health and Social Protection - MOHSP**
 - e. **Ministry of Agriculture and Rural Development – MOARD**

The following picture presents the DRM-Albania System stakeholders at the glance.

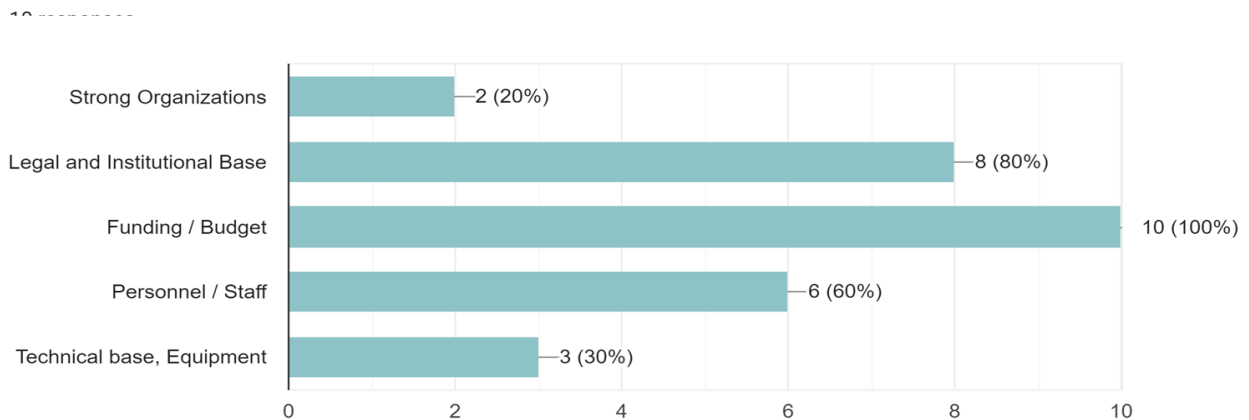


5. Key Issues in DRM System Capacity Building in Albania

In preparation of the countrywide DRM Capacity Assessment process, an initial quick survey was conducted among the small group of experts and professional engaged in the DRM activities in the country. There were three important questions put for the survey to define the position of the experts and their vision concerning developing the DRM capacities and engaging stakeholders.

1. Conditions for effective functions of the DRM system

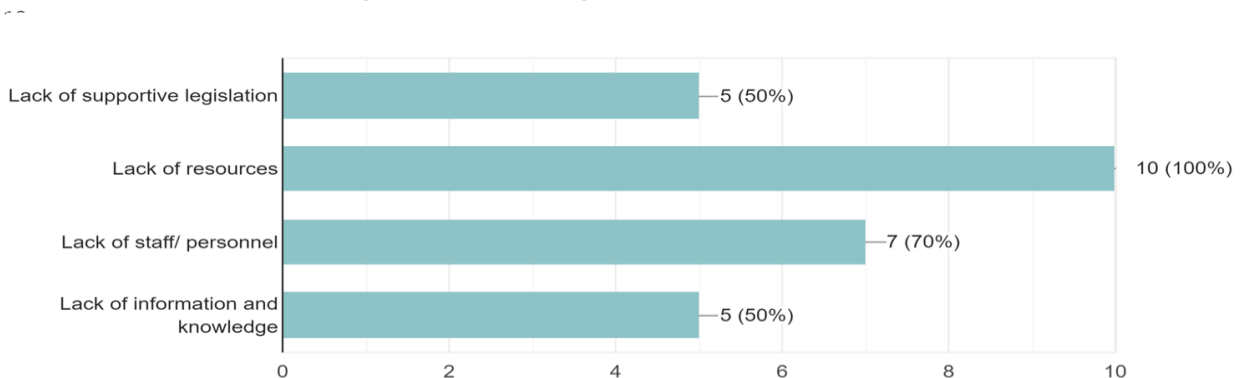
4. What are the three (3) most important conditions for the effective work of the DRM System in Albania?



The picture presents the opinion of ten experts. All of them highlighted the need for more budget, funding for the DRM System. This issue can be further discussed in line with the allocation of the budget at different levels, including municipalities and prefectures. It is also interesting to understand if line ministries and state organizations include DRM activities in their regular plans and budgets.

2. Challenges of development of DRM system in Albania.

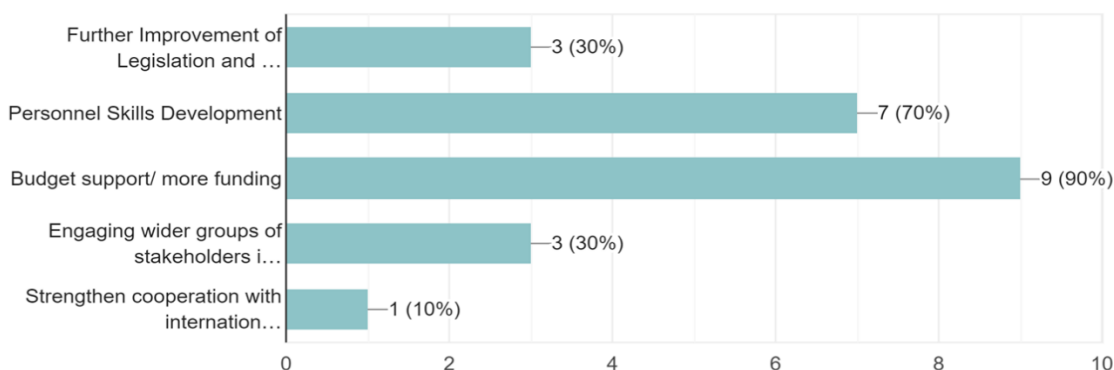
5. What are the main challenges for developing an effective DRM System in Albania?



In answering this question, experts again highlighted the lack of resources as the first challenge for system development. However, they also recognize the need for more staff and human resources to ensure that all the aspects of DRM are adequately addressed. In the future capacity assessment process, these issues will be analysed in-depth to better understand the specificity of challenges and opportunities to address them creatively and efficiently.

3. Capacity-building strategies for DRM System in Albania

6. What are the two (2) most effective ways for strengthening the DRM System in Albania?



Again, there is a need to have a more in-depth discussion on the need for budget support. It is a perceived major problem for the DRM system as per experts' opinion. However, it is important to further explore the leverage points for developing an effective system for disaster risk management. In this regard, the future capacity assessment process will be based on the system thinking approach, which can help to identify such leverage points and effective strategies for a quick change in the situation. The recent development in Albania and worldwide elevated the need for rapid and effective strategies for identification, mitigation and response to the multi-dimensional risks and shocks.

All the above-discussed dimensions for capacity building will further be explored and analysed during the next phase of the consulting work, which will be DRM Capacity Assessment and Action Planning.

6. Engagement of Stakeholders in the DRM System Capacity Building in Albania.

The participation of stakeholders in the DRM system is unique for each country. The successful participation is conditioned by several factors and criteria, which are conditioned by the interest of stakeholders in the development of the DRM system and potential influence over the processes in the system. The same approach can be applied to the process of DRM capacity building.

The criteria for stakeholder interests included potential benefits stakeholder can expect during and as a result of the capacity assessment and development processes, including:

- a. Main mission
- b. Part of the mission
- c. Potential for new funding
- d. Potential for new expenses (negative interest)

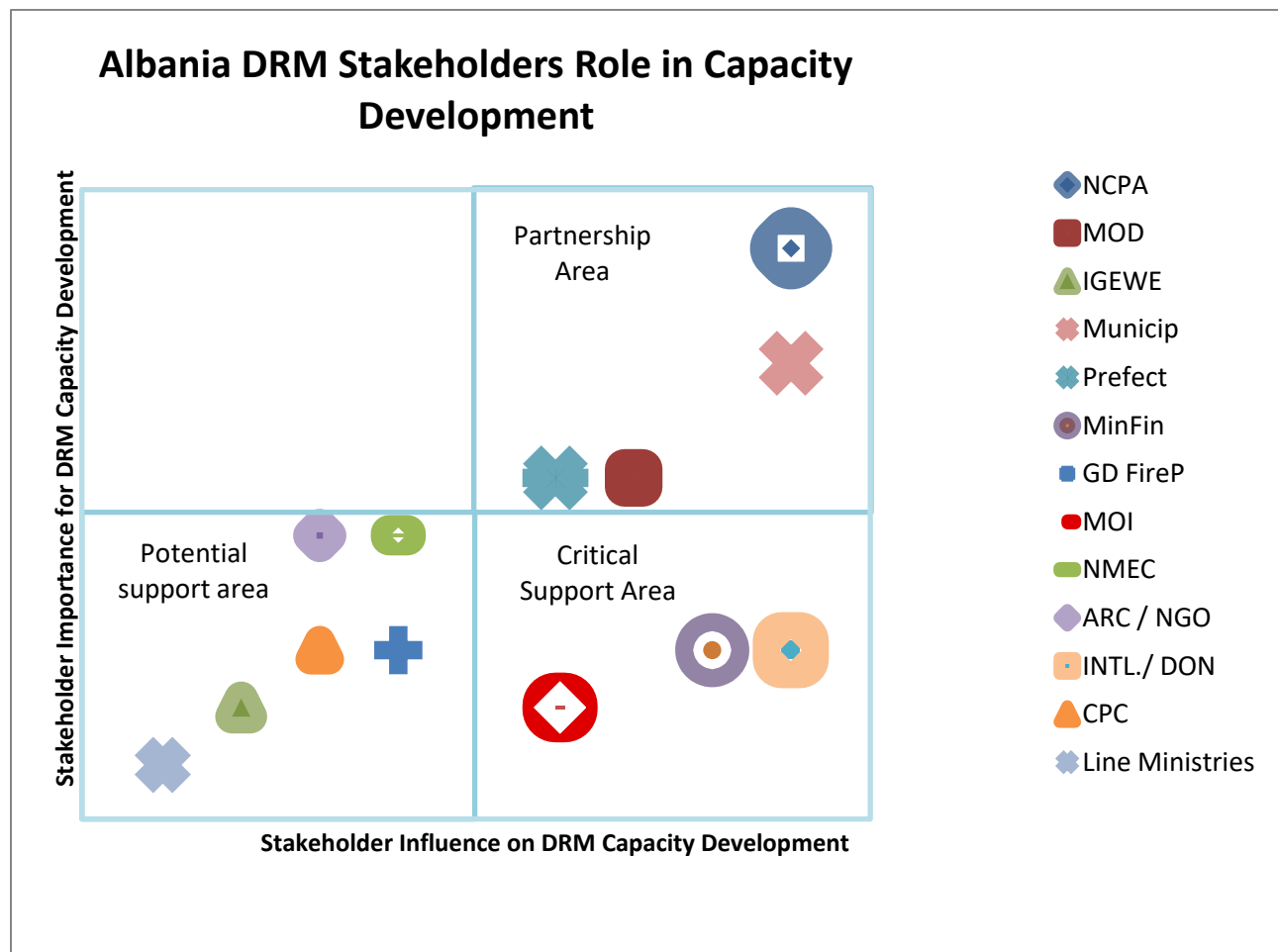
The influence of the stakeholder was assessed by the resources, which stakeholder can commit to the process, including:

- a. Information sharing
- b. Providing staff/human resource support
- c. Providing funding and budget support

Based on the results of the online survey and the information received from the number of interviews and secondary sources, an initial assessment of stakeholders' interest and influence on the anticipated capacity assessment was assessed.

The full results of the survey are presented in Annex 7.

In the analysis, the potential areas of engagement, stakeholder mission and other factors were taken into account. The analytical table for the stakeholders has the following view.



This table provides the possibility to consider stakeholders in three different categories

1. **Potential for Partnership** – stakeholders in this group share similar interests and can commit to providing resources for DRM System capacity assessment and development. They are potentially main players and beneficiaries of the future processes. Four stakeholders are identified in this category, including the NCPA, Ministry of Defence, Municipalities and Prefectures. These stakeholders must be included in all further processes connected with the capacity assessment and development.
2. **Critical Support Partners** – Stakeholders in this group possess significant influence and resources to support the overall process of capacity building in Albania. It is critically important to engage them as much as possible in future processes. At least, constant communication and information flow must be ensured throughout the process. They must also be involved in making critical decisions, especially regarding the identification, allocation and use of resources. The Ministry of Interior, Ministry of Finance and Economy and International Partners and Donors are suggested for this category.
3. **Potential Support Partners** – a large group of stakeholders, including line ministries and other organizations are considered as potential support partners. At least, the stakeholders in this group must be kept informed on the further processes of DRM capacity assessment and development. However, the future structure of capacity assessment may require the more in-depth engagement of some stakeholders in the process, including conducting the analysis and joint decision making. This will be discussed on a case-by-case basis, depending on the demonstrated interest of the stakeholder and emerging areas for DRM system capacity building.

7. Conclusion

The preliminary findings of the Stakeholder Analysis and application of System Thinking Method for the Disaster Risk Management System in Albania identified a large group of state and non-state actors who are involved at the different stages of the DRM system. The current developments and new challenges imposed by the spread of COVID-19 coronavirus require to critically analyse the vision and purpose of the DRM system in the country, to expand the potential scope of its function and adapt to changing realities.

In this process, the effective engagement and participation of all key stakeholders is important. Even though the analysis identified somehow low interest of some important stakeholders in the DRM capacity building processes, it is important to consider appropriate measures to engage them in the process and to increase their interest and ownership.

8. Next Steps in DRM Capacity Assessment and Development Process

The Stakeholder Analysis is an important step in preparing the comprehensive DRM System Capacity Assessment and Planning. It allows to identify main players and partners for the process, to take into account their needs and interests and also engage in a meaningful conversation on the

future process and anticipated results. The following next steps are suggested for the further process.

1. Review and feedback on the Stakeholder Analysis from the Key Stakeholders (group 1 and group 2)
2. Designing the Capacity Assessment process, including indicators, tools and methods
3. Considering options for both online and offline assessment
4. Discuss the potential scenario and timing within the team and with the key stakeholders
5. Finalize the process and scenarios
6. Conduct the assessment
7. Analyse the findings and recommendations
8. Present and discuss with the stakeholders the main findings and recommendations
9. Develop an action plan based on the stakeholders' feedback and suggestions
10. Produce the DRM Albania System Capacity Assessment Report for further use by all interested parties.

The anticipated duration for these steps is up to three months. The detailed schedule/plan of actions for each step will be further developed.

List of Annexes

Annexe 1. - Terms of Reference for Consulting Works

Annexe 2. – Stakeholder Analysis Questionnaire

Annexe 3. – Stakeholder Matrix

Annexe 4. – DRM Albania System Map and SDG

Annexe 5. – DRM Albania System Map and DRM Function Areas

Annexe 6. – DRM Albania Stakeholder Map

Annexe 7. – DRM Albania Experts' Survey Results