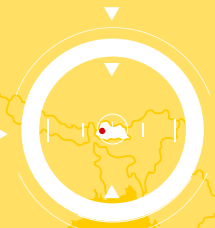


GARD

GET AIRPORTS READY FOR DISASTER
2023 YEAR IN REVIEW



SJJ
Bosnia & Herzegovina



PBH
Bhutan



CGY
Philippines

92

PARTICIPANTS

3 

COUNTRIES

3 

AIRPORTS





Bosnia & Herzegovina

SJJ Sarajevo International Airport
Sarajevo, May – June 2023

Following its introduction to the GARD programme in 2018, **Sarajevo International Airport advanced to the second phase of GARD in 2023 with the implementation of GARD Plus**. This phase involved a comprehensive self-assessment of progress since 2018 and the updating of recommendations to ensure the airport's readiness for disaster.

The GARD Plus workshop was conducted in partnership with the **Disaster Preparedness and Prevention Initiative for South-Eastern Europe (DPPI-SEE)**, an organization dedicated to regional cooperation and coordination in disaster preparedness and prevention, alongside the **Ministry of Security of Bosnia and Herzegovina**. Attended by local and national stakeholders, as well as disaster management professionals from seven of DPPI-SEE's member states across South-eastern Europe, the workshop laid the groundwork for the future replication of GARD at other airports throughout the region.



GARD Plus Workshop at Sarajevo International Airport, Bosnia and Herzegovina.

Beyond serving as a crucial refresher for airport staff and disaster managers within Bosnia and Herzegovina, the workshop contributed to a broader initiative spearheaded by DPPI-SEE aimed at enhancing the region's preparedness for disasters.

The DPPI-led 'Full-Scale Exercise (FLEX)', held in Bosnia and Herzegovina in October 2023, saw participation from over 170 professionals in a simulation exercise focusing on flooding scenarios. Insights gained from the GARD programme at Sarajevo International were integrated into exercises addressing logistics in emergencies. As part of these exercises, Kim Melville, lead GARD Trainer, led an assessment of surge capacities at Bosnia and Herzegovina's second largest airport, Tuzla International (TZL), highlighting a strong understanding among airport professionals of their critical role in disaster relief operations.



Philippines

CGY Laguindingan Airport
Mindanao, July 2023

Laguindingan Airport is the fourth GARD-trained airport in the Philippines, and the first GARD-trained airport owned by the Civil Aviation Authority of the Philippines (CAAP), whose active role in the preparation, roll-out, and follow-up of GARD has been critical to its success so far. A Technical Working Group has been set up at Laguindingan Airport to implement the GARD action plan over the next 12-months, with support from (and in close collaboration with) CAAP and the Philippine Disaster Resilience Foundation (PDRF) to integrate the findings of GARD into the airports business continuity and emergency plans.

CAAP are confident that GARD will enhance their response efficiency and streamline the distribution of humanitarian aid during disasters. Consequently, UNDP and DHL Group are steadfastly collaborating with PDRF and CAAP to expand the implementation of GARD to additional airports nationwide in the coming years.



Participants are evaluating Laguindingan Airport's capacity to support a surge in humanitarian aid.

“GARD showed participants the value of strengthening the resiliency of our airports through active collaboration with stakeholders“

“As we establish our fourth GARD-trained airport, we aim for Laguindingan to be a responsive hub for disaster relief distribution during crises and maximize the use of our airports to serve as gateways to the delivery of people, goods, and services“

Eric Apolonio, Spokesperson at CAAP

Bhutan

PBH Paro International Airport
Paro, November – December 2023

Unparalleled for the number and commitment of participants, **GARD at Paro International Airport** trained more than 50 regional, national, and local stakeholders, including key partners from the Department of Air Transport, Bhutan Civil Aviation Authority, Department of Local Governance, Bhutan World Food Programme (WFP), and **Airports Council International for Asia Pacific and the Middle East**. Paro International Airport is considered one of the most perilous airports in the world, with only 17 pilots qualified to fly in and out. GARD training materials were therefore tailored to meet the specific demands of this unique and diverse landscape.

The workshop yielded a set of impactful and actionable recommendations to propel Bhutan further along its journey towards sustained disaster resilience. National owners and partners of the GARD programme are now collaborating to integrate Paro International Airport into Bhutan's overarching disaster preparedness and response framework.



Airport walkabout to assess existing capacities at Paro International Airport (PBH), Bhutan.

“The GARD programme indeed signifies the inaugural step on a long-term journey toward sustained engagement”

Karma Wangchuk,
Department of Air Transport and GARD Owner at PBH

About GARD

GARD is a public-private partnership between the **United Nations Development Programme (UNDP)** and **DHL Group** to enhance airport preparedness for response capacities in disaster situations. **Airports Council International (ACI)** is a regional partner of GARD in Latin America and the Caribbean (LAC). GARD readies airports to operate as logistics hubs for incoming humanitarian aid, relief supplies, and personnel, supporting efficient and effective response efforts.

For more information please visit: group.dhl.com and undp.org

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GARD

GET AIRPORTS READY FOR DISASTER
2022 YEAR IN REVIEW

3 
COUNTRIES

7 
AIRPORTS

214
PARTICIPANTS


Group





Peru

PIO Capitán FAP Renán Elías Olivera International Airport, Pisco, March 2022

IQT Coronel FAP Francisco Secada Vignetta International Airport, Iquitos, July 2022

TRU Capitán FAP Carlos Martínez De Pinillos International Airport, Trujillo, October 2022

TPP Cadete FAP Guillermo del Castillo Paredes, Tarapoto, October 2022

Throughout the year, GARD workshops were held at four airports across Peru, training 154 professionals including airport staff and national authorities.

These workshops form part of a country-wide initiative in Peru led by the National Institute of Civil Defense (INDECI), with support from the Bureau of Humanitarian Assistance of the United States Agency for International Development (BHA/USAID), the Ministry of Transport and Communications (MTC), airport authorities, and regional and local governments.

Coordinated by UNDP Peru, this initiative is creating a strategic network of disaster-prepared airports and ports across the country, fostering a territorial approach to GARD which can be seen as a global benchmark due to its integrated vision and strong commitment from national authorities and the private sector.

The workshops held in October this year mark the final airports to be trained by GARD Partners in Peru as part of this national project which, since 2014, has seen 11 airports across the country GARD trained.

Strong ownership from national institutions and 36 nationally trained GARD facilitators will now move all trained airports through stages two and three of the GARD Lifecycle.



Honduras

XPL Palmerola International Airport, Comayagua, June 2022

SAP Ramón Villeda Morales International Airport, San Pedro Sula, June 2022

Simultaneous workshops were held at two international airports in Honduras, engaging nearly 40 participants. Palmerola International was built to replace Toncontin International as the main airport in Honduras in December 2021.

GARD was instrumental in assessing the new airport's surge capacity and in optimizing its preparedness systems.

Initial follow-up discussions with GARD Co-owners revealed strengthened collaboration between the airports, government, and other national and local organizations since the workshops.



Philippines

CRK Clark International Airport, Pampanga, November 2022

20 participants were trained during a GARD workshop at Clark International Airport (CRK) in November 2022. The GARD Owner welcomed the recommendations collected in the Action Plan and committed to creating a working group (comprising focal points for each technical area: Airport Operations, Cargo Handling, Passenger Terminal, and Facilities) to implement actions over the coming months.

The success of the workshop at CRK has prompted long-term plans to roll-out GARD at subsequent airports in the Philippines from 2023 onwards. Partners have identified up to 10 airports that could benefit from GARD in the next few years, and the Philippines could soon replicate a territorial model of the programme similar to Peru.

GARD has seen a strong local partner in the form of the **Philippine Disaster Resilience Foundation (PDRF)**, the country's major private sector vehicle and coordinator for disaster risk reduction. PDRF's national network facilitates outreach to important local stakeholders and potential GARD Owners, and PDRF is expected to take an increasingly leading role (with support from UNDP and DHL) in the roll-out and scale-up of GARD across the country. There is also strong interest from the **Civil Aviation Authority of the Philippines (CAAP)** to get involved as GARD Owner for the state-run airports that it directly manages.

Strong interest from these institutions is a positive signal for the long-term success of GARD.



“With the GARD workshop, we will be able to systematically assess our capabilities and readiness to address disasters and identify areas where there are opportunities to make improvements...with CRK’s new terminal, we already have the facilities but equally important is how to make these facilities relevant during difficult times”

Noel Manankil, CEO of LIPAD and GARD Owner at CRK

About GARD

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GARD readies airports to operate as logistics hubs for incoming humanitarian aid, relief supplies, and personnel, supporting efficient and effective response efforts. Over the course of 2022, impact monitoring efforts involving interviews with GARD Owners, informed the refocusing of GARD to leave a lasting impact through improving implementation and follow-up mechanisms and driving impactful communications.

Interviews with GARD Co-owners at Velana International Airport (VLE), Maldives (GARD-trained in August 2017) prompted the publishing of a blog for the International Day for Disaster Risk Reduction 2022: Guarding against disaster risk: Airport preparedness takes off in the Maldives.



“GARD has changed the way we look at risk. It brings together diverse stakeholders and has shifted the airport’s priorities for emergency planning” –

Kashif Naseer,
NDMA Maldives and GARD Co-owner at MLE

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dpdhl.com and undp.org

GET AIRPORTS READY FOR DISASTER (GARD)

2020-2021 RESULTS SNAPSHOT

RESULTS 2020-2021



4
COUNTRIES



8
AIRPORTS



208
AIRPORT STAFF
TRAINED

Panama, October 2021

GARD Plus and Train the Facilitator were organised at Tocumen International (PTY) and Panamá Pacífico (BLB) airports in Panama. In October 2021, the Airport Assessment Report and Action Plan were updated, and 15 local facilitators trained and certified. GARD Partners are supporting with consultation, Action Plan follow up, and preparing a regional rollout of GARD at Enrique Malek International Airport (DAV) through facilitators trained at this workshop.



Jamaica, May 2021

The GARD Workshop at Sangster International Airport (MBJ) in Montego Bay was attended by 17 participants. GARD Partners aim to create an ecosystem of trained airports in the Caribbean, building upon the success of GARD in Montego Bay by connecting trained airports (international airports Las Américas (SDQ) and Cibao (STI) in the Dominican Republic, Luis Muñoz Marín in Puerto Rico, and Sangster in Jamaica) with others in the region to share best practices. Sangster International will share its plan with key stakeholders in the region for better regional coordination during emergencies.



Peru, November 2021

Standard GARD was rolled out in two airports (Padre Aldamiz International Airport (PEM), Puerto Maldonado and Rodríguez Ballón International Airport (AQP), Arequipa) and GARD Train the Facilitator in two further airports in Peru (Alejandro Velasco Astete International Airport (CUZ), Cusco and FAP Captain David Abensur Rengifo International Airport (PCL), Pucallpa). The national-scale approach to GARD in Peru is considered a successful model because it secured strong engagement from local and regional authorities, facilitated inter-institutional collaboration, and paved the way for nationwide preparedness for critical entry points in the country. Across the four airports, 140 airport staff and disaster managers were trained. In Cusco and Pucallpa, workshops also delivered 29 newly certified facilitators, including airport managers. Newly trained facilitators were involved in subsequent GARD workshops in Puerto Maldonado and Arequipa and will host more trainings across Peru in 2022.

Puerto Rico, February 2021

16 participants attended the GARD Workshop at Luis Muñoz Marín International Airport (SJU). Team activities, including discussions and report writing, took place in comparatively small groups of four to maintain COVID-19 distancing. This resulted in higher levels of engagement from participants and the delivery of a high-quality Airport Surge Capacity Assessment Report and Action Plan. GARD was followed up by a simulation exercise held at the airport in October 2021, the goal being to exercise all phases of the airport's emergency plan.



▲ 16 Peruvian facilitators were nominated by authorities to attend the GARD Train the Facilitator workshop in Pucallpa.

ABOUT GARD

GARD is a public-private partnership between UNDP and DP DHL to support airport readiness. It prepares airports to better respond to disaster relief surge, builds capacity by training local people, and enables disaster relief agencies to better plan and coordinate relief efforts.

RESULTS SINCE 2009



28
COUNTRIES



60
AIRPORTS



1400+
AIRPORT STAFF
TRAINED

ACHIEVEMENTS 2020-2021

In 2020, the COVID-19 pandemic halted face-to-face meetings, calling for a new way of working. The hybrid model of GARD was implemented in 2021 in Puerto Rico and Jamaica. This new format utilised digital tools including Augmented Reality glasses for airport assessments, and video conferencing solutions to connect participants and local trainers on-site with lead trainers elsewhere. Workshops were conducted in smaller group sizes to maintain safe distancing. As a result, there were higher levels of engagement during the airport assessment and group discussions.

In 2021, GARD workshops were held at eight airports in countries of the Americas prone to earthquakes, flooding, landslides, hurricanes/cyclones, and tsunamis. Over two hundred participants were trained (comprising airport staff, national disaster managers, government officials, and others) including 31 local GARD facilitators. At all trained airports, the GARD programme delivered comprehensive Airport Surge Capacity Assessment (ASCA) Reports and corresponding Action Plans to enhance operational capacities. GARD Partner, Airports Council International - Latin America and the Caribbean (ACI-LAC), provided additional support to airports in the implementation of Action Plans. With UNDP-DHL-ACI combining forces, GARD is gaining momentum and planning for 2022 is well underway.



▲ WhatsApp Video Calls and Augmented Reality glasses used for airport assessments.

Airports Council International is a partner of GARD in the Asia Pacific (AP) and the Latin America and the Caribbean (LAC) regions

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GET AIRPORTS READY FOR DISASTER

RESULTS REPORT
2016-2019



*Empowered lives.
Resilient nations.*

**Deutsche Post DHL
Group**

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AT A GLANCE: GARD RESULTS 2016-2019



14 countries

17 airports

585 airport staff trained

166 participants trained in 4 countries in *Americas*

256 airports and disaster management staff trained in *Asia Pacific*

177 participants trained in *Europe, Middle East and Africa*

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

GARD supports the implementation of SDG 9 by facilitating sustainable and resilient infrastructure development at airports that are primarily in developing countries

11 SUSTAINABLE CITIES AND COMMUNITIES

GARD supports the implementation of SDG 11 by enhancing the efficiency at airports to process life-saving aid into the country

13 CLIMATE ACTION

GARD supports the implementation of SDG 13 by strengthening resilience and adaptive capacity at airports to climate-related hazards and natural disasters in all countries

17 PARTNERSHIPS FOR THE GOALS

GARD supports the implementation of SDG 17 by enhancing international support for capacity building at airports in developing countries through global multi-stakeholder and public-private partnerships.

BACKGROUND

Airports play a major role in disaster response and humanitarian assistance situations as they ensure a fast mode of transportation of relief aid. In emergency situations, transport and logistical facilities may be overwhelmed due to the sudden surge in incoming flights, lack of equipment for offloading relief goods and limited warehousing for storing relief items. The capacity of an airport to manage efficiently the influx of humanitarian aid and personnel determines the quality and timeliness of humanitarian assistance to affected people.

Airports need to be equipped with surge capacities to manage large scale humanitarian operations as well as the ability to effectively coordinate with other national actors for complying with customs regulations, immigrations, storage and movement of goods, and relief distribution. While the scale of disasters is unpredictable, capacities for preparedness can be developed beforehand to ensure an effective humanitarian response. This helps minimize loss of lives and curbs the physical damage caused by the disaster. Preparedness also includes the development of standard operating procedures delineating roles and responsibilities of the airport management and other entities to ensure that relief aid functions are pre-arranged prior to the disaster.

Get Airports Ready for Disaster (GARD) was initiated in 2009 as a public-private partnership between the United Nations Development Programme (UNDP) and Deutsche Post DHL (DP DHL) to address the need for preparedness and response capacity of airports in disaster situations. The GARD project builds upon the joint expertise and inputs of two organizations. DP DHL's expertise in logistics management and experience in international relief is complemented by UNDP's competencies in preparedness and privileged partnership with national governments. Since 2013, the GARD project has been funded by the Government of Germany and supported through in-kind contributions from UNDP covering national coordination and action plan implementation.

The objective of the GARD project is to train airport managers and staff from disaster management agencies on how to prepare for the logistics challenges posed by disaster situations. GARD builds local capacity at airports to increase the level of preparedness for response of staff and managers. To date, GARD has been implemented in 47 airports in 24 countries and trained 1,160 staff.

PROGRAMME OUTPUTS

UNDP plays an important role in supporting high risk countries to achieve their development goals by reducing loss to life and assets, and by strengthening long term resilience. UNDP works with governments at national and local levels to ensure that disaster risk reduction and preparedness are integrated into national development planning. UNDP's work focuses on resilience building and ensuring development remains risk-informed and sustainable.

Anchored in the 2030 Agenda for Sustainable Development and committed to the principles of universality, equality and leaving no one behind, the UNDP vision for the Strategic Plan (2018-2021) is to help countries achieve sustainable development by eradicating poverty in all its forms and dimensions. The GARD project contributes to the achievement of UNDP's Signature Solution 3 on enhancing national prevention and recovery capacities for resilient societies.

GARD is moving forward to ensure support to countries in achieving Sustainable Development Goal 9, 11, 13 and 17.

9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE



Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

GARD empowers the local community by facilitating sustainable and resilient infrastructure development at airports that are primarily in developing countries.

11 SUSTAINABLE CITIES
AND COMMUNITIES



Make cities and human settlements inclusive, safe, resilient and sustainable

By enhancing the efficiency at airports to process life-saving aid into the country, GARD decreases direct economic losses caused by disasters. GARD also improves the resilience of airports to disasters and fosters the development and implementation of disaster risk reduction strategies that are in line with the Sendai Framework.

13 CLIMATE
ACTION



Take urgent action to combat climate change and its impacts

GARD contributes to strengthening resilience and adaptive capacity at airports to climate-related hazards and natural disasters in all countries. It promotes mechanisms for raising capacity for effective climate change-related management in least developed countries and small island developing states.

17 PARTNERSHIPS
FOR THE GOALS



Strengthen the means of implementation and revitalize the global partnership for sustainable development

GARD enhances international support for implementing effective and targeted capacity building at airports in developing countries. It also enhances the global partnership for sustainable development, complemented by multi-stakeholder partnerships to mobilize and share knowledge, expertise, technology and financial resources. GARD encourages and promotes effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

The main outputs of the GARD project are:

1. **Capacity of selected airport personnel enhanced to manage disaster relief surge and respond efficiently to humanitarian needs.** This output is focused on ensuring the effectiveness of the GARD one-week training, which is always held at the airport to be made disaster-ready. The main deliverables are the Airport Surge Capacity Assessment (ASCA) Report and an Action Plan outlining the evaluation of the surge capacity, limiting factors and alternative uses for facilities and processes in and around the airport site. The training is providing participants with templates and information to conduct similar assessments in other airports in the country. The GARD training workshop is preceded by an airport pre-assessment.
2. **Airport preparedness plans developed and aligned with national preparedness plans.** This output is geared towards ensuring the sustainability of the GARD project by focusing on the development of a comprehensive disaster preparedness plan for the airport following the workshop. The disaster preparedness plan includes the response capacities of the airport to large scale disasters, standard operating procedures defining the roles and responsibilities of airport officials and their relationship with the national authorities.
3. **Airport preparedness efforts sustained through fostering national ownership.** In countries having benefited from the GARD training, the GARD Plus programme can be organized to conduct a second validation training to determine if the recommendations made through the initial GARD assessment were fully incorporated. The GARD Plus may also cover a simulation exercise. During the GARD Plus validation training, the country national authorities will develop a new report and update or validate the initial GARD assessment recommendations. Similarly, the GARD Train the Facilitator (TTF) programme has been developed to address issues of replication and sustainability of the GARD interventions by focusing on providing trainers the skills and know-how regarding how a local GARD training should be rolled out.



ACHIEVEMENTS 2016-2019

From 2016 to mid-2019, the GARD project was rolled out in 14 countries that are particularly prone to disasters and trained 585 staff from airports and disaster management agencies at 17 airports.



In these countries, the GARD project entailed the organization of a pre-assessment of the airport to receive the GARD workshop. The pre-assessment was facilitated by DHL experts and provided an important stock-taking exercise that supported the adequate adaptation of the training programme to the local context.

Following the pre-assessment, the one-week GARD training took place, combining classroom exercises, the airport assessment conducted by participants, and the development of the ASCA Report and Action Plan. The ASCA Report is meant to evaluate the airport regarding potential bottlenecks in times of crisis – for cargo, operations, facilities and passengers. The purpose is to identify critical points that will then be addressed in the Action Plan. The Action Plan provides recommendations on how capacities can be further reinforced to achieve an optimal level. In the 17 airports covered in the current project period, Action Plans are currently being implemented by airport authorities and national disaster management institutions.



GARD workshop participants represented a broad variety of organizations that are involved in responding to a disaster at an airport: airport management, air traffic control, airport operations, customs, security, immigration, ground handling, airlines, civil aviation authorities, the military, fuel supply companies and the national disaster management agency. In addition, representatives from other airports in the country participated to the workshop with the aim to integrate learning in their own airport operations. The pre-assessment and training were ensured by DHL aviation and logistics experts. UNDP supported the coordination with airport authorities and the national disaster management agency, provided expertise in disaster risk reduction during the workshop and supported the organization of the workshop. In certain countries, UNDP had an important role to play in assisting the GARD Owner in the implementation of the recommendations coming out of the GARD workshop.



OUTPUT 1

***CAPACITY OF AIRPORT PERSONNEL ENHANCED TO
MANAGE DISASTER RELIEF SURGE
AND RESPOND EFFICIENTLY TO HUMANITARIAN NEEDS***



ASIA AND THE PACIFIC REGION

In the Asia and the Pacific region, 242 participants have been trained in five countries, leading to eight airports having been made disaster-ready. GARD workshops have been held at airports in Indonesia, India, Nepal, Maldives and Kazakhstan. For each of the airports, ASCA Reports and Action Plans have been developed by workshop participants with the support of the trainers. In Indonesia, workshops were conducted in Lombok and Bali, where GARD is one of the major preparedness initiatives led by the Ministry of Transportation in collaboration with airport authorities.

The Chennai International Airport in India and the Almaty International Airport in Kazakhstan were specifically prepared to fulfill the role of humanitarian hubs for the region in case of a large-scale disaster. The ASCA Reports and corresponding Action Plans are guiding authorities in implementing priority actions for these airports to enhance their operational capacities.

In Nepal, a joint GARD workshop for the Tribhuvan International Airport (Kathmandu) and Nepalgunj Airport was held in January 2017, gathering 46 participants.

“ Even after the earthquake [in 2015 with a magnitude of 7.8M], this is the first disaster preparedness training we've had. It's been an eye-opening experience so far, and we are determined to implement what we've learned. ”

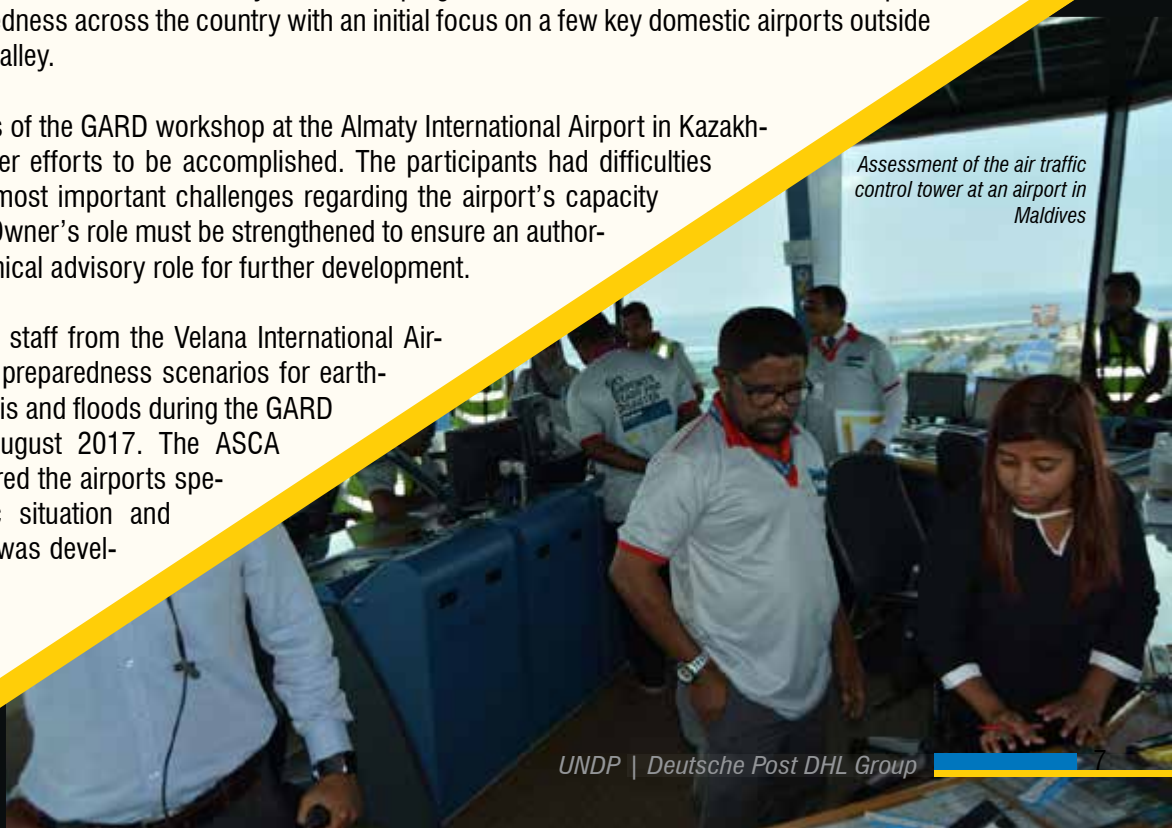
- Grihalaxmi Guragain, Deputy Director of the Tribhuvan International Airport

The Civil Aviation Authority of Nepal (CAAN) as the main national authority on civil aviation services in Nepal has found GARD initiative very useful and pragmatic. The CAAN intends to roll out airport disaster preparedness across the country with an initial focus on a few key domestic airports outside of Kathmandu valley.

The deliverables of the GARD workshop at the Almaty International Airport in Kazakhstan need further efforts to be accomplished. The participants had difficulties identifying the most important challenges regarding the airport's capacity and the GARD Owner's role must be strengthened to ensure an authoritative and technical advisory role for further development.

In Maldives, 36 staff from the Velana International Airport developed preparedness scenarios for earthquakes, tsunamis and floods during the GARD workshop in August 2017. The ASCA Report considered the airports special geographic situation and an Action Plan was developed.

Assessment of the air traffic control tower at an airport in Maldives





Group picture after evaluating the airport equipment in Mauritius

EUROPE, MIDDLE EAST AND AFRICA

Five workshops were held within five countries of the Europe, Middle East and Africa region. All workshops delivered Action Plans and ASCA Reports tailored to the local circumstances as deliverables developed by the participants. Senior airport authorities, airline companies, aviation safety experts, police departments, travel administration, national disaster management authorities and representatives of the United Nations were represented throughout all the workshops. A dedicated GARD Owner was nominated to initiate follow-up activities and to ensure the implementation of the Action Plan.

The GARD workshop was conducted on the African continent for the first time in 2016. The GARD workshop in Mauritius took place in February 2016 and prepared airport staff for disaster scenarios such as cyclones, storms and floods. The workshop was joined by airport managers from the island of Rodrigues and Seychelles, who are exposed to the same hazards. In August 2016, 38 participants were trained during a workshop at the Seychelles International Airport. Airport managers from Mauritius and the Maldives joined as well and shared experiences with the group. A regional network and exchange platform on disaster preparedness at airports was established for Island states in the Indian Ocean.

“ This has been a very fruitful workshop. I have met key stakeholders and I am confident that we are now more aware of our roles and responsibilities to ensure that the airport is safe during a disaster. ”

Rodney Zaine, Seychelles Air Force

During the GARD workshop in Bosnia and Herzegovina in September 2018, 25 airport staff were trained and preparedness measures that need to be established were identified. Follow-up activities are being implemented through a joint strategy by UNDP and the Ministry of Security of Bosnia and Herzegovina.

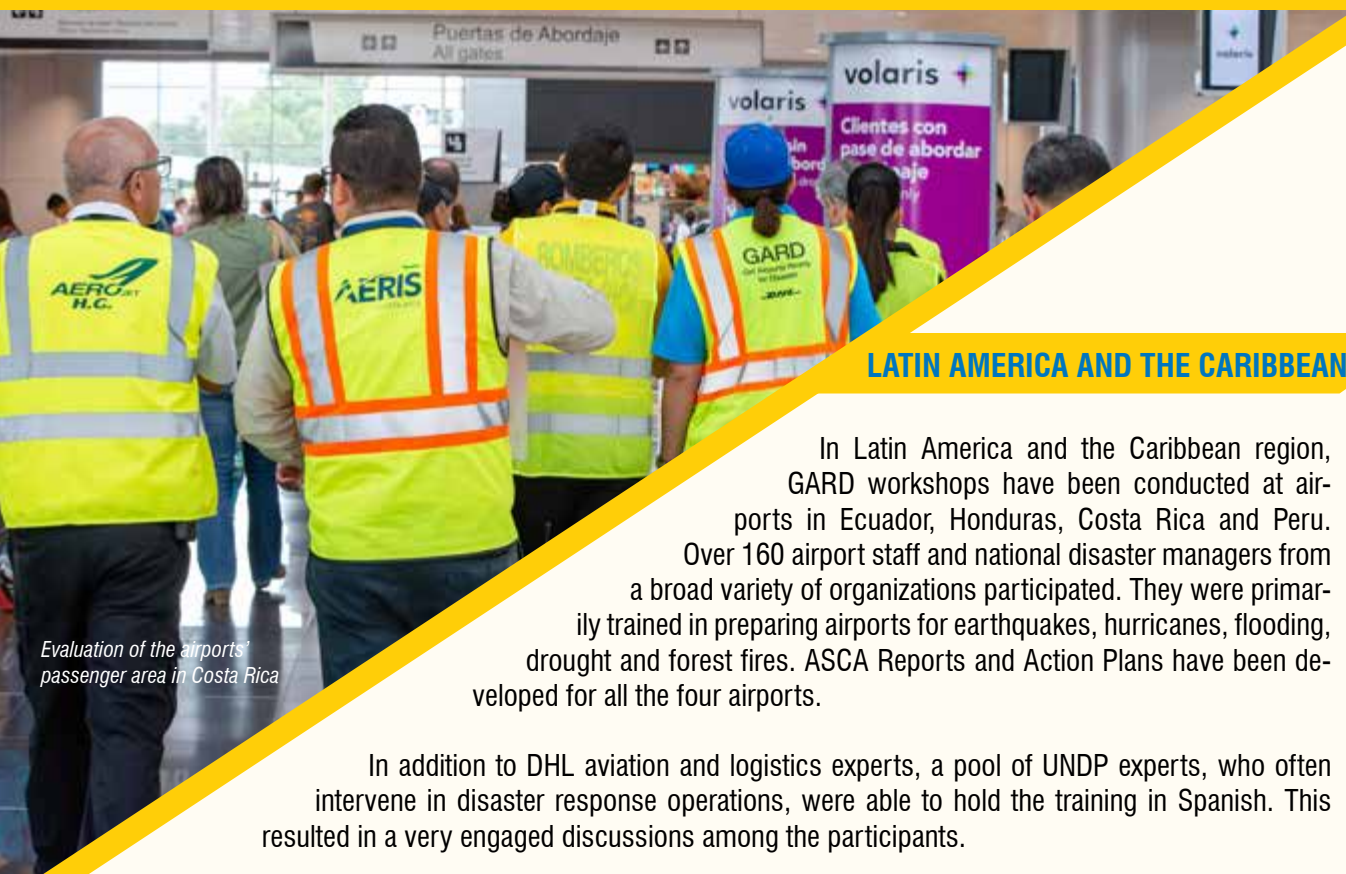
Airport staff from the Queen Ali Airport in Amman, who were trained in 2014, joined the GARD workshop held in December 2016 at the King Hussein International Airport in Aqaba to share their experiences and lessons learned. The participants of the workshop were specifically trained in responding to earthquakes and floods.

Identifying parking space for additional aircrafts in case of disaster in Seychelles

“ The workshop was valuable and useful on several levels. We have learned how important good coordination between the stakeholders related to disasters is. Further, we got to know the challenges we might face in this field and found solutions to overcome those problems. ”

Nadi Al Mahareq, President Operations Aqaba Airport





Evaluation of the airports' passenger area in Costa Rica

LATIN AMERICA AND THE CARIBBEAN

In Latin America and the Caribbean region, GARD workshops have been conducted at airports in Ecuador, Honduras, Costa Rica and Peru. Over 160 airport staff and national disaster managers from a broad variety of organizations participated. They were primarily trained in preparing airports for earthquakes, hurricanes, flooding, drought and forest fires. ASCA Reports and Action Plans have been developed for all the four airports.

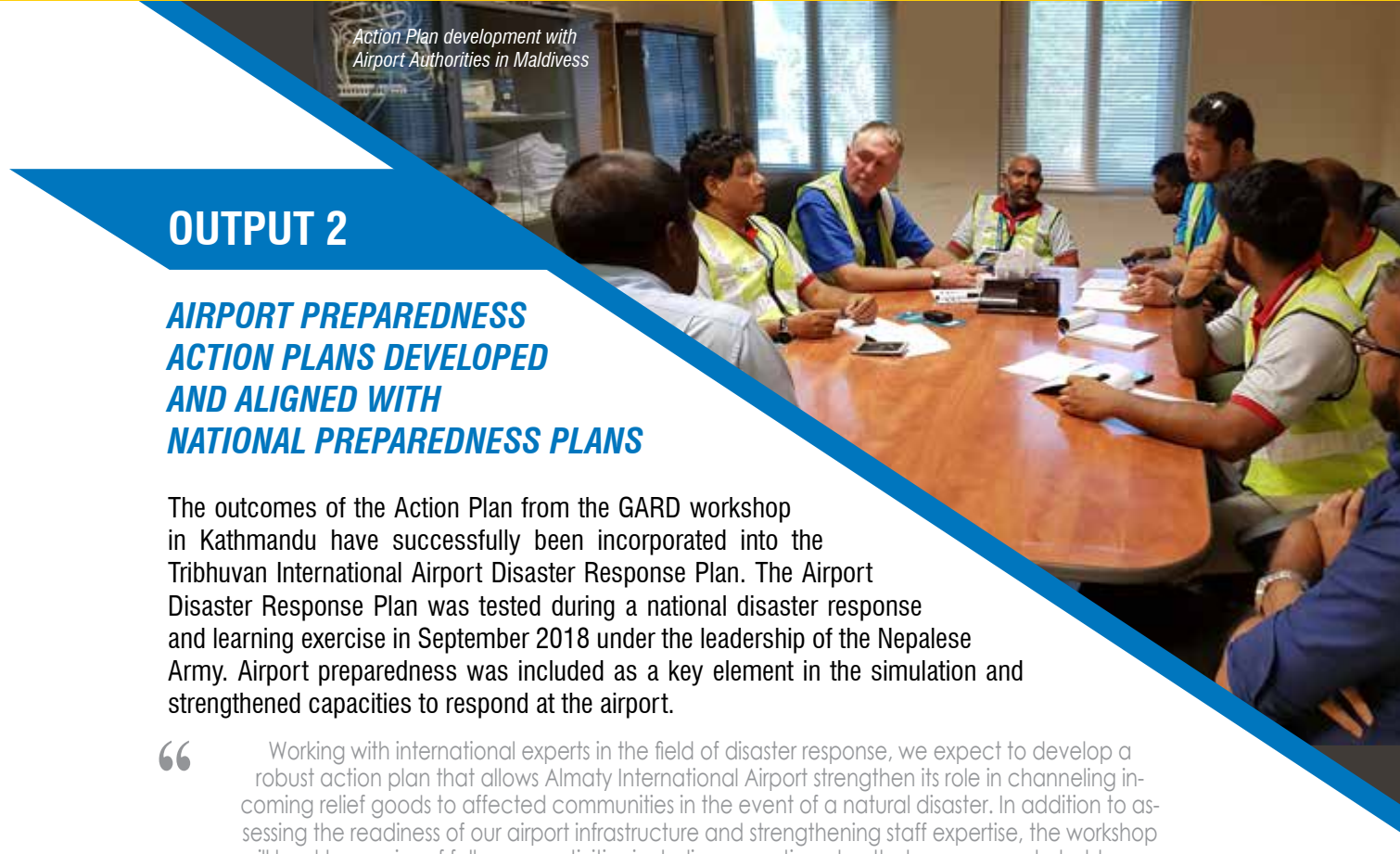
In addition to DHL aviation and logistics experts, a pool of UNDP experts, who often intervene in disaster response operations, were able to hold the training in Spanish. This resulted in a very engaged discussions among the participants.

In February 2019, the GARD workshop in Honduras was joined by aviation experts from the International Civil Aviation Organization and Airports Council International. The International Civil Aviation Organization is a specialized agency of the United Nations that sets the principles and techniques of international air navigation. Airports Council International is the only global trade representative of the world's airport authorities. Their analysis of the workshop content and delivery methodology will inform the future design of the GARD project, and will identify how the workshop materials can be supplemented from a regulatory point of view.

Six airport managers across Peru joined the GARD training at the José Abelardo Quinones Gonzales International Airport in August 2018. The Peruvian National Institute of Civil Defense is chairing a working group to follow-up on the Action Plan at the airport and is highly committed to integrate the actions into the country's disaster preparedness plan. Additionally, a set of capacity development activities have been proposed for domestic airports such as the air force base in Las Palmas in Lima. It is planned to implement those through a GARD workshop in 2019.

Assessment of additional space for relief items in Peru





Action Plan development with Airport Authorities in Maldives

OUTPUT 2

AIRPORT PREPAREDNESS ACTION PLANS DEVELOPED AND ALIGNED WITH NATIONAL PREPAREDNESS PLANS

The outcomes of the Action Plan from the GARD workshop in Kathmandu have successfully been incorporated into the Tribhuvan International Airport Disaster Response Plan. The Airport Disaster Response Plan was tested during a national disaster response and learning exercise in September 2018 under the leadership of the Nepalese Army. Airport preparedness was included as a key element in the simulation and strengthened capacities to respond at the airport.

“ Working with international experts in the field of disaster response, we expect to develop a robust action plan that allows Almaty International Airport strengthen its role in channeling incoming relief goods to affected communities in the event of a natural disaster. In addition to assessing the readiness of our airport infrastructure and strengthening staff expertise, the workshop will lead to a series of follow-up activities including an action plan that we can use to bolster our response to any potential emergencies. ”

Aibol Bekmukhambetov, President of Almaty International Airport

Following the first GARD training in 2013, UNDP and the Ministry of Emergency Situations in Armenia worked on implementation of the GARD Action Plan and took steps to keep the airport preparedness mechanism in place. In November 2016, the Ministry of Emergency Situations and UNDP jointly updated the Action Plan and developed a schedule for 2017. A team was established to support its implementation into the national preparedness plan. As a result, the Action Plan was incorporated into a “Host National Support” document which was approved by the Government and the Ministry of Emergency Situations.

In Sri Lanka, a GARD workshop was conducted in 2014. Two years later, GARD elements were incorporated into the National Emergency Operations Plan and the SOPs of the Ministry of Aviation. A response plan based on the GARD outcomes will be automatically initiated in case of a sudden onset natural hazard. Throughout the implementation process of the GARD results, UNDP supported the national authorities to build up partnerships with other UN agencies to develop a national DRR program.

Based on the outcomes of the recent GARD workshops in Indonesia, the Ministry of Transportation is finalizing guidance material on Airport Disaster Preparedness and a decree for the establishment of a response team. Once finalized and endorsed by all relevant national stakeholders, it will become mandatory for airport authorities to conduct GARD workshops at airports across the country.

Maldives Airport Company Ltd. incorporated the outcomes of the GARD workshop into their airport emergency plan. Amongst other preparedness measures, the plan is outlining actions, roles and responsibilities in the event of a disaster. It is planned to disseminate the emergency plan to all relevant stakeholders in collaboration with the National Disaster Management Center.

The National Institute of Civil Defense in Peru developed a contingency plan for sudden onset disasters of the Jorge Chávez International Airport. [The protocol for the handling of humanitarian aid](#) incorporated key preparedness measures that were recommended after the airport was assessed during the GARD workshop in 2014. The document was approved by all relevant authorities in 2016. In view of the current extension of the airport with a second runway, a GARD Plus workshop is planned in order to update the airport assessment report.



OUTPUT 3

AIRPORT PREPAREDNESS EFFORTS SUSTAINED THROUGH FOSTERING NATIONAL OWNERSHIP

*Training of airport managers
from across India*

UNDP in collaboration with DP DHL have extended their programme of support through the establishment of the GARD Train the Facilitator (TTF). In August 2018, 14 airport managers from 10 different airports across India participated at the first TTF training. The Airport Authority of India has requested UNDP to roll out this workshop, in order to conduct the GARD training at 40 airports in India. The training included the assessment of the airports' capacities and guidance on how to develop an Action Plan. The training material was complemented by practical sessions on how to facilitate a GARD workshop.

“ With the continued threat of natural disasters occurring in the region, we recognize the vital role that our airports play in the relief efforts. This GARD workshop in Chennai follows our previous session in Guwahati in December 2015 as we remain committed to ensure that our airports remain operational during and in the aftermath of disasters. ”

A. K. Dutta, Airport Authority of India

The TTF programme strengthens national training capacities and ownership of a nation-wide approach to prepare airports for disasters. The TTF programme enables countries in risk-prone areas to strengthen airport preparedness nation-wide. The sustainability of the GARD project is thus enhanced through a higher number of airports than can be covered by having more facilitators and providing the possibility to conduct GARD workshops whenever domestic airports require it.

To ensure the sustainability of airport preparedness efforts, UNDP and DP DHL developed a GARD Owner concept. The GARD Owner is responsible for ensuring that the outcomes of the GARD workshop are implemented in a sustainable manner and aligned with the disaster preparedness plans of the country. The GARD Owner nomination procedure identifies the responsible institution well in advance of the pre-assessment and GARD workshop. The GARD Owner is typically a senior representative with decision-making power from an institution such as the Airport Authority receiving the GARD workshop, the Ministry of Transport/ Aviation, the Disaster Management Authority or the Ministry of Interior. The roles and responsibilities of the GARD Owner are defined and agreed to at the start of the engagement process.

From 2016 to 2019, no GARD Plus was rolled out, however a tailored GARD Plus programme is foreseen for Nepal at the end of 2019. The next phase of the GARD project is likely to include a stronger focus on rolling out GARD Plus programmes more systematically as a way to re-engage follow-up activities in countries where GARD was organized.

LESSONS LEARNED



Ownership. National ownership is critical for both the sustainability of the capacity building aspect of GARD workshops as well as for the effectiveness of the implementation of follow-up measures. The GARD Owner nomination procedure and systematic pre-training meetings were established to ensure that all stakeholders are well informed about the role of the GARD Owner and expectations of the workshop. The GARD Owner needs to have the right level of seniority to ensure coordination of the training as well as expertise for follow-up activities.



Sustainability. Ownership is a critical condition for the sustainability of GARD. It goes hand in hand with anchoring GARD into a wider framework of programming or planning at country level. A GARD intervention has proven most impactful in contexts where the national authorities embedded it within their airport or national disaster preparedness planning. Proactive support of UNDP Country Offices to the GARD Owner facilitates an adequate approach towards the implementation of GARD follow-up activities. Going forward, UNDP should consider including GARD activities in programmes or projects as they relate to implementing the DRR and preparedness priorities of the Country Programme Document and of the UN Development Assistance Framework. Similarly, based on its decade-long experience with GARD, UNDP is in a strong position to advocate for interagency collaboration in designing GARD interventions (GARD workshop, GARD Plus, TTF), linking these with other agencies' programmes, and in supporting the implementation of selected follow-up actions jointly with agencies working on humanitarian response and logistics such as WFP, OCHA, HCR, among others.



Public-private partnership. GARD is a win-win activity for both UNDP which can get unique skills that would not normally have, and for DP DHL which can increase its external and internal reputation and fulfill its responsibility towards society by volunteering its logistics expertise, global network and the personal commitment of its individual employees. Both organizations learn from each other and provide to society an extremely cost-effective service.



Integration of the Action Plan into national disaster preparedness plans. Lasting impact of a GARD workshop requires efforts in ensuring that GARD activities and results are effectively embedded into national disaster preparedness or response plans. To achieve this, UNDP defined clear roles and established effective measures that assign follow-up responsibilities in the Action Plan to the GARD Owner. A larger level of engagement from UNDP Country Offices needs to ensure the completeness of the Action Plan following the workshop, and a Monitoring and Evaluation mechanism that tracks the implementation into the national preparedness plan. ICAO and ACI aviation experts also suggest focusing on linking the airport emergency plan of the hosting state to the content of the workshop and ensure GARD Ownership of the hosting country.



Integration of the Action Plan into national disaster risk reduction plans. UNDP involvement in follow-up activities of the Action Plan offers the opportunity to integrate the GARD results with other UNDP disaster risk reduction activities at country and regional level. UNDP needs to consider implementing the GARD results in parallel to DRR national activities and UNDP Country Program DRR related interventions.

Integration of the airport assessment into infrastructure development plans. Key recommendations emerging from GARD regarding airport operational capacities, such as cargo capacity or the quality of the landing lane, should be included not only in the airport response plan, but also in plans to improve and extend airport infrastructure. For instance, the assessment findings of the ASCA Report during the workshop in Maldives are planned to be integrated in the development of the new airport infrastructure targeted for 2020.



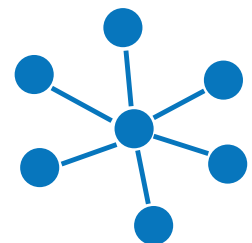
Bridge building activity. An intangible but valuable and appreciated outcome of GARD is that almost everywhere, GARD provided a platform to connect people and departments by starting new dialogues and promoting synergies. Attendees of GARD workshops appreciated it as a bridge building activity by stating that it helped to improve relationships with other departments. In many cases, GARD brought together people or functions for the first time and strengthened partnerships of civil aviation authorities, airport authorities and UNDP.



Variety of participants. The representation of all relevant departments, such as the airport management, operations management, air traffic control, security, military, national disaster management agency and the government/ministry of transport is crucial for the quality of the ASCA Report and Action Plan. A list of participants is requested beforehand to ensure adequate representation of key roles and functions and with the appropriate level of seniority. Relief agencies such as OCHA, WFP or NGOs based in the country are normally invited as resource persons.



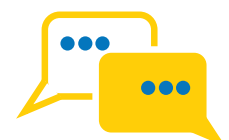
Synergies through regional networks. Regional networks of airport managers increase the possibility for collaboration on common challenges. Linking together airports and enabling a platform of exchange between individuals increase synergies and the possibility to provide faster and more sustained efforts. A prime example of this is the regional network and exchange platform on disaster preparedness at airports which was established for Island states in the Indian Ocean after the GARD workshop in Mauritius in 2016.



Country selection criteria. GARD country selection criteria were introduced to include more information on the airport and the disaster management handling capacities in advance. Country selection was based on a country's disaster risk profile and on the willingness of the government to receive training as well as implement the Action Plan and its commitment to engage with follow-up actions. It also considered UNDP's readiness and availability to engage and how GARD could be integrated as part of the preparedness support to the hosting nation.



Local language. GARD workshops have shown that providing the training in the local language is a crucial success factor. Workshops are more likely to succeed when the trainer can interact in the language of the participants, while training in English when it is not a native or working language may translate into less attention.



SUSTAINABILITY & SCALING UP

UNDP and DPDHL are committed to sustain the impact of the GARD project in countries where it has been implemented most notably through the rollout of GARD Plus and the Train the Facilitator programme. Similarly, the partners will continue to offer the GARD programme to countries who express interest in line with the human and financial resources available to deliver.

A bolder ambition of several organizations has been shaping up since 2018, and is currently explored in terms of timing, feasibility, and membership. The successful rollout of the GARD project over the past decade led UNDP and DPDHL together with other organizations working in airport operations, logistics, disaster preparedness, and humanitarian response to initiate a concept note for an expanded programme in support of airport efficiency at times of disasters. Organizations contributing to the initiation of the new concept include ICAO, ACI, International Air Transport Association, the UN Office for the Coordination of Humanitarian Affairs, the Technical University of Delft, among others. While GARD will remain a key pillar to the future envisaged programme, it will be complemented by improved communication management, the setup of coordinated and centralized airport information system, and stronger capacities to coordinate and manage relevant stakeholders. While the concept note is in initial stages, partners have expressed interest and willingness to pursue it within the framework of the Focus Task Force for Airport Efficiency set up in the context of the Humanitarian Networks and Partnerships Week taking place annually in Geneva.

PROJECT BUDGET AND EXPENDITURE

Description	2016	2017	2018	2019	Grand Total
Received (in USD)	216,920	160,085	119,474	-	496,479
Output 1	105,753	66,224	(9,327)	99,640	262,290
Output 2	-	7,769	950	26,138	34,857
Output 3	52,735	84,529	19,012	4,747	161,023
Total	158,488	158,522	10,636	130,525	458,170
GMS 8%	12,679	12,682	851	10,442	36,654
Grand Total	171,167	171,204	11,487	140,966	494,824
<i>Balance</i>	<i>45,753</i>	<i>(11,118)</i>	<i>107,987</i>	<i>(140,966)</i>	<i>1,655</i>

**For 2019, the amounts shown comprise expenditures and committed amounts. A revised interim report will be submitted 6 months after the end of the project extension, which is 31 March 2019. In line with UNDP's internal financial procedures, the final financial report will be made available after 31 March 2020 for the current financial year.*

COMMUNICATING GARD RESULTS

The GARD project had a strong communications focus, entailing that information about all workshops has been communicated through various ways and channels: press releases, corporate webpages, blogs and social media. In all the airports, press releases and media interviews were organized by both UNDP and DPDHL. Below are some of the news published in English:

Event	Date	Headline
GARD Workshop, Honduras	February 2019	<i>The World News</i> - <u>Personal de copeco se prepara para coordinar asistencia a desastres desde los aeropuertos</u> <i>La Tribuna</i> - <u>Personal de copeco se prepara para coordinar asistencia a desastres desde los aeropuertos</u>
GARD Workshop, Bosnia and Herzegovina	September 2018	<i>Informativa.ba, Platformabh.ba, Bosnia Daily</i> published news reports with the heading: <u>"Deutsche Post DHL Group and UNDP get Sarajevo International Airport ready to support disaster relief efforts"</u>
Train the Facilitator, India	August 2018	<i>ACN Newswire</i> - <u>Deutsche Post DHL Group and the United Nations Development Programme scale up airport disaster preparedness training in India</u> <i>Aviationindustry.wordpress.com</i> - <u>Deutsche Post DHL and the United Nations Development Programme (UNDP) launched its pilot project - 'Train the Facilitator' GARD workshop</u> <i>News Reports</i> <i>The Hindu</i> - <u>5-day workshop to prepare airports to handle disasters</u> <i>The New Indian Express</i> - <u>Making Airports disaster ready</u> <i>Mathrubhumi</i> - <u>When disaster strikes, humanity must soar/fly</u>
Meeting of the "Focus Task Force for Airport Efficiency", Canada	August 2018	<u>The Role Of Aviation In Humanitarian Assistance: ICAO And Stakeholders Collaborate On Airport Efficiency For Effective Disaster Response</u>

GARD Workshop, Iran	November 2017	<i>HR Asia, Mindanao Daily News and Malaysia Internet - Iran airports to benefit from GARD disaster response training program</i>
GARD Workshop, Ecuador	September 2017	<i>Redaccion Medica - Mariscal Sucre Airport to Strengthen Disaster Capacity Revista Gestion - Training in Quito Revista Zona Libre - Deutsche Post DHL, experts from its Disaster Preparedness Program and UNDP provide training in Quito</i>
GARD Workshop, Maldives	August 2017	<i>13 News - report in the local language Miadhu - Get-Airports-Ready for Disaster Workshop commences in Maldives</i>
GARD Workshop, Jordan	December 2016	<i>The World Ne Jordan Times - Aqaba airport staff receiving training in disaster readiness UNDP - UNDP and Deutsche Post DHL Group join forces to train staff from King Hussein International Airport in Aqaba on effective disaster Response</i>
GARD Workshop, Indonesia	September 2016	<i>Freight week - DHL keeps up its GARD UNDP Indonesia - Optimizing Airports Role in Disaster Preparedness</i>
GARD Workshop, Seychelles	August 2016	<i>SIDS Times - Effective Disaster Preparedness in Seychelles Seychelles Nation - Airport disaster preparedness training ends</i>
GARD Workshop, India (Chennai)	April 2016	<i>FII News - Indian Airports set for disaster management Preventionweb - Deutsche Post DHL and UNDP bring disaster preparedness expertise to Chennai</i>
GARD Workshop, Mauritius	February 2016	<i>Republic of Mauritius - Workshop on Get Airport Ready for Disaster George Tah Meh - First time meeting to strengthen Africa's natural disaster preparedness</i>

ANNEX 1. GARD WORKSHOPS (2016-2019)

14 countries

17 airports

585 airport staff trained

	Year	Month	Country	City(s)	No. of airports	No. of Participants
1	2019	February	Honduras	Tegucigalpa	1	45
2	2018	September	Costa Rica	Alajuela	1	45
3	2018	September	Bosnia & Herzegovina	Sarajevo	1	25
4	2018	August	Peru	Pisco	1	38
5	2017	November	Iran	Tehran	1	55
6	2017	September	Kazakhstan	Almaty	1	50
7	2017	September	Ecuador	Quito	1	38
8	2017	August	Maldives	Male	1	36
9	2017	January/ February	Nepal	Kathmandu, Nepalgunj	2	46
10	2016	December	Jordan	Aqaba	1	29
11	2016	September	Indonesia	Lombok, Denpasar	3	75
12	2016	August	Seychelles	Pointe Larue	1	39
13	2016	April	India	Chennai	1	35
14	2016	February	Mauritius	Plaine Magnien	1	29

ANNEX 2. PROJECT TARGET RESULTS STATUS

Output	Indicator	Targets	Target Status	Results Achieved	
Output 1: Capacity of Airport personnel enhanced to manage disaster relief surge and respond efficiently to humanitarian needs.	1	Number and active participation of airport staffs and national DRR agencies representing key roles and functions, including women participation when feasible	At least 25 participants per selected airport with representative functional roles; Successful coordination and participation of national DRR counterpart in the GARD training	Completed	585 Participants in 14 countries at 17 airports with participation from UN and national DRM stakeholders.
	2	Number of airports capacities assessed for emergency relief support and trained for airport disaster preparedness, with clear ownership by local authorities	GARD training and airport capacity assessment conducted at twelve airports, with GARD Owner identified at right level of representation are identified in all the selection countries	Completed	17 airport assessments completed
	3	Level of completeness of Airport Surge Capacity Assessment (ASCA) and Action plan	Airport Surge Capacity Assessment (ASCA) and Action plan completed and reviewed by UNDP	Completed	17 ASCA Reports and Action Plans completed
Output 2: Airport Preparedness plans developed and aligned with National Preparedness plans.	1	Airport Action Plan revised and completed	Twelve countries have an Action Plan revised/completed	Completed	17 Action Plans completed
	2	The integration of the ASCA and Action Plan into the national disaster preparedness plan and in the airport management manual/Standard Operating Procedures (SOP)	Minimum in twelve countries the GARD results are integrated into Integration of GARD results into Manual for Airport Management and/or SOP	Partially completed	8 countries: India, Armenia, Nepal, Indonesia, Maldives, Armenia, Seychelles, Peru 3 countries are likely to achieve this result in 2019 or beyond: Honduras, Costa Rica, Bosnia and Herzegovina
	3	M&E mechanism established at country level to monitor implementation of Action Plan	Twelve countries have a M&E mechanism established to monitor implementation of Action Plan	Completed	A GARD Owner and a UNDP CO focal have been identified to support with the implementation of the action plan
Output 3: Airport preparedness efforts sustained through fostering national ownership.	1	Number of countries where GARD Plus validation trainings are conducted	Six countries are provided GARD Plus validation training	Not completed	Several GARD Plus validation trainings were cancelled or postponed (i.e. Nepal planned to take place in October 2019)
	2	Number of simulation exercises conducted in local and international airports with high level representation of the government, UN agencies and/or other national DRR counterparts	Six countries simulation exercise on national emergency preparedness conducted	Not completed	2 countries: Nepal, Armenia Several simulation exercises were not deemed necessary due to recent disruptive events caused by natural hazards (i.e. Indonesia)
	3	Number of countries with Integration of validated recommendation into the national plan of action	Integration of validated recommendations into national plan of action in minimum six countries	Partially completed	4 countries: Armenia, Maldives, Sri Lanka, Nepal. Indonesia and Seychelles to be completed in 2019
	4	Countries to be identified for GARD TTF	Minimum of one country provided with GARD TTF	Completed	India

ANNEX 3. RISK LOG

#	Description	Date Identified	Type	Impact & Probability (Enter priority from 1 (low) to 5 (high))	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
Category 1. Impact of the GARD project at country level									
1	Lack of or insufficient local ownership of GARD	January 2016	Political	The implementation of the follow-up activities will be unsuccessful if there is no national ownership, as well as commitment in terms of human and financial resources; Priority: 5	1. Establish country selection criteria that includes the willingness of the Government to receive training, implement the Action Plan and commitment of follow-up actions 2. Establish a GARD Owner role description and nomination procedure	UNDP	Project manager	Country selection criteria formally integrated in the application form for GARD at the beginning of the project. GARD Owner nomination procedure applied in all countries through communication among recipient country – DHL – UNDP. GARD Owner description formalized in January 2019.	Completed
2	Lack of commitment in implementing the GARD Action Plan.	March 2018	Political	The implementation of the Action Plan into national preparedness plans will be unsuccessful if there is no long-term commitment to monitor and evaluate the results. Priority: 4	1. Increase the support of UNDP country offices for the GARD Owner in implementing the GARD workshop outcomes 2. Establish a Monitoring and Evaluation Mechanism managed by UNDP country offices to ensure measures are implemented and enforced on the longer term 3. By annually network calls convening GARD Owners and/or DRR manager to provide update on implementation status.	UNDP	Project manager	Regular follow-up with UNDP Country Offices takes place. Formal M&E mechanism needs to be finalized and established. GARD Plus needs to be routinely organized in a majority of countries having received the GARD training, as a measure to ensure systematic follow-up on implementation status.	Partially completed by 2019

Category 2. Capacity for and quality of service delivery

3	Shortage of lead DP-DHL trainers with in-depth airport expertise that speak the local language	September 2016	Organizational	Information can get lost in translation, which could lead to less understanding of the content and lower engagement of the participants. Priority: 3	1. Identify and train one local additional lead training expert. 2. Explore opportunities to train local airport staff, in order to conduct GARD workshops themselves.	DPDHL & UNDP	Project manager	1. DPDHL identified extra DHL colleagues/trainers in Feb 2016. 2. The first "Train the Facilitator" training workshop was organized in India in 2018	Completed
4	Limited capacities to conduct no more than about four GARD workshops in a year	April 2016/ July 2016	Other	No possibility to conduct GARD trainings at multiple airports at the same time. Priority: 5	Training of airport staff to become GARD trainers and be able to conduct GARD workshops themselves, nation-wide. Discussion with the country office focal points and local authorities required.	UNDP & DPDHL	India, Indonesia and Iran (TBC)	The first "Train the Facilitator" training workshop was organized in India in 2018	Completed
5	Inappropriate raining rooms within the airports and reduced facilities for the training	April 2016	Organizational	Last minutes changes to manage logistical arrangement could lead to delay of the start Priority: 2	Include accommodation and logistics planning in regularly established planning meetings at least eight weeks ahead of the workshop.	UNDP	Project manager	Counter measures implemented	Completed
6	Unequal composition of working groups	April 2016	Organizational	Imbalance of expertise might result in an incoherent assessment report of the Airports' capacities. Priority: 4	Trainers should pre-decide composition of working groups.	DPDHL	GARD Team	Counter measures implemented	Completed
7	The training is not fully covering the specific vulnerabilities and demands of the airport	September 2018	Organizational	Some airports might be prone to all kinds of natural hazards, yet some might be vulnerable to very specific disaster scenarios or solely need to be prepared to become a humanitarian hub. Depending on the circumstances of the airport, the training could have a misleading purpose. Priority: 5	1. Pre-assessment of GARD to be detailed and strengthened. The pre-assessment checklist to be revised and redefine to source more information beforehand of GARD training. 2. The training to be tailored according to the specific geographic situation of the airport or its purpose during an emergency.	UNDP & DPDHL	Program manager	Both DPDHL and UNDP agree to revise the pre-assessment checklist in order to facilitate gathering necessary information.	Completed

Category 3. Programme management

8	Absence of DPDHL GARD coordination focal point	March 2016	Organizational	Gaps in global project coordination activities. Priority: 4	Recruitment of new GARD DPDHL focal points.	DPDHL	Project manager	Replacement identified.	Completed
9	Absence of UNDP GARD coordination focal point	October 2018	Organizational	Gaps in global project coordination activities. Priority: 4	GARD coordination focal point nominated after the departure of the current focal point.	UNDP	Project manager	Replacement identified.	Completed
10	No common/centralized filing system to save of training materials, photos and any GARD documents	December 2016	Organizational	Not easily able to locate needed information or documents of different versions Priority: 3	1. Develop one common platform to share documents, photo and the training materials. Access to be provided to the GARD resource team	UNDP & DPDHL	Project manager	An E-share common portal has been developed to access both by UNDP and DPDHL colleagues.	Completed

Category 4. Outreach and advocacy

11	Minimal participation of UNDP communication and outreach in the GARD workshop	January 2017	Organizational	Not enough visibility and awareness of UNDP involvement to the public Priority: 2	Ensured participation of UNDP communication colleagues in online calls for planning the workshop and during the GARD workshops	UNDP	Project manager	UNDP Country Office communications specialists are routinely involved in GARD workshop organization, supporting the communications aspects (i.e. drafting and releasing press statements, posting social media, developing blog stories). In addition, UNDP and DHL communications specialists at HQ level (Geneva and Bonn respectively) have been assigned to support identify the local office communication focal point	Completed
12	GARD results and services are not sufficiently advertised	2017	Advocacy	Not enough visibility of GARD project results and services leading to limited requests for the project. Priority: 3	Develop communications and advocacy materials on GARD and disseminate them at global events and within UNDP and DPDHL. Feature GARD results and country lessons learned in global events. Establish the GARD Network composed of practitioners in the areas of aviation, logistics, disaster/ emergency response, preparedness as a way to build a community of practice.	UNDP & DPDHL	Project manager	GARD flyer developed and regularly updated. GARD brochure developed. GARD page on DPDHL and UNDP corporate websites regularly updated with country stories. GARD events organized at the Humanitarian Networks and Partnerships Week (HNPW) in Geneva in 2017, 2018, 2019. GARD Network convened virtually bi-annually.	Completed

