

Programme Document

Enhancing Country Level Capacity for Advancing Disaster Risk Reduction

Capacity for Disaster Reduction Initiative (CADRI) 2014 – 2017

UNDP Strategic Plan	Outcome 5. Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change.// Area of Work 3: Resilience-building. Issue Area 2: Disaster risk reduction, preparedness, response and recovery: Data, policies and capacities for comprehensive country level (and subregional and regional) action on natural disasters, to minimize adverse development impacts and accelerate rebuilding		
Programme Title	Enhancing Country Level Capacity for Advancing Disaster Risk Reduction		
Coverage	Global		
Expected Programme Objective	As an inter-agency initiative, the objective the CADRI Programme is to enable the UN and other members of the ISDR system to support Governments build and implement a coherent framework for developing national capacities for disaster risk reduction, including preparedness for response.		
Expected Programme Outcomes	[Outcome 1] Provide technical support to UN Resident Coordinators/ Humanitarian Coordinators, UN Country Teams and various existing coordination mechanisms to reinforce their capacities in assisting the Governments and other national stakeholders to develop frameworks for capacity development in a coordinated and coherent manner [Outcome 2] Develop and disseminate training, learning and knowledge products, tools and methodologies in capacity development for disaster risk reduction at the global, regional and national levels		
Executing Agency	United Nations Development Programme (UNDP) – Direct Implementation Modality (DIM) approved by Associate Administrator on 6 January 2014		
Partner Agencies	United Nations Office for the Coordination of Humanitarian Affairs (OCHA), United Nations Children's Fund (UNICEF), World Food Programme (WFP), Food and Agriculture Organisation of the United Nations (FAO), World Health Organization (WHO), International Federation of the Red Cross Crescent (IFRC) – Observer, Global Facility for Disaster Risk Reduction, The World Bank (GFDRR) - Observer		
Programme Period	2014-2017		
Start/ End Date	1 January 2014 – 31 December 2017		
PAC Meeting Date	19 September 2013		
Atlas Award ID			
Total resources required (4 years):	10,700,000	Total per annum:	2,675,000
Total allocated resources (4 years): <i>Regular resources allocated by UNDP</i>	3,052,000	Total per annum:	763,000
In-kind contributions of CADRI Partner Agencies per annum (staff + financial contributions for activities in agencies' own budget lines)	UNDP	P5 – Programme Coordinator (Geneva) P4 (50%) – Programme Specialist, Capacity Development (NY) P3 – Programme Specialist, Capacity Development (Geneva)	
	OCHA	80,000 (per annum) + P3 - Programme Specialist, Preparedness (Geneva)	
	UNICEF	80,000 (per annum) + P3 - Programme Specialist (Geneva)	
	WFP	80,000 (per annum) + P3 - Programme Specialist (Geneva)	
	FAO	80,000 (per annum) + P3 - Programme Specialist (Geneva)	
Unfunded budget	0		
Management Arrangements	Direct Implementation Modality (DIM) by UNDP		
<i>*Figures expressed in USD.</i>			

Agreed by UNDP

Programme Brief

The Capacity for Disaster Reduction Initiative (CADRI) was formally launched in June 2007 at the First Session of the Global Platform for Disaster Risk Reduction in Geneva as a successor to the UN Disaster Management Training Programme. CADRI was designed as an inter-agency initiative of the United Nations Development Programme/ Bureau for Crisis Prevention and Recovery (UNDP/BCPR), the United Nations Office for Coordination of Humanitarian Affairs (UNOCHA) and the Secretariat of the United Nations International Strategy for Disaster Reduction (UNISDR). CADRI's objective was to advance knowledge and practice for the development of capacities for disaster risk reduction as per the five priorities identified in the Hyogo Framework for Action (HFA) 2005-2015.

Based on the results of the first implementation phase and informed by the recommendations of an independent evaluation, the CADRI Programme is entering a new implementation phase from 2014 to 2017 (starting in 2013). For the new implementation phase, the Partner Agencies are **United Nations Development Programme (UNDP)**, **United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA)**, **United Nations Children's Fund (UNICEF)**, **World Food Programme (WFP)**, **Food and Agriculture Organisation of the United Nations (FAO)** and **World Health Organization (WHO)**. The International Federation of the Red Cross Crescent (IFRC) and Global Facility for Disaster Risk Reduction, The World Bank (GFDRR) are Observers to the Programme.

The CADRI Programme assists countries through the UN Country Teams to implement the Hyogo Framework for Action (2005-2015) and provides a mechanism for the implementation of the UN Plan of Action on Disaster Risk Reduction for Resilience (2013); UNDG Strategic Priorities 2013-2016; IASC, UNDG, and UNISDR Common Framework for Capacity Development for Preparedness (2013); and global frameworks on resilience (Political Champions Group, Global Alliance for Drought Resilience, AGIR).

The objective the CADRI Programme is to enable the UN and other members of the ISDR system to support Governments build and implement a coherent framework for developing national capacities for disaster risk reduction, including preparedness for response.

To achieve the objective of the Programme, CADRI Partner Agencies will:

- 1. Provide technical support to UN Resident Coordinators/ Humanitarian Coordinators, UN Country Teams and various existing coordination mechanisms to reinforce their capacities in assisting the Governments and other national stakeholders to develop frameworks for capacity development in a coordinated and coherent manner [Outcome 1];**
- 2. Develop and disseminate training, learning and knowledge products, tools and methodologies in capacity development for disaster risk reduction at the global, regional and national levels [Outcome 2].**

Through this initiative, CADRI Partner Agencies aim to strengthen existing capacity development initiatives and programmes at all levels (national, regional and global) and work in collaboration with existing UN and non-UN coordination mechanisms to ensure a better alignment of support in capacity development in disaster risk reduction offered to countries. CADRI is designed in such a way that it takes into account the comparative advantage of each partner to support capacity development through a coordinated, coherent and partnership-based approach which avoids duplications and maximizes resources.

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I. SITUATION ANALYSIS

The situation analysis lays out the background against which the new implementation phase of the Capacity for Disaster Reduction Initiative (CADRI) from 2014 to 2017 is designed. The Programme design (see *Section II. Strategy*) is informed by four categories of considerations:

1. Current context of disaster risk and challenges related to capacity development in disaster risk reduction;
2. Results of the first implementation phase of CADRI (2007-2012);
3. Findings and recommendations of the Independent Evaluation of CADRI (2007-2012);
4. Global policy frameworks and processes, such as the post-2015 development and disaster risk reduction agendas, the UN Plan of Action for Disaster Risk Reduction, the IASC Transformative Agenda Common Framework for Preparedness (supported by chair UNDG and SRSG DRR), among others.

I.1. Context

Disasters continue to pose a significant and costly threat to people's health and development. Since the year 2000, more than 1.1 million people have been killed in large-scale disasters triggered by natural hazards and more than 2.7 billion people have been directly affected by them; disasters have caused 1.3 trillion USD in damage. In addition, many more people are affected by smaller-scale events which are not recorded on global databases. Climate variability and change exacerbate the risk of disasters.

The main opportunities for reducing disaster risks, including those arising from climate variability and change, lie in reducing vulnerability and building resilience. Risks arise from the interaction of hazards with social characteristics – vulnerability, exposure, lack of capacities. The risk of disasters can be reduced with a focused attention to reducing vulnerabilities and enhancing capacities. This implies addressing the underlying risk factors and strengthening capacities to prevent, prepare, respond and recover from disasters within development frameworks.

Data shows that disasters occur more frequently, and affect more people, in developing countries than developed ones. While Governments have an increasing awareness and understanding of risk reduction as an essential component of sustainable development, many countries at risk have limited capacities to integrate disaster risk reduction into development planning. Even in countries where risk reduction is considered a national priority, certain limitations exist in mainstreaming disaster risk reduction into development sectors, such as agriculture, water resource management, energy, education, health, etc.

In many countries efforts to reduce risks of disasters are not aligned systematically identify and reduce the risks of disaster losses and prepare for response and recovery from disasters. This in turn means that capacity development measures are often ad hoc and do not build the capacities necessary to implement priority and sustainable risk management solutions, a process that requires focused engagement over many years, or even decades. Yet experiences in Bangladesh, Ethiopia, Mozambique, Cuba and elsewhere have shown that focused attention to implement priority actions to address the main causes of vulnerability to disasters and develop capacities can result in substantial reductions of disaster losses.

The tendency to design and implement short-term projects rather than long-term disaster risk reduction programmes is not conducive to sustainable capacity development, which requires long-term and continuous engagement of all stakeholders. Many projects are too ambitious and do not take into consideration the local capacities to absorb/ implement them. In some cases, DRR programmes and projects are developed independently from existing national DRR strategies or without a significant contribution from a wide range of in-country actors having a stake on DRR

issues. The result is a lack of consensus by all actors to align their efforts in supporting the implementation of one multisectoral national strategy.

Capacity development implies developing ownership; establishing adequate structures and organizational setup; developing competencies; availability of working tools and resources; and establishing working relationships and coordination. There is often limited understanding of capacity development within the DRR community; in many cases, capacity development is understood as being simply “training”. Whilst there is no shortage of DRR capacity development programmes across the globe, their level of sophistication when it comes to the actual methodologies and approaches applied are extremely variable. As the DRR community normally operates at country or at regional levels, different contexts can lead to different interpretations of capacity development in DRR. In addition, there is still a tendency to organise one-off training workshops which are not aligned to a long-term national capacity development strategy, and which fail to have lasting impact.

An increasing number of Governments are recognizing the importance of gender issues and social inclusion in their national DRR strategies and programmes. The trend is in recognition of the differential impact of disasters on gender, people with disability, different age groups and socially excluded groups (people living with HIV, castes, ethnic and religious minorities) and the specific roles that these vulnerable groups can play in disaster reduction and recovery. Attention to gender relations in DRR has been driven by the need to address women’s needs and circumstances as they are typically more disadvantaged than men. As a result UN agencies have incorporated gender policies and strategies into their respective development and humanitarian mandates. However, both Governments and UN agencies face many challenges in promoting gender equality and women’s empowerment at country level. Progress is needed in several key areas, such as including gender components into disaster risk, needs and capacity assessments, increasing the voice, visibility and contributions of women to DRR, providing guidance and good practices for gender-sensitive policies and programmes related to DRR, etc.

Governments are gradually developing DRR policies targeting specific vulnerable groups such as children, the elderly and disabled persons who tend to be affected the most by disasters. However, substantive progress in implementation of effective measures that protect these vulnerable groups is still to be achieved.

Preparedness programming provides an entry point for the UN and its partners to work in a collaborative and coherent manner with Governments to respond to crisis, including supporting the coordination of the recovery process and transition to development. Countries do not yet consistently take advantage of disaster preparedness programming as an entry point for recovery. National disaster focal point organisations have made significant progress over the years in response planning. However, current challenges remain in countries having the right mix of capacities in Government counterparts also to prepare for disaster recovery planning. National disaster focal point organisations, as well as critical sector ministries also need access to knowledge products and capacity development opportunities to establish the necessary frameworks and arrangements for preparedness, including response and recovery planning, prior to disasters. In addition, humanitarian actors in the international system have yet to develop a robust collaboration with development organisations on capacity development in preparedness for response at national and sub-national levels.

The challenges outlined above are acknowledged in current and emerging global policy agendas and frameworks, such as the development of the post-2015 framework on DRR as a successor to the Hyogo Framework for Action, the post-MDG framework, the newly approved UN Plan of Action for Disaster Risk Reduction for Resilience and the forthcoming Common Framework for Preparedness proposed by IASC, UNDG, and ISDR. These frameworks provide the background on which the new phase of the programme is articulated, and will be explored below.

II.2. CADRI 2007-2012: Key Results

The Capacity for Disaster Reduction Initiative (CADRI) was set up as one of the many mechanisms aimed at responding to the need for a coordinated and coherent UN-wide effort to support Governments develop their capacities to prevent, manage and recover from the impacts of disasters.

The CADRI Programme was formally launched in June 2007 as an **inter-agency initiative** of the United Nations Development Programme/ Bureau for Crisis Prevention and Recovery (UNDP/BCPR), the United Nations Office for Coordination of Humanitarian Affairs (UNOCHA) and the Secretariat of the United Nations International Strategy for Disaster Reduction (UNISDR). CADRI succeeded to the UN Disaster Management Training Programme. CADRI focused on the full spectrum of disaster risk management – from prevention to mitigation and preparedness for response – and was guided by the five priorities identified in the Hyogo Framework for Action (HFA) 2005-2015, the internationally endorsed strategic and operational framework for reducing disaster risk. CADRI's objective was to advance knowledge and practice for the development of capacities for disaster risk reduction.

During the **first implementation phase** (2007-2012), CADRI has affirmed its comparative advantage by expanding efforts to develop a robust and sustained programme of capacity development support for the UN system at the country level for its strategic leadership and coordination role for disaster risk reduction – as indicated by the end-of-project independent Evaluation commissioned by UNDP/ BCPR in 2012 (Annex 2). The **portfolio** developed and operationalized by CADRI in order to deliver on its mandate comprised strategic guidance and technical support on capacity development for DRR at the national level; training and advisory services, products, tools, methodologies services; workshop design and facilitation; knowledge exchange, dissemination and networking – at global, regional and national levels. CADRI provided these services UN Resident Coordinators/ Humanitarian Coordinators (RCs/HCs) and UN Country Teams (UNCTs), Heads of UN Agencies and UN agency staff at regional and global levels, regional cooperation institutions, non-governmental organisations and other members of the ISDR system with a view to reinforce their capacities to provide appropriate support to Governments.

At the **country level**, CADRI's approach consisted of supporting UN RCs/ HCs and UNCTs to support Governments and other national stakeholders to develop National Plans of Action in Capacity Development for Disaster Risk Reduction based on an assessment of existing and required capacities. This support was provided in close collaboration with DRR/ Preparedness Advisors of UN agencies based at the regional level to ensure coordinated support at country level. This approach helped development and humanitarian partners contribute to a common, nationally-owned National Plan of Action in line with the HFA Priorities of Action. During this process, CADRI provided advisory and training services and products, ensuring that responsible parties have an adequate conceptual and operational understanding of DRR in order to implement activities. From 2010 to 2012, capacity assessments on DRR were carried out in 14 countries; institutional capacity assessments were completed for 3 African Regional Communities (ECOWAS; ECCAS; SADC); three countries have National Plans of Action established and undergoing implementation by Government (Ghana, Kosovo, The Gambia).

At **regional and global levels**, CADRI delivered awareness raising, training and advisory services to UN and non-UN stakeholders to enable them to better support their respective programme countries. Approximately 40 UNCTs have received customized training which resulted in an improved understanding of the importance of disaster reduction and how it is mainstreamed when implementing development plans and programmes, including UNDAF activities. A pool of 25 experts was trained to be deployed upon request from UNCTs reviewing or initiating their UNDAF cycles. Approximately 70 training workshops were organized by CADRI and partners at national, regional and global levels from 2009 to 2012, targeting UNCTs and national counterparts.

CADRI also invested in building its **internal capacity and expertise** for service delivery. CADRI's success relied to a large extent on the fact that it was perceived by beneficiaries as "one UN" team with great technical competence and expertise, and representing various UN agencies working together. At the same time, in order to deliver capacity development support at national level, CADRI's core working principle was building partnerships. CADRI considerably strengthened its technical capacity and enlarged its coverage by partnering with a range of other UN agencies (UNICEF, WFP), international organisations (IFRC), Governmental institutions (MSB) and other technical institutions. In the design, development and delivery of its products and services, CADRI worked collaboratively with various UN agencies in order to maximize the technical expertise and comparative advantage of each partner both from global and regional levels. This was instrumental for pooling existing tools and materials, and collecting good practices at country-level.

A number of **challenges** were encountered in the project implementation, most notably related to: a weak governance and management structure under-defined in the project document and insufficiently institutionalized within the partners' own management arrangements; lack of a joint decision-making and accountability framework; absence of project-specific planning, reporting and monitoring system and business process; inconsistent joint work planning by the principal agencies; and unpredictable and inconsistent staff and financial resources allocated by the agencies.

An **extensive analysis** of the programme achievements, lessons learned and challenges encountered during the first implementation phase presented in the following annexes: Capacity for Disaster Reduction Initiative (2007-2012): **Final Project Review Report** (Annex 1) and **Independent Evaluation Capacity for Disaster Reduction Initiative (2007-2012): Final Report** (Annex 2).

II. 3. Findings and Recommendations of the Independent Evaluation of CADRI 2007-2012

The following findings and recommendations have been identified by the Independent Evaluation of the first implementation phase of the programme. These findings and recommendations are reflected in the design of the new implementation phase of the CADRI Programme (see *Section II. Strategy*).

- ☑ CADRI's **facilitation role** is highly relevant and powerful enough to bring actors together to shape the vision and plan to advance DRR at national level. The Evaluation recommends that CADRI's role as a facilitator be retained and reinforced in the next phase. However, the facilitation role at the national level can only have lasting impacts if national stakeholders, UN agencies at regional level and their Country Teams have the capacity to provide follow-up action and ensure a continuous capacity development process. In countries where limited capacity is attributed to wider institutional and policy constraints, the facilitation role can be an entry but its effectiveness would depend on further functional and technical support with long term continuity.
- ☑ CADRI developed a creditable **concept and methodology for DRR capacity development**, but the programme needs to define these more clearly. Particularly, CADRI needs to develop a rigorous and practical capacity development methodology that can be shared and utilized by all relevant UN entities. Additional emphasis should be put on knowledge management, and on long-term sustainability of capacity development inputs, including entry and exit strategies for CADRI's interventions.
- ☑ In terms of **programme performance**, a number of shortcomings were identified by the Evaluation: (i) the programme did not optimize various services that exist in the UN system to create a more effective enabling environment for capacity development; (ii) knowledge management was not effectively implemented and resources to develop a robust knowledge management strategy were not sufficiently prioritized; (iii) the work on preparedness for response did not meet the expectations of most of the Governments; (iv)

gender aspects were insufficiently reflected in the CADRI tools and products and dedicated specialist support was provided within CADRI; and (v) the current strategy on achieving sustainability by increasing ownership over the CADRI's services and outcomes was not adequate.

- ☑ To **address these gaps in programme performance**, the Evaluation recommends: (i) considering a long term sustainability strategy that is designed in a way that strengthens the existing capacity development support providers at country and regional levels; (ii) establishing an inter-agency framework for country selection that allows for an agreement on a smaller number of countries for which a long-term and deeper engagement is needed; (iii) supporting existing training institutions in-country and in regions to a larger extent, and where such structures do not exist, CADRI should play a role in their creation; and (iv) developing a knowledge management strategy.
- ☑ The **programme's capacity to deliver** was hindered by informality of the partnership, weak joint planning and outcome monitoring, and unpredictable staff and resources. The informality of the partnership influenced much of the working processes and limited the scope of work due to a lack of contractual obligation as well as a lack of clarity about leadership, roles, and weak accountability mechanism. To **address these gaps**, the Evaluation recommends that CADRI Partner Agencies (i) streamline and bolster CADRI's leadership and management capacity, retaining a similar management arrangement with added emphasis on predictable leadership of rotating chairs, (ii) create an efficient inter-agency planning and reporting process supported by a robust outcome monitoring system, (iii) formulate and implement a programme risk management strategy; and (iv) align the composition of CADRI staff the programme's functional roles.
- ☑ In addition to these findings and recommendations, the Evaluation acknowledges CADRI is an example of how global partnerships on DRR can work and that lessons from programme implementation could inform current discussions to formulate an **UN-wide approach for advancing DRR** through the High Level Committee on Programmes. The HFA mid-term review highlighted that countries are not making equal progress and UN capacity is currently insufficient to meet the country demands for support. In this context, CADRI can be an important mechanism to meet this gap.
- ☑ CADRI has been identified by a study commissioned by the IASC Sub-Working Group on Preparedness as a means to **deliver preparedness services at the country level** in order for the UN system to meet the growing needs for improving national emergency preparedness capacity (Lawry-White, Simon. CCDEP Country Capacity Development for Emergency Preparedness. Inter-Agency Standing Committee Working Group on Preparedness, 2012).

II. 4. Enabling Environment for the CADRI Programme: Global Policy Frameworks and Processes

The new implementation phase of the CADRI Programme is also informed by the following global policy frameworks and processes:

- Hyogo Framework for Action (HFA) and its successor agreement;
- United Nations Plan of Action on Disaster Risk Reduction for Resilience;
- IASC Transformative Agenda Common Framework for Preparedness (pending approval);
- Quadrennial comprehensive policy review of operational activities for development of the United Nations system (A/Res/67/226);
- UNDG Strategic Priorities 2013-2016;
- Global frameworks on "Resilience" (Political Champions Group, Global Alliance for Drought Resilience, AGIR)

II.4.1. Hyogo Framework for Action (HFA) 2005-2015

The CADRI Programme will continue to contribute to achieving the vision of the Hyogo Framework for Action (HFA)¹ in advancing the substantial reduction in disaster losses in all countries. Capacity development is a cross-cutting theme in the HFA, and the Programme will continue to cover the full spectrum of disaster risk reduction through the Priority Areas 1 to 5.

Mindful of the transition to the post-HFA agreement, CADRI Partner Agencies will undertake a mid-term review of the CADRI Programme (2015) in order to adjust its strategy and work plan in line with the forthcoming framework.

II.3.2. United Nations Plan of Action on Disaster Risk Reduction for Resilience

The UN Plan of Action calls for the UN to “Ensure timely, co-ordinated and high quality assistance to all countries where disaster losses pose a threat to people’s health and development” (Commitment 1). Under this commitment, UN agencies will “Resource and support UN RCs/ HCs and UNCTs including through the UN expertise available from UN non-resident agencies and at the regional level, to assist national and local institutions and international partners’ in countries to develop common visions, plans and programmes for addressing disaster and climate risk within multisectoral and sectoral sustainable development strategies.”

The CADRI Programme will cater to this commitment specifically by providing capacity development support to UN RCs/ HCs and UNCTs to enable them to accomplish their role in assisting national institutions to develop national frameworks and plans of actions, as part of an integrated and comprehensive approach to assessing and addressing factors that undermine communities’ and countries’ resilience, including climate, biological, technological and conflict related risks, environmental sustainability and social inequalities/exclusion.

II.3.3. IASC Transformative Agenda Common Framework for Preparedness

The UN Plan of Action also calls for alignment with other relevant initiatives of the UN, for example, the humanitarian related work on preparedness and resilience of the Inter-Agency Standing Committee (IASC). In 2012, the IASC principals agreed to develop Transformative Agenda Protocols, which set the parameters for improved collective action in humanitarian emergencies. One of these protocols is a Common Framework for Preparedness² (2013). Though it is an IASC protocol the Common Framework is consistent with the Hyogo Framework for Action (Priority 2 and 5) and the UN Action Plan for DRR and as such is supported by the Chair of UNDG and the SRSG for DRR.

CADRI Partner Agencies will work under the CADRI Programme as a key supporting mechanism to the implementation of the Common Framework for Preparedness. The goal of the Common Framework is to support national disaster risk management through humanitarian and development organizations’ combining their efforts at country level to develop support to and complement the national capacity of national and local Government, and of communities, to anticipate and respond to emergencies, under Government leadership as relevant.

The CADRI Programme provides a viable mechanism to support the application of the Common Framework through the following CADRI functions:

1. Consult with RCs/HCs, UNCTs, relevant networks and partners to select and support countries where the Common Framework is required and most likely to succeed.
2. Maintain a pool of competent advisors, facilitators and trainers, drawing on national, regional and international resources.

¹ At the World Conference on Disaster Reduction in January 2005, 168 countries adopted the Hyogo Framework for Action (HFA) 2005-2015: Building the Resilience of Nations and Communities to Disasters. The UN General Assembly endorsed the HFA later that year in 2005 under UN Resolution 60/195. The HFA responds to the need for a comprehensive, integrated, multi-disciplinary approach to identifying and implementing disaster risk reduction measures.

² The Common Framework is based on the study “Country Capacity Development on Emergency Preparedness” undertaken by the IASC Sub-Working Group on Preparedness (2012).

3. Pool and share best practices and key tools.

II.3.4. Quadrennial comprehensive policy review of operational activities for development of the United Nations system A/Res/67/226

On 21 December 2012, the UN General Assembly adopted the landmark resolution (A/Res/67/226) on the QCPR, which assesses the effectiveness, efficiency, coherence and impact of UN operational activities for development and establishes system-wide policy orientations for the development cooperation and country-level modalities of the UN system for the period 2013-2016.

The QCPR takes into account several issues directly related to capacity development, such as:

- Recognition that capacity development and ownership of national development strategies are essential for the achievement of the internationally agreed development goals, including the Millennium Development Goals, and a calls upon organizations of the United Nations development system to provide further support to the efforts of developing countries, in alignment with the United Nations Development Assistance Framework, to establish and/or maintain effective national institutions and to support the implementation and, as necessary, the devising of national strategies for capacity-building, including policy advisory support, to deal with national and global challenges [57]
- Request to the United Nations development system to develop, for the consideration of Member States, of a common approach for measuring progress in capacity development [63]
- Request to the United Nations development system to intensify inter-agency sharing of information, at the system-wide level, on good practices and experiences gained, results achieved, benchmarks and indicators and monitoring and evaluation criteria concerning their capacity-building and capacity development activities [68]

Furthermore, the QCPR encourages the international community and relevant United Nations entities, including the International Strategy for Disaster Reduction, the United Nations funds and programmes, as well as the specialized agencies, to give due consideration to prevention, preparedness and disaster risk reduction activities, in particular by supporting national and local efforts in that regard [110].

By committing to this inter-agency capacity development programme, CADRI Partner Agencies align their efforts to the QCPR recommendations.

II.3.5. UNDG Strategic Priorities 2013-2016

The UNDG Strategic Priorities 2013-2016 intend to maximize the collective impact of the UN development system in delivering effective support to countries through nationally-led and owned development processes. One of the four strategic priorities for UNDG is focused on:

[4] National Capacity Development and Development Effectiveness: The UNDG will strengthen its focus on providing coherent support to and ensuring sustainability of national capacity development, including through providing “upstream” policy and programme advice, using national systems, and sharing of good practices and lessons learned and strengthening normative and operational linkages, particularly through further promoting a human rights-based approach to achieve sustainable development.

All CADRI Partner Agencies are part of the UNDG chaired by UNDP (OCHA is an observer). Activities undertaken by CADRI Partner Agencies through the CADRI Programme will be directly relevant under the UNDG requirements.

II.3.6. Political Champions Group for Disaster Resilience: UN system proposal for support to strengthen disaster resilience at the country level

CADRI Partner Agencies propose CADRI as a mechanism through which support can be provided for the implementation of related programmes, such as the proposed UNDP-OCHA programme to strengthen disaster resilience.

UNDP and OCHA developed a proposal to secure political and financial support from the Political Champions for a range of measures that will strengthen disaster resilience in up to five selected countries. The proposal also seeks to improve the way that development and humanitarian agencies work together and cooperate with Governments and donors to better support resilience in countries at risk from natural hazards. The aim of the programme is to set up nationally-led, comprehensive, multi-year plans for building resilience backed by adequate and predictable finance in the selected countries.

II. STRATEGY FOR THE CADRI PROGRAMME 2014 – 2017

II.1. Rationale

Across the development and humanitarian spectrum there is an increasing need for and potential of a more coherent and coordinated approach to supporting countries in developing their capacities in disaster risk reduction, including preparedness for emergency response.

Various UN and non-UN agencies expressed interest in extending the CADRI Programme to a new implementation phase from 2014 to 2017 (transition phase to the new implementation phase in 2013). The new phase of the CADRI Programme is designed as an inter-agency mechanism through which its members come under a partnership in order to deliver on their commitments related to capacity development in disaster risk reduction, including preparedness for response.

The CADRI Programme assists countries through the UNCTs to implement the Hyogo Framework for Action (2005-2015) and provides a mechanism for the implementation of the UN Plan of Action on Disaster Risk Reduction for Resilience (2013); UNDG Strategic Priorities 2013-2016; IASC, UNDG, and UNISDR Common Framework for Capacity Development for Preparedness (2013); and global frameworks on resilience (Political Champions Group, Global Alliance for Drought Resilience, AGIR).

The CADRI Partner Agencies are:

- 1. United Nations Development Programme (UNDP)**
- 2. United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA)**
- 3. United Nations Children's Fund (UNICEF)**
- 4. World Food Programme (WFP)**
- 5. Food and Agriculture Organisation of the United Nations (FAO)**
- 6. World Health Organization (WHO)**

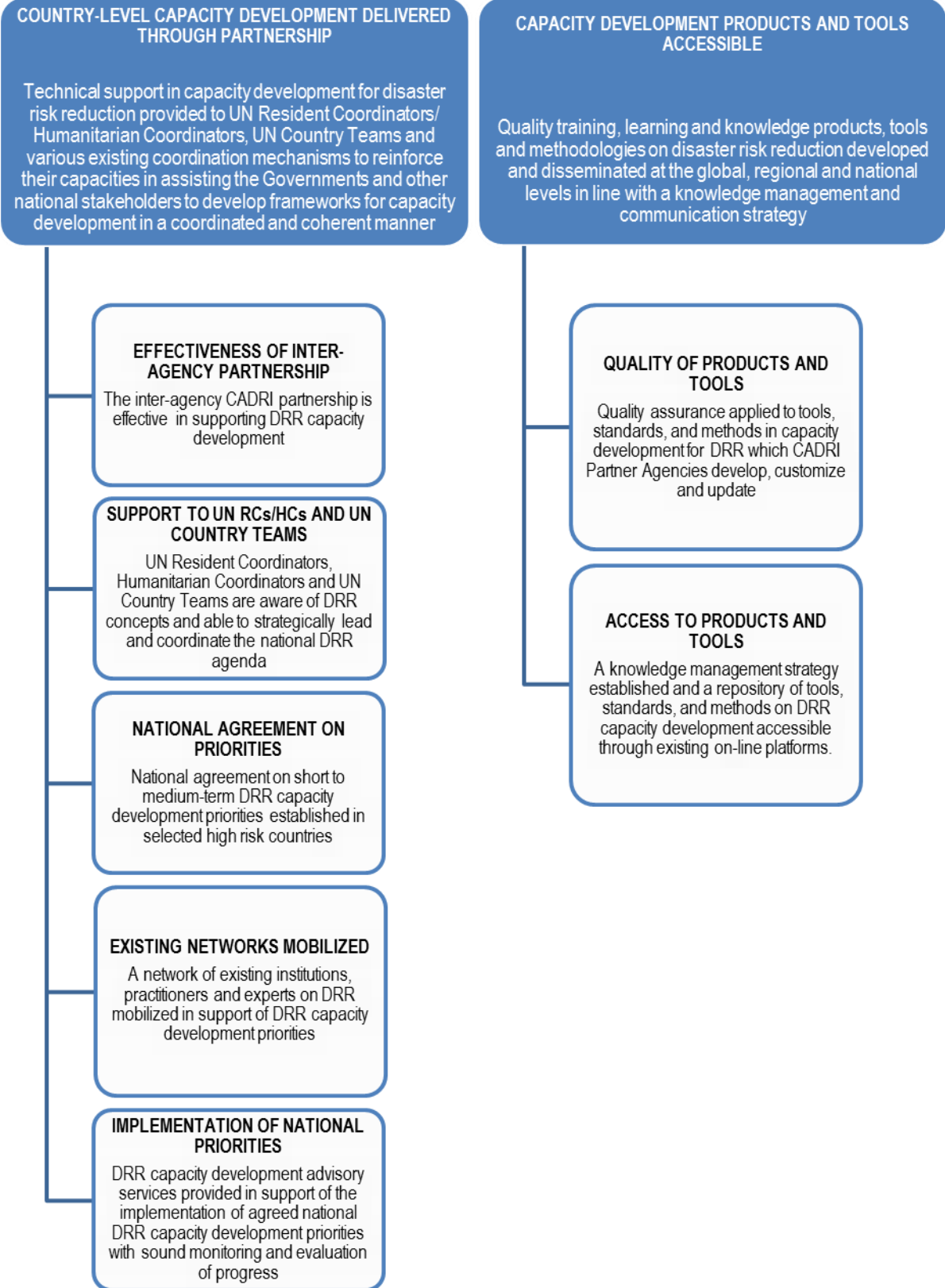
The CADRI Programme observers are:

- 1. International Federation of the Red Cross Crescent (IFRC)**
- 2. Global Facility for Disaster Risk Reduction, The World Bank (GFDRR)**

These partners comprise the major international organizations engaged in supporting DRR at country level through their on-going in-country presence and programmes. CADRI support will facilitate their coming together within a common framework to provide comprehensive, coordinated capacity development support, drawing on their respective areas of comparative advantage. The CADRI Partner Agencies will achieve this with a two track approach, reflected in two programme Outcomes (see Figure 1 below). The first outcome focuses on achieving system coherence on capacity development for DRR at country level in selected countries. The second provides access to tools, methodologies and expertise for delivering capacity development services.

Figure 1. CADRI Programme Strategy

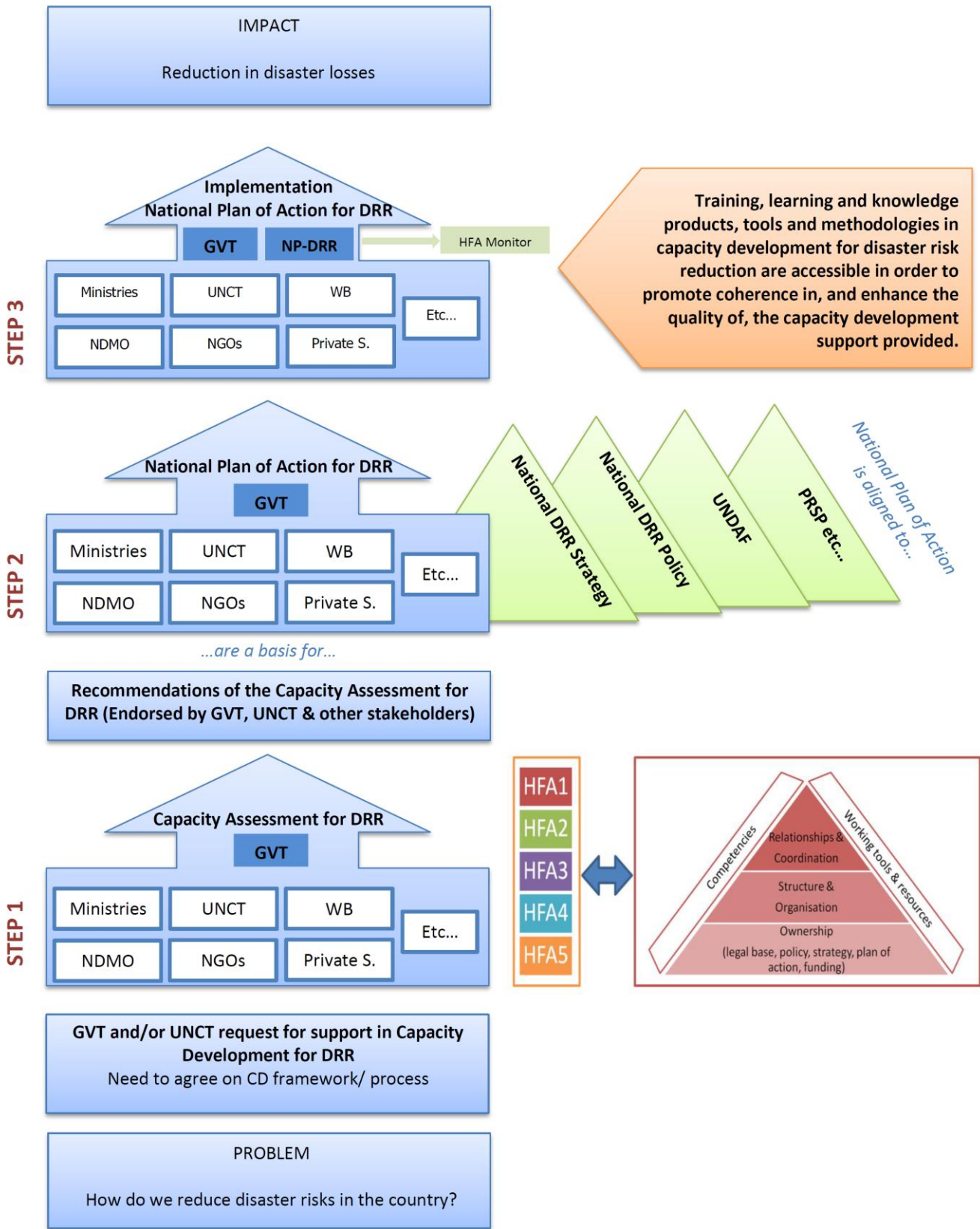
As an inter-agency initiative, the objective the CADRI Programme is to enable the UN and other members of the ISDR system to support Governments build and implement a coherent framework for developing national capacities for disaster risk reduction, including preparedness for response.



CADRI support to countries will follow a three stage approach (see Figure 2 below):

- 1. Disaster Risk Reduction Capacity Assessment.** The purpose of the capacity assessment is to identify capacity opportunities and gaps related to disaster risk reduction, understand required capacities and propose recommendations on how these capacities can be achieved. The assessment is based on interviews with Government representatives, UN agencies, donors and other national stakeholders, and on a review of the country risk profile, programmatic and policy documents. The assessment is guided by the CADRI capacity assessment methodology covering the 5 HFA priority areas. The result of the assessment is a Government-owned and validated National Disaster Risk Reduction Capacity Assessment Report.
- 2. National Plan of Action for Capacity Development in Disaster Risk Reduction.** The National Plan of Action is based on a stock-taking exercise of all relevant programmes and initiatives in the country that aim to enhance national capacities in achieving the country's development targets and is developed in line with the capacity assessment findings and recommendations. The National Plan of Action, which addresses the priority risks and risk management measures identified in the capacity needs assessment, provides a basis for alignment of the UNCTs' and other international partners' programmes into a comprehensive framework of support. CADRI may also assist the UN RC/ HC and UNCT to reflect DRR in the UN Development Assistance Framework as a basis for UNCT programme alignment.
- 3. Technical Support for the Implementation and Monitoring of selected Capacity Development Activities in the National Plan of Action.** Support for the implementation of the National Plan of Action is provided by CADRI partners' and other in-country-stakeholders' on-going, in-country programmes. CADRI in turn supports the capacity development aspects of these programmes with a set of tools, methods and expert networks assembled under programme Outcome 2. Access to these materials promotes further coherence in, and enhances the quality of, the capacity support provided by the partner country programmes during service delivery.

Figure 2. CADRI Country-level Support in Capacity Development



II.2. Objective

As an inter-agency initiative, the objective of the CADRI Programme is to enable the UN and other members of the ISDR system to support Governments build and implement a coherent framework for developing national capacities for disaster risk reduction, including preparedness for response.

To achieve the objective of the Programme, CADRI Partner Agencies will:

- 1. Provide technical support to UN Resident Coordinators/ Humanitarian Coordinators, UN Country Teams and various existing coordination mechanisms to reinforce their capacities in assisting the Governments and other national stakeholders to develop frameworks for capacity development in a coordinated and coherent manner [Outcome 1];**
- 2. Develop and disseminate training, learning and knowledge products, tools and methodologies in capacity development for disaster risk reduction at the global, regional and national levels [Outcome 2].**

II.3. Expected Outcomes and Outputs, and Indicative Activities

The following programme Outcomes, Outputs and Indicative Activities are set out for the CADRI Programme. The Results and Resources Framework also comprises sub-activities and corresponding performance indicators (see *Section III*).

OUTCOME 1

Technical support in capacity development for disaster risk reduction provided in a coordinated and coherent manner to UN Resident Coordinators, Humanitarian Coordinators, UN Country Teams and various existing coordination mechanisms with the aim to reinforce their capacities in assisting the Governments and other national stakeholders to develop frameworks for capacity development.

Through the CADRI Programme, CADRI Partner Agencies will work in collaboration with existing UN and non-UN coordination mechanisms to ensure a better alignment of support in capacity development offered to countries in order to strengthen existing capacity development initiatives and programmes at all levels (global, regional and national/ local) in disaster risk reduction.

CADRI Partner Agencies will provide technical and advisory services on capacity development to UN RCs/HCs and UNCTs in a relatively small number of high-risk countries every year where there is active demand for international DRR support. This will enable a longer-term and deeper engagement of CADRI Partner Agencies in assisting UN RCs/HCs and UNCTs to assist Government counterparts and other national stakeholders to establish and implement a proper National Plan of Action for Capacity Development in DRR at national level, based on an assessment of existing and required capacities. This will ultimately create the necessary conditions for robust DRR programming and achieving substantial progress on reducing disaster losses. In certain countries CADRI will also facilitate with relevant donors and agencies³ the deployment of longer term DRM expertise to support UN RCs/HCs and UNCTs on developing and implementing coherent and coordinated capacity development on DRR. The long term national DRR advisors will be one of the most critical capacity of the CADRI network.

In order to be efficient, service provision by CADRI Partner Agencies under the Programme will remain flexible and adaptable to each country and region. A common set of principles will guide the provision of capacity development services, including: a clearly defined engagement and exit

³ These include the Norwegian Refugee Council DRM standing capacity initiative, DFID deployments, OCHA and UNDP National Disaster Risk Advisors, as well as other plans such UNV proposal to provide experienced UNV to support RCs/HCs and UNCTs.

strategy; an improved system to manage country support requests based on criteria, collaboration with regional level, country support strategy, and partner resources; and agreement on a certain number of countries each year to allow for a long-term and deeper engagement.

Particular focus will be placed on ensuring that gender concerns are addressed in the national DRR capacity development process through promotion of gender and DRR awareness to ensure that all institutions with a stake in DRR issues are aware of the differential impacts of disasters on gender and on high risk or marginalized groups; the analysis of disasters, gender and social inclusion in needs and capacity assessments; and involvement and participation of women and organizations representing the interests of women, children and other high risk groups in order to facilitate active engagement of community stakeholders in capacity assessments and action planning. In addition, services and products will address gender, aging and disability, as a cross-cutting theme, and new training products and guidance will be developed and disseminated.

Output 1.1

The inter-agency CADRI partnership is effective in supporting DRR capacity development.

To achieve this result, CADRI Partner Agencies establish and implement programme management arrangements that support inter-agency and partnership-based capacity development service provision. A functional inter-agency partnership arrangement based on joint planning, monitoring and communication of results is essential for delivery of activities outlined in the project document.

Indicative activities and performance indicators of this Output are presented in the RRF.

Output 1.2

UN Resident Coordinators/ Humanitarian Coordinators and UN Country Teams are aware of DRR concepts and able to strategically support the national DRR agenda.

To achieve this result, CADRI Partner Agencies provide targeted technical support to UN RCs/ HCs and UNCTs to enable them to coordinate the national capacity development on DRR. Awareness of DRR concepts and ability to strategically support the national DRR agenda, means, inter alia, that the UNRCs and their UNCTs have a knowledge base of: (i) disaster risk as being cross-sectoral and multi-dimensional in nature (i.e. not the mandate of a specific agency only); (ii) key concepts and principles for disaster risk reduction (based on the HFA – from prevention to preparedness for emergency response and recovery) and its link to both humanitarian and development programming; (iii) how global (and regional) frameworks related to DRR (i.e. Hyogo Framework for Action and successor agreement) can guide national efforts in reducing vulnerability to disasters; (iv) how UN agencies and other international cooperation partners at country level, with support from global and regional levels (i.e. through the UN agencies, regional organisations, non-governmental organisations, donors, etc.) can work together in their respective areas of expertise in consolidating existing capacities in DRR.

CADRI Partner Agencies will provide technical support to promote the integration of elements of capacity development in DRR in Common Country Assessments (CCA), UN Development Assistance Frameworks and Partnerships (such as UNDAFs and UNPAFs and agency cooperation strategies with countries), and recovery plans.

Indicative activities and performance indicators of this Output are presented in the RRF.

Output 1.3

National agreement on short to medium-term DRR capacity development priorities established in selected high risk countries.

To achieve this result, CADRI Partner Agencies will provide capacity development support to UN RCs, HCs and UNCTs by mobilising UN expertise already available in CADRI Partner Agencies (at national, regional and global levels) as well as to existing coordination mechanisms of the ISDR

system to assist national institutions and international partners' in countries to develop common frameworks in capacity development in DRR.

This support will be based on an assessment of existing and required capacities for DRR based on multi-stakeholder participatory processes (UN and other stakeholders, including I/NGOs, civil society and private sector) led by Governments, and will include consultations with governmental and non-governmental women's organisations (ministries/ departments dealing with women's affairs/ gender equality; non-governmental women's organisations; etc.). Capacity Assessment Reports will specifically include a detailed analysis of women organisations' understanding of DRR issues and their capacity to engage government in promoting gender in DRR and an in-depth assessment of government and other stakeholders on their understanding, capacities and needs regarding gender in DRR. The Assessment Reports will comprise recommendations on local capacity needs in promoting gender in DRR. The participation of a gender specialist will be standard in the capacity assessment exercises at country level, provided through CADRI Partner Agencies' capacities (i.e. at HQ, regional and/ or country levels).

DRR capacity assessment orientation training workshops will have a session on gender and DRR and participation of women and women's organization will be part of the orientation workshops.

Based on capacity assessments, National Plans of Action for Capacity Development in Disaster Risk Reduction will address the priority actions to build capacities for reducing disaster risks. National Plans take the form of a logical framework, including outcomes and outputs, planned activities, responsible parties, resources required, and timeframe for implementation. National Plans provide a basis for alignment of the UN Country Team's and other international partners' programmes into a comprehensive framework of support to Government. Implementation is the responsibility of national stakeholders according to the roles and responsibilities laid out in the National Plan, with support from regional and global support mechanisms as appropriate. The National Plans include specific activities for promoting gender in DRR capacity development.

Indicative activities and performance indicators of this Output are presented in the RRF.

Output 1.4

A network of existing institutions, practitioners and experts (women and men) on DRR mobilized in support of DRR capacity development.

To achieve this result, CADRI Partner Agencies provide technical support in capacity development to existing networks of institutions, practitioners and experts on DRR and make use of successful knowledge sharing mechanisms. This will be done in collaboration with UNISDR that is recognized as leading the political coordination on DRR with the key inter-governmental regional organisations as per the UN Plan of Action on DRR. CADRI Partner Agencies will facilitate networking, knowledge sharing and peer-to-peer learning among institutions, practitioners and experts on DRR to capacitate them to better serve their own institutions and beneficiaries. This will also help capacitate CADRI Partner Agencies to deliver country-level support.

Output 1.5

DRR capacity development advisory services provided in support of the implementation of agreed national priorities with sound monitoring and evaluation of progress.

To achieve this result, CADRI Partner Agencies will support the implementation of DRR priorities through direct, remote or referral advisory services.

Indicative activities and performance indicators of this Output are presented in the RRF.

OUTCOME 2.

Quality training, learning and knowledge products, tools and methodologies on disaster risk reduction developed and disseminated at the global, regional and national levels in line with a knowledge management and communication strategy.

To achieve this result, CADRI Partner Agencies will establish a knowledge management and communication strategy, and a quality assurance mechanism for training, learning and knowledge products, tools and capacity development methodologies on DRR which will be made available to partners and associates.

CADRI Partner Agencies will ensure that specific expertise on gender aspects of capacity development is provided towards the development of the knowledge management and communications strategy.

CADRI Partner Agencies will proactively engage with other successful capacity development approaches and embed a stronger knowledge management and communication component into the CADRI Programme. A joint review of the capacity assessment methodologies and tools will also be undertaken by CADRI Partner Agencies to make appropriate adjustments in the DRR capacity development concept and methodology used through the Programme.

In order to sustain and enhance quality of products and services, CADRI Partner Agencies will upgrade the existing set of DRR training and awareness raising packages; diversify the topics by including materials from other agencies and addressing emerging thematic areas (i.e. mainstreaming DRR and climate change adaptation; gender and DRR; disaster recovery; food security and DRR; etc.); and develop materials of higher strategic nature. CADRI Partner Agencies will incorporate gender aspects within the methodology, tools, knowledge products and services produced through the CADRI Programme. For instance, CADRI will develop a comprehensive tool entitled "Guidelines for Capacity Development in DRR" and a series of knowledge products on topics such as: Capacities and Needs for DRR in the Sahel: Lessons Learned from CADRI. In addition, a knowledge product analyzing the bottlenecks faced when promoting gender and women empowerment in DRR and the effective engagement of women and women organizations in DRR will be developed. The study will include policy recommendations for capacity development in DRR. These tools and products will be based on based on inter-agency methodology applied to date at country level and will be developed through a collaborative effort among CADRI Partner Agencies and research institutions.

Output 2.1

A knowledge management strategy established and a repository of tools, standards, and methods on DRR capacity development accessible through existing on-line platforms.

To achieve this result, CADRI Partner Agencies develops and implements a knowledge management and communication strategy and an action plan to support the provision of its services, to guide the development and dissemination of tools and products, and to make use of already tested knowledge sharing mechanisms and practices at national and regional levels. CADRI Partner Agencies develop a repository accessible through existing on-line platforms (such as Prevention Web).

Indicative activities and performance indicators of this Output are presented in the RRF.

Output 2.2

Quality assurance applied to tools, standards, and methods in capacity development for DRR which CADRI Partner Agencies develop, customize and update.

To achieve this result, CADRI Partner Agencies set up an inter-agency Expert Group to set quality standards for its products.

CADRI Partner Agencies will ensure that all knowledge products comprise analytical sections on gender aspects of capacity development in DRR (i.e. women's vulnerabilities to disasters;

women's and women's groups roles in risk reduction and preparedness; importance of social inclusion/ women's empowerment in achieving resilience; lessons learned from involving women's voices in the assessment and National Plan development exercises carried out at country level). All technical training and guidance, products, tools, and methodologies customized and adapted by CADRI Partner Agencies will include of gender modules/ packages.

Indicative activities and performance indicators of this Output are presented in the RRF.

II.4. Risk Log and Mitigation Measures

Risk Log and Mitigation Measures		
Risk type	Description	Counter measures
Financial		
Funding	The CADRI Programme is launched in a resource-constrained context.	<p>In 2011 and 2012, certain donors have indicated to UNDP and other CADRI partners their willingness to support the programme (e.g. SDC, SIDA, German Ministry of Foreign Affairs).</p> <p>CADRI Partner Agencies undertake resource mobilization for the programme with these donors and establish contacts with other potential donors.</p> <p>CADRI Partner Agencies mobilize resources annually from their own institutions as part of their work plan to support the CADRI programme.</p>
Organizational		
Institutional commitment	Building on the Evaluation findings from the first implementation phase, there is a risk of CADRI Partner Agencies not being fully committed to the mandate of the programme to deliver as "one".	CADRI Partner Agencies agree on partnership and governance arrangements that comprise clear roles, responsibilities and accountability provisions and that are formally endorsed in the project document.
Institutional/ Execution capacity	Unpredictable staff and financial resources to ensure the functioning of the CADRI team can undermine the program's ability to deliver.	<p>An organogram for core CADRI team to serve the second implementation phase of the program is endorsed by the partners. CADRI Partner Agencies to secure resources for staff contribution to CADRI.</p> <p>CADRI Partner Agencies agree on arrangements for secondment of staff and participation to inter-agency activities at country level (e.g. through agencies' respective RDRAs and NDRAs).</p> <p>CADRI selects and trains associates who can augment the program's capacity to deliver.</p>
UNCT capacity	The Evaluation of the first implementation phase highlighted a serious limitation of the sustainability of the support provided by CADRI in terms of the capacity for proper follow-up by the UNCT.	<p>The country support selection criteria include a component related to UNCT commitment to follow through the support provided by CADRI, with UN RC active involvement.</p> <p>CADRI will provide capacity development support targeting UNCT specifically to enable the UNCT to provide support for the implementation.</p> <p>CADRI will facilitate and liaise with relevant organizations involved in the deployment of DRR long term expertise to support RCs, HCs and country teams on DRR capacity development.</p>
Operational		
Challenges in monitoring and evaluation	CADRI did not adopt a proper inter-agency M&E system during its first implementation phase, and there is a risk that impact is not properly measured and accounted for unless such system is in place and operational.	CADRI develops and operationalizes an M&E system and process for its inter-agency work and assigns an M&E focal point in the core team.
Strategic		
Partnership failing to deliver	Absence for high-level support in all CADRI Partner Agencies for CADRI as a platform for inter-agency coordination and country support can undermine the program's capacity to deliver on its mandate effectively.	A greater partnership commitment at all levels, including senior management level in all CADRI Partner Agencies, will be a priority for the next programme phase.
Joint work planning	Based on the experience of the first implementation phase, the lack of joint work planning can have an impact on the program's ability to deliver.	<p>A clearly defined mechanism for joint work planning on a yearly basis will be established. The annual work plans will be reviewed on a quarterly basis.</p> <p>CADRI will regularly communicate progress to its partners, donors and the wider ISDR system community</p>
Leadership and management	Any level of informality in the partnership, as it was the case during the first implementation phase, undermines accountability for partnership commitments.	<p>Partnership and management arrangements and governance structure are clearly defined in the project document endorsed by all partners.</p> <p>Regular partnership meetings are used to ensure that CADRI Partner Agencies remain engaged in CADRI work.</p>

III. RESULTS AND RESOURCES FRAMEWORK

Outputs	Output Targets 2017	Indicative Activities & Actions	Responsible partners	Inputs	
				Description	Amount
<p>[Outcome 1] Technical support in capacity development for disaster risk reduction provided in a coordinated and coherent manner to UN Resident Coordinators, Humanitarian Coordinators, UN Country Teams and various existing coordination mechanisms with the aim to reinforce their capacities in assisting the Governments and other national stakeholders to develop frameworks for capacity development.</p>					
<p>Output 1.1 The inter-agency CADRI partnership is effective in supporting DRR capacity development.</p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - Bi-annual Programme Board meetings - Quarterly Programme Assurance Group meetings - Bi-annual progress reports (8 reports) - Annual Programme Review Reports (4 reports) - Gender equality considerations are part of the programme knowledge management and communications strategy, as well as of the M&E system 	<p>Functional inter-agency partnership composed of UNDP, UNOCHA, UNICEF, WFP, FAO and WHO ensure sound joint work planning and monitoring of results under the programme.</p>	<p>1.1.1. Implement programme management arrangements</p> <ul style="list-style-type: none"> a) Convene CADRI Programme Board bi-annually b) Convene CADRI Programme Assurance Group quarterly 	<p>All CADRI Partner Agencies</p>	-	0
		<p>1.1.2. Seek agreement with existing coordination mechanisms for defining countries in which CADRI Partner Agencies will engage collectively based on pre-defined criteria</p> <ul style="list-style-type: none"> a) Consult and finalize country selection criteria 		-	0
		<p>1.1.3. Proactively monitor and communicate progress achieved by the Programme</p> <ul style="list-style-type: none"> a) Prepare and share six-monthly progress reports against work plan activities and budget b) Prepare yearly progress reports against project outcomes and budget c) Develop and implement programme communication strategy d) Develop and implement programme M&E system e) Integrate gender equality considerations are part of the programme knowledge management and communications strategy, as well as of the M&E system so as ensure the CADRI programme actively contributes to promoting gender equality in DRR capacity development f) Commission independent end-of-programme evaluation 		<p>Consultancy (evaluation)</p>	30.000
<p>Output 1.2 UN Resident Coordinators, Humanitarian Coordinators, and UN Country Teams are aware of DRR concepts and able to strategically support the national DRR agenda.</p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - Number of UNCTs trained on integrating DRR into UNDAF. - Number of resource persons (women and men) trained on integrating DRR into UNDAF and later on deployed for support to UNCTs 	<p>In countries where CADRI engaged, UNRCs and UNCTs are well conversant on DRR, have taken full ownership for leading the support to be provided to Governments and national counterparts for advancing DRR in their country.</p>	<p>1.2.1. Collaborate with the UNSSC in conducting DRR sensitization/ orientation sessions for UN RCs/HCs and Heads of UN Agencies, with a focus on capacity development aspects.</p> <ul style="list-style-type: none"> a) Revise and update DRR session outline (including incorporation of gender and DRR modules) b) High-level representatives of CADRI partners, preferably at Principals level facilitate DRR sessions 	<p>All CADRI Partner Agencies</p> <p>UNDOCO</p> <p>UNSSC</p>	<p>Travel for 1 staff to UNSSC (Turin)</p>	5.000
		<p>1.2.2. Strengthen ability of UNCTs in high risk countries to integrate elements of capacity development in DRR into CCA/ UNDAF/ UNPAF processes and other agency cooperation strategies with countries.</p> <ul style="list-style-type: none"> a) Conduct 4 regional workshop for UNCTs on mainstreaming DRR, climate change and environmental sustainability into CCA/UNDAFs (throughout the programme period) b) Conduct 2 regional training-of-trainers workshops to establish a pool of resource persons (women and men) to support mainstreaming DRR into the CCA/UNDAF process (throughout the programme period). c) Seek agreement from UNDOCO/ UNSSC to manage the roster of experts 	<p>Regional workshop & travel (4)</p>	200.000	
		<p>Regional workshop & travel (2)</p> <p>(20% of which targeting participation of women and women's groups)</p>	100.000	(60.000 allocated for ensuring women and women's groups representation)	
<p>Output 1.3 National agreement on short to medium-term DRR capacity development priorities established in selected high risk countries.</p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - Number of national workshops organized, including number of women and institutions (government, non-governmental) promoting gender equality having participated to these workshops - Number of Capacity Assessment Reports validated that specifically include (a) consultations with governmental and non-governmental women's organisations; (b) analytical section/ chapter on capacity gaps in addressing gender needs and priorities related to risk reduction; (c) explicit recommendations aimed at promoting gender equality and/ or women empowerment in DRR. 	<p>Selected high-risk countries have established long-term gender-sensitive National Plans of Action for Capacity Development in Disaster Risk Reduction based on a sound capacity assessment and planning process.</p>	<p>1.3.1. Facilitate country support planning meetings among CADRI Partner Agencies at global, regional and national level (involve other stakeholders as required).</p> <ul style="list-style-type: none"> a) Conduct 4 regional country support planning workshops (1 annually). 	<p>All CADRI Partner Agencies</p> <p>Existing regional coordination mechanisms</p> <p>Selected Government and other national stakeholders</p>	<p>Travel 2 staff</p> <p>Cost-sharing for regional workshop (20% of which targeting participation of women and women's groups)</p>	60.000
		<p>1.3.2. Conduct national DRR orientation workshops in selected countries targeting Government officials, UN staff and other stakeholders to initiate/ set up the baseline for the capacity development process. Workshops will include representatives of government departments/ ministries dealing with women's affairs/ gender equality; non-governmental women's organisations; and an overall target of women and women's groups representation ideally of 20%. Workshop programme will include a session on gender and DRR.</p> <ul style="list-style-type: none"> a) Conduct 20 national DRR training workshops (5 annually). To address some of the gender gaps, ensure that each workshop is attended by women's groups and/or NGOs/ CBOs promoting gender equality so as to identify ways they can engage government effectively in the DRR and gender dialogue. 	<p>Travel 2 staff</p> <p>Cost-sharing for national workshop costs (20% of which targeting participation of women and women's groups)</p>	300.000	200.000 (40.000 allocated for ensuring women and women's groups representation)

<p>- Number of National Plans of Action for Capacity Development in Disaster Risk Reduction validated that specifically include capacity development activities for promoting gender equality and/ or women empowerment in DRR.</p>		<p>1.3.3. Support national stakeholders to conduct gender sensitive assessments of DRR capacity development needs. Capacity Assessments are based multi-stakeholder participatory processes (UN and other stakeholders, including I/NGOs, civil society and private sector) led by Governments, and will include consultations with governmental and non-governmental women's organisations (ministries/ departments dealing with women's affairs/ gender equality; non-governmental women's organisations; etc.). The participation of a gender specialist will be standard in the capacity assessment exercises at country level, provided through CADRI Partner Agencies' capacities (i.e. at HQ, regional and/ or country levels). The participation of a gender specialist will be standard in the capacity assessment exercises at country level, provided through CADRI Partner Agencies' capacities (i.e. at HQ, regional and/ or country levels).</p> <p>a) Conduct 20 missions/ field visits to support capacity assessments (5 annually)</p>		Travel 2 staff (assessment mission)	300.000
		<p>1.3.4. Assist with the preparation and validation of an assessment report on DRR capacity development needs. Capacity Assessment Reports will specifically include a detailed analysis of women organisations' understanding of DRR issues and their capacity to engage government in promoting gender in DRR and an in-depth assessment of government and other stakeholders on their understanding, capacities and needs regarding gender in DRR. The Assessment Reports will comprise recommendations on local capacity needs in promoting gender in DRR.</p> <p>a) Assist summarizing the findings of capacity assessments b) Support validation of national capacity assessment through national workshops. Based on capacity assessment results, workshop programme will specifically look at the capacity gaps to analyse why gender is not routinely integrated in DRR and capacity challenges that women and women's groups face in decision-making in DRR.</p>		Travel 1 staff (workshop) (20% of which targeting participation of women and women's groups)	150.000 (30.000 allocated for ensuring women and women's groups representation)
		<p>1.3.5. Support selected countries to define priorities and prepare gender sensitive National Plans of Action for Capacity Development in Disaster Risk Reduction that specifically include capacity development activities promoting gender equality and/ or women's empowerment.</p> <p>a) Support establishment of national team to spearhead the development of the National Plan of Action for Capacity Development in Disaster Risk Reduction b) Assist national team with drafting of National Plan of Action that is based on findings of capacity assessment c) Assist with additional stakeholder consultations, especially with women's groups, when drafting National Plan of Action. Review of the National Plan of Action for gender compliance. d) Support organization of national validation workshop of National Plan of Action and ensure women and women's organisations representation ideally of 20%.</p>		Travel 2 staff (National Plan of Action development mission) Travel 1 staff (validation workshop) (20% of which targeting participation of women and women's groups)	300.000 150.000 (30.000 allocated for ensuring women and women's groups representation)
<p>Output 1.4 A network of existing institutions, practitioners and experts (women and men) on DRR mobilized in support of DRR capacity development.</p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - Number of resource persons (women and men) selected and trained by CADRI to undertake capacity development support. - Number of institutions with whom CADRI developed collaboration on capacity development in DRR, including at least one women's organisation. - Number of Disaster management Teams trained. 	<p>Implementation of gender-sensitive National Plan of Action for Capacity Development in Disaster Risk Reduction in selected high-risk countries supported/ guided/ facilitated by a range of institutions, practitioners and experts (women and men) in DRR at global, regional and national levels.</p>	<p>1.4.1. Provide technical support and guidance on DRR capacity development to existing networks of institutions, practitioners and experts (women and men) to support country-level capacity development, including targeting women's organizations promoting gender and DRR.</p> <p>a) Select a number of professionals to be associates and build a roster of experts taking into consideration other existing rosters. b) Organize 1 training/ TOT workshop annually for associates/ roster of experts based on needs/interest identified at regional/country level (e.g. gender and DRR; mainstreaming DRR; food security; etc.)</p>	<p>All CADRI Partner Agencies</p> <p>Existing regional coordination mechanisms</p> <p>Existing technical institutions at global, regional and national levels</p>	Travel 2 staff & Cost-sharing workshops (20% of which targeting participation of women and women's groups)	200.000 (40.000 allocated for ensuring women and women's groups representation)
<p>1.4.2. Develop collaboration with various technical, research institutions and universities on capacity development in DRR.</p> <p>a) Collaboration agreements with selected disaster management centers, universities, research institutes, regional organisations, women's groups, civil society, etc. on capacity development. b) Joint activities (workshops, conferences, peer-to-peer learning exchange, etc.) undertaken.</p>		Practitioners and experts (women and men) in DRR at global, regional and national levels		Travel	80.000
<p>1.4.3. CADRI Partner Agencies will revive and provide capacity building services to the Disaster Management Teams (DMTs) in order to develop further capacities in emergency preparedness and response.</p> <p>a) Review/map existing DMTs b) Organize 3 training-of-trainers workshop for DMTs</p>				Travel 2 staff/ workshop Cost-sharing workshop	50.000 100.000
<p>Output 1.5 DRR capacity development advisory services provided in support of the implementation of agreed national priorities with sound monitoring and evaluation of progress.</p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - Number of technical support services provided remotely/ through referral - Number of technical support services provided directly in support of implementation of National Plan of Action (i.e. training workshops; programming missions; etc.) 	<p>Implementation of gender-sensitive National Plans of Action for Capacity Development in Disaster Risk Reduction in selected high-risk countries supported/ guided/ facilitated by the technical staff of CADRI Partner Agencies at global, regional and national levels.</p>	<p>1.5.1. On request basis, provide technical and training services to UN RCs/HCs and UNCTs to enable them to better support Governments in the implementation and monitoring of the National Plan of Action.</p>	<p>All CADRI Partner Agencies</p>	Travel 1 staff/ 2missions annually	60.000
<p>1.5.2 In collaboration with UNISDR unit in charge of HFA progress monitoring, follow-up on the implementation of National Plans of Action to monitor and measure capacity development progress.</p>		-		0	

[Outcome 2] Quality training, learning and knowledge products, tools and methodologies on disaster risk reduction developed and disseminated at the global, regional and national levels in line with a knowledge management and communication strategy.					
<p>Output 2.1 A knowledge management and communications strategy established and a repository of tools, standards, and methods on DRR capacity development accessible through existing on-line platforms.</p> <p>Indicators:</p> <ul style="list-style-type: none"> - Knowledge management and communications strategy on DRR capacity development developed - Online repository developed and functional, with high visibility of gender issues relevant for capacity development in DRR 	<p>DRR capacity development support/ practice/ guidance provided through quality training, learning and knowledge products, tools and methodologies accessible through existing on-line platforms</p>	<p>2.1.1. Develop inter-agency knowledge management and communications strategy on DRR capacity development.</p> <ul style="list-style-type: none"> a) Establish inter-agency working group for development of KM Strategy b) Establish quality standards in consultation with KM inter-agency working group c) Ensure that specific expertise on gender aspects of capacity development is provided towards the development of the knowledge management and communications strategy by CADRI partner agencies 	<p>All CADRI Partner Agencies</p> <p>Existing on-line platforms (e.g. Prevention Web, Relief Web, CADRI website)</p>	-	0
		<p>2.1.2. Collate, document and disseminate lessons learned and good practice in DRR capacity development and in engaging dialogue with women (e.g. through the capacity assessment and National Plan development exercises carried out at country level). Ensure that all knowledge products comprise analytical sections on gender aspects of capacity development in DRR. Develop a knowledge product analyzing the bottlenecks faced when promoting gender and women empowerment in DRR and the effective engagement of women and women organizations in DRR. The study will include policy recommendations for capacity development in DRR.</p>		<p>Consultancy (printing)</p>	40.000
		<p>2.1.3. Develop a repository of tools, products, methodologies etc. accessible through existing on-line platforms including Preventionweb. The repository is designed so as to ensure optimal visibility of gender-specific materials.</p>		<p>Consultancy (gender expertise)</p>	20.000
		<p>2.1.4. Update and maintain public website to provide access to comprehensive and updated content on capacity development resources. The website is designed so as to ensure optimal visibility of gender-specific issues relevant for capacity development in DRR, through, for example, tabs/ sections dedicated to gender issues/ materials; front-page stories on gender equality in capacity development; country profiles and lessons learned highlighting gender concerns.</p>		<p>Consultancy (including visibility of gender issues)</p>	50.000
<p>Output 2.2 Quality assurance applied to tools, standards, and methods in capacity development for DRR which CADRI Partner Agencies develop, customize and update.</p> <p>Indicators:</p> <ul style="list-style-type: none"> - Number of existing technical training and guidance, products, tools, and methodologies customized and adapted, including number (and/or %) of gender modules/ packages - Number of new technical training and guidance, products, tools, and methodologies produced, including number (and/or %) of gender modules/ packages - Number of knowledge products developed, including number (and/or %) of gender chapters/ sections 	<p>CADRI tools, standards, and methods in capacity development for DRR are recognized as high quality standard and are gender-sensitive.</p>	<p>2.2.1. Produce and disseminate knowledge products in support of DRR capacity development</p> <ul style="list-style-type: none"> a) Review and update DRR Capacity Assessment Methodology (including towards inclusion of questions targeting the needs of women and women's groups in DRR) b) Prepare Guidelines for Capacity Assessment in DRR (including a specific section/ chapter on gender aspects of capacity development, i.e. inclusion of women and women's groups in the assessment exercise through consultations, taking stock of women empowerment/ social inclusion activities for DRR, etc.) c) Prepare and produce CADRI Brochure 	<p>All CADRI Partner Agencies</p>	<p>Consultancy (writer, editor, translator, specific expertise, etc.)</p>	40.000
		<p>2.2.2. Develop, customize and/or update training and knowledge products, tools, and methodologies for capacity development in DRR</p> <ul style="list-style-type: none"> a) Revise the content and quality of all existing CADRI tools (i.e. DMPT Modules, DRR Overview, CRM, etc...) b) Provide support to CADRI Partner Agencies in developing Training Packages (i.e. PDNA, Mainstreaming, Gender and DRR etc.) c) Provide advisory support in quality assurance to ISDR members in the review or development of training packages. 		<p>Consultancy (gender expertise)</p>	25.000
			<p>All CADRI Partner Agencies</p> <p>Existing on-line platforms (e.g. Prevention Web, Relief Web, CADRI website)</p>	<p>Consultancy (writer, editor, translator, specific expertise, etc.)</p>	135.000
				<p>Consultancy (gender expertise)</p>	65.000
Total for activities for entire project period (2014-2017)					2.860.000
*Total cost for gender earmarked activities(15% of total budget for activities)					432.000
Programme staff and office space costs (2014-2017)					
		Staff Costs	Funding source	Cost	
		P5 – Programme Coordinator/ UNDP - Geneva	UNDP	1,288,000	
		P4 – Programme Specialist/ UNDP (50%) - New York	UNDP	476,000	
		P4 – Programme Specialist/ FAO- Geneva	FAO	1,092,000	
		P3 – Programme Specialist/ UNDP - Geneva	UNDP	1,024,000	
		P3 – Programme Specialist/ UNICEF - Geneva	UNICEF	1,024,000	
		P3 – Programme Specialist/ WFP - Geneva	WFP	1,024,000	
		P3 – Programme Specialist/ OCHA - Geneva	OCHA	1,024,000	
		G6 – Programme Assistant/UNDP	UNDP	672,000	
		Total Staff Costs		7,624,000	
		Office Space Costs	Funding source	Cost	
		Office space rent	UNDP	96,000	
		Equipment	UNDP	80,000	

	Communications	UNDP	40,000
	Total Office Space Costs		216,000
Total programme staff and management costs for entire project period (2014-2017)			7,840,000
Total programme costs (activities, staff, management costs) (2014-2017)			10,700,000

IV. ANNUAL WORK PLAN (2014)

Outputs	Indicative Activities & Actions	Timeframe 2014	Responsible partners	Budget
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		Q1	Q2	Q3	Q4		Funding source	Description	Amount
[Outcome 1] Technical support in capacity development for disaster risk reduction provided in a coordinated and coherent manner to UN Resident Coordinators, Humanitarian Coordinators, UN Country Teams and various existing coordination mechanisms with the aim to reinforce their capacities in assisting the Governments and other national stakeholders to develop frameworks for capacity development.									
Output 1.1 The inter-agency CADRI partnership is effective in supporting DRR capacity development. <i>Baseline:</i> - Partnership composed of UNDP, OCHA and UNISDR (2007-2012) <i>Indicators:</i> - Bi-annual Programme Board meetings - Quarterly Programme Assurance Group meetings - Bi-annual progress reports (8 reports) - Annual Programme Review Reports (4 reports) - Gender equality considerations are part of the programme knowledge management and communications strategy, as well as of the M&E system <i>Target:</i> - Functional inter-agency partnership composed of UNDP, UNOCHA, UNICEF, WFP, FAO and WHO ensure sound joint work planning and monitoring of results under the programme	1.1.1. Implement programme management arrangements a) Convene CADRI Programme Board bi-annually b) Convene CADRI Programme Assurance Group quarterly	X	X	X	X	All CADRI Partner Agencies			0
	1.1.2. Seek agreement with existing coordination mechanisms for defining countries in which CADRI Partner Agencies will engage collectively based on pre-defined criteria a) Consult and finalize country selection criteria at the start of each year	X	X	X	X	All CADRI Partner Agencies			0
	1.1.3. Proactively monitor and communicate progress achieved by the Programme a) Prepare and share six-monthly progress reports against work plan activities and budget b) Prepare yearly progress reports against project outcomes and budget c) Develop and implement programme communication strategy d) Develop and implement programme M&E system e) Integrate gender equality considerations are part of the programme knowledge management and communications strategy, as well as of the M&E system so as ensure the CADRI programme actively contributes to promoting gender equality in DRR capacity development f) Commission independent end-of-programme evaluation	X	X	X	X	All CADRI Partner Agencies			0
Output 1.2 UN Resident Coordinators, Humanitarian Coordinators, and UN Country Teams are aware of DRR concepts and able to strategically support the national DRR agenda. <i>Baseline:</i> - From 2007 to 2012, a pool of 25 experts was trained to be deployed upon request from UNCTs reviewing or initiating their UNDAF cycles <i>Indicators:</i> - Number of UNCTs trained on integrating DRR into UNDAF. - Number of resource persons (women and men) trained on integrating DRR into UNDAF and later on deployed for support to UNCTs <i>Target:</i> - In countries where CADRI engaged, UNRCs and UNCTs are well conversant on DRR, have taken full ownership for leading the support to be provided to Governments and national counterparts for advancing DRR in their country	1.2.1. Collaborate with the UNSSC in conducting DRR sensitization/ orientation sessions for UN RCs/HCs and Heads of UN Agencies, with a focus on capacity development aspects. a) Revise and update DRR session outline (including incorporation of gender and DRR modules) b) High-level representatives of CADRI partners, preferably at Principals level facilitate DRR sessions	X				All CADRI Partner Agencies UNDOCO UNSSC	UNDP	Travel for 1 staff to UNSCC (Turin)	1.000
	1.2.2. Strengthen ability of UNCTs in high risk countries to integrate elements of capacity development in DRR into CCA/ UNDAF/ UNPAF processes and other agency cooperation strategies with countries. a) Conduct 4 regional workshop for UNCTs on mainstreaming DRR, climate change and environmental sustainability into CCA/UNDAFs (throughout the programme period) b) Conduct 2 regional training-of-trainers workshops to establish a pool of resource persons (women and men) to support mainstreaming DRR into the CCA/UNDAF process (throughout the programme period). c) Seek agreement from UNDOCO/ UNSSC to manage the roster of experts	X X X		X			All CADRI Partner Agencies UNDOCO UNSSC	UNDP	Regional workshop & travel Regional workshop & travel (20% of which targeting participation of women and women's groups)
Output 1.3 National agreement on short to medium-term DRR capacity development priorities established in selected high risk countries. <i>Baseline:</i> - From 2007 to 2012, 14 countries conducted Capacity Assessments and out of these, 4 countries have established Nationals Plans of Action with CADRI support - From 2007 to 2012, approximately 70 training workshops were organized by CADRI and partners at national, regional and global levels from 2009 to 2012, targeting UNCTs and national counterparts. <i>Indicators:</i> - Number of national workshops organized, including number of women and institutions (government, non-governmental) promoting gender equality having participated to these workshops - Number of Capacity Assessment Reports validated that specifically include (a) consultations with governmental and	1.3.1. Facilitate country support planning meetings among CADRI Partner Agencies at global, regional and national level (involve other stakeholders as required) a) Conduct 2 regional country support planning workshops	X	X			All CADRI Partner Agencies Existing regional coordination mechanisms Selected Government and other national stakeholders	110.000 (CADRI 2013 budget balance from UNOPS – transferred to UNDP)	Travel 2 staff Cost-sharing for 2 regional workshops (20% of which targeting participation of women and women's groups)	30.000 80.000 (16.000 allocated for ensuring women and women's groups representation)
	1.3.2. Conduct national DRR orientation workshops in selected countries targeting Government officials, UN staff and other stakeholders to initiate/ set up the baseline for the capacity development process. Workshops will include representatives of government departments/ ministries dealing with women's affairs/ gender equality; non-governmental women's organisations; and an overall target of women and women's groups representation ideally of 20%. a) Conduct 20 national DRR training workshops (5 annually). To address some of the gender gaps, ensure that each workshop is attended by women's groups and/or NGOs/ CBOs promoting gender equality so as to identify ways they can engage government effectively in the DRR and gender dialogue	X	X	X	X	<i>Idem</i>	20.000 UNICEF 20.000 OCHA 20.000 FAO 20.000 WFP 45.000 UNDP	20.000 UNICEF 20.000 OCHA 20.000 FAO 20.000 WFP 45.000 UNDP	Travel 2 staff Cost-sharing for national workshop costs (20% of which targeting participation of women and women's groups)

<p>non-governmental women's organisations; (b) analytical section/ chapter on capacity gaps in addressing gender needs and priorities related to risk reduction; (c) explicit recommendations aimed at promoting gender equality and/ or women empowerment in DRR.</p> <p>- Number of National Plans of Action for Capacity Development in Disaster Risk Reduction validated that specifically include capacity development activities for promoting gender equality and/ or women empowerment in DRR.</p> <p>Target:</p> <p>- Selected high-risk countries have established long-term gender-sensitive National Plans of Action for Capacity Development in Disaster Risk Reduction based on a sound capacity assessment and planning process</p>	<p>1.3.3. Support national stakeholders to conduct gender sensitive assessments of DRR capacity development needs. Capacity Assessments are based multi-stakeholder participatory processes (UN and other stakeholders, including I/NGOs, civil society and private sector) led by Governments, and will include consultations with governmental and non-governmental women's organisations (ministries/ departments dealing with women's affairs/ gender equality; non-governmental women's organisations; etc.). The participation of a gender specialist will be standard in the capacity assessment exercises at country level, provided through CADRI Partner Agencies' capacities (i.e. at HQ, regional and/ or country levels). The participation of a gender specialist will be standard in the capacity assessment exercises at country level, provided through CADRI Partner Agencies' capacities (i.e. at HQ, regional and/ or country levels).</p>	X	X	X	X	<i>Idem</i>	12.000 UNICEF 12.000 OCHA 12.000 FAO 12.000 WFP 27.000 UNDP	Travel 2 staff (assessment mission)	75.000
	<p>1.3.4. Assist with the preparation and validation of an assessment report on DRR capacity development needs. Capacity Assessment Reports will specifically include a detailed analysis of women organisations' understanding of DRR issues and their capacity to engage government in promoting gender in DRR and an in-depth assessment of government and other stakeholders on their understanding, capacities and needs regarding gender in DRR. The Assessment Reports will comprise recommendations on local capacity needs in promoting gender in DRR.</p> <p>a) Assist summarizing the findings of capacity assessment b) Support validation of national capacity assessment through national workshops. Based on capacity assessment results, workshop programme will specifically look at the capacity gaps to analyse why gender is not routinely integrated in DRR and capacity challenges that women and women's groups face in decision-making in DRR.</p>	X	X	X	X	<i>Idem</i>	UNDP	Travel 1 staff (workshop) (20% of which targeting participation of women and women's groups)	37.500 (7.500 allocated for ensuring women and women's groups representation)
	<p>1.3.5. Support selected countries to define priorities and prepare gender sensitive National Plans of Action for Capacity Development in Disaster Risk Reduction that specifically include capacity development activities promoting gender equality and/ or women's empowerment.</p> <p>a) Support establishment of national team to spearhead the development of the National Plan of Action for Capacity Development in Disaster Risk Reduction b) Assist national team with drafting of National Plan of Action that is based on findings of capacity assessment c) Assist with additional stakeholder consultations, especially with women's groups, when drafting the National Plan. Review of the National Plan of Action for gender compliance. d) Support organization of national validation workshop of National Plan of Action and ensure women and women's organisations representation ideally of 20%.</p>	X	X	X	X	<i>Idem</i>	23.000 UNICEF 23.000 OCHA 23.000 FAO 23.000 WFP 20.500 UNDP	Travel 2 staff (National Plan of Action development mission) Travel 1 staff (validation workshop) (20% of which targeting participation of women and women's groups)	75.000 37.500 (7.500 allocated for ensuring women and women's groups representation)
<p>Output 1.4 A network of existing institutions, practitioners and experts (women and men) on DRR mobilized in support of DRR capacity development.</p> <p>Baseline:</p> <p>- From 2007 to 2012, approximately 70 training workshops were organized by CADRI and partners at national, regional and global levels from 2009 to 2012, targeting UNCTs and national counterparts.</p> <p>Indicators:</p> <p>- Number of resource persons (women and men) selected and trained by CADRI to undertake capacity development support. - Number of institutions with whom CADRI developed collaboration on capacity development in DRR. - Number of Disaster management Teams trained.</p> <p>Target:</p> <p>- Implementation of National Plan of Action for Capacity Development in Disaster Risk Reduction in selected high-risk countries supported/ guided/ facilitated by a range of institutions, practitioners and experts in DRR at global, regional and national levels</p>	<p>1.4.1. Provide technical support and guidance on DRR capacity development to existing networks of institutions, practitioners and experts (women and men) to support country-level capacity development, including targeting women's organizations promoting gender and DRR.</p> <p>a) Select a number of professionals to be associates and build a roster of experts taking into consideration other existing rosters. b) Organize 1 training/ TOT workshop annually for associates/ roster of experts based on needs/interest identified at regional/country level (e.g. gender and DRR; mainstreaming DRR; food security; etc.)</p>			X	X	All CADRI Partner Agencies Existing regional coordination mechanisms Existing technical institutions at global, regional and national levels Practitioners and experts in DRR at global, regional and national levels	10.000 UNICEF 10.000 OCHA 10.000 FAO 10.000 WFP 10.000 UNDP	Travel 2 staff & Cost-sharing workshops (20% of which targeting participation of women and women's groups)	50.000 (10.000 allocated for ensuring women and women's groups representation)
	<p>1.4.2. Develop collaboration with various technical, research institutions and universities on capacity development in DRR.</p> <p>a) Collaboration agreements with selected disaster management centers, universities, research institutes, regional organisations, women's groups, civil society, etc. on capacity development. b) Joint activities (workshops, conferences, peer-to-peer learning exchange, etc.) undertaken.</p>	X	X	X	X	<i>Idem</i>	UNDP	Travel	20.000
	<p>1.4.3. CADRI Partner Agencies will revive and provide capacity building services to the Disaster Management Teams (DMTs) in order to develop further capacities in emergency preparedness and response.</p> <p>a) Review/map existing DMTs b) Organize 1 training-of-trainers workshop for DMTs</p>				X	<i>Idem</i>	UNDP	Travel 2 staff/ workshop Cost-sharing workshop	15.000 35.000
<p>Output 1.5 DRR capacity development advisory services provided in support of the implementation of agreed national priorities with sound monitoring and evaluation of progress.</p> <p>Baseline:</p> <p>- From 2007 to 2012, CADRI provided technical support for the</p>	<p>1.5.1. On request basis, provide technical and training services to UN RCs/HCs and UNCTs to enable them to better support Governments in the implementation and monitoring of the National Plan of Action.</p>	X	X	X	X	All CADRI Partner Agencies	UNDP	Travel 1 staff/ 2 missions	15.000
	<p>1.5.2 In collaboration with UNISDR unit in charge of HFA progress monitoring, follow-up on the implementation of the National Plans of Action to monitor and measure capacity development progress.</p>	X	X	X	X	All CADRI Partner Agencies			0

<p>implementation National Plans of Action in 4 countries, while in the other 14 where Capacity Assessments were conducted, CADRI offered direct or remote programmatic support</p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - Number of technical support services provided remotely/ through referral - Number of technical support services provided directly in support of implementation of National Plan of Action (i.e. training workshops; programming missions; etc.) <p><i>Target:</i></p> <ul style="list-style-type: none"> - Implementation of National Plans of Action for Capacity Development in Disaster Risk Reduction in selected high-risk countries supported/ guided/ facilitated by the technical staff of CADRI Partner Agencies at global, regional and national levels 									
<p>[Outcome 2] Quality training, learning and knowledge products, tools and methodologies on disaster risk reduction developed and disseminated at the global, regional and national levels in line with a knowledge management and communication strategy.</p>									
<p>Output 2.1 A knowledge management and communications strategy established and a repository of tools, standards, and methods on DRR capacity development accessible through existing on-line platforms.</p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> - From 2007-2012, CADRI provided capacity development services based on a repository of 21 training packages (developed in collaboration with partners), two capacity assessment methodologies, one publication, a Content Management System and a public website, however these were not articulated by a knowledge management and communications strategy/ framework <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - Knowledge management and communications strategy on DRR capacity development developed - Online repository developed and functional, with high visibility of gender issues relevant for capacity development in DRR <p><i>Target:</i></p> <ul style="list-style-type: none"> - DRR capacity development support/ practice/ guidance provided through quality training, learning and knowledge products, tools and methodologies accessible through exiting on-line platforms 	<p>2.1.1. Develop inter-agency knowledge management and communications strategy on DRR capacity development.</p> <ol style="list-style-type: none"> Establish inter-agency working group for development of KM Strategy Establish quality standards in consultation with KM inter-agency working group Ensure that specific expertise on gender aspects of capacity development is provided towards the development of the knowledge management and communications strategy by CADRI partner agencies 	X	X	X	X	All CADRI Partner Agencies Existing on-line platforms (e.g. Prevention Web, Relief Web, CADRI website)			0
	<p>2.1.2. Collate, document and disseminate lessons learned and good practice in DRR capacity development and in engaging dialogue with women (e.g. through the capacity assessment and National Plan development exercises carried out at country level). Ensure that all knowledge products comprise analytical sections on gender aspects of capacity development in DRR. Develop a knowledge product analyzing the bottlenecks faced when promoting gender and women empowerment in DRR and the effective engagement of women and women organizations in DRR. The study will include policy recommendations for capacity development in DRR.</p>		X			<i>Idem</i>	UNDP	Consultancy (printing)	10.000
	<p>2.1.3. Develop a repository of tools, products, methodologies etc. accessible through existing on-line platforms including Preventionweb. The repository is designed so as to ensure optimal visibility of gender-specific materials.</p>	X	X	X	X	<i>Idem</i>	UNDP	Consultancy (including visibility of gender issues)	25.000
	<p>2.1.4. Update and maintain public website to provide access to comprehensive and updated content on capacity development resources. The website is designed so as to ensure optimal visibility of gender-specific issues relevant for capacity development in DRR, through, for example, tabs/ sections dedicated to gender issues/ materials; front-page stories on gender equality in capacity development; country profiles and lessons learned highlighting gender concerns.</p>	X	X	X	X	<i>Idem</i>	UNDP	Consultancy (including visibility of gender issues)	10.000
<p>Output 2.2 Quality assurance applied to tools, standards, and methods in capacity development for DRR which CADRI Partner Agencies develop, customize and update.</p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> - <i>Idem</i> as above. <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - Number of existing technical training and guidance, products, tools, and methodologies customized and adapted, including number (and/or %) of gender modules/ packages - Number of new technical training and guidance, products, tools, and methodologies produced, including number (and/or %) of gender modules/ packages - Number of knowledge products developed, including number (and/or %) of gender chapters/ sections <p><i>Target:</i></p> <ul style="list-style-type: none"> - CADRI to tools, standards, and methods in capacity development for DRR are recognized as high quality standard 	<p>2.2.1. Produce and disseminate knowledge products in support of DRR capacity development</p> <ol style="list-style-type: none"> Review and update DRR Capacity Assessment Methodology (including towards inclusion of questions targeting the needs of women and women's groups in DRR) Prepare Guidelines for Capacity Assessment in DRR (including a specific section/ chapter on gender aspects of capacity development, i.e. inclusion of women and women's groups in the assessment exercise through consultations, taking stock of women empowerment/ social inclusion activities for DRR, etc.) Prepare and produce CADRI Brochure 	X	X	X	X	All CADRI Partner Agencies Existing on-line platforms (e.g. Prevention Web, Relief Web, CADRI website)	7.500 UNICEF 7.500 OCHA 7.500 FAO 7.500 WFP 35.000 UNDP	Consultancy (writer, editor, translator, specific expertise, etc.) Consultancy (gender expertise)	40.000 25.000
	<p>2.2.2. Develop, customize and/or update training and knowledge products, tools, and methodologies for capacity development in DRR</p> <ol style="list-style-type: none"> Revise the content and quality of all existing CADRI tools (i.e. DMPT Modules, DRR Overview, CRM, etc...). Provide support to CADRI Partner Agencies in developing Training Packages (i.e., PDNA, Mainstreaming, Gender and DRR etc.) Provide advisory support in quality assurance to ISDR members in the review or development of training packages. 	X	X	X	X	<i>Idem</i>	7.500 UNICEF	Consultancy (writer, editor, translator, specific expertise, etc.)	35.000
	<p>a) Revise the content and quality of all existing CADRI tools (i.e. DMPT Modules, DRR Overview, CRM, etc...).</p>	X	X	X	X		7.500 OCHA		
	<p>b) Provide support to CADRI Partner Agencies in developing Training Packages (i.e., PDNA, Mainstreaming, Gender and DRR etc.)</p>	X	X	X	X		7.500 FAO		
	<p>c) Provide advisory support in quality assurance to ISDR members in the review or development of training packages.</p>	X	X	X	X		7.500 WFP 20.000 UNDP	Consultancy (gender expertise)	15.000
<p>Total annual budget for activities</p>							<p>Total annual budget, of which:</p>	<p>861,000</p>	
							<p><i>*Total cost for gender earmarked activities (17.5% of total budget for activities in 2014)</i></p>	<p>151.000</p>	

		<i>Annual contributions by UNICEF OCHA FAO WFP (in their own budget lines) (80,000 by agency)</i>	320,000
		<i>Annual contribution by UNDP through BPAC (in own budget line)</i>	541,000
Total annual staff & office space costs	Annual staff costs	Funding source	Cost per annum
	P5 – Programme Coordinator/ UNDP - Geneva	UNDP	322,000
	P4 – Programme Officer/ UNDP (50%) - New York	UNDP	119,000
	P4 – Programme Officer/ FAO - Geneva	FAO: 75% of P4/P5	273,000
	P3 – Programme Specialist/ UNDP - Geneva	UNDP	256,000
	P3 – Programme Specialist/ UNICEF - Geneva	UNICEF	256,000
	P3 – Programme Specialist/ OCHA - Geneva	OCHA	256,000
	P3 – Programme Specialist/ WFP - Geneva	WFP	256,000
	G6 – Programme Assistant/UNDP – Geneva	UNDP (through BPAC)	168,000
	Total annual staff costs		1,906,000
	Office space costs	Funding source	Cost per annum
	Rent	UNDP (through BPAC)	24,000
	Equipment	UNDP (through BPAC)	20,000
	Communications	UNDP (through BPAC)	10,000
Total annual space costs		54,000	
Total annual staff & office space costs			1,960,000
Total annual costs (activities, staff, office space)			2,821,000
SUMMARY			
Total in-kind contributions allocated by UNICEF OCHA WFP FAO (in own agency budget lines)		Activities (320,000 = 80,000/ agency) Staff (1 x P4, 3 x P3)	1,361,000
Total in-kind contributions allocated by UNDP (in UNDP budget line)		Staff (P5, P4-50%, P3)	697,000
Balance requested for funding to UNDP through BPAC (activities + staff + office space)		Balance for activities (541,000) G6 – Programme Assistant/UNDP – Geneva (168,000) Office space costs (54,000)	763,000

V. MANAGEMENT ARRANGEMENTS

V.1. Programme governance and implementation arrangements

The CADRI Programme will maintain its characteristic as an inter-agency initiative of partners:

1. **Executive Partners** (UNDP, UNOCHA, UNICEF, WFP, FAO and WHO) will form the center of the partnership with accountability for financial and staff contribution, programmatic engagement and political support for the working of the partnership.
2. **Observer Partners** (GFDRR, IFRC) who will be engaged in the implementation of the programme, however, without decision-making powers. Their primary role will be to provide advisory support to the Executive Partners. Their participation may include financial contributions and/ or seconded staff, and other collaborative arrangements.

In providing DRR support at country level, the CADRI Programme will also establish working relationships with other key players who but will not be involved in the governance of CADRI. These include major I/NGOs, other agencies and donors who support DRR at country level and/or deploy DRR expertise at country level (such as NRC with the DRM Standing Capacity Initiative, MSB, SDC, DFID, etc.).

The programme governance structure is composed of a **Programme Board** and a **Programme Assurance Group**.

The **CADRI Programme Board** provides a mechanism for consultation and consensus to inform management decisions for programme implementation. The Programme Board is composed of senior (Directors' level) representatives of CADRI Partner Agencies. The Programme Board has one permanent Chair (UNDP) and one rotating Chair elected annually (UNICEF, 2013-2014).

The Programme Board will meet at least every six months (ideally before the agencies' work planning and mid-term work plan review meetings).

Meetings of the Programme Board may be attended, upon request, by: CADRI Observer Partners, CADRI Coordinator (to provide technical advice, clarification, etc.), CADRI Programme Assurance Group members (see below), CADRI staff (as appropriate) and a nominated standing invitee.

Attributions of Programme Board

- Endorses strategic directions for CADRI programme implementation plan and approves the annual work plan and budget
- Approves CADRI engagement at country level based on formal requests for support received from UN Resident Coordinators
- Endorses the CADRI resource mobilization strategy, and engage with donors at senior management level
- Engages with IASC and undg Senior Leaders

The **CADRI Programme Assurance Group** ensures efficient programme management and implementation. It reports to the Programme Board. The Programme Assurance Group consists of senior technical representatives (Chief of Section/ Team Leader/ Head of Section) of CADRI Partner Agencies and CADRI Coordinator.

The Programme Assurance Group has one permanent Chair (UNDP) and one rotating Chair elected annually (UNICEF, 2013-2014).

The Programme Assurance Group will meet monthly. The Programme Assurance Group may convene ad-hoc meetings in order to review specific country requests, plan events/ meetings,

prepare and/ or review CADRI work plan (particularly ahead of/ after agencies' work planning and mid-term work plan review meetings).

Meetings of the Programme Assurance Group may be attended by: CADRI Observer Partners, CADRI staff, National and/ or Regional Advisors of CADRI Partner Agencies, other invited partners.

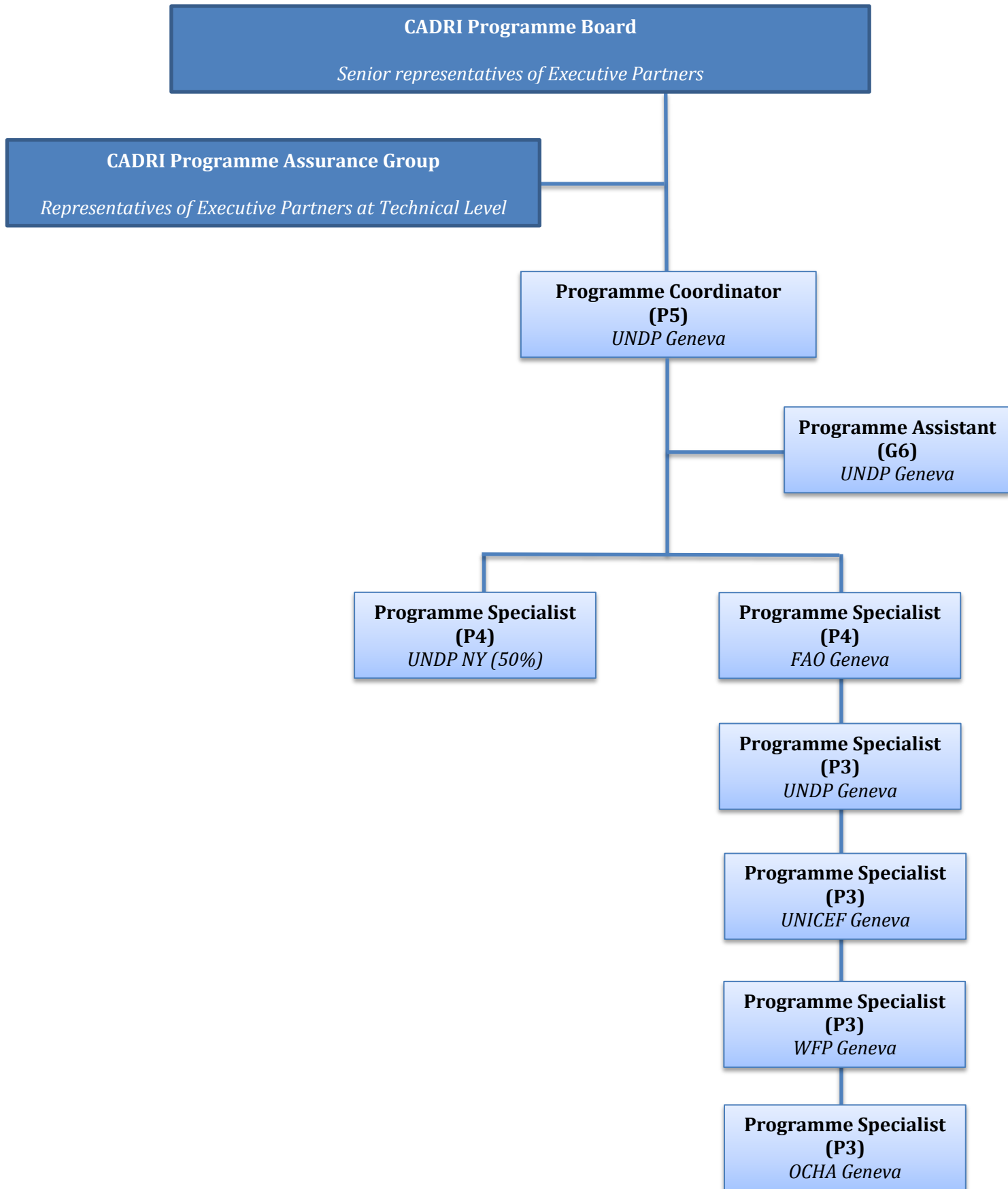
Attributions of Programme Assurance Group

- Provides guidance and oversight of programme implementation as per approved annual work plan and budget
- Reviews progress against annual work plan
- Ensures appropriate corrective action is taken on implementation of work plan activities and reports it to the Programme Board
- Reviews and approves PAG meeting minutes and action points, mid-term and annual review reports, prepared by CADRI team
- Prepares Programme Board meetings (i.e. progress reports on programme implementation; prepare draft communication on behalf of and for endorsement of Programme Board to IASC/UNDG senior management, etc.)
- Endorses CADRI Knowledge Management and Communication Strategy provided by the Project Document, thereby ensuring transparent and efficient communication among CADRI Partner Agencies across various levels (HQ, regional, country-level) and between CADRI as a group and external partners (beneficiaries, donors, etc.)
- Reviews and approves advocacy and communications content developed by CADRI team(i.e. communications materials and donor briefs)
- Reviews and approves CADRI knowledge products
- Manages the relationship with external partners of CADRI
- Manages resource mobilisation activities
- Oversees programme mid-term and final evaluations, and reports results to the Programme Board.

The **CADRI Programme Manager** will be appointed by the Programme Board and will be responsible for the day-to-day management of the CADRI programme as determined by the Programme Board and the Programme Assurance Group. The Manager's prime responsibility is to ensure that the programme produces the specified outputs, adhering to the required standard of quality and within the specified constraints of time and cost, and for regular reporting, through the Programme Assurance Group, to the Programme Board. The Programme Manager supervises Programme Staff assigned to the programme.

The **core implementation team** will be provided by Executive Partners, as well as by Observers, as appropriate. All staff will be housed in office space provided by UNDP and will have a direct reporting line to the Programme Manager with a secondary reporting line to the corresponding manager in the partner institution (the representative on the Programme Assurance Group) or other seconding institution.

Figure 3. CADRI Programme Organisation Structure



V.2. Summary of inputs to be provided by partners

A minimum threshold for Executive Partnership is set at 80.000 USD and a contribution for staffing annually. The staffing required for the implementation of programme activities is detailed in the organisational chart (page 30) and in attached Terms of Reference. Executive Partner's annual contributions are itemized in the programme Annual Work Plan and Budget. Executive Partners also commit to undertaking joint resource mobilisation.

Observer Partners can provide financial contributions and/ or staff on an optional basis. Other partners will be engaged in country level work.

VI. MONITORING AND EVALUATION FRAMEWORK

Programme monitoring and evaluation will be conducted in accordance with established guidelines. The Results and Resource Framework (Section III) provides performance and impact indicators for programme implementation along with their corresponding means of verification. These will form the basis of the programme's Monitoring and Evaluation (M&E) system.

VI. 1. Monitoring within the annual cycle

The scope of monitoring is to identify progress towards results, provide information for decision-making for better result achievement, and enhance accountability and learning. Programme monitoring will address the following:

1. Progress towards outcomes;
2. Factors contributing to or impeding achievement of the outcomes;
3. Individual partner contributions to the outcomes through inputs;
4. Partnership strategy;
5. Lessons learnt and development of knowledge products.

VI. 1.1. Monitoring and Evaluation system and schedule plan

An M&E system will be developed in line with the programme outcomes, outputs, indicators and means of verification. The system will be tailored to capture the inter-agency nature of the programme activities. An M&E schedule plan will be developed and regularly updated to track key management actions.

VI. 1.2. Quarterly monitoring

On a quarterly basis, a quality assessment will record progress towards the completion of key results, including financial monitoring. The Risk Log will be updated by the Programme Manager to facilitate tracking and resolution of potential problems or requests for change.

A narrative report outlining the progress on the substantive aspects of the programme will be prepared bi-annually.

VI. 1.3. Annual monitoring and reporting

Annual monitoring will be undertaken and results will be reported in an Annual Programme Review Report. This key report is prepared by the Programme Manager to monitor progress against targets. The Annual Programme Review Report includes, but is not limited to, reporting on the following:

- Progress made toward programme outcomes based on performance indicators, baseline data and targets;
- Programme outputs delivered per programme outcomes;
- Lessons learned;
- Expenditure reports;
- Review of risk log and implementation of counter-measures.

VI. 2. Mid-term and End-of-Programme Evaluation

A mid-term internal evaluation by CADRI Partner Agencies will be undertaken in late 2015/ early 2016 to assess and re-align the Programme with the HFA successor agreement.

An end-of-programme independent evaluation will be undertaken in accordance with UNDP guidance. The final evaluation will focus on the delivery of the programme's results as initially planned (and as corrected after the mid-term evaluation, if any such correction took place). The evaluation will look at impact and sustainability of results. The evaluation requires a management response.

VI. 3. Knowledge Management

A Knowledge Management and Communications (KMC) strategy and action plan will be developed and implemented by the CADRI Programme in order to support the provision of its services, to guide the development and dissemination of tools and products and to make use of already tested knowledge sharing mechanisms and practices at national and regional levels. CADRI Partner Agencies develop a repository accessible through existing on-line platforms.

The CADRI KMC strategy and action plan will provide for the following:

- **Collect and analyse systematic practical capacity development evidence and produce and disseminate knowledge products in support of DRR capacity development.** The Programme will systematically document and analyze knowledge and lessons learned from programme implementation. A key programme deliverable is to produce at one knowledge product annually that integrates the expertise and experience accumulated during the implementation.
- **Develop a repository of tools, products, methodologies etc. accessible through existing on-line platforms.** In order to sustain and enhance quality of products and services, CADRI Partner Agencies will upgrade the existing set of DRR training and awareness raising packages; diversify the topics by including materials from other agencies and addressing emerging thematic areas (i.e. mainstreaming DRR and climate change adaptation; gender and DRR); and develop materials of higher strategic nature. CADRI Partner Agencies will give due considerations to gender aspects within the methodology, tools, knowledge products and services produces through the CADRI Programme.
- **Knowledge sharing.** The Programme will facilitate networking, knowledge sharing and peer-to-peer learning among national, regional and global institutions, practitioners and experts on DRR to capacitate them to better serve their own institutions and clients at regional and national levels, as well as to enhance CADRI Partner Agencies' own capacity to deliver country-level support.

VI. 4. Quality Management for Project Activity Results

OUTPUT 1.1: The inter-agency CADRI partnership is effective in supporting DRR capacity development		
Activity Result 1 (Atlas Activity ID)	Inter-Agency CADRI Partnership (Activity 1.1)	Start Date: 1 January 2014 End Date: 31 December 2017
Purpose	Functional inter-agency partnership composed of UNDP, OCHA, UNICEF, WFP, FAO and WHO ensure sound joint work planning and monitoring of results under the programme	
Description	Implement Programme management arrangements; Seek agreement with existing coordination mechanisms for defining countries in which CADRI Partner Agencies will engage collectively based on pre-defined criteria; Proactively monitor and communicate progress achieved by the Programme;	
Quality Criteria <i>How / with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification: What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Bi-annual Programme Board meetings	Forecast the meeting schedule 3 months to prior the boarding meetings. Plan Board meetings in June and November/ December each year.	After Board meetings.
Quarterly Programme Assurance Group (PAG) meetings	Fix quarterly meeting schedule plan at the start of each year of the programme.	After each quarterly PAG meetings.
Bi-annual progress reports (8 reports)	Designate a staff to lead the preparation of bi-annual progress report as part of their functional role, based on contributions from all team members. Create M & E system to deliver and monitor the programme progress.	End-of-year reporting.
Annual Programme Review Reports (4 reports)	Designate a staff to lead the preparation of progress report as part of their functional role, based on contributions from all team members. Create M & E system to deliver and monitor the programme progress.	End-of-year reporting.
Gender equality considerations are part of the programme knowledge management and communications strategy, as well as of the M&E system	Integrate gender equality considerations as part of the programme knowledge management and communications strategy, as well as of the M&E system so as ensure the CADRI programme actively contributes to promoting gender equality in DRR capacity development	End-of-year reporting.
OUTPUT 1.2: UN Resident Coordinators/ Humanitarian Coordinators and UN Country Teams are aware of DRR concepts and able to strategically support the national DRR agenda.		
Activity Result 2 (Atlas Activity ID)	Capacity Development of RC/HCs and UNCTs (Activity 1.2)	Start Date: 1 January 2014 End Date: 31 December 2017
Purpose	In countries where CADRI engaged, UNRCs and UNCTs are well conversant on DRR, have taken full ownership for leading the support to be provided to Governments and national counterparts for advancing DRR in their country	
Description	Collaborate with the UNSSC in conducting DRR sensitization/ orientation sessions for UN RCs/HCs and Heads of UN Agencies, with a focus on capacity development aspects. Strengthen ability of UNCTs in high risk countries to integrate elements of capacity development in DRR into CCA/ UNDAF/ UNPAF processes and other agency cooperation strategies with countries. <ul style="list-style-type: none"> - Conduct 4 regional workshops for UNCTs on mainstreaming DRR, climate change and environmental sustainability into CCA/UNDAFs (throughout the programme period) - Conduct 2 regional training-of-trainers workshops to establish a pool of resource persons to support mainstreaming DRR into the CCA/UNDAF process (throughout the programme period) - Seek agreement from UNDOCO/ UNSSC to manage the roster of experts 	

Quality Criteria	Quality Method	Date of Assessment
Number of UNCTs trained on integrating DRR into UNDAF	Annual CADRI work plan and workshop schedule discussed at PAG level and in consultation with agencies' regional advisors.	Quarterly review of annual work plan as per PAG meeting schedule.
Number of resource persons trained on integrating DRR into UNDAF and later on deployed for support to UNCTs	Annual CADRI work plan and workshop schedule discussed at PAG level and in consultation with agencies' regional advisors. CADRI M&E system set up to collect information on number of staff trained and subsequently deployed ("roster").	Quarterly review of annual work plan as per PAG meeting schedule.
OUTPUT 1.3: National agreement on short to medium-term DRR capacity development priorities established in selected high risk countries.		
Activity Result 3 (Atlas Activity ID)	Capacity Assessments and National Plans of Action developed in selected countries (Activity 1.3)	Start Date: 1 January 2014 End Date: 31 December 2017
Purpose	Selected high-risk countries have established long-term gender-sensitive National Plans of Action for Capacity Development in Disaster Risk Reduction based on a sound capacity assessment and planning process	
Description	Facilitate country support planning meetings among CADRI Partner Agencies at global, regional and national level (involve other stakeholders as required). Conduct national DRR orientation workshops in selected countries targeting Government officials, UN staff and other stakeholders to initiate/ set up the baseline for the capacity development process. Support national stakeholders to conduct gender sensitive assessments of DRR capacity development needs. Support selected countries to define priorities and prepare gender sensitive National Plans of Action for Capacity Development in Disaster Risk Reduction.	
Quality Criteria	Quality Method	Date of Assessment
Number of national workshops organized, including number of women and institutions (government, non-governmental) promoting gender equality having participated to these workshops	Annual CADRI work plan and country support mission schedule as per PAG agreement and PB endorsement. Mission schedule, TORs, team composition, tailored methodology etc. for workshop developed and shared by PAG for each country. Upon completion of workshop, distribution of report to PAG, PB, other CADRI observers.	Quarterly review of annual work plan by PAG (planning and reporting).
Number of Capacity Assessment Reports validated that specifically include (a) consultations with governmental and non-governmental women's organisations; (b) analytical section/ chapter on capacity gaps in addressing gender needs and priorities related to risk reduction; (c) explicit recommendations aimed at promoting gender equality and/ or women empowerment in DRR.	Annual CADRI work plan and country support mission schedule as per PAG agreement and PB endorsement. Mission schedule, TORs, team composition, tailored methodology etc. for capacity assessment developed and shared by PAG for each country. Upon completion and validation of capacity assessment, distribution of report to PAG, PB, other CADRI observers.	Quarterly review of annual work plan by PAG (planning and reporting).
Number of National Plans of Action for Capacity Development in Disaster Risk Reduction validated that specifically include capacity development activities for promoting gender equality and/ or women empowerment in DRR.	Annual CADRI work plan and country support mission schedule as per PAG agreement and PB endorsement. Mission schedule, TORs, team composition, tailored methodology etc. for development of National Plan developed and shared by PAG for each country. Upon validation of National Plan by national authorities, distribution of report to PAG, PB, other CADRI observers.	Quarterly review of annual work plan by PAG (planning and reporting).
OUTPUT 1.4: A network of existing institutions, practitioners and experts on DRR mobilized in support of DRR capacity development.		
Activity Result: (Atlas Activity ID)	Capacity Development of Networks and Institutions (Activity 1.4)	Start Date: 1 January 2014 End Date: 31 December 2017
Purpose	Implementation of gender-sensitive National Plan of Action for Capacity Development in Disaster Risk Reduction in selected high-risk countries supported/ guided/ facilitated by a range of institutions, practitioners and experts (women and men) in DRR at global, regional and national levels.	
Description	Provide technical support and guidance on DRR capacity development to existing networks of institutions, practitioners and experts (women and men) to support country-level capacity development. Develop collaboration with various technical, research institutions and universities on capacity development in DRR. CADRI Partner Agencies will revive and provide capacity building services to the Disaster Management Teams (DMTs) in order to develop further capacities in emergency preparedness and response.	

Quality Criteria	Quality Method	Date of Assessment
Number of resource persons (women and men) selected and trained by CADRI to undertake capacity development support.	Annual CADRI work plan and workshop schedule discussed at PAG level and in consultation with agencies' regional advisors. CADRI M&E system set up to collect information on number of resource persons trained on capacity development ("roster").	Quarterly review of annual work plan by PAG (planning and reporting).
Number of institutions with whom CADRI developed collaboration on capacity development in DRR, including at least one women's organisations	CADRI M&E system set up to collect information on number of technical, research institutions and universities.	End-of-year reporting.
Number of Disaster Management Teams trained	Annual CADRI work plan and workshop schedule discussed at PAG level and in consultation with agencies' regional advisors and UNCTs.	Quarterly review of annual work plan by PAG (planning and reporting).
OUTPUT 1.5: DRR capacity development advisory services provided in support of the implementation of agreed national priorities with sound monitoring and evaluation of progress.		
Activity Result: (Atlas Activity ID)	Capacity Development services provided in support of implementation of National Plans of Action in selected countries (Activity 5)	Start Date: 1 January 2014 End Date: 31 December 2017
Purpose	Implementation of gender-sensitive National Plans of Action for Capacity Development in Disaster Risk Reduction in selected high-risk countries supported/ guided/ facilitated by the technical staff of CADRI Partner Agencies at global, regional and national levels	
Description	On request basis, provide technical and training services to UN RCs/HCs and UNCTs to enable them to better support Governments in the implementation and monitoring of the National Plan of Action. In collaboration with UNISDR unit in charge of HFA progress monitoring, follow-up on the implementation of National Plans of Action to monitor and measure capacity development progress.	
Quality Criteria	Quality Method	Date of Assessment
Number of technical support services provided remotely/ through referral	Annual CADRI work plan and country support mission schedule as per PAG agreement and PB endorsement. For referral or remote service support, tracking of individuals who provided the requested support in the CADRI work plan and M&E system.	Quarterly review of annual work plan by PAG (planning and reporting).
Number of technical support services provided directly in support of implementation of National Plan of Action (i.e. training workshops; programming missions; etc.)	Annual CADRI work plan and country support mission schedule as per PAG agreement and PB endorsement. For direct support service provision, mission schedule, TORs, team composition, workshop agenda and supporting documents developed and shared by PAG for each country. Upon completion of workshop, distribution of workshop report and back to office report to PAG, PB, other CADRI observers.	Quarterly review of annual work plan by PAG (planning and reporting).
OUTPUT 2.1: A knowledge management strategy established and a repository of tools, standards, and methods on DRR capacity development accessible through existing on-line platforms.		
Activity Result: (Atlas Activity ID)	Knowledge Management Strategy (Activity 2.1)	Start Date: 1 January 2014 End Date: 31 December 2017
Purpose	DRR capacity development support/ practice/ guidance provided through quality training, learning and knowledge products, tools and methodologies accessible through exiting on-line platforms	
Description	Develop inter-agency knowledge management strategy on DRR capacity development. Collate, document and disseminate lessons learned and good practice in DRR capacity development and in engaging dialogue with women (e.g. through the capacity assessment and National Plan development exercises carried out at country level). Ensure that all knowledge products comprise analytical sections on gender aspects of capacity development in DRR. Develop a repository of tools, products, methodologies etc. accessible through existing on-line platforms including Preventionweb. The repository is designed so as to ensure optimal visibility of gender-specific materials. Update and maintain public website to provide access to comprehensive and updated content on capacity development resources. The website is designed so as to ensure optimal visibility of gender-specific issues relevant for capacity development in DRR, through, for example, tabs/ sections dedicated to gender issues/ materials; front-page stories on gender equality in capacity development; country profiles and lessons learned highlighting gender concerns	

Quality Criteria	Quality Method	Date of Assessment
Knowledge management and communications strategy on DRR capacity development developed	Knowledge Management Strategy, Work Plan and business process developed and operationalized by PAG and endorsed by PB. Designate a staff to oversee and report on the implementation of KM activities as part of their functional role, based on contributions from all team members (all CADRI functions include KM responsibilities). Ensure that specific expertise on gender aspects of capacity development is provided towards the development of the knowledge management and communications strategy by CADRI partner agencies.	Quarterly review of annual work plan by PAG (planning and reporting).
Online repository developed and functional, with high visibility of gender issues relevant for capacity development in DRR	Online repository is accessible and updated regularly. Designate a staff to oversee and report on the maintenance of the online repository as part of their functional role, based on contributions from all team members (all CADRI functions include). Ensure that specific expertise on gender aspects of capacity development is provided towards high visibility of gender and DRR issues in both repository and website	Quarterly review of annual work plan by PAG (planning and reporting).
OUTPUT 2.2: Quality assurance applied to tools, standards, and methods in capacity development for DRR which CADRI Partner Agencies develop, customize and update.		
Activity Result: (Atlas Activity ID)	Quality Assurance (Activity 2.2)	Start Date: 1 January 2014 End Date: 31 December 2017
Purpose	CADRI tools, standards, and methods in capacity development for DRR are recognized as high quality standard and are gender-sensitive.	
Description	Produce and disseminate knowledge products in support of DRR capacity development Develop, customize and/or update training and knowledge products, tools, and methodologies for capacity development in DRR	
Quality Criteria	Quality Method	Date of Assessment
Number of existing technical training and guidance, products, tools, and methodologies customized and adapted, including number (and/or %) of gender modules/ packages	Knowledge produces planned, developed and disseminated in line with the Knowledge Management Strategy, Work Plan and business process developed and operationalized by PAG and endorsed by PB. Designate a staff to oversee and report on the implementation of KM activities as part of their functional role, based on contributions from all team members (all CADRI functions include KM responsibilities). Ensure that specific expertise on gender aspects of capacity development is provided towards inclusion of gender issues in technical training and guidance, products, tools, and methodologies	Quarterly review of annual work plan by PAG (planning and reporting).
Number of new technical training and guidance, products, tools, and methodologies produced , including number (and/or %) of gender modules/ packages	Idem.	Quarterly review of annual work plan by PAG (planning and reporting).
Number of knowledge products developed, , including number (and/or %) of gender chapters/ sections	Idem.	Quarterly review of annual work plan by PAG (planning and reporting).

VII. LEGAL CONTEXT

The project document shall be the instrument envisaged and defined in the [Supplemental Provisions](#) to the Project Document, attached hereto and forming an integral part hereof, as the "Project Document".

UNDP, the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP agrees to undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII. ANNEXES

Annex I. Letters of Agreement

Annex II. Terms of reference for vacant positions

Annex III. Direct Execution Modality Approval

BPAC Annex 1 and Annex 2.