

Programme Title:

Strengthening Africa's resilience and capacities for adaptation and disaster risk reduction: fostering risk-informed solutions for sustainable development.

Africa DRR/CCA Regional Programme, 2018- 2021

Brief Description

The Sub-Saharan African continent continues to incur human and economic losses arising from preventable disasters. Thousands of people are injured and killed, and huge economic losses are incurred, which reduce hard-won development gains. Prominent of the underlying causes of disasters are hydro-meteorological hazards such as floods, droughts, and cyclones, which are exacerbated by increasing vulnerability due to the impact of climate change. With the achievement of SDGs partly predicated on the extent to which African countries enhance their resilience to disaster and climate risk, there is a compelling need to develop extensive and long-term engagements in resilience-building, integrating climate change adaptation (CCA) and disaster risk reduction (DRR) into development to fully address the predictable, quick-onset and slow-onset phenomena. This programme will contribute to the operationalization of the SDGs Agenda 2030, Sendai Framework for DRR, and the Paris Climate Agreement at the global level, and various regional strategies such as the RIASCO resilience strategy, SADC, ECOWAS and IGAD DRR regional commitments. This programme intends to achieve the following results:

Output 1: Increased collection, accessibility and application of disaster and climate risk information in development planning by public and private sector stakeholders at national and sub-national levels.

Output 2: Strengthened regulatory and policy frameworks for translating disaster and climate data into risk informed development

Output 3: Enhanced recovery processes that address underlying disaster and climate change risks and restore pathways to sustainable development

Output 4: Enhanced Regional and national capacities for Urban Risk Management

Output 5: Enhanced knowledge on risk informed development through Regional Dialogue and South-South exchange

Strategic Plan 2018-2021 Tier 2, Outcome 3: Build resilience to shocks and crisis

Contributing to UNDP Regional Programme for Africa 2018-2021 Outcome 3: Regional institutions sustain peace and build resilience to crises and shocks

Total resources required:	16, 840, 480 USD	
Total resources allocated:	UNDP TRAC:	1,000,000 USD
	Donor:	
	Donor:	
	Government:	
	In-Kind:	
Unfunded:	15,840,480 USD	

Agreed by (signatures):

Government	UNDP	Implementing Partner
AUC/RECs – Economic Committees	Regional Service Centre for Africa (RSCA)	RECs/Countries
Print Name:	Print Name: Aliou Dia	Print Name:
Date:	Date:	Date:

¹ Note: Adjust signatures as needed

I. THE DEVELOPMENT CHALLENGE

Context

Sub-Saharan Africa (SSA) contributes the least to anthropogenic factors causing climate change, yet it is the worst hit and most vulnerable. Rainfall has decreased over large parts of the Sahel region, Horn of Africa and Southern Africa and increased in parts of Central Africa and West Africa. In the past 25 years, the number of climate related disasters mainly cyclones, floods, landslides and droughts has doubled resulting in higher mortality rates than any other region globally. SSA has experienced more than 2,000 disasters since 1970, with almost half taking place in the last decade². Climate change related impacts affected the GDP of African countries by approximately 1.4% with the costs of adaptation expected to reach 3% of annual GDP by 2030. It's also expected that between 90 and 220 million people will be exposed to increased water stress due to climate change by the year 2020.

Statistics per continent show that the highest numbers of reported droughts were registered for Africa with 291 events from 1900-2012, 847,143 deaths, 364,294,799 affected, and with \$3 billion worth of property damaged. The 2011/12 drought in East Africa was the worst in 60 years causing a severe food crisis across Djibouti, Ethiopia, Kenya and Somalia and threatened the livelihoods of more than 9.5 million people. The 2017/16 drought has plunged the Horn of Africa into the worst water and food security crisis Africa has faced in 20 years with more than 11.5 million people in need of food aid in Djibouti, Ethiopia, Kenya and Somalia.

Flood related disasters are the second most common in East, South and Central Africa, and the third most common in West Africa (AWDR, 2006) causing substantial damages to urban infrastructure, coastal erosion, water resources stress, human health challenges and food insecurity. For example, the 1997-98 flooding and 1998-2000 drought in Kenya caused annual damages of 10-16 percent of GDP while in Mozambique, the 2000 floods caused approximately 800 deaths, affected almost 2 million people of which about 1 million needed food assistance and 329,000 were displaced. It also caused substantial loss of agricultural productive land. In recent times, Angola, Cameroon, the Democratic Republic of the Congo (DRC), Ghana, Liberia, Madagascar, Malawi, Niger, Nigeria and Sierra Leone and have all experienced extreme flooding linked to climate change.

The Challenge

There is compelling evidence world-wide that disaster events substantially increase the economic losses of poor communities and erode development gains of past decades. The Sub-Saharan Africa has not been spared from the devastating impact of disasters, which continue to negatively impact sustainable development gains³ and the achievement of the Sustainable Development Goals (SDGs). The increase in disaster risk heightens vulnerability of many African communities and the livelihoods on which they depend. Against these increasing vulnerabilities are limited and weak policies and capacities, which continue to pose a substantial challenge to effectively managing disaster and climate risk.

Strengthening Africa's resilience and capacity for adaptation and disaster reduction would require developing risk-informed solutions for sustainable development. If an accelerated increase in disaster risk is to be avoided, there is a growing consensus that the development drivers of risk, such as the overconsumption of natural capital, poverty, and inequality must be addressed. Sustainable development cannot be achieved unless disaster risk is reduced and development is multi-risk informed. While conceptually it is accepted that SDGs cannot be achieved without risk-informed development, many Sub-Saharan Africa countries continue to face challenges in transitioning from risk response to risk reduction.

² World Bank: www.worldbank.org

³ Africa Union, (2006): Report of the Africa Union Ministerial conference on disaster risk reduction. Africa Union, Addis Ababa

Reasons for lack of risk-informed development in Sub-Saharan Africa are largely linked to weak risk governance. These include but are not limited to:

(i) Inadequate availability of climate and disaster risk data to inform development plans and Investments

In order to effectively respond to disasters and adapt to climate change, the continent needs to develop and apply evidence-based analysis of how disasters and climate change impact on different sectors and the overall social and economic development of countries and society. In other words, risk-informed development is an absolute necessity and should inform national policies and investment criteria. In order to understand how to allocate appropriate resources to mitigate disaster risk, it is imperative to first understand exposure to risk, vulnerability including the sectors and social groups most affected. The very basis of disaster risk management activities lies in being able to continuously identify, monitor and assess current and possible future hazards and vulnerabilities and to evaluate their potential adverse effects, and the various opportunities each represent for possible mitigation, reduction and prevention through various techniques with different relative costs and benefits, and then to manage those risks in a sustained manner or mitigate their possible adverse consequences. In this regard, the Sendai Framework calls for “*improved understanding of disaster risk in all its dimensions of exposure, vulnerability and hazard characteristics*” with recognition of stakeholders and their respective roles. However, while there is a growing body of post-disaster damage and loss data; few countries collect, analyse and utilise disaster and climate risk assessments to inform their development plans and policies.

(ii) Inadequate robust policies and implementation plans for risk-informed development

At the continental level, good progress has been made in developing DRR policies and strategies as evidenced by the Africa Union (AU’s) Africa Regional Strategy for Disaster Risk Reduction and the Extended Programme of Action for the Implementation of the Africa Regional Strategy for Disaster Risk Reduction. However, only three out of the five Regional Economic Commissions, (SADC, IGAD and ECCOWAS) which provide political, economic and social development guidance to their member states have regional DRR Strategies. However, at the national level, while most African countries adopted the Hyogo and the Sendai Frameworks, only 58% of the countries in Africa have regulatory frameworks to guide DRR and only 56% of them have DRR policies in place. In some countries such as Mozambique and Botswana, these policies are about 20 years old and have not been updated to take into account new and emerging risks. There is, therefore, urgent need to support the AU, RECs and national governments in ensuring that they have appropriate laws, policies, strategies and plans to guide risk-informed development⁴.

(iii) Limited integration of DRR and climate change adaptation into development plans

Having the right laws and policies in place alone does not guarantee effective risk-informed development. Instead risk information addressed above and the guiding regional and national DRR policies should also be used to integrate DRR and climate change into national and sectoral development plans and national and sectoral budgets. DRR mainstreaming thus requires understanding of risk elements (hazards, risk, vulnerabilities and resilience), and the implications of climate change. These need to be considered as an integral part of planning, implementation, monitoring and evaluation of development policies and programmes at global, regional/sub-regional, national and community levels, and in planned development activities in all thematic areas and sectors. Furthermore, The Sendai Framework, under Priority 2, urges member states to integrate DRR across all sectors and to promote the coherent national and local frameworks of laws, regulations and public policies that have defined roles of the public and private sector. It also encourages the establishment of necessary mechanisms and incentives to ensure high levels of compliance with the provisions of DRR and sectoral laws and regulations.

That said, the extent of DRR mainstreaming into development plans in SSA needs further improvement. The main guiding framework for Africa’s social and economic development, the *Africa Agenda 2063*

⁴ UN Economic Commission for Africa 2015: Assessment Report on Mainstreaming and Implementing Disaster Risk Reduction and Management in Africa

recognises that Africa cannot achieve its development goals without addressing risks posed by disasters and climate change. Similarly, Africa's post-2015 Agenda includes prioritization of DRR and climate change under the recommended goal of promoting human development. This demonstrates the increasing understanding and internalization in Africa of the link between DRR and sustainable development. At the sub-regional level, most sectoral frameworks in the agriculture, health, environment, and water sectors integrate DRR elements routinely as part of their departmental or sectoral mandates, although these may not be consciously linked to DRR frameworks. At the national level, the results are more uneven. The assessment done by the UNECA⁵ indicates that many countries seem to limit DRR mainstreaming to national development plans and a few sectors such as environment and agriculture. As disasters and climate change have far reaching consequences in all development sectors, it is imperative that all development strategies, plans and investments within different sectors are risk-informed.

(iv) Urgent need for urban risk management

The United Nations (2015)⁶ predicts that more than half of the global population growth between now and 2050 is expected to occur in Africa. Many of the additional 1.3 billion people projected to be added to Africa's population between 2015 and 2050 will reside in cities and towns, further contributing to the escalating urban population and thus stress to planned development programmes. As the continent urbanizes, mitigating the risks of disasters will play an important role in guaranteeing that African cities are socially and economically stable⁷. The increasing incidences of urban disasters are expected to increase due to population growth, rapid urban migration, environmental degradation, poor urban planning, compounded by climate change. In 2017 alone, West Africa's densely populated urban settlements faced environmental health hazards and displacement due to overcrowding, poor sanitation, and flooding. Freetown in Sierra Leone and Niamey in Niger were affected by urban mudslide and floods, with more than 1,000 casualties in Freetown, and 40 people killed in Niamey. Urban floods in both countries were worsened by poor waste management and government's lack of urban risk planning. In Benue, Nigeria, more than 110,000 people were displaced after intense rains. In central Africa, over 200 people are believed to have died after a mudslide hit a fishing village in DR Congo's Ituri province. Like in Freetown above, the disaster was attributed to poor environmental management where human settlements have mushroomed on steep hillsides. In Southern Africa, Malawi, South Africa, and Mozambique were also affected by urban floods.

The growing trend of urban disasters means that national and local governments, city authorities and decentralised institutions including urban planning units, environmental management units, and other social service providers at the city level will have to understand, commit and factor long-term climate resilient investments into urban planning and implementation processes based on practical information that is user friendly and easily understood by political and decision-making bodies at the local government level. There is, therefore, need to support Africa regional economic centres and demonstrate in a number of countries on appropriate models that African countries can adopt in reducing urban disaster risks.

(v) Absence of Robust Post-Disaster Recovery Mechanisms

The importance of post-disaster recovery is increasing as the number of people affected by disasters and the related damages and losses continue to rise. While the impact of disasters within the African continent can cause serious setbacks to development, people's lives and livelihoods, disasters also offer opportunities to reflect, address the underlying risks that caused the disasters in the first place, build back better and reset the socio-economic trajectory onto a sustainable path. There is a growing recognition that if the underlying causes of the disasters are not addressed during the post-disaster recovery process, the risks accumulate and are compounded with even potentially higher economic and social costs in the future.

⁵ UN Economic Commission for Africa 2015: Assessment Report on Mainstreaming and Implementing Disaster Risk Reduction and Management in Africa

⁶ UN Population Division, "World Population Prospects, 2015 Revision.

⁷ ACIDI 2018: <http://acdi.uct.ac.za/blog/disaster-risk-management-urban-africa-introducing-urban-ark-programme>

Recovery is an opportunity to rebuild infrastructure and assets that can withstand future impacts and thus ensure that public investments are protected and losses are minimal. Recovery is also an opportunity to build resilience through improved institutional capacity, supportive policies, and tools and resources for recovery. On the other hand, poorly managed recovery processes undermine development.

The recurrent droughts in the Horn of Africa and the Sahel and the chronic need for humanitarian assistance also demonstrates to some extent the challenges that SSA faces in graduating out of humanitarian action vicious cycle into recovery and resilience building. Furthermore, during quick onset disasters, recovery programmes are often undertaken without adequate planning, requisite technical support, or community participation. Quick-fix and large infrastructure projects are often favoured while the resources allocated for household and community recovery are generally insufficient. As a result, affected communities can take years to normalize their livelihoods; some never recover and this makes them more vulnerable to the next disaster.

Most of these challenges stem from a general lack of understanding and absence of institutional frameworks and systems at the regional and national levels on how to implement effective recovery programmes that link humanitarian action with resilience building. Furthermore, while there are established institutional arrangements for DRR in many SSA countries, they lack any specific focus on Recovery. In the urgency to respond to the needs of the people affected by disasters, recovery programmes are undertaken without a sound analysis of the impact of disasters on the affected communities, and with little reference to special needs of vulnerable people. In the absence of a systematic approach, recovery remains ineffective and incomplete. One of the most important reasons why recovery programmes are not a success is that governments do not have the capacity and skills to support long term recovery processes.

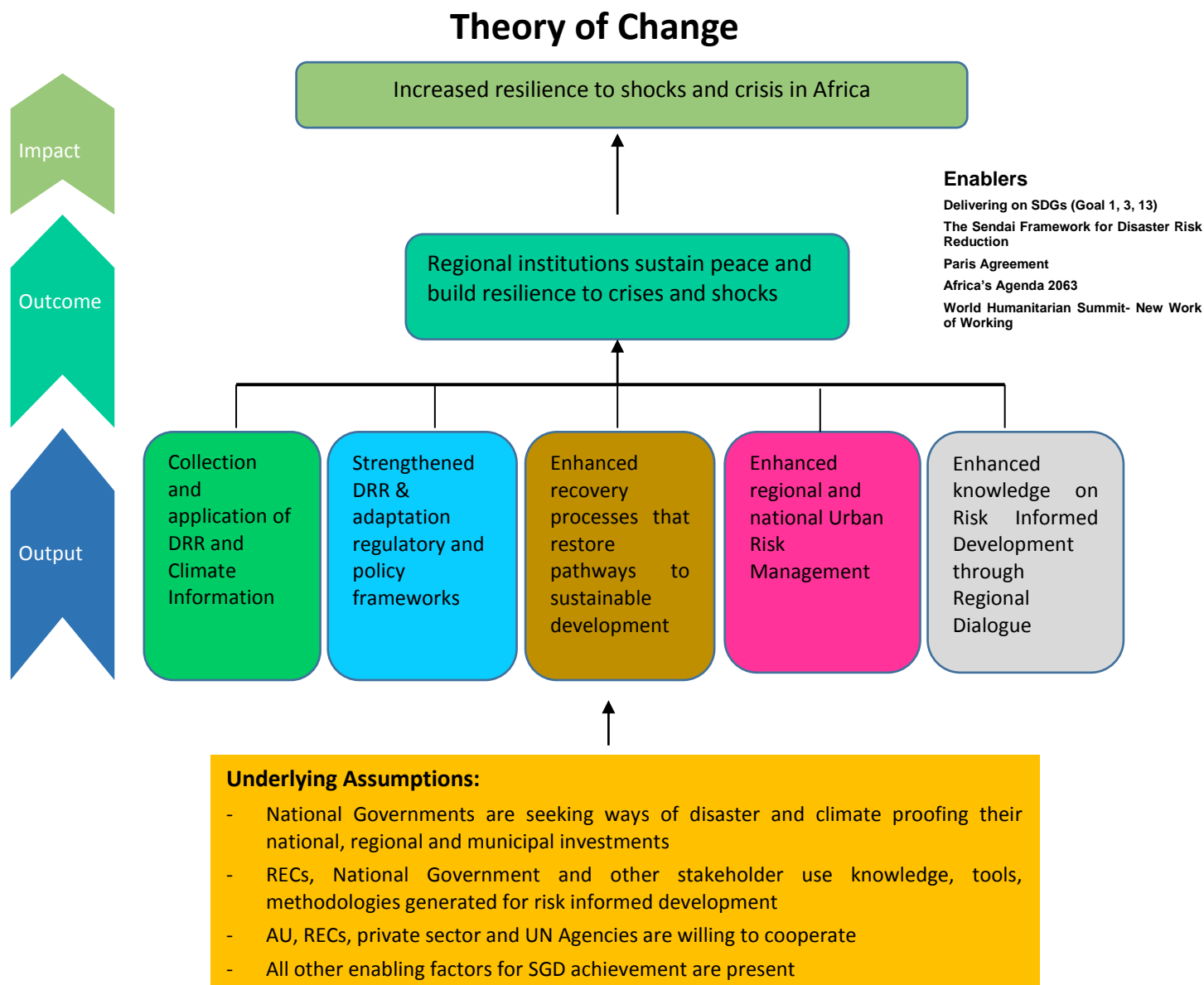
II. PROGRAMME STRATEGY

Theory of Change

The context and the development challenge presented in the background section above highlights the unique opportunity for supporting the AU, regional economic commissions, national governments to take integrated and holistic approaches to disaster and climate risk informed development that contributes to building resilience within the region. To address the key challenges highlighted above, the Regional Programme proposes to strengthen the regional capacity in fostering risk-informed development through a multi-country approach. The change expected to be achieved through this Programme is that regional institutions and national governments have institutionalized and domesticated risk-informed development planning, programming and investment for resilience building. The theory of change is founded on the premise that resilience at all levels of society and ability of government systems to be effectively achieved is based on some of the following conditions supporting and reinforcing each other:

- (i) Climate and disaster risk information must be collected, analysed and utilised to inform the planning and investment decisions made by the national government and the society;
- (ii) There must be in place a policy environment to guide and capacity at all levels of government to understand and translate disaster and climate risk information into decision making processes for development;
- (iii) National governments and community members have systems and mechanisms to manage future recovery processes in a manner that is effective and promotes long-term resilience building;
- (iv) Urban areas, which are the powerhouse for economic development, have robust urban risk management systems to respond and adapt to the increasing climatic and disaster risks and providing a sustainable engine of transformation.

If all the conditions above are met, and the knowledge shared at the regional, national, subnational and community level, the transformational processes should ultimately result in the achievement of sustainable and resilient, risk-informed development and sustainable livelihoods and lives among the youth, women, and men. Below is a diagrammatic presentation of the underlying theory of change for this Regional Programme.



Alignment with regional and national DRR Policy Frameworks

The Programme aims to effectively reflect, build, domesticate and operationalize existing global and regional frameworks including the Sendai Framework for Disaster Risk Reduction (2015-2030), the Paris Agreement on Climate Change (2015), the UN Climate Resilience Initiative “Anticipate, Absorb, Reshape” (2015), and the Commitments from the World Humanitarian Summit (2016). At the regional level, the strategy builds on key initiatives and frameworks including aligning with the AU Extended Programme of Action for the Implementation of the Africa Regional Strategy for Disaster Risk Reduction (2005-2015); the IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI, 2012-2027); the Sahel and West Africa Global Alliance for Resilience (AGIR, launched in 2012); the UN Integrated Strategy on the Sahel (2013); and the Southern Africa Regional Inter-Agency Standing Committee (RIASCO) Resilience Framework (2014); This Programme also speaks to UNDP Corporate Strategic Plan, which aims to *help countries eradicate poverty in all its forms, accelerate structural transformations for sustainable development, and build resilience to crises and shocks.*

Strengthening Regional and National Government Systems

The Programme Strategy takes cognisance that there are many interventions aimed at building resilience in Africa, especially through climate change adaptation (CCA) within key sectors, such as agriculture, water, forestry among others and through relevant line ministries and communities. However, while many engage national governments, the evidence presented above points to the fact that very few interventions aimed at building government systems to foster risk-informed development programming, resilience building and sustainable development. As such, this Regional Programme will have a strong focus on supporting regional and select countries in creating enabling systems for risk informed development.

The Programme Strategy includes fostering regional coordination and partnership through support to Regional Economic Communities (RECs) to set up systems for strengthening implementation of risk informed development. To this end common methodologies for undertaking of assessments will allow for better understanding of common trans-boundary, recurrent disaster risks and enable common measurement of resilience to disasters and climate change. To realise the strategy, technical and capacity building support will be critical to develop and implement regional resilience building frameworks and platforms. To ensure effective partnership for quality results, the programme will also adopt a multi-country approach where lessons learned from the national level will inform development of regional disaster and climate information systems, common resilience post-disaster recovery approaches, capacity development tools, among others.

Programme Beneficiaries

The Programme will support SSA RECs and five countries including Swaziland in the SADC Region, Uganda under IGAD, Niger in ECOWAS, Cameroon under ECCAS and Cabo Verde representing Small Island Developing States (SIDS). The main and immediate beneficiaries of this Programme will be national disaster management officials (NDMOs) and office/departments at the national and regional levels. However, the ultimate beneficiaries of this Programme are the most vulnerable men and women, especially in rural areas, who are most affected by disasters and climate change impacts. The Programme will provide the necessary skills to ensure that NDMOs are able to understand and address the disaster and climate change resilience needs of the most vulnerable. At the national level, support will be aimed at promoting national ownership, leadership and country-driven integrated approaches. UNDP will provide advice and technical expertise to reinforce countries' capacities for understanding the underlying causes of risk and vulnerabilities, put systems in place for holistic multi-hazard monitoring and profiling of hazards and risk to inform recovery and development planning and investments. In addition to working at the regional level and in selected countries, the Programme will seek collaboration and partnership with other UN agencies, the private sector, the Academia and civil society organizations.

Draws Linkages with Climate Change Adaptation and NWOW

The strategy promotes a resilience-building approach with the aim of reducing the gap between humanitarian needs and available resources for DRR rather than managing the disasters when they do occur⁸. This will promote strategic and solution-oriented investments for medium to long-term development, which is in alignment with New Way of Working. As such, the Programme will also actively engage humanitarian actors and those working on fragility and conflict to ensure that the programme activities adapt and respond to real challenges on the ground and to seize synergies to achieve the Sustainable Development Goals. Similarly, and taking into account that 90% of major disasters in Africa are climate related, the Regional Programme will promote and enhance approaches that link CCA with DRR and risk-informed programming.

Based on Human Rights Principles

⁸ The Human Cost of Weather related Disasters 1995-2015, published by the Centre for Research on the Epidemiology of Disasters (CREED) and UNISDR)

The Programme is founded on human rights principles. Climate change and disasters will have profound impacts on the enjoyment of human rights for communities in the region. In many countries, this is already a reality. The affected rights include the rights to life, food, water and sanitation, health, adequate standard of living, energy, and housing and property. While climate change will spare no one, evidence shows that the infringement of human rights as a consequence of climate change is not equally distributed. Certain social groups in Africa experience more severe impacts than others. The poor, who already enjoy fewer rights, will be more adversely affected. Within this group, women and girls often face further denials of rights and thus they will bear the full brunt of climate change. To build long-lasting resilience, there is an urgent need for the region to start systematically addressing the underlying causes of vulnerability through human rights-based approaches that would protect and ensure the empowerment of marginalised groups. In this regard, the Programme puts emphasis on developing the capacities of national and regional disaster management agencies to understand the differential vulnerabilities and risk the different social groups face and how to effectively address them. This will be done through trainings and engagement with human rights civil societies to ensure that national governments are held accountable.

UNDP Comparative Advantage, Lessons and Experiences on DRR and Adaptation in Africa

Within the UN System, UNISDR and UNDP has the institutional mandate to support national governments in achieving their commitments to the Sendai Framework, which gives it a comparative advantage over other UN Agencies and other development partners. In particular UNDP strengthens national disaster and climate risk governance capacities through a comprehensive set of complementary policy and programme support. In this regard, between 2005 and 2016, UNDP has implemented about 2344 disaster and climate risk reduction projects. Most of these project have been implemented in Asia and the Pacific followed by Africa⁹. In Africa, UNDP has invested heavily in community based and urban risk management, development of DRR plans and policies, and DRR institutional development. UNDP also recognizes that sustainable capacity development requires building organizational capacities, for example a national disaster management authority or a crisis management centre. Organizational level capacities help develop and apply internal policies, arrangements, procedures and frameworks, which is necessary to deliver the organization's mandate. UNDP extensive work on DRR, and resilience building in Mozambique, Angola, Ghana, Ethiopia and others will also inform the development of this work in countries that have less capacities and those targeted through this Programme through south-south exchange. For example, countries that have experiences with PDNAs through UNDP and World Bank support such as Malawi, Cabo Verde, Nigeria, Angola, Kenya, etc will share their experiences on the merits and demerits of PDNAs during PDNA regional trainings.

UNDP has also provided support to RECs such as SADC and IGAD. Currently UNDP-IGAD is in the last year of implementing the Strengthening of the Capacity of IGAD in Building Resilience in the Horn of Africa. The project focuses on disaster preparedness for droughts through capacity development to plan, coordinate and implement disaster emergency, drought resilience and conflict management and DRM knowledge products as well as strengthening national coordination mechanisms of IGAD Member States for drought resilience and conflict prevention¹⁰. The proposed Programme builds on the foundational work done by the UNDP-IGAD Project by, for example, utilising the new regional IGAD platform for the delivery of its regional activities. There are also lessons learned from the IGAD mid-term review¹¹ that have been incorporated into the design of this Programme. For example, it was noted that the structure of UNDP-IGAD project allowed the implementing institution to access other benefits such as global exposure and visibility thereby opening new opportunities for partnerships and resource mobilization. In this regard, south-south cooperation and exchange is an integral part of this Programme. Another lesson from the UNDP-IGAD that has guided the formulation of this Programme relates to the critical review that addressing gender equality was absence in the project activities based on the fact that the project was focused at the regional level

⁹ UNDP 2016; Ten Things to Know: Disaster and Climate Risk Governance in UNDP

¹⁰ <http://www.icpac.net/index.php/projects/igad-undp.html>

¹¹ IGAD-UNDP Mid-term Review Report on Strengthening the Capacity of IGAD in Building Resilience in the Horn of Africa Project 2017

and institutional arrangements and framework. Learning from this, this Programme adopted human rights and gender equality as one of its guiding principles. Overall, the programme will therefore take advantage of UNDP's extensive and long-term engagement in Africa and beyond in resilience building through climate change adaptation, disaster risk reduction, and livelihoods recovery work. Furthermore, UNDP's expertise in crosscutting areas of support, such as: gender and women's empowerment, South-South and triangular cooperation, and information management will be part of the implementation strategy.

III. RESULTS AND PARTNERSHIPS

Objectives

Based on the proposed theory of change, this Regional initiative is expected to achieve the main objective that *regional institutions and national governments have institutionalized and domesticated risk-informed development planning, programming and investment for resilience building*. Furthermore, the Regional Programme contributes to Regional Programme for Africa Outcome 3: *Regional institutions sustain peace and build resilience to crises and shocks* and UNDP Strategic Plan Outcome 3: *Build Resilience to shocks and crises*. To achieve this result, the Programme will invest in achieving the following Outputs:

Output 1: Increased collection, accessibility and application of disaster and climate risk information in development planning by public and private sector stakeholders at national and sub-national levels.

Development which is not risk-informed continues to exacerbate disaster and climate risks and undermines development progress in Africa. Continental, regional, national and sub-regional policies and practices for disaster risk management should be based on an understanding of disaster risk in all its dimensions. Notwithstanding the recognition of the links between disaster risk and development, the conduct and application of risk assessments is still constrained by inadequate technical expertise, resources, conflicting institutional mandates, and limited contextualized data, especially in sub-Saharan disaster-prone, poor countries with a low human development index. This leads to development decisions and interventions that increase risk levels as evidenced by increasing urban risks for example. There is therefore, need to have a better understanding of the disaster risks by all. While disaster risk drivers may be local, national, regional, or global in scope, risk has local and specific characteristics that must be understood in order to determine measures that will reduce, mitigate, and/or prevent negative impact. UNDP recognizes that DRR requires a multi-hazard approach and inclusive, risk-informed decision-making based on the open exchange and dissemination of disaggregated data (by sex, age, and disability), as well as easily accessible, up-to-date, science-based, non-sensitive risk information, complemented by traditional knowledge.

This Output, is well aligned with the Sendai Framework Priority Area 1 - *Understanding Disaster Risk*. It aims to: strengthen national capacities; facilitate communication and application of risk information, disaster and climate risk information accessibility; institutionalize and promote sustainability of standardized tools, methodologies and common approaches; and establish a damage and loss accounting system. The expected results will ensure availability of tailored risk information for risk-informed development programming and implementation that works toward attainment of the SDGs and other global policies such as SFDRR and Paris Agreement on Climate Change. Some of the main activities include:

- **Activity 1.1** Support RECs and national governments in building regional, national and sub-national capacities for comprehensive disaster and climate risk assessments; institute evidence-based national risk profiling with sex and age disaggregated data for risk-informed decision making;
- **Activity 1.2** Support RECs in harmonizing risk and vulnerability assessment methodologies (risk identification; risk analysis) to identify hazards (with focus on floods, droughts, and cyclones) and the exposure of populations and assets; produce risk Atlas for risk-informed decision making;
- **Activity 1.3** Support countries in the institutionalization of risk information and the creation of well-maintained national hazard data bases, and make it accessible to the general public for use in decision making;
- **Activity 1.4.** Collection of sex, age, and diversity disaggregated data and gender-based risk analysis;

- **Activity 1.5.** Support countries in developing guidelines for damage and loss accounting systems; update national risk information e-libraries; damage and loss databases; national risk registries; and disaster observatories.

Output 2: Strengthened regulatory and policy frameworks for translating disaster and climate data into risk informed development

Though African countries are signatories to the global policies including the SFDRR, SDGs and Africa POA on disaster risk management, commitment to DRR and adaptation is often weak across levels and sectors of governance to support risk-informed development programming. This is primarily due to limited but also weak policy and institutional frameworks that foster sharing and of use scientific data, especially weather information, for risk-informed planning. As already alluded to above, more than half of sub-Saharan African countries, do not have disaster management laws and policies. UNDP believes that institutionalization of disaster and climate risk and strengthening of policy and legislative frameworks can increase resource allocation for adaptation and DRR. It will facilitate information sharing as well as necessitate the assignment of roles for government institutions and development partners.

The programme is aligned with the Sendai Framework for Priority Area 2 - *Strengthening disaster risk governance to manage disaster risk*. The programme will address these challenges by linking the institutional base for DRR and climate adaptation through synchronized policies, legal frameworks, and institutional arrangements that foster the integration of risk into planning and budgeting decisions. The focus will be on establishing stronger links between climate and disaster resilience building and broader development, while ensuring greater public and private sector accountability for reducing existing risks and preventing the emergence of new risks. Output 2 indicative activities include:

- **Activity 2.1.** Support RECs and selected countries to strengthen or develop policies and regulatory frameworks for DRR and climate change adaptation, including for relevant sectors. This will include the development of comprehensive disaster risk management strategies that actively involve stakeholders from all levels of government, the academia, the private sector, local communities, and civil society.
- **Activity 2.2.** Support the integration of DRR and climate change adaptation into sectoral plans. This will include making trainings and availability of tools for integrating DRR and adaption into development planning and implementations,
- **Activity 2.3.** Provide support to capacity development of policy makers, including NDMAs, Ministries of Planning, Ministries of Finance and sector ministries as champions to other ministries on the need and means to integrate risk management and resilience building
- **Activity 2.4.** Provide advocacy and support on training of human rights and gender CSOs and communities to influence human rights integration into DRR and CCA.
- **Activity 2.5** Support RECs and countries in putting systems in place for risk budgeting and financing by drawing lessons from climate financing in the region and from Asia.

Output 3: Enhanced recovery processes that address underlying disaster and climate change risks and restore pathways to sustainable development

The importance of post-disaster recovery is increasing as the number of people affected by disasters in SSA continues to rise. To ensure that disasters do not result in regression of development trajectory but instead present the opportunity for building back better and swift return to development pathways, regional institutions and national governments must be prepared to manage future recovery processes in affective, sustainable and inclusive way. In light of protracted and recurrent disasters in Africa, there is need to strengthen institutional arrangements at the regional and national level on how to prepare for and implement effective recovery programmes that link humanitarian action with long-term resilience building

The programme is in line with the Sendai Framework for Disaster Risk Reduction Priority Area 4 – *Enhancing disaster preparedness for effective response*, and build back better in recovery, rehabilitation, and reconstruction. Working collectively with key partners at all country levels will enhance government capacities to assess, plan, implement, and manage post-disaster recovery processes that promote risk reduction and build resilience. Countries will be supported to develop and implement resilience frameworks which capitalize on lessons learned from previous disasters. Indicative Programme activities include:

- **Activity 3.1.** Support comprehensive review of existing institutional arrangements, policies and practice for post-disaster recovery and resilience building. Dimensions under review may include: policy and legal frameworks for recovery (including the extent to which recovery is considered in the existing DRR policy); institutional arrangements for recovery; existing capacities for recovery; practices and arrangements in recovery implementation.
- **Activity 3.2.** Facilitate the development of policy frameworks for recovery based on the review above. The programme will support the development of regional and national policies which outline recovery assistance by national governments to the affected households in the event of a disaster. The policy framework will embody the common vision, strategic objectives and modalities of recovery.
- **Activity 3.3.** Support strengthening of institutional arrangements for recovery that builds upon humanitarian action. Based on the review of current institutional arrangements for recovery and analysis of gaps, the programme will help in defining roles and responsibilities for recovery among central government entities (Ministries of Planning, Disaster Management, and sectoral Ministries) and between national and sub national levels.
- **Activity 3.4.** Making available guidelines and tools on recovery processes and training for national and local-government officials on post-disaster needs assessment (PDNA) for effective recovery after a disaster. The programme will support training of government officials on gender sensitive assessments and develop community and business continuity and recovery plans frameworks following a disaster;

Output 4: Enhanced Regional and national Capacities for Urban Risk Management

Urbanisation offers huge opportunities for economic and human development for many SSA countries. However, these opportunities are also vulnerable to risks and losses from disaster events. The current trend shows that disaster risk in SSA is increasingly affecting urban spaces. Disasters have grown in the region since the 1970s with increases in human exposure to disaster risks largely driven by population growth particularly concentrated in cities, interwoven with the effects of fragility. Despite the significance of large scale disasters, the impacts of everyday hazards (e.g. infectious disease linked to unsanitary conditions) and small-scale disasters (e.g. localized floods and shack fires) in the region cannot be underestimated. Especially at the city scale, understanding the linkages between development process, underlying everyday risks and periodic disaster risk is vital if development is to contribute to reducing rather than generating risk.

With the fast-paced and often unplanned urbanisation process interacting with disaster and climate risks, there is need for strengthening municipal capacities in urban risk management. This implies that local institutions, including municipalities, have adequate organizational capacities, as well as capacity and plans in place to address the consequences of disasters. Indicative Output activities will include:

- **Activity 4.1:** Comprehensive review of regional and national urban risk management policies and plans and institutional capacities for urban risk management;
- **Activity 4.2.** Capacity development for urban development and disaster risk management; consisting of support to elected officials, municipal services and civil society, support to central government, and strengthening of disaster risk management capacities, geared towards providing technical assistance for the development of central and local government capacities;

- **Activity 4.3.** Conduct and completion of a comprehensive hazard assessment and mapping with a view to utilize the hazard profiles to develop municipal disaster risk reduction action plans;
- **Activity 4.4.** Development of urban risk management plans;
- **Activity 4.5.** Support to RECs in developing regional urban risk management guidance for urban DRR programmes.

Output 5: Enhanced knowledge on Risk Informed Development through Regional Dialogue and South-South exchange

Recognizing that there is a gap in the knowledge and practice of recovery, and in order to contribute to the knowledge base and strengthen the evidence base around risk-informed development, the Programme will promote regular knowledge exchanges across the region to disseminate experiences from the target countries through regional workshops, annual symposiums and by publishing knowledge products, including peer reviewed articles. Through UNDPs partnerships with the AU, RIASCO, IGAD among others, the Programme will influence the work of others and accelerate risk informed development across the Sub-Saharan Africa. Indicative activities will include:

Activity 5.1. Development of case studies, documentation of lessons learned and best practices. This programme will support activities including the collection of case studies and best practices on DRR and recovery from the different RECs’ members. Various communication products could include best practice case studies and lessons learnt etc;

Activity 5.2. In support of the outputs above, the Programme will also support REC in developing appropriate and usable guidelines and tools to guide national governments on DRR and recovery implementation

Activity 5.3. Support south-south collaboration to facilitate knowledge sharing. This activity will include regional workshops at the REC level, joint workshops between countries to share experiences and best practices and Sharing of guidelines and policies on recovery;

Activity 5.4. Development of and support in use of the regional and national knowledge products to foster risk informed development

Resources Required to Achieve the Expected Results

The Table below highlights indicative budget for each output as well as budget for programme management, communication, knowledge products, as well as General Management Services (GMS).

Programme Outputs	Indicative Budget (US\$)
Output 1: Increased collection, accessibility and application of disaster and climate risk information in development planning by public and private sector stakeholders at national and sub-national levels.	4,200,000
Output 2: Strengthened regulatory and policy frameworks for translating disaster and climate data into risk informed development	2,400,000
Output 3: Enhanced recovery processes that address underlying disaster and climate change risks and restore pathways to sustainable development	2,200,000
Output 4: Enhanced Regional and national capacities for Urban Risk Management	1,800,000
Output 5: Enhanced knowledge on risk informed development through Regional Dialogue and South-South exchange	800,000
Monitoring, Mid-term and Final Evaluation	500,000
Programme Management Costs	3,600,000
General Management Services (8%)	1,340,480
Grand Total	16,840,480

IV. GUIDING PRINCIPLES FOR THE PROGRAMME

Partnerships

Partnerships are at the core of implementing UNDP's programmes. As a regional Programme, the initiative will work towards strengthening collaboration and partnerships among the Climate Services Centres in regional economic commissions (IGAD, ECOWAS, SADC, IOC, etc). As already mentioned above, UNDP and IGAD are currently implementing a 'Strengthening the Capacity of IGAD in Building Resilience in the Horn of Africa Project' and this Programme builds upon the lessons learned under this project but also the current project creates a good entry point for strong collaboration between the two organisations. In SADC, UNDP is supporting the Commission through the Regional Interagency Standing Committee (RIASCO) for Southern Africa in designing a SADC Resilience Strategy. UNDP will use this platform to introduce the project, seek partnerships and ensure that it's well aligned with SADC resilience priorities.

In addition, the programme will also collaborate with government agencies responsible for CC and DRR to ensure that lessons from the ground inform regional policy formulation and harmonisation. Partnerships will also be sought with relevant UN agencies (UNISDR, OCHA, UN Women and UNECA), the private sector, CSOs as well as research institutions and academia. The proposed programme will also involve collaboration and partnership with various humanitarian and development stakeholders at international, regional, and national levels to ensure narrowing of the humanitarian and development divide. UNDP will also work closely with UN-Women to ensure that gender dimensions on DRR are well articulated and addressed throughout the project phase. With an emphasis on partnerships across sectors and professions, South-South cooperation will be a cornerstone of the partnership and collaboration for successful implementation of the project.

UNDP will closely coordinate its capacity development approach with the World Bank managed GFDRR-EDF program, the largest donor to the operationalization of the Africa DRR regional strategy with AUC and the REC. This is to avoid duplication but also to promote efficiency and effectiveness. Currently UNDP and World Bank are working together in alignment with the tripartite agreements between the World Bank, the UN system and the European Commission (EC) in delivering post-disaster needs assessments (PDNAs). In 2017 and 2018, UNDP and World Bank have delivered joint PDNA trainings in Somalia, Kenya and Uganda. The PDNA trainings planned in this Programme will therefore be coordinated with the World Bank's IGAD programme and UNDP will provide technical expertise to the Bank and vice-versa where needed to reduce costs.

Risks and Assumptions

Risk	Management response
Conceptual framework and theory of change may be overtaken by emerging issues in rapidly changing development environment in Africa.	The regional programme has a robust evaluation plan and monitoring framework to ensure that the programme and projects remain relevant.
UNDP investments and support to regional bodies and frameworks are not translated into national development plans.	UNDP utilizes its national presence to domesticate key regional frameworks into national development plans. UNDP encourages partners in the other sectors to ensure domestication of regional frameworks.
Lack of adequate resources will present a challenge in achieving the results of the regional programme and component	UNDP Regional Hub will work with Partnership Unit to secure additional for the programme. A sustained and visible communication strategy will be

project.	developed for the regional programme in order to attract further partnerships and resources for the RP
Risk of delays due to lack of understanding or compliance with UNDP NIM procedures	UNDP is currently assessing potential of direct payment to service providers, where possible
Risk of political changes affecting government priorities	The political situation is being analysed and country selection will consider options that would allow for implementation of activities, even in the face of political changes.
Change of staff both at the UNDP's regional offices and country offices, as well as in the government could delay the implementation process as new staff may not appreciate the intention and importance of the programme.	UNDP will have regular update on project activities and new staff will be briefed on ongoing programmes. UNDP will ensure that this is a continuous process throughout the implementation of the programme.

Stakeholder Engagement

In alignment with the regional and multi-country approach of this Programme, key stakeholders at the country level will include:

- Key stakeholders for effective implementation of this programme will include AUC, the Economic Communities for Africa: ECOWAS; IGAD; SADC, ECCAS, Pan-African Climate Services Centres (CILSS, ACMAD, AGRHYMET, ICPAC, DMC.), the Climate Policy Centre (ACPC), and the Africa Climate Policy Centres.
- Key line ministries (planning, environment, disaster management agencies, finance, etc) to ensure the integration of DRR with adaptation and the mainstreaming and financing of DRR and adaptation.
- Engagement with urban councils will also be key for fostering urban risk management.
- CSO which often have good rapport with communities and have a better understanding of the needs of women, men and youth at the community levels will be critical in ensuring that policy and practice meet the needs of communities but also for ensuring that duty bearers are accountable.

To achieve this, stakeholder consultative workshops and inclusive multi-stakeholder programme steering committees will be convened and constituted to determine the priority challenges and focus outcomes for the programme.

South-South and Triangular Cooperation (SSC/TrC)

Working with partners to ensure long-term adaptation and disaster resilience requires strong support from global and regional collaboration, South-South cooperation, and knowledge exchange. Domestic expertise, experience of RECs, Specialized Agencies, countries participating in the programme and other players will be called upon to assist with the delivery of long-term risk-informed development. The support from the World Bank through the EU, UN and WB tripartite agreement has already been mentioned above. RECs, Specialized Agencies and Countries with considerable experience and successes in disaster risk management, urban risk management, post-disaster recovery, such as China, Colombia, Nepal, India, Mexico, Turkey, amongst others, will be invited to participate in South-South cooperation. Country to country and REC to REC exchanges within the region will be promoted and encouraged for sharing of best practices and expertise. South-South cooperation will be promoted with ASEAN Centre for Humanitarian Assistance, Asian Disaster Preparedness Centre (ADPC), and the Indian Ocean Commission (IOC) to leverage their expertise and experiences in dealing with disaster risk management.

Knowledge Management

UNDP emphasise knowledge-sharing from success interventions. As such, the following products and knowledge sharing mechanisms are expected to be supported through the programme:

- Countries disaster and climate risk profiles for risk informed development
- Guidelines for sector DRR/CCA mainstreaming;
- Tools and guidelines for on resilient recovery processes; Recovery guidelines; PDNA; Sector-specific

- Standards for resilience, Policies for coordination, etc;
- Documentation and sharing of comprehensive case studies of major recovery processes and lessons learned in Africa;
- Regional exchange workshops for south-south learning, which will include Africa countries exchange but also Asia and SIDS;
- South-South exchange learning tours for disaster management agencies, ministries of planning and Finance on risk informed development, recovery and urban risk management;
- A network of innovation champions and experts on DRR/climate adaptation will be established.

Part of the project will be to create a website, develop Atlas, and create platforms for DRM. All products developed from the programme will be uploaded onto the website and will display UNDP's logo as well as logos from the government, other partners, and donors. Various communication channels including social media will also be used to bring UNDP's work on this programme to the public domain.

Sustainability and Scaling Up

The programme will apply an implementation approach that promotes sustainability through ensuring full regional and national ownership of methods and processes, achievement of results exclusively through national capacity development, and fostering institutionalization of relevant international best practices at all levels of state and non-state institutions. The creation and/or strengthening of regional, national and sub-national climate and disaster risk recovery systems and capacities is expected to empower target countries and RECs, particularly IGAD and SADC, which have substantial capacity. Additionally, this project builds upon the current regional project 'Strengthening the Capacity of IGAD in Building resilience in the Horn of Africa' that UNDP is implementing with IGAD. The necessary governance and institutional and technical resources and capacities will allow countries and RECs to independently address climate change adaptation, recovery, and resilience priorities and processes. Reinforcing national capacities preparedness for recovery, and recovery is also expected to reduce countries' dependence on external and international assistance and funding. This will be complemented by the bringing together of humanitarian and development actors in resilience building. The programme will also seek to imbed its processes and outcomes within existing institutional systems, platforms and frameworks at both country and regional levels. Where necessary, the programme will create networks and spaces for sharing knowledge and forging partnerships across RECs and countries and strengthen the global practice of DRR/adaptation mainstreaming, urban risk management, recovery and resilience building. The development of in-country risk management and recovery capacities and the engagement of all relevant stakeholders in this area of work will galvanize sustainability. Capacities built in-country and anchored in national and sub-national planning and budgeting systems will ensure scaling-up of interventions using country driven and multi-stakeholder ownership arrangements.

The programme will, during the inception phase (the first six months), draw upon the internal UNDP resources, while approaching different development partners for funding. The inception phase will be critical in identifying the key regional and national stakeholders for effective collaboration on the project as well key development partners to finance the rest of the Project. The Programme will continue to work on a set of assumptions and analyses that inform the resource mobilisation direction, identifying where threats to current funding levels are likely to emerge, as well as scoping areas of opportunity to further expand relations and open up new partnerships. As a regional programme, UNDP will work closely with RECS and target countries to further map the ODA landscape at the global, regional and national level in relation to the objectives of the Programme. Regional partners will remain a key focus, concentrating on systematic engagement with key development partners whose objectives are aligned with addressing climate change and disaster challenges in Africa such as Canada, Sweden, DFID, Japan and emerging donors such as China. Partnership with the World Bank, specifically the GFDRR, will be critical in ensuring the sustainability of the disaster preparedness and post-disaster needs assessments. The programme will develop the capacities of national governments to draw upon GFDRR resources for disaster preparedness.

V. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The programme strategy outlined requires engagement with a number of key stakeholders at both regional and country levels, the RECs, the academia, NGOs and the UN system. These key stakeholders have experience in implementing similar programmes. Lessons learned from this programme will be capitalised to guide and ensure maximum efficiency and effectiveness on the proposed Programme activities. Furthermore, partnerships with key entities such as the UN System, WB and others seeks to build on lessons learned from others and fill gaps on risk informed development rather than duplicate what has already been done in the region. Additionally, such partnerships and engagement with national government it will provide an opportunity to define an appropriate pathway and exist strategy that ensures sustainability of the programme.

Project Management

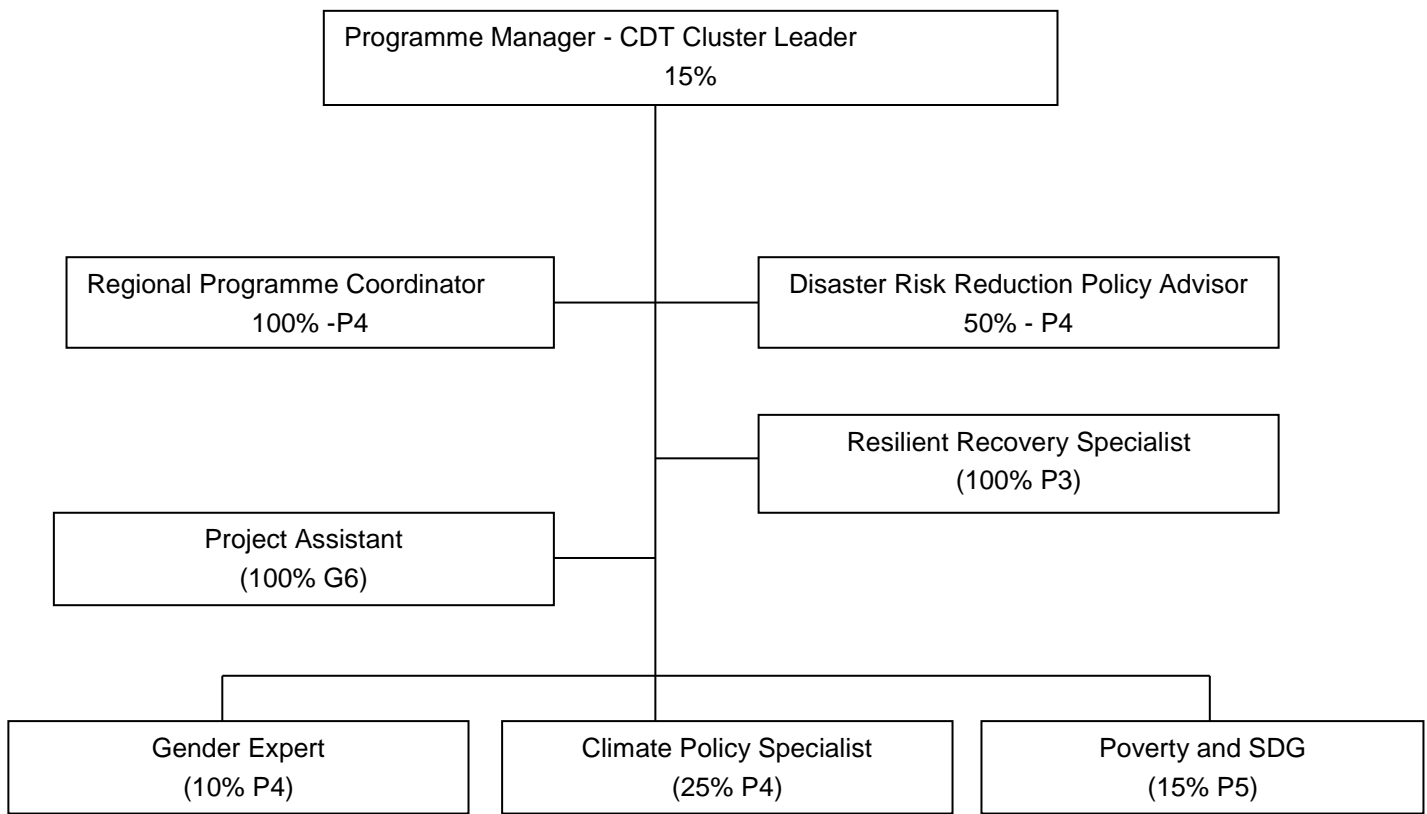
At the regional level, the UNDP Regional Service Centre will host the project secretariat.

- UNDP-RSCA will provide the multi-disciplinary team of governance, gender, poverty, SDG and climate policy experts, as well as administrative support.
- The project will recruit a regional project coordinator (a public finance expert) a regional Resilient Recovery specialist and a project assistant (see Annex II, and III for core programme staff detailed terms of reference).
- The UNDP project implementation structure will be very lean, drawing mostly on existing core staff from the multi-disciplinary team who will contribute a percentage of their staff time to the project (see Fig. 1).
- Overall guidance of the Programme will be from the UNDP-RSCA Regional Director, and the Climate and Disaster Team Leader. The Disaster Risk Reduction Policy Expert will manage the project on a day-day basis working closely with the project staff (Regional Project Coordinator and Regional Resilient Recovery Specialist and Project Assistant), and core UNDP staff involved in the project (Poverty and SDG, Climate Change and Gender experts).
- The Regional project coordinator will maintain frequent contact with the donors, AU, RECs AGN and participating countries, through formal meetings and regular dialogue.

At country level:

- UNDP Country Offices will provide the day-day oversight, working closely with the implementing Ministries.
- Country Offices will play a significant role in determining the project structure at national level.
- In countries where there is ongoing climate finance work, this project will be implemented through existing structures.
- Field consultations will be conducted during the project inception phase to elaborate upon tailored project management arrangements for each county, as well as sharpening project activities and structures.
- More conclusive country budgets will also be determined based on the budget estimates provided during project formulation, including details of direct project costs, any staffing needs at the national level and other support services.

Fig 1: Project Implementation Structure



VI. RESULTS FRAMEWORK¹²

SDGs: **1.** End poverty in all its forms everywhere; **9:** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation; **11:** Make cities and human settlements inclusive, safe, resilient and sustainable; **13:** Take urgent action to combat climate change and its impacts.

UNDP Regional Programme for Africa (2018-2021):

Outcome 3: Regional institutions sustain peace and build resilience to crises and shocks

UNDP Strategic Plan 2018-2021:

Tier 2, Outcome 3: Strengthen Resilience to Shocks and Crises

Output 3.3.1. Evidence-based assessment and planning tools and mechanisms applied to enable implementation of gender-sensitive and risk-informed prevention and preparedness to limit the impact of natural hazards and pandemics and promote peaceful, just and inclusive societies

Output Indicator: Number of countries with sub-national mechanisms for mitigating risks to urban centres¹³

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁴	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2019	2020	2021	2022	FINAL	

¹² UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

¹³ Includes, for example, risks from environmental degradation, climate change, natural disasters, violence, breakdown of social cohesion and rule of law, economic distress, and rapid urbanisation, among other factors.

¹⁴ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

<p>Output 1: Increased collection, accessibility and application of disaster and climate risk information in development planning by public and private sector stakeholders at national and sub-national levels</p> <p>Gender Marker: GEN 2</p>	<p>1.1 # of countries that have developed Disaster Risk Atlases and are using it for risk-informed decision making</p>	<p>UNISDR websites; Countries' websites;</p> <p>NDMA monitoring reports;</p> <p>Hazards databases, DisInventor</p>	Rwanda	2018	4	4	2	2	12	<ul style="list-style-type: none"> Review of Government plans and budgets; interviews; Stakeholders may not be opened to sharing of information website may not be regularly updated; Visit Websites,
	<p>1.2 # of countries with national hazards database disaggregated by sex and gender accessible to sector ministries and the public</p>	<p>Training reports; Press Releases</p>	1	2018	2	3	2	1	8	
	<p>1.3 # of countries with guidelines on damage loss accounting system in operation</p>		0	2018	2	4	2	2	10	
	<p>1.4 # of regional and national human rights and women CSOs trained to support national governments in collecting gender related vulnerability assessments</p>		0	2018	1	2	2	1	6	
<p>Output 2: Strengthened regulatory and policy frameworks for translating disaster and climate data into risk informed development</p> <p>Gender Marker: GEN 2</p>	<p>2.1. # of RECs with context-specific strategies for the implementation of trans-boundary DRR and adaptation measures</p>	<p>Countries' websites;</p> <p>National disaster agencies; UNISDR website</p>	0	2018	1	1	1	1	4	<ul style="list-style-type: none"> Website visits, review of relevant government plans and budgets; interviews; review of relevant RECs plans and budgets; RECs may not be willing to share
	<p>2.2 # of national gender responsive policies, legal and regulatory frameworks on DRM/CCA reviewed/developed and operationalized.</p>	<p>RECs annual reports</p>	42% as of 2014	2018	4	5	3	3	15	
	<p>2.3 # of countries integrating gender responsive DRR/CCA into programming and budgeting</p>	<p>Ministry of Environment Sectoral reports</p>	Rwanda	2018	1	1	2	2	6	

	2.4 # of DRR/CCA champions (parliamentarians, Senior RECs) advocating risk informed development planning		0	2018	1	1	1	1	4	information
Output 3: Enhanced recovery processes that address underlying disaster and climate change risks and restore pathways to sustainable development Gender Marker GEN 2	3.1 # of countries trained on recovery and resilience processes- trainees disaggregated by sex	Countries' websites; National disaster agencies; National budget allocations Monitoring field visits PDNA Reports	4	2018	2	5	5	5	17	<ul style="list-style-type: none"> • Visit Website visits; review of relevant government plans and budgets; interviews ; • stakeholders may not respond to emails and update reports
	3.2 # of countries that have the capacity to lead PDNA and translate it into an actionable plan for resilience		1 (Nigeria)	2018	2	3	2	2	9	
	3.3 # of countries that have functional tools to track and guide recovery process			2018	3	3	2	2		
	3.4 # of countries with with gender responsive recovery and resilience guidelines that are in place and functional		TBD	2018	4	4	2	2	16	
Output 4: Enhanced Regional and national capacities for Urban Risk Management Gender Marker; Gen 2	4.1 Review of African Urban risk management regulatory frameworks policies	websites; World Bank reports National disaster agencies RECs National budgetary allocation;	No review	2018	Done					<ul style="list-style-type: none"> • Visit Websites, • review of relevant government plans and budgets; • interviews; • stakeholders may not respond to emails and update reports
	4.2 # government officials trained in urban risk management, including representation from women's organisations and		TBD	2018	0	20	20	20	60	
	4.3 # of countries with urban risk profiles		Rwanda	2018	0	3	3	3	9	
	4.4 # of municipalities with urban risk management policies and plans		TBD	2018	0	3	3	3	9	

Output 5: Enhanced knowledge on risk informed development through Regional Dialogue and South-South exchange Gender Marker: GEN2	5.1 # of Regional Forums that focus on bringing lessons learned on risk informed development and bring perspectives from human right and women organisations		0	2018		1		1	2	<ul style="list-style-type: none"> • Visit Websites, • Review of relevant government plans and budgets; • Interviews; • stakeholders may not respond to emails and update reports
	5.2 # of expert workshops to formulate urban risk management pathways in Africa		0	2018	1		1		2	
	5.3 # of south-south exchange and peer learning organized		0	2018	1	1	1		3	
	5.4 # of regional knowledge products published and shared		TBD	2018		1	2	1	4	
	5.5. A platform created for RECS and member states to share lessons learned in recovery processes		No	2018			Yes		Yes	

VII. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed.]*

Progress will be tracked on a regular basis against country baselines that will be established at the start of implementation for each participating country. The progress updates will be presented in the form of fact sheets which provide information on how countries are performing in the five areas of support and how they graduate towards risk informed development. The fact sheets will complement the more detailed and formal Sendai Monitor Reports and follow the standards set by UNISDR.

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see Annex 1), a Risk Log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Report (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A Lessons-learned Log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As a minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year. This will include updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

In case a project evaluation is required, please indicate the justification and proposed timing for the evaluation. A project evaluation is required only when mandated by partnership protocols such as GEF. However, a project evaluation may also be required due to the complexity or innovative aspects of the project.

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost –US\$ (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		50,000
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		80,000
Learn	Knowledge, good practices and lessons learned will be captured regularly, actively sourced from other projects and partners, and integrated back into the project.	At least annually	Relevant lessons learned are captured by the project team and used to inform management decisions.		60,000
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management-level decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		40,000
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons learned, and quality will be discussed by the Project Board and used to make course corrections.		20,000
Project Report	A progress report will be presented to the Project Board and key stakeholders. This will consist of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and a final report at the end of the project			200,000
Project Review	The project's governance mechanism (i.e., Project Board) will hold regular project reviews to assess the performance	At least annually)	Any quality concerns or slower than expected progress should be		50,000

(Project Board)	of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned, discuss opportunities for scaling up, and to discuss project results and lessons learned with relevant audiences.		discussed by the Project Board and management actions to address the identified issues should be agreed.		
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VIII. MULTI-YEAR WORK PLAN ¹⁵¹⁶

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)				RESPONSIBLE PARTY	PLANNED BUDGET (USD)		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
Output 1: Increased collection, accessibility and application of disaster and climate risk information in development planning by public and private sector stakeholders at national and sub-national levels.	Activity 1.1: Support building national and sub-national capacities for comprehensive disaster and climate risk assessments; institute evidence-based national risk profiling with sex and age disaggregated data	150,000	250,000	80,000	50,000	UNDP (RSC, CO); RECs; Donors	UNDP; Donors	TBD once donors' funding sources are identified	530,000
	Activity 1.2: Support harmonization of common risk and vulnerability assessment methodologies to identify multi-hazards and the exposure of populations and assets; produce Atlas for risk-informed decision making.	200,000	400,000	200,000	150,000	√	√	√	950,000
	Activity 1.3: Support countries to institutionalize risk information and the creation of national hazard data bases, maintenance, update and accessibility to the public for decision making.	350,000	350,000	300,000	200,000	√	√	√	1,200,000

¹⁵ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

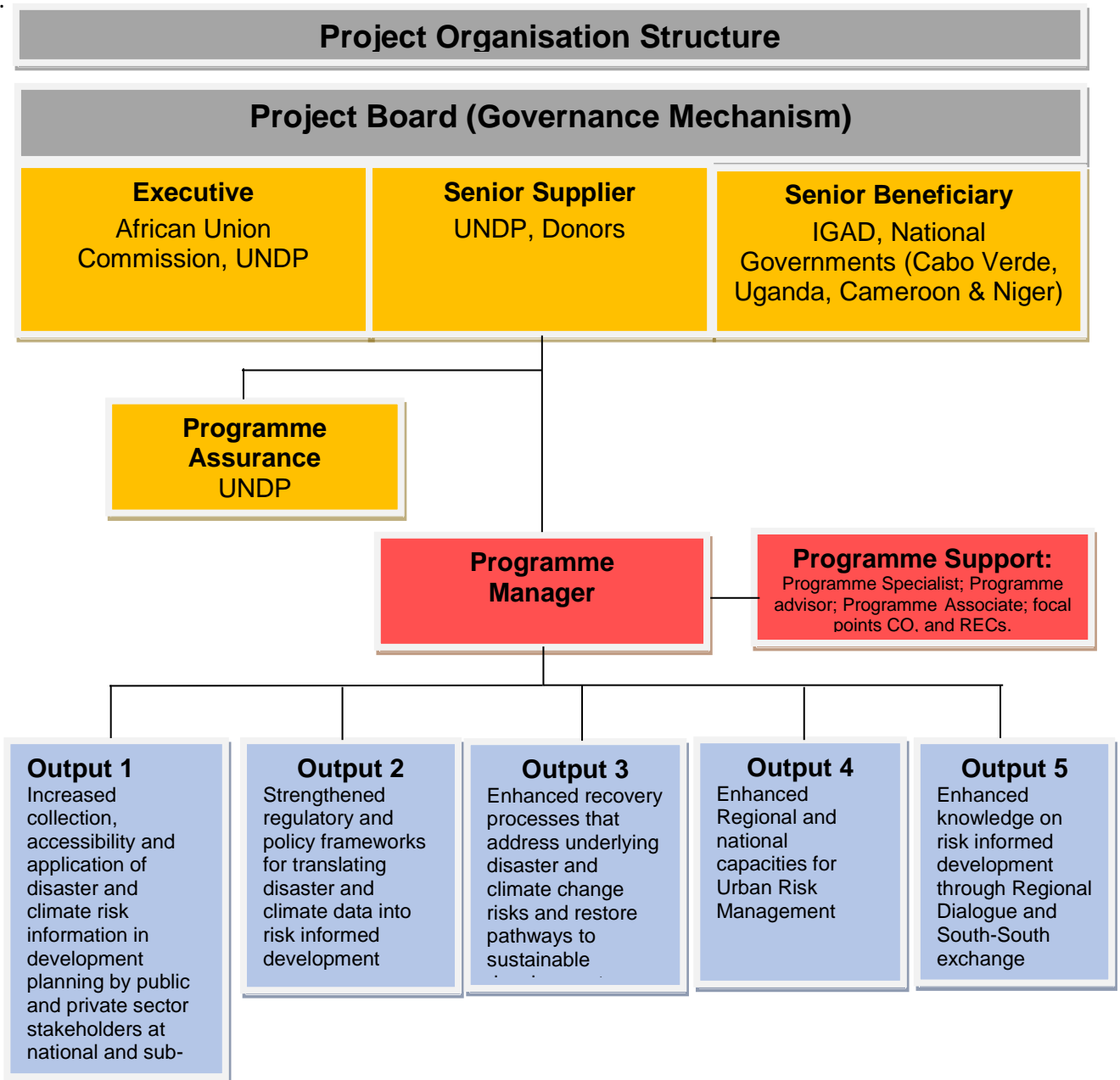
¹⁶ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	Activity 1.4. Support collection of sex, age, and diversity disaggregated data and gender-based risk analysis	150,000	150,000	150,000	100,000	√	√	√	550,000
	Activity 1.5: Support the developing guidelines for damage and loss accounting systems; update national risk information and damage and loss databases; risk registries; and disaster observatories.	350,000	300,000	220,000	100,000	√	√	√	970,000
	Sub-Total for Output 1:	4,200, 000 USD							
Output 2: Strengthened regulatory and policy frameworks for translating disaster and climate data into risk informed development	Activity 2.1: Support RECs and countries to strengthen/develop policies, legal frameworks for DRR and CCA, including for relevant sectors, which involve all relevant stakeholders	200,000	150,000	150,000	80,000	√	√	√	580,000
	Activity 2.2. Support the integration of DRR and climate change adaptation into sectoral plans, including trainings and availability of tools for integrating	230,000	250,000	200,000	100,000	√	√	√	780,000
	Activity 2.3: Support capacity development of policy makers, including NDMAs, Ministries of Planning, Ministries of Finance and sector ministries as champions to other ministries on integrating risk management into development plans	150,000	150,000	100,000	80,000	√	√	√	480,000
	Activity 2.4. Support advocacy and training of human rights and gender CSOs and communities to influence gender integration into DRR and CCA.	150,000	150,000	100,000	80,000	√	√	√	480,000
	Activity 2.5: Support RECs and countries in putting systems in place for risk budgeting and financing by drawing lesson from climate financing in the region and from Asia.	20,000	20,000	20,000	20,000	√	√	√	80,000
	Sub-Total for Output 2:	2,400,000 USD							
Output 3: Enhanced recovery processes that address underlying disaster	Activity 3.1. Support comprehensive review of existing institutional arrangements, policies and practice for post-disaster recovery and resilience building.	180,000	150,000	120,000	60,000	√	√	√	510,000

and climate change risks and restore pathways to sustainable development	Activity 3.2: Support the development of a regional and national policy which outlines recovery assistance of the national governments to the affected households in the event of a disaster.	230,000	250,000	180,000	130,000	√	√	√	790,000
	Activity 3.3. Support strengthening of institutional arrangements for recovery that builds upon humanitarian action.	100,000	150,000	130,000	50,000	√	√	√	430,000
	Activity 3.4. Train government officials on gender sensitive post-disaster needs assessments and develop community and business continuity and recovery plans frameworks following a disaster;	100,000	80,000	50,000	50,000	√	√	√	280,000
	Activity 3.5. Support development of frameworks, guidelines and tools on recovery processes and on post-disaster needs assessment (PDNA) for effective recovery after a disaster.	80,000	50,000	40,000	20,000	√	√	√	190,000
	Sub-Total for Output 3:	2,200,000 USD							
Output 4: Enhanced Regional and national capacities for Urban Risk Management	Activity 4.1. Support comprehensive review of regional and national urban risk management policies and plans and institutional capacities for urban risk management	200,000	200,000	100,000		√	√	√	500,000
	Activity 4.2. Support capacity building for urban development and disaster risk management to central government, elected officials, municipal services and civil society	150,000	150,000	150,000	80,000	√	√	√	530,000
	Activity 4.3. Support conducting and completion of a comprehensive hazard assessment and mapping with a view to utilize the hazard profiles to develop municipal DRR action plans		120,000	120,000		√	√	√	240,000
	Activity 4.4: Support development of urban risk management plans		150,000	100,000	50,000	√	√	√	300,000
	Activity 4.5. Support to RECs in developing regional urban risk management guidance city-specific urban DRR programmes at the municipal level.		150,000	80,000					230000

	Sub-Total for Output 4: 1,800,000 USD								
Output 5: Enhanced knowledge on risk informed development through Regional Dialogue and South-South exchange	Activity 5.1: Development of DRR, recovery and adaptation case studies, documentation of lessons learned and best practices.	10,000	20,000	50,000	50,000	√	√	√	130,000
	Activity 5.2: Support to RECs in developing appropriate guidelines and tools to guide national governments on DRR and recovery	10,000	30,000	50,000	50,000	√	√	√	140,000
	Activity 5.3: Support south-south collaboration and RECs regional workshops, joint workshops between countries to share experiences and best practices	50,000	100,000	50,000	150,000	√	√	√	350,000
	Activity 5.4: Development of regional and national communication and knowledge products on risk informed development		30,000	50,000	100,000	√	√	√	180,000
	Sub-Total for Output 5: 800,000 USD								
Evaluation (as relevant)	Monitoring and EVALUATION	50,000	200,000	50,000	200,000	√	√	√	500,000
Project Management Cost		900,000	900,000	900,000	900,000	√	√	√	3,600,000
TOTAL	15,500,000 USD								
General Management Support	1,340,480 USD								
GRAND TOTAL									16,840,480 USD

IX. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



X. LEGAL CONTEXT AND RISK MANAGEMENT

Consistent with the Article III of the Standard Basic Assistance Agreement (SBAA), the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being implemented;
- b) Assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document 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/qa_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.

LEGAL CONTEXT STANDARD CLAUSES

This Programme forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAA's for the specific countries; or (ii) in the [Supplemental Provisions](#) attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This Programme will be implemented by the agency (name of agency) ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

RISK MANAGEMENT STANDARD CLAUSES

As a Regional Programme with a multi-country focus, the modality for implementation will be under Direct Implementation for Global and Regional Programme. Below are details for Direct Implementation Modality:

Global and Regional Projects (under UNDP implementation/DIM)

1. The responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. The Implementing Partner shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being implemented; and (b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

2. The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document 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.
3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

XI. ANNEXES

ANNEX I: Terms of Reference for the Programme Board

Overview

The “**Strengthening Africa’s resilience and capacities for adaptation and disaster risk reduction: fostering risk-informed solutions for sustainable development**” programme will be directed by a Programme Board. The primary task of the board is to set the policies and provide operational, institutional and political guidance and direction of the UN supported climate and disaster resilience programme to ensure that it remains within the agreed framework. The Board also provides guidance to the entire project outputs and facilitates communication of project support from the public, private sector, government and the donor community and vice-versa. The Board shall also provide overall strategic vision for the direction of the programme, working closely with UNDP and participating Government Ministries. With these main objectives in mind, the Board regulates its own procedures.

Membership

Membership should be as indicated in the project organizational structure as detailed in this Project Document under the Section VIII: *Governance and Management arrangements*. Observers, advisors and other participants will attend on invitation at the discretion of the board. The Regional Project Coordinator will provide secretarial support to the board. The Board business is conducted on a consensus basis. Each participating entity should appoint a focal point for the programme.

Responsibility

The roles of the Board members shall be in line with the PRINCE2 methodology for project management for transparency and accountability. The Board shall have the Executive, Senior Supplier, Senior User and Project Manager Roles.

Executive role

The Executive is the key decision maker with advice and commitment from the other Board members. The Africa Union and UNDP-RSCA (Director) shall assume the Executive role for the Resilience programme with the following specific roles;

- Chair Board Meetings
- Directly supervising the Secretariat (Project staff)
- Approve work plans and budgets
- Ensure that there is a coherent programme organisational structure and logic set of plans (work plans and contingency plans if necessary)
- Oversee development of progress reports.
- Ensure that any proposed changes of scope, cost or timescales are checked against intended results.
- Monitor and control the progress of the programme at a strategic level.
- Approve end of project report and Lessons Learnt report and disseminate findings.
- Approve project closure notification.
- Ensure that risks are being tracked and mitigated as effectively as possible.
- Ensure dissemination of results to the appropriate stakeholders at national, global and international levels.

Senior Supplier role

The senior supplier role represents the interests of those designing, developing, implementing, procuring, testing, operating and maintaining the programme products including technical support to the programme. The Senior Supplier role has authority to commit staff and financial resources. In this programme the Senior Supplier shall be assumed by the donors and UNDP-RSCA. The specific role of the entities will be;

- Authorise expenditures at various levels.
- Make sure that progress towards the outcome remains consistent from the donor/funding agency perspective.
- Ensure that staff and financial resources including technical support required for programme implementation are made available.
- Promote and maintain focus on desired programme outcomes from a supplier perspective.
- Arbitrate on, and ensure resolution of any supplier/vendor or resource conflicts.
- Contribute opinions from a supplier perspective on Board decisions.
- Approve terms of reference and/or product technical specifications.
- Broker strategic partnerships for programme delivery, additional resources and policy/practice influence.
- Monitor any risks.

The UNDP has a special role of authorising annual and quarterly expenditures and convening annual and terminal tripartite meetings where donor/funding agencies, Implementing Ministries and beneficiary representatives deliberate on programme progress.

Senior User/Beneficiary Role

The Senior User role is responsible for specifying the needs and priorities of programme beneficiaries and to confirm whether the suppliers or the programme itself have indeed achieved the stated products/results to their satisfaction. The IGAD DRR Programme Unit, the Disaster Management Offices of Cabo Verde and Uganda, Planning Ministries of Niger and Cameroon will assume the Senior User role in the Board. The country representation in the Board can be on a rotational basis. Senior users are responsible for committing the user contribution (cash or in-kind) and monitoring programme delivery. The specific roles are;

- Ensure the desired outcomes of the programme are specified from a beneficiary perspective.
- Make sure that progress towards outcome required by the beneficiaries remains consistent from a beneficiary perspective.

- Ensure that cash or in-kind beneficiary contributions such as community contributions at grassroots level, office space, staff secondment, land and others are made available for the success of the programme in implementing countries.
- Promote and maintain focus of the desired programme outcome from a beneficiary perspective.
- Evaluate and approve technology specifications that will affect them directly including making sure they meet beneficiaries' requirements.
- Brief, advise and seek opinions of beneficiaries on all programme matters through various forums.
- Resolve any conflicts on the part of programme beneficiaries.
- Monitor any risks to the beneficiaries
- Provide programme beneficiaries' view on post-project arrangements to ensure sustainability of programme results.
- To be fully representative of all the interests of the different beneficiary groups that they represent.

Programme Manager Role

The Programme Manager (herein referred to as Regional Programme Coordinator) role is described in detail in Annex II. Appointment of the Regional Programme Coordinator shall be approved by the Board.

Meetings

- The Regional Programme Coordinator in liaison with the administration staff is responsible for preparing a schedule of board meetings.
- The Board will be co-chaired by the Africa Union and UNDP-RSCA.
- The Board will meet two times a year (biannually) to review the progress of the Resilience Programme. A small group comprising the Ministries of Economic Planning, National Disaster Management Agencies and Climate Change /Environment and UNDP may be established to attend to the silent matters which require attention in-between board meetings.
- In addition, the Board will meet immediately after the programme inception workshop.
- Any 2 board members or the Chairman alone can request an additional Board meeting if circumstances require this.
- The Programme Coordinator will prepare minutes of board meetings.

ANNEX II: Terms of Reference for Regional Programme Coordinator (P4)

Duties and Responsibilities

Programme Management and Oversight

- Leadership and oversight of programme-funded personnel and provide necessary guidance and coaching.
- Prepare annual and quarterly work plans and budgets for the programme.
- Ensure that financial and technical progress reports are compiled on a quarterly and annual basis on activities, outputs and outcomes of the various programme components.
- Prepare donor reports in accordance with donor rules and regulations, and Report periodically to the Board on programme implementation status, including financial status.
- Exercise the secretariat role to the Project Board and ensure that the Board is provided with all necessary documentation relating to programme implementation.
- Conduct periodic programme field monitoring visits and provide technical and operational guidance to implementing partners and beneficiaries.

- Draft Terms of Reference for Missions and Consultants
- Under the supervision of the UNDP-RSCA and AU process commitments of resources for inputs including staff, consultants, goods and services and training
- Ensure timely consultations with UNDP and other donor stakeholders to ensure their optimal input into the various programme processes so as to build strong and sustainable partnerships
- Coordinate the development prioritization and effective implementation of the programme's annual work plan and budget exercises, with the ability to work effectively with focal points of participating institutions, donor representatives and the programme board
- Manage the risks including the development of contingency plans.

Capacity Development Support and contribution to Africa's implementation of risk-informed development:

- Support capacity development to establish national and regional mechanisms for strengthening disaster and climate risk information for development planning and implementation.
- Provide training for non- executive institutions with the potential roles for oversight and accountability on risk informed development and monitoring (e.g. parliamentary committees and NGOs).
- Assist in Capacity Development programmes for developing regional expertise for governance of risk informed development, including mentoring.
- Provide advice and guidance in integrating climate change adaptation and disaster risk reduction into national and sector planning and implementation processes.
- Support analysis and provide advice on how governments and other stakeholders in integrating climate change and DRR into budgetary processes.
- Oversee the production of evidence of the effectiveness of risk informed development, recovery and urban risk management in the region is shared across countries and globally. Oversight on all knowledge products.
- Recommend and facilitate, in close collaboration with UNDP Regional Service Centre for Africa and HQ, national and regional PDNA trainings.

Policy Formulation and Advice

- Advocate, promote awareness and understanding of the links and mutually supportive goals and objectives of climate and risk informed development, sustainable development and the achievement of SDGs;
- Provide policy level advice to RECs and national governments in development of institutional, legislative and policy frameworks for disaster risk reduction and adaptation;
- Facilitate advocacy efforts related to mainstreaming disaster reduction into UNDP/ UN system supported development initiatives in the country and to mainstream DRR and resilience in national policies, plans and programmes;
- In collaboration with RECs and target governments, formulate regional and national climate adaptation, DRR, recovery, and urban risk management policies as appropriate

Strategic Partnerships and Resource Mobilisation

- Maintain constant liaison with implementing institutions, UN Agencies, government institutions, bi-lateral and multi-lateral donors, private sector, civil society and other at national, sub-regional and regional levels
- Lead efforts to build partnerships for the support of outputs indicated in the Programme Support Document
- Research on disaster and climate funding windows and assist Government, NGOs and private sector partners to access resources in support of programme implementation and to cover any resource gaps at regional and country levels.

- Mobilize external partnerships and financial resources to support programs and activities.

Knowledge Management

- Keep abreast with new development on risk-informed development, urban risk management and recovery and advise relevant regional and national partners of any implications on the Resilience Programme.
- Organise periodic regional and national stakeholder dialogue workshops on resilience building
- Guide the development and implementation of the national climate change communication strategy
- Document and disseminate lessons learned and best practices to relevant regional and national partners.
- Access global best practices, share them with other local and international stakeholders and ensure incorporation into the programme planning stages.
- Ensure programming is informed by programme audit and evaluation findings, formulating a detailed action plan for implementation of audit/evaluation recommendations.

Competencies

- Demonstrates strong oral and written communication skills, including presentation skills.
- Seeks and applies knowledge, information, and best practices
- Possesses an ability to undertake results-based management and reporting, and to produce high-quality outputs in a timely manner while understanding and anticipating evolving needs.
- Possesses an ability to lead formulation, oversight of implementation, monitoring and evaluation of development projects.
- Builds strong relationships with stakeholders, focuses on impacts and results for the stakeholder and responds positively to feedback.
- Consistently approaches work with energy and a positive, constructive attitude.
- Demonstrates openness to change and ability to manage complexities.
- Remains calm, in control and good humoured even under pressure.
- Proven networking, team-building, organizational and communication skills and ability to effectively work with international organizations, donors, NGOs and private sector.
- Proven ability to manage financial, human and material resources in project contexts.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Required Skills and Experience

Education:

- Master's Degree in Disaster Risk Reduction, climate change, Public Administration, Development Studies, International Affairs, Political Science, Social Science, or other related fields.

Work Experience:

- At least 7 years of progressive experience in supporting country processes for disaster risk reduction and climate change adaptation integration into development planning
- Proven experience in providing advice on institutional reform to senior policy makers and practitioners in Governments of developing countries a must, and experience in Africa an advantage.
- Experience in working on disaster risk reduction and climate change adaptation and an understanding of development effectiveness
- Experience in programmes/projects management including technical, administrative and financial management with skills in facilitation and coordination, and demonstrated ability to work in an independent manner.

- Hands-on experience in design, monitoring and evaluation of development projects and establishing inter-relationships among international organization and national governments
- Experience of hiring and managing consultants/ project staff is desirable
- Work experience with civil society, media and parliament in promoting transparency and accountability for government policy and programming
- Experience working in the international organisation or UN family is an advantage.
- Extensive knowledge of UNDP's policies, procedures and practice including familiarity of ATLAS operational system is an asset.
- Full computer literacy in internet searching and Microsoft Office programmes i.e. MS-Word, MS-Excel and MS-Power Point. Website management experience is an asset

Language Requirements: Proficiency in English with advanced command of speaking and writing. Working knowledge of French is an asset.

ANNEX III: Terms of Reference for Resilient Recovery Specialist (P3)

Duties and Responsibilities

Summary of Key Functions:

- Ensures consistent, quality support – and monitoring and reporting on the implementation of the regional and national resilient recovery policy and programme framework
- Facilitates knowledge networking and management related to Resilient Recovery
- Contributes to national-led crisis and recovery-related resource mobilization efforts during crisis response
- Provides substantive support to field needs and particularly post disaster needs assessments (PDNAs) in Africa

Ensures consistent, quality support on the implementation of regional and national Recovery policy frameworks, focusing on achievement of the following results:

- Review of the status of resilient recovery in Africa at the regional and national levels:
- Set up/strengthened national institutional arrangements for resilient recovery that enables the bridging of humanitarian action, recovery and sustainable development
- In collaboration with national disaster management agencies and other stakeholders, contribute to the development of policy and legal frameworks for Resilient Recovery;
- Coordinate the development of a mainstreaming methodology and approach for integrating risk reduction, conflict prevention and gender issues into Recovery programmes
- Periodic up-date of the overall Recovery programme concept and framework on the basis of reviews, lessons learned and best practices derived from different thematic areas
- Provision of Recovery support to national governments when requested either through deployments or virtually
- Appropriate technical support is provided to ongoing crises at the national or regional levels and to UNDP country office recovery;
- Contracting and supervision of consultants to support resilient recovery policy and/or programme development

Facilitates knowledge networking and management related to Recovery, focusing on achievement of the following results:

- In coordination with RECs and national governments, knowledge is retrieved from regional and national recovery interventions, through periodic reporting, meetings, analysis of documents produced, lessons learned exercises, and other means

- Knowledge is documented and systematized and fed back into policy and development programming through contributing to knowledge networks both within RECs, UNDP and national knowledge databases.
- Contributes to the supervision of the production of practice notes, publications and other knowledge products on resilient recovery

Contributes to regional and national-led crisis and recovery-related resource mobilization efforts during crisis response, focusing on achievement of the following results:

- Development of strategic partnerships and alliances with other UN organizations, multilateral organizations, regional organizations, scientific, academic and technical organizations and with donors and programme countries;
- Contribution to the negotiations in establishing such partnerships, drafting of agreements and monitoring their implementation.
- Liaison and Facilitation of bridging the humanitarian response with development gap in on-going crises to ensure resilient recovery
- Provides substantive inputs for UNDP partnerships with the World Bank and the European Commission on recovery
- Collaborates in the identification and development of resource mobilization opportunities in support of recovery programmes in Programme target countries
- Support to the organization of donor briefings and presentations for resource mobilization purposes
- Undertaking working level negotiations with counterparts in multi and bilateral agencies

Provides substantive support to post disaster needs assessments (PDNAs) and post and other post-crisis assessments, focusing on achievement of the following results:

- Facilitate and lead PDNA knowledge transfer through the provision PDNA methodologies and trainings;
- Supporting the development of monitoring and evaluation tools for post disaster needs assessments (PDNAs), and participation in country-based evaluations as required
- Providing technical support to PDNAs requested by national governments, working closely with UN System, World Bank, EC, IASC and other relevant partners
- Advocacy for gender and conflict-sensitive methodologies to be incorporated in needs assessment

Competencies

- Demonstrates strong oral and written communication skills, including presentation skills.
- Seeks and applies knowledge, information, and best practices
- Possesses an ability to undertake results-based management and reporting, and to produce high-quality outputs in a timely manner while understanding and anticipating evolving needs.
- Possesses an ability to lead formulation, oversight of implementation, monitoring and evaluation of development projects.
- Builds strong relationships with stakeholders, focuses on impacts and results for the stakeholder and responds positively to feedback.
- Consistently approaches work with energy and a positive, constructive attitude.
- Demonstrates openness to change and ability to manage complexities.
- Remains calm, in control and good humoured even under pressure.
- Proven networking, team-building, organizational and communication skills and ability to effectively work with international organizations, donors, NGOs and private sector.
- Proven ability to manage financial, human and material resources in project contexts.

- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Required Skills and Experience

Education:

- Master’s Degree in Disaster Risk Reduction, climate change, Public Administration, Development Studies, International Affairs, Political Science, Social Science, or other related fields.

Work Experience:

- At least 5 years of progressive experience in supporting country processes for disaster risk reduction and post-disaster recovery at the regional and national level
- Proven experience in providing advice on institutional reform to senior policy makers and practitioners in Governments of developing countries a must, and experience in Africa an advantage.
- Experience in working on disaster risk reduction and post-disaster recovery and an understanding of development effectiveness
- Experience in programmes management including technical, administrative and financial management with facilitation and coordination skills, and demonstrated ability to work in an independent manner.
- Hands-on experience in design, monitoring and evaluation of development projects and establishing inter-relationships among international organization and national governments
- Work experience with civil society, media and parliament in promoting transparency and accountability for government policy and programming
- Experience working in the international organisation or UN family is an advantage.
- Extensive knowledge of UNDP’s policies, procedures and practice including familiarity of ATLAS operational system is an asset.
- Full computer literacy in internet searching and Microsoft Office programmes i.e. MS-Word, MS-Excel and MS-Power Point. Website management experience is an asset

Language Requirements: Proficiency in English with advanced command of speaking and writing. Working knowledge of French is an asset.

ANNEX IV: Risk Analysis.

Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mgt response	Owner	Submitted, updated by
1	Conceptual framework and theory of change may be overtaken by emerging issues in rapidly changing development environment in Africa.	November 2016	Environmental	Potential to delay implementation of planned activities. P = 4 I = 4	The regional programme has a robust evaluation plan and monitoring framework to ensure that the programme and projects remain relevant. The regional Programme has developed a contingency plan to respond to the emerging issues that need a regional response by	Project Official	

					UNDP		
2	Lack of adequate resources will present a challenge in achieving the results of the regional programme and component project.	November 2016	Financial	If sufficient donor funds are not mobilized, UNDP's resources alone are not sufficient for implementation of project activities P=4 I=4	UNDP is currently developing a regional programme resource strategy to ensure additional resources are secured for the programme A sustained and visible communication strategy will be developed for the regional programme in order to attract further partnerships and resources for the RP		
3	UNDP investments and support to regional bodies and frameworks are translated into national development plans.	November 2016	Operation	Both Countries and UNDP procurement can suffer unexpected delays and affect timely implementation of activities P=3 I=3	UNDP utilizes its national presence to domesticate key regional frameworks into national development plans. UNDP encourages partners in the other sectors to ensure domestication of regional frameworks		
4	Risk of delays due to lack of understanding or compliance with UNDP NIM procedures	November 2016	Operational	If relevant project and CO personnel do not have sufficient understanding of NIM procedures, project may suffer from delays (in procurement, cash transfer, etc.) P=3 I=3	UNDP has assessed potential of direct payment to service providers, and staff are on standby to provide support to country offices		
5	Risk of political changes affecting government priorities	November 2016	Political	Political change through the life cycle of the project, there is the possibility that resources may be diverted to address the needs of communities being displaced or political interest change on the ongoing activities and planned	The political situation will be part of the selection of the beneficiary countries and selection will consider options that would allow for implementation of activities, even in the face of political changes		

				<p>activities may not be implemented in certain areas due to security concerns.</p> <p>P=2 I=3</p>			
6	<p>Change of staff both at the UNDP's regional offices and country offices, as well as in the government could delay the implementation process as new staff may not appreciate the intention and importance of the programme.</p>	<p>November 2016</p>	<p>Management</p>	<p>If new project staff (UNDP, RECs, etc.) do not have sufficient understanding of the project, project may suffer from delays or even deemed not to be important.</p> <p>P=3 I=3</p>	<p>UNDP will have regular update on project activities and new staff will be briefed on ongoing programmes. UNDP will ensure that this is a continuous process throughout the implementation of the programme.</p>		