



Project Title:

**Strengthening capacities for disaster risk reduction and adaptation for Resilience in the Sahel
Region: fostering risk-informed solutions for sustainable development.**

Sahel DRR/CCA Regional Project, 2019- 2021

Brief Description

The Sahel, the vast semi-arid region of Africa separating the Sahara Desert to the north and tropical savannas to the south, is as much a land of opportunities as it is of challenges. It is blessed with abundant human, cultural and natural resources, offering tremendous potential for rapid growth. Yet there are deep-rooted challenges environmental, political and security—that affect the prosperity of the Sahel. Countries in the Sahel have been dealing with successive political and humanitarian crises for years. Weak governance and its impact on State institutions, including insufficient border management, have dramatically diminished the capacity of the Sahelian States to effectively deliver basic services, promote broad-based political participation and protect human rights. The situation has left the Sahelian countries increasingly vulnerable to insecurity resulting from armed conflict, terrorist activities, illicit trafficking and related organized crime. Human development in the region is among the lowest in the world. Over the years, recurring food and nutritional crises caused by climate change, environmental degradation, drought, floods, poorly functioning markets, low agricultural productivity, poverty and conflict have seriously eroded the ability of households to withstand repeated and increasingly frequent shocks.

With the achievement of the SDGs partly predicated on the extent to which Sahelian countries enhance their resilience to disaster and climate risk, there is a compelling need to develop extensive and long-term capacity in resilience-building, integrating climate change adaptation and disaster risk reduction into development to fully address the predictable, quick-onset and slow-onset phenomena. In this regard this project will contribute to strengthening capacities of ECOWAS’s DRR Unit, the African Union DRR Unit for the **operationalization of SDG-DRR targets and indicators, the Sendai Framework for DRR, and the Paris Climate Agreement in the Sahel**. The project will also support other regional authorities within the Sahel, such as LCBC, CILSS, etc and Sahelian countries to fully implement the AU Programme of Action on Disaster Risk Reduction and the ECOWAS Disaster Risk Reduction Strategy and its Plan of Action (2015-2030). It will also contribute to the ECOWAS regional strategic program to reduce vulnerability and adaptation to climate change in West Africa. The project will be a key contribution to the implementation of the new UN Support Plan for the Sahel.

This Project intends to achieve the following results:

- Output 1:** Increased capacity of tracking and monitoring progress on SFDRR and AU Programme of Action implementation in the Sahel region through enhanced data collection, analysis and reporting systems.
- Output 2:** Strengthened regional and multi-country regulatory, policy and budgetary frameworks for translating disaster and climate data into risk informed development
- Output 3:** Enhanced regional recovery and resilience-building processes that address underlying disaster and climate change risks and restore pathways to sustainable development in the Sahel countries
- Output 4:** Enhanced Regional capacities for urban risk management
- Output 5:** Enhanced innovations and knowledge on risk informed development through Regional Dialogue and South-South exchange

Project Budget: Sida (\$7,003,905); UNDP (\$564,400)	7, 568, 305 USD
Project Duration	Three Years (2019-2021)
Geographic Focus:	Western Sahel including Lake Chad Basin
Project Implementing Partner	UNDP
Project Responsible Parties	ECOWAS, AUC, UN Women, UNDRR, (LCBC, CILSS/AGRHYMET, Peri Peri U, WASCAL)

ACROYNMS

AAL	Average Annual Loss
ACMAD	African Center of Meteorological Application for Development
ACP-EU	Africa Caribbean and Pacific EU Partnership
AfDB	Africa Development Bank
AGIR	Africa Global Alliance for Resilience
AGRHYMET	Agriculture, Hydrology and Meteorology
AGN	Africa Group of Negotiators
AU	Africa Union
AUC	Africa Union Commission
AWP	Annual Working Plan
CCA	Climate Change Adaptation
CDT	Climate Change and Disaster Risk Reduction Team
CILSS	Comité permanent inter-État de lutte contre la sécheresse au Sahel (The Permanent Inter-State Committee for Drought Control in the Sahel)
COMESA	Common Market for East and Southern Africa
CSO	Civil Society Organisation
DIM	Direct Implementation
DRF	Disaster Recovery Framework
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
EU	European Union
GIS	Geographic Information System
GFDRR	Global Facility for Disaster Risk Reduction
HACT	Harmonized Approach to Cash Transfers
ICPAC	IGAD Climate Prediction and Application Centre
IDDRSI	IGAD Drought Disaster Resilience and Sustainability Initiative
IGAD	Intergovernmental Authority for Development
LCBC	Lake Chad Basin Commission
NDCs	Nationally Determined Contributions
NDMA	National Disaster Management Agency

NGO	Non-Governmental Organisation
NRP	National Resilience Priorities
NWoW	New way of working
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OIEWG	Intergovernmental expert working group on indicators and terminology relating to disaster risk reduction
PDNA	Post Disaster Needs Assessment
Peri Peri U	Partners Enhancing Resilience for People Exposed to Risks Universities
PoA	Africa Programme of Action for the Implementation of Sendai Framework
PPR	Project Progress Report
REC	Regional Economic Commission
RIASCO	Regional Inter-Agency Standing Commission
RPBA	Recovery and Peace-building Assessments
RSCA	(UNDP) Regional Service Centre for Africa
SADC	Southern African Development Community
SADD	Sex, age and disability disaggregated data
SDGs	Sustainable Development Goals
SFDRR	Sendai Framework for Disaster Risk Reduction
SSA	Sub-Saharan Africa
SIDS	Small Island Developing States
SSC	South- South Cooperation
ToT	Trainer of Trainers
UNDOCO	United Nations Development Operations and Coordination Office
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission of Africa
UNDRR	United Nations Office for Disaster Risk Reduction
UN Women	United Nations Entity for Gender Equality and Empowerment of Women
WASCAL	West African Science Service Center on Climate Change and Adapted Land Use
WB	World Bank

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I. THE DEVELOPMENT CHALLENGE

Context

Globally, disasters caused by natural hazards resulted in an estimated 278 billion USD economic losses. Drought and floods were responsible for the 94% of the people affected, while earthquakes and tsunamis accounted for 56% of deaths. 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. At the beginning of 2019, Southern Africa experienced the effects Tropical cyclone Idai, which brought torrential rains and flooding, causing close to 1000 deaths and hundreds of thousands of people being displaced. 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 decade¹. 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 is further expected that between 90 and 220 million people will be exposed to increased water stress due to climate change by the year 2020.

The West Africa Sahel region is a semi-arid area that runs from the Atlantic Ocean eastward to Chad, separating the Sahara Desert to the north and the Sudanian Savana to the south. The region is one of the poorest and most environmentally degraded in the world, and is considered one of the world's most vulnerable regions to climate change, as temperature increases are projected to be 1.5 times higher than in the rest of the world. Climate vulnerability is compounded by the region's high dependence on rain-fed agriculture and its natural resources to support food security and livelihoods, rapid population growth, and chronic humanitarian crises due to recurrent drought, flooding, food insecurity, epidemics, and violent conflict. Droughts have been a perennial problem plaguing countries in the West Africa Sahel. Although the frequency of drought occurrence in the sub-region may be declining, a significant proportion of the population is affected. In the last 20 years, due to their geography, the Sahel countries of Mauritania, Niger, Mali, and Burkina Faso countries and those around the Lake Chad basin (Chad, Nigeria, Cameroon) have experienced drought occurrences with devastating population displacement, but due to increasing adaptive and coping capacities, have had relative stability in terms of mortality levels and physical damage. Food security and food insecurity go hand in and with the cycle of droughts and disasters in the region.

In much of West Africa, deepening poverty levels, weak socio-economic development, high urbanisation growth and population density, environmental degradation, diseases, poor governance, conflicts, violence, and other threats, are major underlying factors that cumulatively increase the fragility of communities and nations. The low human development attributes culminate in high vulnerability and susceptibility profiles, with low adaptive and coping capacities for hazard risks such as flooding, storms, epidemics, and drought.

The Resilience 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 Sahel Region has not been spared from the devastating impact of disasters, which continue to negatively impact sustainable development gains² and the achievement of the Sustainable Development Goals (SDGs). The increase in disaster risk heightens vulnerability of many Sahelian 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 West Africa Sahel's resilience and capacity for adaptation and disaster risk reduction would require developing risk-informed solutions for sustainable development. If an accelerated increase in

¹ World Bank: www.worldbank.org

² Africa Union, (2006): Report of the Africa Union Ministerial conference on disaster risk reduction. Africa Union, Addis Ababa

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, including gender 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 Sahel countries continue to face challenges in transitioning from risk response to risk reduction. Reasons for lack of risk-informed development in the Sahel 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, Sahel countries need 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 (such as marginalised and impoverished women, men, boys and girls and the elderly, female headed households, people living with disabilities, etc). 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 for DRR (SFDRR) 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. National and local disaster loss and damage data, disaggregated by sex, age, and disability (SADD), is required to underpin risk assessment, resource allocation, monitoring of progress, disaster preparedness planning and early warning, public investment planning, poverty alleviation and many other disaster risk management applications. Without grounding in the empirical evidence provided by disaster statistics, development decisions may increase rather than decrease risk, in particular for vulnerable populations and households.

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

At the continental level, some good progress has been made in developing regional DRR policies and strategies as evidenced by the Africa Union (AU's) Africa Regional Strategy for Disaster Risk Reduction and the Extended Project of Action for the Implementation of the Africa Regional Strategy for Disaster Risk Reduction. However, only two out of the five Regional Economic Commissions³ (REC), (Southern Africa Development Community (SADC) and the Economic Community of West African States (ECOWAS⁴), which provide political, economic and social development guidance to their member states, have a Regional DRR Strategy and Plan of Action respectively. However, ECOWAS DRR Policy is outdated and still based on the HFA. While ECOWAS is one of the leading RECs in Africa in aligning its PoA with SFDRR, it also faces challenges in implementing the Plan. At the national level, while most African countries endorsed 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. Even more concerning, the last Africa DRR Focal Point Meeting in preparation for the 2019 DRR Global Platform, showed that only 18 countries out of 55 had actually revised their DRR policies and strategies to align with the SFDRR. There is, therefore, urgent need to support the AU, ECOWAS and national governments in ensuring that they have appropriate laws, policies, strategies

³ IGAD DRM Strategy and Regional Framework for the Integration of DRM and Climate Change Adaptation is under consideration by its member states and yet to be adopted

⁴ ECOWAS has a Disaster Risk Reduction Plan of Action 2015- 2030

and plans to guide risk-informed development⁵. ECOWAS has embarked on a pilot project to strengthen national platforms in many of its member States including: Benin, Burkina Faso, Côte d'Ivoire, the Gambia, Guinea, Liberia, Mali and Sierra Leone⁶ but most of the national DRR Platforms do not meet regularly.

(iii) Limited integration of DRR and climate change adaptation into [planning and budgetary frameworks] 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 to safe-guard sustainable development.

Recent estimates highlight annual average risks (Average Annual Loss or AAL) to the global built environment from earthquake, tsunami, riverine floods, cyclonic wind and storm surge of USD290 billion. When comparing different income groups, the AAL of high-income countries is around 25 times that of low-income countries. In relation to their capital stock, however, low-income countries could be expected to lose around five times more than high-income countries⁷.

The achievement of SDGs 3, 4, 6, 7, 8, 9, 11, 13, 14 and 15, is heavily dependent on increased capital investment in infrastructure. Capital investment accounts for some 30 per cent of the value of capital stock in low-income countries compared to only 10 per cent in upper middle-income and 5 per cent in high-income countries. However, in low-income countries a far higher proportion of that investment is at risk. For example, Myanmar's AAL represents 30 per cent of its annual capital investment. In other words, the countries that most need to increase capital investment to achieve the SDGs will be the most challenged to do so. The achievement of SDGs 1, 2, 3, 4, 5, and 10 depends on increasing social expenditure, for example on health, education, social protection and poverty alleviation. Currently, annual social expenditure is about 400 times greater in high-income countries than in low-income countries such as those in the Sahel. However, in low-income countries the AAL represents about 22 per cent of social expenditure, compared to only 1.5 per cent in high-income countries. Once again, disaster risk undermines the capacity to increase social expenditure precisely in those countries with the greatest need to invest⁸. For the Sahel Region to achieve its SDG, there is an urgent need to mainstream DRR and adaptation into its development processes.

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 Projects 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 the Sahel needs further improvement. The main guiding framework for Africa's social and economic development, the *Africa Agenda 2063* recognises that Africa cannot achieve its development goals without addressing risks posed

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

⁶ Ibid

⁷ United Nations, 2015, The Future of Disaster Risk Management: 2015 UN Global Assessment Report on Disaster Risk Reduction, Geneva.

⁸ Ibid

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 UNECA⁹ 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)¹⁰ 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 projects. As the continent urbanizes, mitigating the risks of disasters will play an important role in guaranteeing that African cities are socially and economically stable¹¹. 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 the Sahel, densely populated urban settlements are facing environmental health hazards and displacement due to a combination of overcrowding, poor sanitation and waste management, and increasing flooding. For example, Niamey in Niger was affected by urban mudslide and floods, with more 40 people killed in Niamey. Urban floods 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. Like in Niamey above, the disaster was attributed to poor environmental management, overcrowding and poor urban planning.

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. 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.

⁹ UN Economic Commission for Africa 2015: Assessment Report on Mainstreaming and Implementing Disaster Risk Reduction and Management in Africa

¹⁰ UN Population Division, "World Population Prospects, 2015 Revision.

¹¹ ACIDI 2018: <http://acdi.uct.ac.za/blog/disaster-risk-management-urban-africa-introducing-urban-ark-Project>

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 Africa and specifically, the Sahel Region face in graduating out of humanitarian action vicious cycle into recovery and resilience building. Furthermore, during quick onset disasters, recovery projects 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 Projects that link humanitarian action with resilience building. Furthermore, while there are established institutional arrangements for DRR in many Sahel countries, they lack any specific focus on recovery. In the urgency to respond to the needs of the people affected by disasters, recovery projects 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 –including marginalised women, men, boys, girls, female headed households, and people with disabilities. In the absence of a systematic approach, recovery remains ineffective and incomplete. One of the most important reasons why recovery projects fail is that governments do not have the capacity and skills to support long term recovery processes.

II. PROJECT STRATEGY

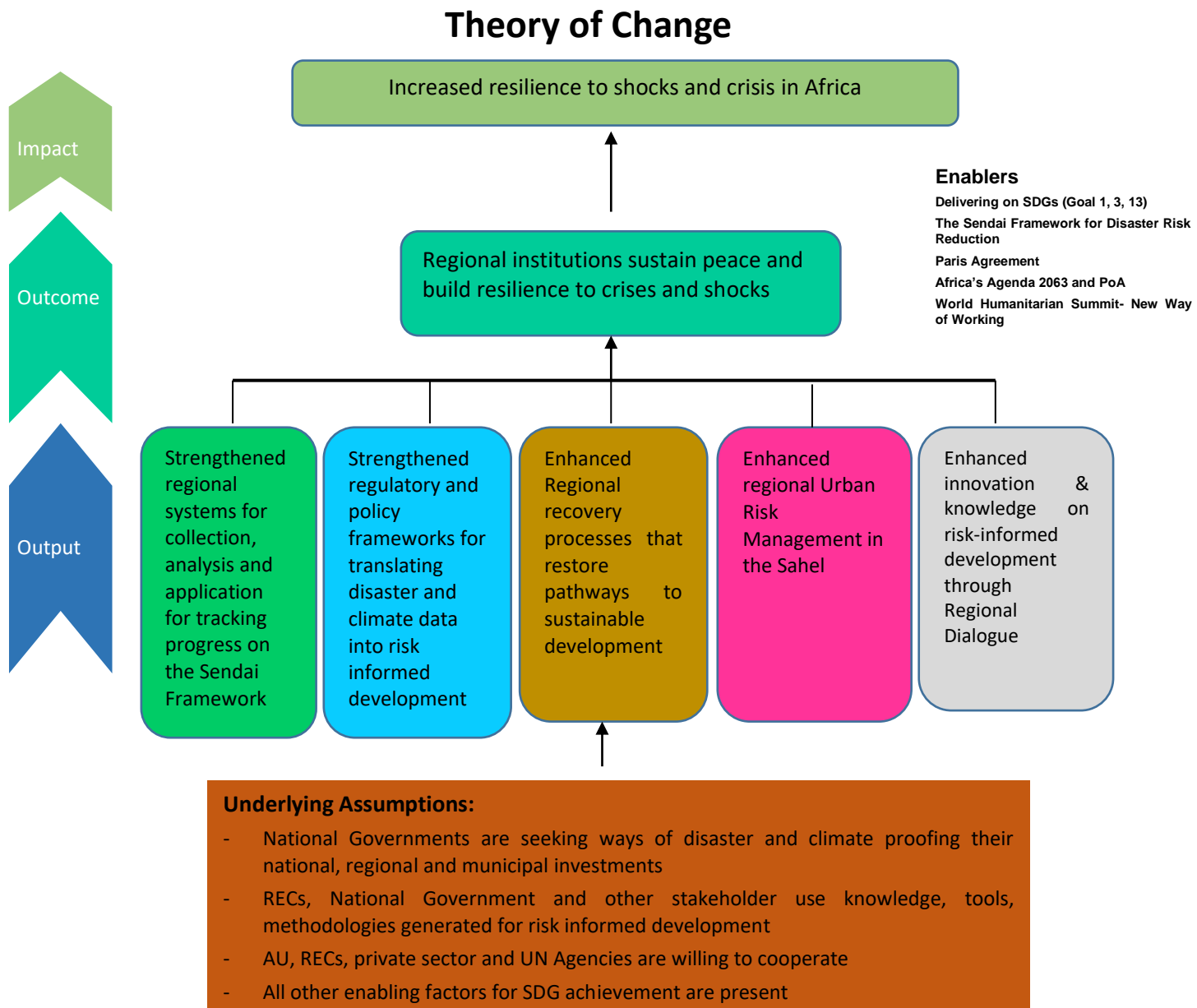
Theory of Change

The context and the development challenge presented in the background section above highlights the unique opportunity for supporting the ECOWAS, AU, other regional specialized institutions that intersect the Sahel such as LCBC, CILSS/AGRHYMET, etc. and Sahel Member States to take integrated and holistic approaches to disaster and climate risk-informed development that contributes to building resilience the Sahel region. To address the key challenges highlighted above, this Project proposes to strengthen the Sahel regional capacity in fostering risk-informed development through a multi-country approach. The change expected to be achieved through this Project is that Sahel regional institutions and national governments have institutionalized and domesticated risk-informed development planning, programming and investment for gender-responsive 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) Disaggregated climate and disaster risk information must be collected, analysed and utilised to inform the planning and investment decisions made by the national governments and the society;
- (ii) There must be in place a conducive policy environment to guide and capacitate Sahel regional, national institutions to understand and translate disaster and climate risk information into decision making processes for development that leave no-one behind;
- (iii) Sahel regional institutions, national governments and community members have systems and mechanisms in place 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 in a human rights and gender responsive manner, and this knowledge is 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 and marginalised groups. Below is a diagrammatic presentation of the underlying theory of change for this Regional Project.



The Project 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 Project will have a strong focus on supporting regional and the Sahel countries in creating enabling systems for risk informed development.

Alignment with Global, Regional, and National DRR Related Policy Frameworks/Initiatives

The Project 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 (PoA) for the Implementation of the Africa Regional Strategy for Disaster Risk Reduction (2005-2015) and the Sahel

and West Africa Global Alliance for Resilience (AGIR), which was launched in 2012. While the AGIR has a specific focus on reducing food and nutrition vulnerabilities, it is envisioned that this Project can add value to AGIR efforts through the following area:

- a) Leveraging ECOWAS's political and CILSS technical leadership of the AGIR in ensuring that the National Resilience Priorities (NRP-AGIR) take into account the multi-dimensional risks (disaster, climate and conflict¹²).
- b) Ensuring that the updating of national and regional DRR policies supported by this project are not only aligned with SFDRR and AU PoA, but also integrate NRPs and contribute to their achievement.
- c) Utilizing disaster data generated by AGRHYMET to inform the NRPs on disaster and climate impacts on food security and nutrition to inform AGIR future food security strategies in the Sahel.

In addition to the AGIR, the Project speaks and contributes to the achievement of the United Nations Integrated Strategy for the Sahel (2013) and UN Resilience for the Lake Chad Region (2018). This Project speaks to UNDP Corporate Strategic Plan (2018 -2021), which aims to *help countries eradicate poverty in all its forms, accelerate structural transformations for sustainable development, and build resilience to crises and shocks*. As explained under the ECOWAS and AU comparative advantages, the Projects also seeks to build upon and fill in the gaps identified in the current ACP-EU project *Building Disaster resilience to natural hazards in Sub-Saharan Regions, Countries and Communities*.

Linkages with Humanitarian Action, Climate Change Adaptation and Conflict Prevention

The Project 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 occur¹³. This will promote strategic and solution-oriented investments for medium to long-term development, which is in alignment with the emerging paradigm shift to have a holistic approach to the humanitarian- development-conflict nexus or the new way of working (NWoW). As such, the Project will also actively engage humanitarian actors and those working on fragility and conflict to ensure that the Project activities adapt and respond to real challenges on the ground and to build synergies to achieve the Sustainable Development Goals.

Furthermore, the Project will be housed within the ECOWAS Directorate of Humanitarian and Social Affairs, which will be opportune in ensuring a closer integration of the two thematic area. In the Lake Chad Region, the Project will draw linkages with a UNDP on-going efforts in bringing Stabilisation and Resilience to both conflict and climate change in Basin. To ensure institutional capacitation in bridging the conflict and DRR gap, the project will also support and liaise with the AU Peace and Security Department (PSD) in joint studies on risk analysis in the Sahel. This is in anticipation that the experience and the results of the assessment will inform coordination with ECOWAS, LCBC and AU-PSD on conflict prevention efforts in the Sahel and beyond. The PSD will also participate in project meetings and workshops in order to build synergies between the AU DRR and conflict prevention activities. Similarly, and taking into account that 90% of major disasters in Africa are climate related, the Regional Project will promote and enhance approaches that link CCA with DRR and risk-informed programming. For example, it is envisioned that integration of risk informed budgeting will address both the climate change and DRR risks to avoid duplication of efforts and also to ensure cost-effectiveness.

Project Geographic Focus

This project is a part of a larger on-going UNDP regional Programme '*Strengthening Africa's Resilience and Capacities for Adaptation and Disaster Risk Reduction: Fostering Risk-informed Solutions for Sustainable Development*'. While the Programme above had a continental focus, this project specifically strengthens

¹² For example, it has been noted that around Lake Chad, food insecurity has been attributed to conflict where farmer are unable to plant due to conflict or militia groups steal unharvested crops

¹³ The Human Cost of Weather related Disasters 1995-2015, published by the Centre for Research on the Epidemiology of Disasters (CRED) and UNDRR)

the Western Sahel countries and its related Regional Economic Commission and Intergovernmental Authorities. Under this Project, and as depicted in the map below, the west Sahel countries will include: Mauritania, Mali, Senegal, Niger, Chad, Burkina Faso and Nigeria.



With the exception of Mauritania and Chad, all the target countries are members of the ECOWAS. It follows that ECOWAS would be the most relevant Regional Economic Commission (REC) to be the custodian of this Project. However, taking into account of other relevant regional institutions that also play a critical role in some of the Sahel countries, the project will also, through ECOWAS and AU, partner with Permanent Interstate Committee for Drought Control in the Sahel (*Comité permanent inter-État de lutte contre la sécheresse au Sahel* (CILSS)), the Lake Chad Basin Commission (LCBC), and African Centre of Meteorological Application for Development (ACMAD).

While this Project is regional in nature, it will have a multi-country approach to ensure that the project is anchored into the realities that the Sahel countries face in risk reduction. Under **Output 1**: regional understanding of risks (disaster, climatic and conflict risks) are only possible based on information emanating from the national level. In this regard, it will be important to ensure that Sahel countries have robust disaster databases that feed to the regional level; Under **Output 2**: testing and piloting integrated risk assessments tools at the national level that take into account of climate change impacts and conflict will be critical for their adoption by the Sahel countries and beyond. Under **Output 3**, the review of national institutional, policy, implementation, and financial arrangement for disaster recovery will be critical in informing ECOWAS and AU on the recovery gaps. Similarly, under **Output 4**, an understanding disaster and climatic risks and how these risks are being addressed through urban planning and waste management will be critical for ECOWAS to provide regional guidance. Under **Output 5**: Poor coordination of national efforts is one of the priority challenge being repeatedly raised by Africa countries. In this regard, there is a strong call from countries for strengthening/capacity building of national DRR platforms to make them better coordinate DRR initiatives at national level but also adopted integrated approaches that address climate change as well. UNDP country offices in the Sahel countries will also support ECOWAS in providing technical advice to in achieving project goals at the national level.

III. RESULTS AND PARTNERSHIPS

Objective and Outputs

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 Project contributes to Regional Project 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 Project will invest in achieving the following Outputs:

Output 1: Increased capacity on tracking and monitoring progress on SFDRR and AU Programme of Action implementation in the Sahel through enhanced data collection, analysis and reporting systems.

The recognition of the links between climate/disaster risk and development, many countries in the Sahel and the Lake Chad basin are in state of conflict¹⁴. Risk analysis that does not take into account the conflict and other risk will fail to build long-term resilience. Risk-informed development, by definition, requires information on disaster, climate, conflict and other risks. Accurate statistics on disaster loss and damage, with a national level of observation and a local level of resolution, play a critical role in the identification and estimation of risk patterns and trends, in particular of the extensive risk layers that are primarily responsible for the erosion of local infrastructure and livelihoods in low-income countries. The adoption of the SFDRR and its seven Global Targets in March 2015, the indicators to measure progress against these Targets¹⁵ and the integration of these indicators into the monitoring framework for the SDGs now provide an additional and powerful new rationale for the collection of disaster statistics. All countries now have an international obligation to produce disaster statistics compliant with the requirements of the SFDRR by 2020. The African Union PoA for the Implementation of the Sendai Framework also developed additional five goals to the nine identified in the Sendai Framework¹⁶. In this regard, the participation of the AU will be critical in ensuring that these additional priorities are also achieved.

This Output, is well aligned with the **SFDRR Priority Area 1 - Understanding Disaster Risk**. The goal of this Output is twofold; support risk-informed decision making and investments in the Sahel and support the Sahel member states in monitoring the progress they are making towards the achievement of the Sendai Framework and the PoA. Marrying and expanding the damage and loss databases being supported by UNDRR will ensure that Sahel countries don't just collect data for the sake of reporting to the Sendai Framework, but they can also understand the interface of different risks and apply the information for their sectoral and national investments. Some of the main activities include:

- **Activity 1.1** Conduct of a Regional disaster/climate/conflict Risk Assessment for the Sahel, which will look at the gendered impacts of climate change and disasters and the interface with conflict. This assessment will equip the regional commissions with information on capacity gaps that need strengthening on the collection of disaster data and reporting and development planning.
- **Activity 1.2.** The assessment above will facilitate the harmonisation of multi-dimensional risk and vulnerability assessment methodologies. To this end common methodologies for undertaking of assessments will allow for better understanding of common trans-boundary risks and enable common response to resilience to disasters, climate change and conflict.
- **Activity 1.3.** Bringing together of DRR, adaptation and governance, human rights and gender experts in the region to identify harmonised approaches that address the disaster, climatic and conflict risks facing the region.
- **Activity 1.4.** Guidance to ECOWAS and Sahel countries in the selection of appropriate gendered indicators for tracking and monitoring progress on risk reduction, but also to understand the socio-economic implications of the data and to promote gendered disaster and climate statistics.
- **Activity 1.5.** Development of regional guidelines to support member states in damage and loss accounting systems; update national risk information e-libraries; damage and loss databases; national risk registries; and disaster observatories.
- **Activity 1.6.** provision of training and equipment to NDMAs and national statistics offices for the maintenance of national disaster and climate databases for risk-informed development, which will provide input data to the regional database below.

¹⁴ UNDP and Adelphi 2019: Breaking the Conflict Trap: A Risk Assessment of the Lake Chad Region (draft)

¹⁵ UN General Assembly, Report of the open-ended intergovernmental expert working group on indicators and terminology relating to disaster risk reduction, Seventy First session, Agenda Item 19 (c)

¹⁶ https://www.preventionweb.net/files/49455_poaforsendaiimplementationinafrica.pdf

- **Activity 1.7.** Establishment of a regional information platform for the analysis of disaster statistics in AGRHYMET: The cloud-based regional platform for disaster statistics, will be linked to national disaster loss and damage databases using API (Automated Programming Interface). This is will be developed through knowledge exchange with the Global Information Platform being implemented by UNDP in Asia. An interface will be developed between the platform and the new tool for collecting national disaster data under development by UNDRR¹⁷. The database will provide an interface which can allow governments and resilience initiatives such as AGIR to access this data for development programming.

Output 2: Strengthened regional and multi-country regulatory policy and budgetary 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. The recent Africa DRR Focal Meeting, which took place between 4 and 6 March 2019, and update from AU and UNDRR indicated that only 18 countries in African had aligned their national DRR Strategies and policies with the Sendai Framework. 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 survey done by AUC and also contributions by participants during the orientation workshop in March 2019 have revealed that countries have challenges in reporting on indicators relating to DRR financing. Furthermore, most countries are currently unable to cost DRR actions. This puts the continent and the Sahel in a significantly weak position to attract large-scale and transformative global public and private sector financing, since they are not able to demonstrate national commitment in concrete dollar terms. Therefore, in addition to policy frameworks, the project will strengthen the regional capacity to integrate DRR into public budgeting processes. In order for African States in the Sahel to honour their commitments outlined in Sendai Framework and their regional and national DRR Strategies, the incorporation of disaster and climate risk concerns and dynamics into planning and budgeting systems will be critical.

The Project is aligned with the **Sendai Framework for Priority Area 2 - *Strengthening disaster risk governance to manage disaster risk*** and **Priority Area 3 – *Investing disaster risk reduction for resilience***. Furthermore, this is also well aligned with one of the targets of the Africa PoA is to increase the scope and sources of domestic financing for DRR. The aim of this Output is threefold: (i) update DRR strategies of the member states and ECOWAS to align with SFDRR and PoA; (ii) mainstreaming integrated DRR and climate change into development plans; (iii) allocation of appropriate financing for risk reduction. This Output and under the brokerage of the AU, will also collaborate closely with the AU specialized agency, Africa Risk Capacity (ARC) to not only ensure integration of DRR into public financing and expenditure, but also that the Sahel takes appropriate measures to access rapid and predictable financing when disaster strikes. Output 2 indicative activities include:

- **Activity 2.1.** Development of a long-term regional DRR/resilience strategies in alignment with the SFDRR and PoA to be adopted by the ECOWAS to guide member states. The development of the strategies will be done in consultation with member states and other relevant stakeholders.
- **Activity 2.2.** Review and alignment of national DRR Strategies with the SFDRR and PoA, which take into account of climate change, gender, human rights and conflict dimensions; and mainstreaming DRR/CC/resilience building into national and sectoral planning. These reviews will contribute to the State of Risk-informed Development Report.

¹⁷ UNDRR is developing a new information system and data-platform to replace the existing DesInventar platform.

- **Activity 2.3.** Development and adoption of integrated DRR/CC/conflict mainstreaming tools to guide member states. UNDP is currently developing an SDG/NDC/DRR mainstreaming tool, which can be adapted to the needs of the Sahel. Furthermore, UNDP is also collaborating with AU and UN Development Operations and Coordination Office (UNDOCO) in developing an integrated climate-security risk assessment in Lake Chad, which would also be relevant to the rest of the Sahel countries.
- **Activity 2.4.** Strengthening of national DRR Platforms to enable DRR/CCA/Conflict integration, coordination and knowledge transfer of best practices.
- **Activity 2.5.** Disaster risk management public expenditure review, which will provide critical information and understanding on how financial resources are being allocated to DRR/resilience strategies and outcomes through government's various funding sources (domestic, external etc). It will also enable national governments to report on DRR resource allocations in compliance with SFDRR, Paris Agreement and their nationally determined contributions (NDCs).
- **Activity 2.6.** Training and Piloting of DRR and climate change budgeting tagging and coding to track resources allocation for risk reduction.
- **Activity 2.7.** Tools and training of ECOWAS member states, particularly policy makers from NDMAs, ministries of planning and finance and ministries of environment and gender on integrating DRR/CCA into national and sectoral planning and budgeting processes.
- **Activity 2.8.** Advocacy training and exposure of regional gender and human rights CSOs to influence the integration of gender equality and human rights into DRR regional and sectoral mainstreaming guidelines and development plans.
- **Activity 2.9.** In collaboration with the ARC, support ECOWAS in advocacy with the Sahel countries in disaster risk insurance and improve their capacities to better plan, prepare, and respond to disasters.

Output 3: Enhanced regional recovery and resilience building processes that address underlying disaster and climate change risks and restore pathways to sustainable development in the Sahel Countries

The importance of post-disaster recovery is increasing as the number of people affected by disasters, climate change and conflict in Sahel continues to rise. While humanitarian approaches have brought relief and advancement to millions of people, they too often fail to sustainably improve the prospects of many people in fragile and crisis-prone environments such as the Sahel and Lake Chad Region. Millions are trapped in dependency on short-term aid that keeps them alive but falls short of ensuring their ability to thrive and be self-reliant over the long term.

At the same time, there is a widening recognition of the consequences of poorly managed recovery processes. 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 higher economic and social costs in the future. Recovery is an opportunity to rebuild infrastructure and socio-economic 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. 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 the Sahel region, recovery provides the opportunity to use the benefits of humanitarian action to seize development opportunities and build long-lasting resilience. There is need therefore to strengthen institutional arrangements at the regional and national level on how to prepare for and implement effective recovery.

The Project is in line with the **SFDRR 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. Sahel countries

will be supported to develop and implement resilience frameworks which capitalize on lessons learned from previous disasters. Indicative Project activities include:

- **Activity 3.1.** 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.** Capacity development of ECOWAS DRR Unit on preparedness for disaster response and recovery to better support its member states.
- **Activity 3.3.** Development and roll out of human rights and gender-responsive policy frameworks for recovery based on the review above. The Project will support the development of regional 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 3.4.** Strengthening of institutional arrangements for recovery that builds upon on-going humanitarian action through trainings and defining of roles and responsibilities for recovery among central government entities (Ministries of Planning, Disaster Management, and sectoral Ministries) and between national and sub national levels. For the Lake Chad region, this project will seek synergies with the Stabilization and Resilience Programme,¹⁸ which has a timeline of three years, to strengthen the humanitarian-development nexus through recovery and bring across the DRR lens to resilience building.
- **Activity 3.5.** In partnership with EU and GFDRR¹⁹, conduct regional trainings on post-disaster needs assessment (PDNA) for Disaster Management Agencies, Ministries of Planning and Economic Development and sectoral ministries in order to build capacity and institutionalise preparedness for recovery.
- **Activity 3.6.** Conduct a PDNA Trainer of trainers (ToT) for which will capacitate regional institutions to provide technical support to Sahel countries in preparedness for disasters and in the aftermath of disasters. In collaboration with Peri-Peri U and WASCAL, the ToT will also target academia and other institutions to create a network of West Africa PDNA experts, taking into account the current challenges in identifying Franco-phone PDNA experts when they are needed.

Output 4: Enhanced Regional Capacities for Urban Risk Management in the Sahel

The outcome of Africa's high rate of urbanization has been the expansion of urban populations into geographic areas, which are frequently affected by disaster events. The result is an increased vulnerability of populations and infrastructure. Urbanisation offers huge opportunities for economic and human development for many SSA countries including the Sahel. 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

¹⁸ On 4 September, a high level conference in Berlin committed \$2.7 billion to strengthen Stabilization and Resilience in the Lake Chad Region

¹⁹ Both UNDP and WB are receiving specific funds from the EU to support Global PDNA Trainings. In this regard, there will be close collaboration with UNDP's Project 'Building Capacities for Resilient Recovery- Phase II'. and WB to avoid duplication of activities

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.** A comprehensive assessment to understand current urban disaster risks and how urban planning is addressing disaster threats. The assessment will look at the dynamics of rapid urbanisation, environmental degradation, climate change and disaster and how these are effecting urban resilience building in the Sahel. It will also review regional and national urban risk management policies and plans and institutional capacities to address urban risks.
- **Activity 4.2.** Based on the assessment above, development of two urban risk management action plans to guide the Sahel, with municipalities and city councils.
- **Activity 4.3.** Urban community engagement and sensitisation on urban risk manage including sustainable waste management options.
- **Activity 4.4.** Capacity development of AU and ECOWAS to support members states in implementing and monitoring urban risk management actions.
- **Activity 4.5.** Development of a regional framework that offers systematic and pragmatic approaches and tools for assessing urban resilience and for developing urban risk management plans in the Sahel.
- **Activity 4.6.** Strengthening of capacity of municipalities and city councils to sensitise urban communities on building codes and waste management and other appropriate measures to reduce urban disaster risks.

Output 5: Enhanced innovations and knowledge on risk-informed development through regional dialogue and south-south exchange

Recognizing that there is a gap in the knowledge and practice of risk analysis, policy and institutional arrangement require for DRR, preparedness for recovery and urban risk management, and in order to contribute to the knowledge base and strengthen the evidence base around risk-informed development, the Project will promote regular knowledge exchanges across the region. The Project will disseminate best practices and experiences from other countries and regions through regional workshops, annual symposiums, south-south exchange, and by publishing knowledge products, including peer reviewed articles. Through UNDP's partnerships with RECs, the World Bank, the academia and research institutions, etc, and lessons from its DRR and resilience programmes with the AU, RIASCO, IGAD, COMESA among others, the Project will bring these lessons to influence and accelerate risk informed development across the Sahel. The south-south exchange and regional learning will also extend to Asia, particularly with regard to disaster data management. The Output indicative activities will include:

Activity 5.1. Development of communication products including case studies, documentation of lessons learned and best practices on DRR and resilience building from other REC members.

Activity 5.2: Regional meeting on disaster statistics, bringing together the principal global, regional and national partners, including donors, RECs, regional development banks and intergovernmental bodies, CSOs with the objective of mobilizing political and financial support for the development of disaster statistics.

Activity 5.3. Regional policy dialogue on DRR-related public expenditure and learning from across Africa and Asia where there has been good progress in mainstreaming and financing DRR.

Activity 5.4. South-south exchange to facilitate change in the professional practices in urban land-use planning, building code appliances through the demonstrated commitment of the professionals, construction sector stakeholders and development practitioners.

Activity 5.5. Support to ECOWAS and AU to expand and up-scale successful project activities to other RECs such as UMA, ECASS which also have member states in the Sahel Region.

Activity 5.6. Creation of space for gender human rights regional organisation to influence regional Platforms and dialogue on DRR and adaptation.

Activity 5.7. Africa DRR and Adaptation Workshop to share lessons from Project results with Africa.

Activity 5.8. Trainings, research and knowledge transfer to develop regional capacity of the Academia in the Sahel (urban risk management; risk analysis and PDNAs, etc.).

Capacity Development of ECOWAS, AU and the Sahel Region

The Outputs proposed in the theory of change will be achieved by fostering Sahel regional coordination and partnership through support to ECOWAS to set up systems for strengthening implementation of risk informed development in the Sahel Region. Capacitating the ECOWAS, but also other regional authorities such as LCBC and CILSS will in turn support the region in tracking and monitoring its progress on the implementation of the Sendai Framework. To achieve this, the Project will focus on capacitating appropriate departments responsible for DRR and Resilience building. For example, the Directorate of Humanitarian and Social Affairs, which houses the Disaster Risk Reduction Unit in ECOWAS. Capacitating in this regard will include establishment of a Project Management Unit within ECOWAS to provide day-day mentoring and technical support to its DRR Unit. The Project Implementation Team will strengthen the operational capacity of the ECOWAS DRR Team. It will also include training of staff within DRR Departments of regional institutions to guide the region but also to train national governments, establishment of master classes for national governments and other regional institutions on issues highlighted in the Project Outputs. During the consultation process with ECOWAS and AU, the two institutional also made specific requests for strengthening their institutional capacities in the areas of urban risk management and preparedness for disaster response and recovery, which have been addressed in the Project activities; including the allocation of specialized technical experts to the institutions.

Joint studies would build the internal capacity of ECOWAS, AU and other regional institutions. Capacitation would also include arming the regional institutions with evidence-based advocacy tools for risk-informed development; adoption and adaptation of appropriate existing tools/methodologies and generation of data to guide them in their implementation and tracking of the SFDRR and PoA targets. By developing the capacities of the ECOWAS and other regional institutions, whose mandates are to support their member states in achieving sustainable development goals, the Project would create a reservoir of knowledge and information within these, to which national governments can turn for guidance. By embedding disaster management data within AGRHYMET would also create sustainability as AGRHYMET already has the institutional capacity to store and process data to support national and regional decision-making processes. Targeting ECOWAS and affiliated regional institutions will promote ownership of DRR processes, empower the RECs and national governments, which would foster institutionalization of risk-informed development and sustainability of good practices emanating from the Project.

Enhanced capacity articulated in the theory of change also relates to non-governmental institutions representing rights holders which can hold the ECOWAS, AU and national governmental accountable in protecting the lives and livelihoods of millions of people in the Sahel. In this regard, the project will leverage the capacities of UN Women and regional human rights organizations in supporting the regional institutions and national governments in understanding the gender and human rights dimensions of disasters in the region. Strengthening regional capacity also requires strong collaboration with research institutions and the academia. Taking into account the role of academia in bringing improvements to development practices, influencing a new generation of professionals and societal transformation, the project will work with regional academic networks working on DRR and adaptation. These would include Peri-Peri U (a consortium of 21 universities across Africa) and the West Africa Science Services Centres on Climate Change and Adapted Land-use (WASCAL) to ensure fresh perspectives on understanding of risks in the region and effective contributing to regional dialogue and capacity development. With regard to the specifics of how enhancement of regional capacities stated above will be achieved, refer to the Output activities articulated below.

To ensure sustainability and to strengthen the operational capacity of ECOWAS to better support its members states on DRR and resilience building in the future. In this regard, the project will dedicate specific resources capacity development. This would entail the following activities:

1. Capacity needs assessment, including a review of procurement administration, human resources systems used by ECOWAS. However, capacity assessments done by other development partner such as World Bank or the EU would also be admissible.
2. Development of a capacity development plan
3. Training of ECOWAS Humanitarian and Social Affairs Directorate
4. Provision of some funds to facilitate capacity development in programme procurements

Furthermore, UNDP will also provide capacity development to AU in the areas of urban risk management.

Project Inception Phase

The first significant milestone of this Project will be the completion of Project Inception Phase, which will be for one year and with specific activities. This phase provides additional clarity on the project or refines the Project to account for changes that may have occurred since the Project document was prepared and approved. The Inception Phase will convene an inception workshop to bring together all responsible parties, donors, representatives of other on-going initiatives in the Sahel (e.g. AGIR, G5 Sahel, UN Support Plan for Sahel etc), and other stakeholders to validate the Project's expected results. Furthermore, the Inception Phase will result in a detailed project work plan and budget (in considerable detail for year 1) and culminate in the first Project Steering Board meeting to approve the work plan a budget. During the Inception Phase, missing baseline information will be validated and completed. The period will also be used to recruit key Project Management staff, establish offices, and equip office with the necessary computers and other necessary equipment. Development of TORs, recruitment of key consultants and consulting firms will also be done as well as delivery of key project flagship studies which will further shape project theory of change and priorities. Detailed activities of the Inception Phase are provided on Page 42.

Resources Required to Achieve the Expected Results

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

Project Outputs	Indicative Budget (US\$)
Output 1: Increased capacity on tracking and monitoring progress on SFDRR and AU PoA implementation in the Sahel through enhanced data collection, analysis and reporting systems.	1,286,580
Output 2: Strengthened regional and multi-country regulatory and policy frameworks for translating disaster and climate data into risk informed development	1,202,180
Output 3: Enhanced Regional recovery processes that address underlying disaster and climate change risks and restore pathways to sustainable development in the Sahel Countries	483,820
Output 4: Enhanced Regional capacities for Urban Risk Management in Sahel	693,880
Output 5: Enhanced knowledge on risk informed development through Regional Dialogue and South-South exchange	876,530
UNDP Contribution	564,400
Monitoring and Evaluation	150,000
Project Inception Phase coordination	138,009
Project Management Costs	1,654,098
General Management Services (8%)	518,808
Grand Total	7,568,305

IV. GUIDING PRINCIPLES FOR THE PROJECT

Human Rights, Gender Equality and Leaving No-one Behind

The Project 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 Sahelian 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 disasters spare no one, evidence shows that the infringement of human rights as a consequence of disasters is not equally distributed. Certain social groups in Sahel 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 disasters. For example, in Chad and Niger, women and children make up the largest proportion of people displaced by a combination of conflict and droughts. They also have the least means to cope with the impacts due to poverty and their gender roles such as not being able to migrate to look for work as they look after families²⁰. 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 Project puts emphasis on developing the capacities of national and regional DRR Institutions to understand the differential vulnerabilities and risk the different social groups face and how to effectively address them. To ensure that the voices, priorities and leadership of the poor, women and marginalised groups are represented in the achievement of the project results, the project will engage and promote the voices of the CSOs representing vulnerable groups. Involvement of gender and human rights civil societies to ensure that ECOWAS and Sahel national governments are also held accountable.

Partnerships

Partnerships are at the core of implementing UNDP's Projects. As a regional Project, the initiative will work towards strengthening collaboration and partnerships with regional institutions and the UN system. As such this Project will be implemented in partnership with four main entities; ECOWAS, AU, UNDRR, UN Women. There will be further collaboration with other regional institutions such as LCBC, CILSS, Peri Peri-U, WASCAL, regional human rights organisations, and among others. The technical strengths of the main Project Partners are explained below. With an emphasis on partnerships across sectors and professions, South-South cooperation, including with Asian countries, 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 RECs. With regard to preparedness for recovery, PDNA trainings will be supported through an existing PDNA and DRF capacity development programme. The PDNA and DRF program is a product of a signed joint agreement on Post-Crisis Assessments and Recovery Planning between the United Nations Development Group (UNDG), the European Union (EU) and the World Bank (WB) committing their organizations to collaborate and to use common assessment and recovery planning approaches in post-crisis settings, including disaster situations. In this regard, the project will leverage the PDNA expertise of WB, EU and UNDP in capacitating NDMAs and the academia on PDNA.

One of the guiding principles of this Project is the ensuring that this Project contributes to the agreements of the World Humanitarian Summit in 2016 on new way of working (NWoW). To ensure stronger linkages between humanitarian action-development nexus, the project will seek to implement the following:

- Share disaster and climate risk knowledge with humanitarian actors through the AGRHYMET and the AGIR humanitarian actors;

²⁰ Adelphi, UNDP 2019: Breaking the Conflict Trap: A Risk Assessment of the Lake Chad Region (draft)

- Consult humanitarian actors in conflict and disaster induced crises during the risk analysis to ensure that their view and realities on the ground are reflected in the analysis and recommendations;
- Inclusion of humanitarian actors in the expert meetings to review integrated DRR/CC/Conflict/gender sensitive tools and methodologies to ensure that these tools also speak to the needs of humanitarian actors; and
- Inclusion of humanitarian actors in the regional and national DRR Platforms to ensure that their voices and priorities are also reflected in DRR priorities agreed in these fora.

Comparative Advantage of Project Implementing Partner and Responsible Parties

UNDP's Global, Regional and National Experience on DRR and Climate Change Adaptation

UNDP is the leading UN Agency in implementing DRR and climate change adaptation actions on the ground within the UN System. Corporately, from 2005 to 2016, UNDP implemented approximately 1,500 projects in nearly 150 countries with a considerable disaster & climate risk governance component. These amounted to 64 percent or **US\$1.3 billion** of UNDP's total disaster risk reduction portfolio of **US\$2.1 billion**. Most expenditures occurred in the Asia and the Pacific region, followed by Africa²¹. UNDP strengthens its disaster & climate risk governance capacities through a comprehensive set of complementary policy and programme support services, covering the following categories:

- Assessment and analysis
- Institutions (capacity development, training, coordination, decentralization)
- Legal and regulatory frameworks
- Plans (action plans, national, sub-nation and sector plans, and planning frameworks)
- Policies (national and sector policies and strategies, and strategic frameworks)
- Risk-informed development planning and budgeting (or mainstreaming)
- Disaster recovery governance
- Community based and urban risk management
- Gender equality

In Africa, UNDP currently provides technical and financial support to national Governments and the Africa RECs in realising their Global, Regional and national DRR priorities. At the continental level, UNDP has supported the African Union in drafting its Programme of Action (PoA) for the Implementation of the Sendai Framework and its endorsement by member states. In addition, on technical expertise, UNDP has also provided a Consultant to the **SADC**, who is supporting the REC in developing its Regional Resilience Framework. Similarly, upon the request from **COMESA** to UNDP towards end of 2018, UNDP is providing technical support and capacity development to its Climate Change Unit in developing its Regional Resilience Strategy and Investment Plan and developing Early Warning Systems. This Strategy is expected to be finalised by June 2019. Within **IGAD**, UNDP has been providing sustained support to **IGAD's specialised institution of ICPAC** for the past four years for IGAD to improve its service delivery in support of building resilience to crises in the region. With support from UNDP, ICPAC is now able to provide climate forecasting and Early Warning Information to the Greater Horn of Africa for early action. Additionally, UNDP is supporting IGAD by strengthening capacities of member states in preparedness for disaster recovery. Since 2017, UNDP, in collaboration with the World Bank has supported six countries in the Horn of Africa through post-disaster needs assessments (PDNAs)²².

UNDP is also supporting the Lake Chad Basin Commission in realising its ambitions of bringing Stability and Resilience to the Lake Chad Region. The *Stabilisation and Resilience Building* of the Lake Chad Region is

²¹ UNDP 2017, 10 Things to Know on Disaster and Climate Risk Governance: <https://www.undp.org/content/dam/undp/library/Climate%20and%20Disaster%20Resilience/10%20things%20to%20know%20on%20Disaster%20and%20Climate%20Risk%20Governance%20in%20UNDP.pdf>

²² These include: Uganda, South Sudan, Kenya, Ethiopia, Somalia and Djibouti

another initiative, upon which this project will build. In September 2018, and with support from UNDP, the four Governments of the Lake Chad Region, the Lake Chad Initiative, and the UN system made an appeal to international donors at a Berlin Conference for Humanitarian Response and Stabilisation and Resilience Building. The Appeal raised \$2.7 billion dollars pledged with approx. \$1.5 billion earmarked for Stabilisation and Resilience Building. At the same, UNDP is providing direct Technical Support to the LCBC in developing its capacity to support its member states to deliver on the Stabilisation and Resilience Goals. Furthermore, UNDP has partnered with Adelphi to conduct an assessment of the climate and security analysis of the Lake Chad Basin, including the impacts of climate change on the lake itself. The assessment offers the opportunity to understand in more details the complexities and the interplay of conflict, climate change, governance and livelihoods in the region, but also to offer possible stabilization and resilience building solutions that takes into the multi-dimensional issues into account. It is anticipated that the findings of this study will also influence this Project's activities during the Inception Phase. This Project will therefore complement this initiative by providing technical support to the Lake Chad Basin to ensure that the pledge funds building a long-lasting legacy for policy and institutions that support risk-informed development. The Stabilisation and Resilience Building Initiative and this project both target LCBC, which will facilitate easy coordination and learning between the two projects.

At the national level, and unlike its project partners, UNDP has country office presences in all African countries including those in the Sahel, which gives it a better understanding of the challenges African countries face in the area of risk reduction. In the past 12 years, UNDP has invested over **\$360 million in DRR** across Africa covering the areas already highlighted above²³. Furthermore, since the adoption of the Sendai Framework, UNDP has been playing a critical role in supporting African countries in aligning their national DRR Strategies and resilience frameworks with the Sendai Framework²⁴. In this regard, the Project will take advantage of UNDP's global and regional and nation extensive and long-term engagement and experience in resilience building through climate change adaptation, disaster risk reduction, and disaster recovery work to deliver its expected results. For more information regarding UNDP current regional engagement on DRR and resilience building, please refer to Annex I.

Africa Union Experience on DRR

After the adoption of the Sendai Framework, the African Union (AU) Member States developed the Programme of Action for the implementation of the Sendai Framework in Africa (PoA). The PoA is the strategic plan for the implementation of the Sendai Framework in Africa. The PoA mandates the AUC to coordinate the implementation of the PoA across the continent. For the overall coordination of DRR in Africa, AU convenes the Africa Working Group meetings for DRR twice a year and a biennial forum Africa Regional Platform in collaboration with UNDRR. The AUC also has a responsibility to report on the implementation of the PoA biennially. Furthermore, the AUC has established a DRR Unit, with a core mandate of facilitating the implementation of Africa Regional Strategy for DRR and the Programme of Action for the Implementation of the SFDRR 2015-2030 in Africa. Through the DRR Unit, AU provides continental guidance through:

- Undertaking and developing monitoring and reporting systems to facilitate biennial Africa report to be submitted to AU Summit by January 2020;
- Initiation, leading and facilitating development and implementation of Disaster Risk Reduction policies;
- Coordination and strengthening of disaster early warning systems and strengthen capacity of RECs and Member States to undertake effective early warning and disaster prevention actions;
- Mobilize and strengthen partnership, facilitate and represent African positions in Global negotiations on Disaster Risk Reduction;

²³ UNDP 2017: 10 Things to Know on Disaster and Climate Risk Governance: <https://www.undp.org/content/dam/undp/library/Climate%20and%20Disaster%20Resilience/10%20things%20to%20know%20on%20Disaster%20and%20Climate%20Risk%20Governance%20in%20UNDP.pdf>

²⁴ These include: Swaziland, South Sudan, Niger, Kenya, Botswana, Burundi, and (Nigeria and Sierra Leone in the pipeline)

- Overseeing monitoring and evaluation, and reporting on implementation of DRR frameworks;
- Facilitation of learning among RECs and member states as well as facilitating learning between African States and other continents on areas of disaster risk management and resilience;
- Undertaking and commissioning studies on DRR to inform policy, advocacy and programmes; for example, the 'Status Report on Disaster Risk Reduction in Africa' which is a biennial compilation on the progress, achievements and challenges of DRR in Africa;
- Facilitating organizations of continental DRR coordination platforms and institutions, and ensure linkage with sub-regional and national DRR platforms;
- Developing and promoting disaster risk financing innovative solutions;
- Coordinating and promoting policy dialogues, development and implementation on most risk-prone spots on the continent, including but not limited to coastal areas (small island states and other coastal areas), urban development, drought management in arid and semi-arid regions, seismic and flood prone regions, and hard-to-reach groups i.e. women, youths and people with disabilities;
- Strengthening the nexus between DRR, humanitarian, emergency responders, conflicts and epidemics;
- Supporting, coordinating and building capacity on mainstreaming DRR into relevant sectors.

The DRR Unit is currently implementing the Programme "*Building Disaster resilience to natural hazards in Sub Saharan Regions, Countries and Communities*" funded by EU-ACP through EDF 10 envelope. This is an Euro 80 million Programme to build resilience of African regions, countries and communities. The RECs covered by the Programme include ECOWAS, ECCAS, IGAD and SADC. Four implementing partners, namely AUC, AfDB, UNDRR and WB/GFDRR are implementing the programme. AUC is coordinating the implementation of the overall Programme. The Programme has five result areas which include:

- Extended programme of action for the implementation of the Africa regional strategy for DRR (2006-2015) operational;
- Regional Economic Communities have DRR coordination, planning and policy advisory capacities to support their respective MS and regional and sub-regional programme;
- Core capacities of the specialised national and regional climate centres are improved to meet the needs of DRM Agencies and socioeconomics sectors for effective use of weather and climate services and communities focused and real time early warning systems;
- African countries have improved knowledge of risk through, the compilation of historical disaster related data to inform the assessment and modelling of future risks;
- Multi-risks financing strategies are developed at regional, national and local level to help African countries make informed decisions, to inform their financial response capacity post disaster and to mitigate the socio economic, fiscal and financial impact of disasters of African Countries.

This Project is timely as it will build on the success of the EU-ACP, which will be closed in 2019. This Project will expand the lessons on risk-financing strategies to the Sahel where AU will play a critical advocacy role on risk financing. It will also expand the DRR coordination objectives of the EU-ACP Project but ensuring functioning of national and regional DRR Platforms.

ECOWAS

Strengthening the capacity of the Sahel countries on risk-informed development will require the leadership of a regional governing body to track progress on this objective. As most of the Sahel countries targeted in this Project are also members of the ECOWAS, the REC has a comparative advantage over other RECs and regional institutions in the region. ECOWAS has updated its DRR Programme of Action to align with the Sendai Framework, which provides guidance to the region. In relation to this, ECOWAS provides planning and planning policy guidance to member states to ensure the alignment with its PoA and the SFDRR but

also monitor progress²⁵. The REC facilitates coordination and DRR/Resilience learning across its members States and beyond through engagement with AU.

Furthermore, ECOWAS has a DRR and Humanitarian Unit under the Directorate of Humanitarian and Social Affairs. The DRR Unit is responsible for facilitating the implementation of the Sendai Framework and its ECOWAS DRR Programme of Action across the West Africa. While the ECOWAS in general faces some implementation challenges, the DRR Unit is also implementing an ACP-EU “*Building Disaster resilience to natural hazards in Sub Saharan Regions, Countries and Communities*” Project under Result 2 being led by the World Bank. It is envisioned that the lessons gained from this Project, especially in the areas of regional capacity for post-disaster recovery, and enhancement of regional knowledge on DRM frameworks for strategy development form the foundational basis for this Project. For example, because of the knowledge that ECOWAS has gained from the ACP-EU Project n DRM strategy development, the REC will be able to lead the revision of its own DRR Strategy and national DRR strategies at the national level as highlighted in activities under Output 2.

UNDRR

UNDRR serves as the focal point in the United Nations system for the coordination of disaster reduction and to ensure synergies among the disaster reduction activities of the United Nations system and regional organizations and activities in socio-economic and humanitarian fields. UNDRR also has the specific mandate of providing global support in achieving the objectives of the SFDRR. The Secretariat has a regional office in Nairobi that serves African countries in monitoring their progress in achieving their SFDRR obligations. In this regard, UNDRR supports African countries the collection of disaster data, building of the disaster risk profiles through the DesInventor and in tracking progress made on targets set in the SFDRR and the Africa PoA. UNDRR’s role in ensuring that the activities under this Project contribute to the global and Africa and regional DRR objectives will be crucial.

UN Women

Following the plight of women and youth as the bearers of the burden of disaster risks and climate change impacts, UN Women is a critical partner for the pivotal role in the Sahel region, in providing gender sensitive responses in resilience building, peace and humanitarian responses, and disaster risk management programmes. Not only because of its mandate for promoting gender equality and economic empowerment, but also due to its expertise in supporting the collection, processing and analysis of gender disaggregated data in informing policy formulation and designing targeted and sustainable solutions. Drawing from the team of experts spread across the headquarters, regional service centres and country offices, as well as using its networks and partnerships, UN Women is well poised to couple this project within the bigger frameworks of other ongoing programmes and initiatives in the Sahel such as the United Nations Integrated Strategy for the Sahel (UNISS), G-5 Sahel, the LCBC and other resilient and peace building initiatives, for better utilisation and application of the findings.

Lake Chad Basin Commission (LCBC)

Split between the ECOWAS and ECCAS space, the Lake Chad Basin countries find themselves encompassing a region of heightened mobility, porous borders under increasing environmental and security pressure, and the vagaries of climate change and droughts. While LCBC was created to promote the shared and sustainable management and exploitation of Lake Chad and other water resources in the area, in the last decade, its mandate has expanded in the realm of peace and security due to increasing insecurity and the emergence of Boko Haram. Based on this contextual background, LCBC will play a key role in providing guidance and best practices on how to bring an integrated approach to resilience building and risk informed development that take into account, disasters, climate change and conflict. LCBC will also play a role in bringing best practise to other regions that face similar challenges such as the Horn of Africa.

²⁵ For example, UNDP and ECOWAS provided support and guidance to Niger in validating the Niger DRR Policy in March 2019

CILSS/AGRHYMET

The AGRHYMET Regional Centre is as a specialized institute of the Permanent Interstate Committee for Drought Control in the Sahel (CILSS) composed of nine member states²⁶. Its main objectives are the contribution to achieving food security and increased agricultural production in the CILSS member States and the improvement natural resources management in the Sahelian region. The AGRHYMET is a regional centre of excellence in: regional agro-meteorological and hydrological monitoring; agricultural statistics and crop monitoring; maintaining regional databases; management and dissemination of information on natural resource monitoring across the Sahel; strengthening interstate co-operation by sharing methodologies and technologies. In this regard, the expertise of AGRHYMET will be leveraged to anchor the regional disaster database, which will be supported under this Project. Due to the AGRHYMET mandate on provision of agriculture statistics and crop monitoring, it will be, in conjunction with the CILSS system, be the interlocutor with the AGIR initiative to ensure that the efforts of this Project contribute to AGIR objectives and vice versa.

PERI PERI U and WASCAL

Peri Peri U is a platform for university partnership to reduce disaster risks with a special focus on advancing university action on risk and vulnerability reduction in Africa. Peri Peri U partners seek to use locally derived research and knowledge to assist in building the capacity to reduce disaster risks among African communities. Peri Peri U utilises its knowledge and resources to help improve risk management practices in Africa. Peri Peri U is made up of a consortium of 12 Universities across Africa and cover courses including GIS and mapping of urban risks, integrated research methods in DRR and resilience studies as well as PDNA and disaster recovery framework²⁷. Peri Peri U offers summer school classes for masters and PhD students and lecturers. West African Science Service Centre on Climate Change and Adapted Land Use (WASCAL) is a large-scale research-focused climate service centre designed to enhance the resilience of human and environmental systems to climate change and increased variability. It does so by strengthening the research infrastructure and capacity in West Africa related to climate change and by pooling the expertise of ten West African countries²⁸ and Germany. WASCAL carries out research and provides science-based advice to policymakers and stakeholders on climate change impacts, mitigation, and adaptation measures. Both institutions implement climate change and DRR Graduate Studies Programmes, which support and facilitate academic education amongst African universities.

The two institutions will have a critical role in the project in bringing improvements to risk-informed development practices through research and documentation of best practices. Peri Peri U and WASCAL will support the Project in generating research, knowledge and understanding of multi-dimensional risks and their implications on resilience building and sustainable development in the Sahel. The academic institutions will also be key in establishing baseline information for the Sendai Monitor and post-disaster assessments. They will further create network of West Africa PDNA experts, who can support the Sahel countries and ECOWAS member states in PDNA exercises.

Risks and Assumptions

Risk	Management response
Conceptual framework and theory of change may be overtaken by emerging issues in rapidly changing development environment in the Sahel.	The regional Project has a robust evaluation plan and monitoring framework to ensure that the Project and projects remain relevant.

²⁶ Burkina Faso, Cape Verde, Chad, Gambia, Guinea Bissau, Mali, Mauritania, Niger, and Senegal

²⁷<http://www.riskreductionafrica.org/events/periperi-u-risk-methods-school.html>

²⁸ Including five Sahel countries: Mali, Senegal, Niger, Burkina Faso, and Nigeria

Technical and human resource capacities of the responsible parties to effectively deliver the project results	The Project Implementation Team will be embedded within the ECOWAS DRR Unit to ensure added capacity to deliver and to strengthen the operational capacity of the REC. Furthermore, funds will be advanced to responsible parties on a quarterly basis, where further disbursements will be provided upon the receipt of satisfactory reports. Where the Project experiences very low levels of delivery from a Responsible party, UNDP will provide support services to the Responsible Party to ensure delivery of activities and achievement of expected results.
Due to the fact that this project has a duration of one year inception, phase and two years of implementation, there is a risk that some of the proposed regional policies may not be finalised and adopted before closure of the Project	The linking of this Project with Stabilisation and Resilience Building of the Lake Chad Region, which runs for three years will ensure continuity and fruition of the initiatives started under this project
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 will encourage 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 Project and component project.	UNDP Regional Hub will work with Partnership Unit to secure additional for the Project. A sustained and visible communication strategy will be developed for the regional Project in order to attract further partnerships and resources for the RP
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.
Potential coordination challenges dealing with multiple partners implementing different components of the Project	UNDP will hold regular monitoring of Project activities to ensure coherence and will also regular update on project activities to ensure all partners are on the same page.

Stakeholder Engagement

In alignment with the regional approach of this Project, extensive consultations were held with the main Project partners (Africa Union, ECOWAS, UNDRR, and UN Women). The list of consultations is provided under Annex II. It is anticipated that further consultations with member states and other regional stakeholders as well as the validation of the project proposal will take place during the inception phase.

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 Project and other players will be called upon to assist with the delivery of long-term risk-informed development. African RECs, especially IGAD and SADC, Specialized Agencies and member states with considerable experience and successes or currently participating in UNDP projects related to disaster risk management, urban risk management, post-disaster recovery. Countries such as Mauritius, Rwanda, Indonesia, but also etc 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), to leverage their expertise and experiences in dealing with DRM.

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 Project:

- Four flagship reports, on DRR financing, urban risk management, preparedness for recovery and risk-informed development;
- Guidelines for sector DRR/CCA/conflict mainstreaming;
- Tools and guidelines for 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 Project 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 Project to the public domain.

Sustainability and Scaling Up

The Project will apply an implementation approach that promotes sustainability through ensuring full regional ownership of methods and processes, achievement of results exclusively through fostering institutionalization of relevant international best practices. The Project has adopted a number of sustainability strategies as follows:

1. The Project adopts the approach of embedding the Project Implementation Team within ECOWAS, which is the main custodian of this Project. The technical and management expertise from the Project Implementation Team will provide day-to-day mentoring and coaching of ECOWAS staff within the Humanitarian and Social Affairs Directorate and specifically the DRR Unit. This approach will train and enable staff ECOWAS to take forward the best practices and lessons learned from this Project.
2. Furthermore, one of the specific functions of the Project Implementation Unit is to strengthen the operational capacity of ECOWAS to receive funding from development partners to support its member states in realising their DRR and resilience building goals.
3. The Project also partners with the AU, especially being cognisant of AU's critical role in advocacy and rallying political will of its member states. Partnering with the AU will foster institutional learning and upscaling of DRR best practices not just within ECOWAS, but also beyond to other RECS in West Africa (e.g. UMA, ECCAS) and the whole continent.
4. The Project consulted the key partners to identify key challenges for the region, but also to ensure that their capacity needs are reflected and addressed through Project activities. Specific capacities identified by ECOWAS and the AU, include capacity for disaster preparedness for recovery and urban risk management. In this regard, specific resources have been allocated under this Project, which will ensure that both the ECOWAS and AU DRR Units are capacitated by technical specialist to scale up the lessons from this Project.
5. In relation to above, the Project Implementation Team and the specialised technical experts in ECOWAS and AU will also aim at developing new programmes and projects to mobilise further resources to sustain the results of this Project and expand the AU and ECOWAS DRR Teams.
6. The creation and/or strengthening of regional, national disaster databases disaster risk recovery systems and capacities is expected to empower ECOWAS, the Sahel countries and West Africa in understanding emerging risks and progress made on risk reduction.

V. PROJECT MANAGEMENT

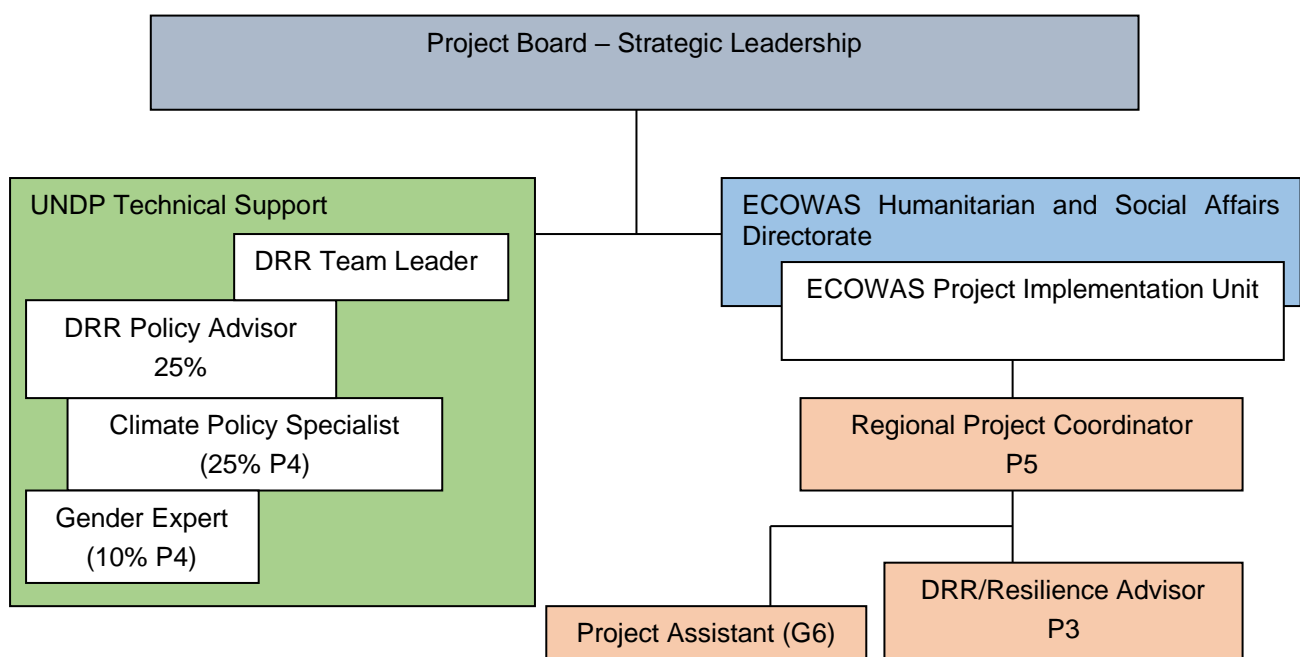
Cost Efficiency and Effectiveness

The Project strategy outlined requires engagement with a number of key stakeholders. The partnership with AU and ECOWAS DRR Units ensures that there are no overlaps with other on-going regional DRR and resilience building efforts. Furthermore, these partners also ensure that this Project builds upon and sustains the best practices achieved under fill gaps on risk informed development rather than duplicate what has already been done in the region. The partnership with UNDRR and UN Women also ensures maximum use of different technical skills and knowledge that the Agencies bring than if one partner had tried to implement all Project outputs on their own.

Project Management and Implementation Arrangements

This project will be implemented under a UNDP Direct Implementation Modality (DIM), whereby UNDP will take on the role of Implementing Partner with an overall responsibility of the Project. Under this modality Partners, referred to as Responsible Parties, will be responsible for implementing specific Output and activities under the Project. The Responsible Parties include ECOWAS, AU, UN Women and UNDRR. With most of the target Sahel countries affiliated to ECOWAS, the REC will play the role of key Responsible Party in the implementing this Project in the Sahel. ECOWAS, which will also house the Project Implementation Team, will be key for coordination of project activities in Sahel countries and sharing of best practices in the Region. Written agreements between UNDP, Implementing Partner, and the Responsible Parties will be signed before the commencement of the Project. With regard to ECOWAS and AU, the Standard Letter of Agreement will be signed with Responsible Party, while the standard UN-to-UN Agency Agreement will apply to UNDRR and UN Women. The Project will also have Project Steering Board (see Project Board details below) which will provide strategic direction to ensure that the Project remains within it's the agreed and endorsed framework. The specific roles of the Implementing Partner and Responsible Parties are explained below while the role and TORs of the Project Board are explained under Annex III.

Fig 1: Project Implementation Structure



UNDP: UNDP takes the overall responsibility of implementing the Project and providing technical guidance and quality assurance. Under the DIM modality, UNDP has the technical and administrative capacity to assume the responsibility for mobilizing and applying effectively the required inputs in order to reach the expected outputs. Under this project UNDP assumes overall management responsibility and accountability for project implementation to the Donor, Sida. Accordingly, UNDP will follow its own policies and procedures established for its own operations. While this project will be implemented under the DIM modality, the Project Implementation Team will be housed within ECOWAS, which is the main Responsible Party (see Annex IV and V for the Team's TORs). As the Project's aim is to further develop the capacity of ECOWAS in DRR, it is important that the Project Team is embedded within the ECOWAS Disaster Risk Reduction Unit, which is under the Directorate of Humanitarian and Social Affairs. This arrangement will enable direct transfer of technical knowledge and skills but also develop the operational capacity of ECOWAS to receive direct DRR and Resilience funds from development partners in the future. Project Implementation Team structure is explained on Page 30. Specifically, UNDP will be responsible for overall Project Oversight and Implementation of Output activities as explained below:

1. The interlocutor between Sida, the main Donor, and the Project Responsible Parties and other partners;
2. Provide overall technical and management oversight of the Project, including the management of Project funds, periodic reporting to the Project Board and the Donor;
3. Technical support to Responsible Parties through DRR and Climate Change experts from UNDP Regional Service Centre for Africa, UNDP Dakar Platform and UNDP COs;
4. In addition to above, lead Project Monitoring and Evaluation as well as risk analysis and provision of recommendations of corrective action to address emerging risks;
5. Coordination of all Project Responsible Parties and partners to ensure coherence and timely implementation of Project activities and the achievement of Project results;
6. Development and review of annual work plans with the Project Responsible Parties and adherence to Project goals;
7. Disbursement of funds to partners for the implementing Project activities, for which they are responsible for;
8. Provision of support services, such as operations, financial and administration, to the Project through UNDP country offices where necessary, e.g. UNDP Nigeria CO to ECOWAS;
9. Conduct an capacity needs assessment of the ECOWAS's DRR Unit to strengthen its DRR operational capacity to ensure sustainability and scale up of Project results;
10. Lead the implementation of Outputs 3 and 4 and other activities that UNDP is responsible for as highlighted in the Project Budget.

ECOWAS: This Project will mark a paradigm shift for ECOWAS, as it will strengthen the fundamental bedrock for the organisation to effectively manage disaster and climate change risks: strong disaster and climate information services and coordination. Up until now, DRR efforts have been valuable but ad-hoc, and because of the constraints described above, government decision-making has not systematically addressed the perhaps greatest threats to the region's stability and prosperity from DRR and climate change perspectives. With its convening power in West Africa, ECOWAS will play a key role in coordinating and harmonising DRR and adaptation approaches to guide its Sahel countries and share success with the wider ECOWAS member states. ECOWAS will also act as reservoir of the information and knowledge generated under this project. Furthermore, ECOWAS will house the Project Team and be responsible for the overall leadership and management of day-to-day implementation of the project. ECOWAS will also be responsible for following:

1. Providing strategic direction to project implementation through day-to-day project management
2. Act as Secretariat to the Project Board including the preparation for, and convening of Project Board meeting
3. Co-supervision of Project Implementation Team with UNDP by the Head of Humanitarian and Social Affairs Directorate

4. Coordination of the other inter-governmental organisations such as LCBC, CILLS and their affiliated DRR/Resilience bodies such as AGRYMET and the academia, (e.g. WASCAL) and western African regional human-rights organisation to ensure coherence of project activities
5. Fostering direct dialogue and interaction between member states and with other regional institutions
6. Ensuring coherent and integrated approach to the Sahel countries' implementation of Sendai Framework, AU PoA, resilience building and adaptation
7. Raise continental and global awareness on the successful results of this project
8. Organising and convening Sahel countries at the regional and national level for trainings and information sharing
9. Generation, maintenance, analysis and sharing of disaster and climatic data generated by the Project in relation to the progress being made by the region on the SFDRR and PoA
10. Identification of institutional capacity needs, which would enable ECOWAS to continue and expand project activities after project closure, and ensure the implementation of capacity development plan

African Union: The RECs, including ECOWAS, form the building blocks for the AU. Therefore, the role of AU in policy guidance and advocacy will be critical, as the AU member states and Africa RECs agreed to align their strategies with of the AU Programme of Action. As such, the AU will play a critical role in providing leadership to the project, through the chairing of the Project Board. The AU will also ensure that the successes of the project are scaled across the continent and to strengthening DRR capacity of Member States through ECOWAS. In this regard, African Union will play a critical convening and coordination role in the implementation of the **Output 1, 4 and 5** and ensuring the additional five targets of the Africa PoA for the Implementation of the Sendai Framework are mainstreamed into national and regional DRR Policies and Strategies under **Output 2**. The interlocutor for the Project will be the Department of Rural Economy and Agriculture (DREA). Specifically, the Africa Union will play the following function:

1. Overall strategic leadership to the Project implementation through the co-chairing of the Project Board with UNDP;
2. Provision of policy guidance to ECOWAS and other RECs and ensuring that such policies are aligned with Africa PoA;
3. Advocacy with RECs and member states for the compliance and alignment of DRR policies and actions with the SFDRR and the AU PoA;
4. Cultivation of political will and rallying of member states for risk-informed development;
5. Representation role of Africa's DRR challenges and progress on the SFDRR and PoA at the Regional and Global Platform, and with development partners and private sector for increased DRR investments in Africa;
6. Fostering south-south peer learning among the Africa RECs and beyond Africa on the achievements and challenges in the area of DRR and Resilience Building;
7. Development of relevant continental knowledge products to foster risk-informed development;
8. Ensuring coherence and co-learning with the on-going and emerging DRR projects (for example the AU current EU-ACP African Risk Project and pipeline EU-ACP funding);
9. Periodic monitoring and reporting to ECOWAS Project Implementation Unit on progress made in the implementation of Output activities under the leadership of AU;
10. Specification of AU institutional capacity needs that would enable to the AU to lead RECs on DRR and Resilience Building;
11. Support the implementation of activities under Outputs 1, 2, 4 and 5 highlighted Project work plan

UNDRR: The Secretariat serves as the focal point in the United Nations system for the coordination of disaster reduction and to ensure synergies among the disaster reduction activities of the United Nations system and regional organizations and activities in socio-economic and humanitarian fields. In this regard, UNDRR will play a key role in the implementation of **Output 1** in supporting ECOWAS and the Sahel countries in tracking progress being made on the Sendai Framework commitments. In addition, UNDRR, will also ensure that revised national strategies from the Sahel countries are aligned with the Sendai Framework and the Africa PoA under **Output 2**. Furthermore, UNDRR will also play an important role in ensuring the sharing of the Project success through the Regional and Continental DRR Platform under

Output 5. The Project will partner with UNDRR Regional Office in Nairobi. The specific responsibilities of UNDRR under this Project will include the following:

1. Training of ECOWAS and Sahel countries in data collection and analysis to support the Sendai Monitor and the PoA
2. Strengthening national capacities for coordinating data collection among different sectors and relevant data and of national Damage and Loss Databases
3. Development of new or adoption of guidelines to support the Sahel countries in maintaining damage and loss accounting systems
4. Support the technical reporting on the progress being made at the national and regional levels in reducing risks to disasters
5. Provision of inputs to Regional DRR and Resilience Frameworks and national DRR policies to ensure alignment with the Sendai Framework and the PoA
6. Support ECOWAS and the AU in convening regional meetings on disaster damage and loss accounting systems and disaster statistics
7. Implementation of activities under Output 1 and 2 as stipulated in the Project work plan

UN Women: UN Women is dedicated to promoting gender equality and the empowerment of women, through its normative mandate to support global normative developments to formulate globally agreed standards for gender equality; operational and technical mandate to support UN Member States to implement these standards; and coordination mandate to assist other parts of the UN system in their efforts to advance gender equality in development. In this regard, UN Women will play a critical role in bringing the understanding of gender dimensions of disasters and climate change in the Sahel Region, as well as proposing means of reducing the vulnerabilities of women and men to disasters through their participation and leadership in DRR. UN Women will play a critical role under **Output 1** in ensuring the collection and analysis of sex, age and disability disaggregated data as part of strengthening national damage and loss accounting systems. Under **Output 2**, UN Women will support ECOWAS in ensuring the mainstreaming of gender into national DRR Strategies and policies and ensure the participation of women in national and regional DRR Platforms under **Output 2 and 5**.

The Project will collaborate with UN Women Regional Office in Dakar and specifically, UN Women will have the following roles:

1. Holding all project partners accountable in ensuring that their actions under this project promote gender equality and at least do no harm
2. Supporting all project partners in ensuring that all project activities address gender equality
3. Training of ECOWAS, AU and other intergovernmental authorities to increase their understanding of the interlinkages between gender inequality and disasters and climate change
4. Technical support and training to ECOWAS and Sahel Countries in the collection and analysis of gendered data and their implications on reducing vulnerabilities of women and men
5. Conduct of research to bring the understanding of how women and men are being affected by the impacts of disaster and climate change in the Sahel and their implications
6. Responsible for strengthening regional and national capacities of Gender and human rights groups effectively advocate for gender and human rights in this project and beyond.
7. Provision of the convening power to enable women and marginalised groups shape DRR and adaptation priorities and actions
8. Implementation of specific activities that UN Women is responsible for in the Project work plan.

Project Funds Forwarding Arrangements

As an Implementing Partner, UNDP will be the recipient of funds from Sida, which will be further disbursed to Responsible Parties for activity implementation (see table below, which provides more detail on indicative budget allocation per each partner. The financial rules and regulations of the responsible party will apply only to the extent that they do not contravene the principles of UNDP's Financial Regulations and Rules. Based on the agreement made between UNDP and Responsible Parties, the Partners will provide quarterly financial reports and bi-annual progress reports to UNDP. As stipulated under the Letter of

Agreement that will be signed between UNDP and ECOWAS, AU, AGRHYMET, Peri Peri U and other responsible parties, UNDP will advance funds to the responsible parties on a quarterly basis and based on the work plan endorsed by the Project Board. Further quarterly advances will be provided upon reconciliation of 80% of funds provided in the previous quarter. With regard to the UN Agencies, and as per normal practice with UN-to-UN implementation agreements, UNDP will provide annual financial authorization to UNDRR and UN Women through the undg system. They will provide monthly reports and post expenditures through the undg system. In addition to above, UNDP will provide annual financial and progress reports to Sida.

Budget Allocation per Responsible Party and Implementing Partner

Partner Budget Allocation/Output	Inception Year*	Year 2	Year 3	Project Start-up/Oversight/GMS	Total
ECOWAS	111,120	308,500	355,760	0	775,380
AU	190,480	158,640	455,040	0	804,160
LCBC	50,000	-	-	0	50,000
CILLS/AGRYHMET	15,000	176,400	109,400	0	300,800
Peri Peri U/WASCAL	98,800	98,800	98,800	0	296,400
UNDRR	437,500	371,200	500	0	809,200
UN Women	71,500	271,800	258,880	0	602,180
UNDP	398,480	289,470	216,920	2,460,915	3,365,785
Total	1,372,880	1,674,810	1,495,300	2,460,915	7,003,905

VI. RESULTS FRAMEWORK²⁹

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): <u>Outcome 3:</u> Regional institutions sustain peace and build resilience to crises and shocks									
UNDP Strategic Plan 2018-2021: <u>Tier 2, Outcome 3:</u> Strengthen Resilience to Shocks and Crises <u>Output 3.3.1.</u> 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									
EXPECTED OUTPUTS	OUTPUT INDICATORS ³⁰	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	2019	2020	2021	FINAL	
Output 1: Increased capacity on tracking and monitoring progress on SFDRR and AU PoA implementation in the Sahel region through enhanced data collection, analysis and reporting systems.	1.1 Status Report on the implementation of DRR in West Africa	ECOWAS, UNDRR, UNDP websites; PoA Biennial Report	UNECA Report 2015	2019	finalised				<ul style="list-style-type: none"> Assessment methodologies website may not be regularly updated; Visit Websites,
	1.2 Sahel Regional damage and loss Platform accessible to sector ministries and the public		0	2019	No	yes	yes	1	
	1.3. # of countries with national databases retrofitted and updated	TBD	2019	1	3	3	7		
	1.4. No. of staff from Sahel and national governments trained in analysis for data statistics for development planning and Sendai/PoA Monitor	0	2019	0	50	100	150		
		AGRHYMET Damage and Loss Database DisInventor Training reports; Press Releases							

²⁹ 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.

³⁰ 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.

Output 2: Strengthened regional and multi-country regulatory and policy frameworks for translating disaster and climate data into risk informed development	2.1. ECOWAS Regional DRR Policy in alignment with SFDRR and PoA	RECs, websites, IFRC and National UNDRR website	ECOWAS DRR Policy based on HFA	2019	No	yes	yes	yes	<ul style="list-style-type: none"> Adoption of the CPEIR methodology for DRR expenditure review DRR Policies can take a long time to get approved & may hence be approved after the project's life
	2.2 # of national policies, legal and regulatory frameworks on DRM/CCA reviewed/developed that are gender responsive and aligned with Sendai Framework.	RECs annual reports PoA Biennial report Ministry of Environment Sectoral reports	42% as of 2014 for Africa	2019	1	2	3	6	
	2.3 # Sahel DRR Expenditure and Investment Report		no	2019	Yes	-	-	Yes	
	2.4 # of CSOs supported to ensure gender and human right mainstreaming into DRR and adaptation		1 Global Non-State Actors DRR Network	2019	2	2	2	6	
Output 3: Enhanced ECOWAS regional recovery processes that address underlying disaster and climate change risks and restore pathways to sustainable development in the Sahel countries	3.1 # A baseline report on state of preparedness for Recovery in the Sahel	A Baseline report from UNDP, ECOWAS, GFDRR websites PoA Biennial report	Not done	2019	Yes	-	-	Yes	<ul style="list-style-type: none"> Visit Website visits; Risk- no major disaster happens in the region during the project life
	3.2 # of countries that have the capacity to lead PDNA and translate it into resilience recovery action		Nigeria; Chad trained	2019	0	2	2	6	
	3.3 # of academic institutes trained in the PDNA Assessment Methodology	PDNA Training Reports	TBD	2019	5	5	5	15	
	3.4 A pool of PDNA Franco-phone experts established, including from women and men from academia		2 (Consultant experts)	2019	0	10	10	20	
Output 4: Enhanced Regional capacities for Urban Risk Management for West Africa	4.1 State of Urban Risk Management in Africa	Status Report on UNDP, ECOWAS websites	No review	2019	1 Report	-	-	1	<ul style="list-style-type: none"> Review of training reports
	4.2 # of Sahel regional trainings for government officials, mayors and urban planners trained in urban risk management	Training Reports	1 Ivory Coast	2019	0	2	2	4	
	4.3 # of countries with urban risk profiles	National Websites	Rwanda	2019	0	2	3	5	
	4.4 # of municipalities with urban risk management policies and plans	PoA Biennial report	TBD	2019	0	3	3	6	

Output 5: Enhanced Innovation and knowledge on risk informed development through Regional Dialogue and South-South exchange	5.1 One Africa conference that focus on bringing lessons learned on risk informed development	Regional Forum Report	0	2019	0	0	1	1	<ul style="list-style-type: none"> • Visit Websites, • Review of relevant government plans and budgets; • Interviews;
	5.2 # of expert workshops to identify risk-informed pathways for sustainable development in the Sahel	Knowledge Products posted on ECOWAS, UNDP Websites	0	2019		1	1	2	
	5.3 # of south-south exchange and peer learning with academia organized		0	2019	1	2	2	5	
	5.4 # of regional knowledge products published and shared	PoA Biennial report	TBD	2019		2	2	4	
	5.5 # of women represented in regional workshops		TBD	2019	20%	30%	40%		

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 UNDRR. A joint monitoring mission will be also undertaken by AUC and UNDP in order to inform the program report and the biennial Report of the PoA for the implementation of SFDRR. 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 Page 24), 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.

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (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.		
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.		
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.	AUC	
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.		
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.	AUC	
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 log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and a final report at the end of the project			
Project Review (Project Board)	The project's governance mechanism (i.e., Project Board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the	At least annually)	Any quality concerns or slower than expected progress should be discussed by the Project Board and management actions to address the identified		

	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.		issues should be agreed.		
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VIII. MULTI-YEAR WORK PLAN ³¹³²

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)			RESPONSIBLE PARTY	PLANNED BUDGET (USD)		
		Inception Year	Year 2	Year 3		Funding Source	Budget Description	Amount
Output 1: Increased capacity on tracking and monitoring progress on the Sendai Framework through enhanced data collection	Activity 1.1: Regional Disaster Risk Assessment for Sahel, including gender, climate and conflict analysis + coordination of study	150,480	0	0	AU	Sida	Risk Mapping & vulnerability study consultancy firm (60 days), 1 travel to 7 countries	150,480
	Activity 1.1 a Regional Disaster Risk Assessment for Sahel, including gender , climate and conflict analysis	50,000	0	0	UN Women	✓	Linked to activity 1.1 (50-day study by 2 consultants)	50,000
	Activity 1.1 b Regional Disaster Risk Assessment for Sahel, including gender, climate and conflict analysis; policy	15,000	0	0	UNDRR	✓	Linked to activity 1.1 (30-day study)	15,000
	Activity 1.1 c Regional Disaster Risk Assessment for Sahel, including gender, climate and conflict analysis	50,000	0	0	LCBC	✓	Linked to activity 1.1 (50-day study by 2 consultants)	50,000
	Activity 1.2: Harmonisation of risk and vulnerability assessment methodologies (gender, disaster, climate and conflict risk analysis)	30,000	0	0	UNDRR, (gender) UN Women	✓	Consultancy for drafting tools (60 days);	30,000
	Activity 1.3. Review of harmonised assessment tools by DRR/Climate/Governance/Gender experts	0	0	0	UNDP	✓	Part of activity 1.2	0

³¹ Cost definitions and classifications for Project and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

³² 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 P project 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: Selection, setting baselines, and monitoring and reporting on Sahel gendered indicators for Sendai and PoA Monitor	280,000	0	0	UNDRR	√	Baseline data for 7 countries- research	280,000
Activity 1.4a Oversight of data collection, design of data collection methods, data analysis and establishment of baselines	60,000	0	0	UNDRR	√	Data collection- 2 consultants (60days)	60,000
Activity 1.4b Establishment of baseline data- data analysis	52,500	0	0	UNDRR	√	Consultancy-2 data analysts in 7 countries (15days)	52,500
Activity 1.4c collection of SADD disaster data - training and data collection	21,500	0	0	UN Women	√	1 national gender 2-day training in each country (25ppl) + 2 gender data collectors as Activity 1.4	21,500
Activity 1.4c collection of SADD disaster data - gender analysis	0	52,500	25,000	UN Women		Consultant (10 days/country) + national workshop yr1 & consultancy 50days Yr2	77,500
Activity 1.6. Establishment of an online disaster database systems national levels;	0	50,000	0	UNDRR	√	2 Consultants (50 days ea) & Set up Damage of Loss Databases & guidelines	50,000
Activity 1.6a establishment of national online disaster databases	0	49,500	500	UNDRR	√	D&L database equipment software programmes (\$1000 ea. + 2 computers (\$3000 ea.) for 7 countries+ antivirus (500 x 2 years)	50,000
Activity 1.6b: Technical training on disaster statistics analysis of NDMA's, and national statistics offices	0	98,800	0	UNDRR	√	1 regional Training for 40 participants	98,800
Activity 1.7: Capacity needs and Establishment of a Regional information platform in AGRYHMET for the analysis of disaster statistics to inform the region and AGIR	15,000	0	0	AGRYHMET & CILSS	√	Capacity assessment consultancy (\$500 for 30 days)	15,000

Output 2: Strengthened regulatory and policy frameworks for translating disaster and climate data into risk informed development planning and budgeting	Activity 1.7a: Establishment of a Regional information platform by equipping AGRHYMET	0	72,800	5,800	AGRHYMET & CILSS	√	8 data processing computers \$4000ea, 2 servers \$10,000 ea; monitors \$250 ea; D&loss software \$3000; 2 printers \$5000 ea; high speed internet @5,000/year; antivirus software \$800/yr;	78,600	
	Activity 1.7b: Establishment of a Regional information platform by equipping AGRHYMET	0	17,500	17,500	AGRHYMET & CILSS	√	Software installation costs& maintenance (5days/country)	35,000	
	Activity 1.7c: Contribution to 2 data management analyst salary	0	12,000	12,000	AGRHYMET & CILSS	√	Salary contribution -\$500/month	24,000	
	Activity 1.7d: Data analysis of disaster statistics to inform the region and AGIR	0	74,100	74,100	AGRHYMET & CILSS	√	Data analysis & report generation and info sharing/year (30 participants)	148,200	
	Sub-Total for Output 1:								1,286,580
	Activity 2.1: Development regional DRR/resilience strategy in alignment with SFDRR and PoA in Sahel	21,120	0	0	ECOWAS	√	Travel by two ECOWAS staff to 4 Sahel countries for consultations.	21,120	
	Activity 2.1: Development regional DRR/resilience strategy in alignment with SFDRR& PoA in Sahel	0	123,500	0	ECOWAS	√	1 ministerial validation workshop for 50 participants	123,500	
	Activity 2.1: Development regional DRR/resilience strategies in alignment with SFDRR& PoA in Sahel	0	0	35,000	ECOWAS	√	roll out of Strategy in Sahel countries - national workshops in 7 countries	35,000	
	Activity 2.2. Review and alignment of national DRR strategies/policies with the SFDRR and AU PoA	0	21,120	21,120	AU	√	Travel (2 reps from AU & ECOWAS ea) to 2 countries each year for 5 days	42,240	
	Activity 2.3: Mainstreaming into development plans and adoption of integrated DRR/CC/conflict mainstreaming tools to guide member states	0	74,100	0	UNDRR	√	1 regional Trainings MADRID for 30 participants	74,100	

Activity 2.3a. Training on Mainstreaming gender into DRR/CC policy and action	0	49,400	49,400	UN Women		Regional training for 20 participants	98,800
Activity 2.4: Strengthening of national DRR Platforms to enable DRR/CCA/Conflict integration, coordination and knowledge transfer of best practices.	0	35,000	35,000	ECOWAS	√	DRR Platforms in 7 countries for 50 participants	70,000
Activity 2.5. Disaster risk management public expenditure review of the Sahel Region	220,000	0	0	UNDP	√	Study in 2 countries by a consultancy firm	220,000
Activity 2.6: Training and piloting on DRR/CC budget tagging and coding with Ministries of Planning and Finance in two Sahel countries.	0	74,100	0	UNDP	√	1 Training for 30 planners & financiers	74,100
Activity 2.6a: Piloting on DRR/CC budget tagging and coding with Ministries of Planning and Finance in two Sahel countries.	0	0	50,000	UNDP	√	Consultancy in 2 countries - 50days	50,000
Activity 2.6b Training of ministries on integrating human rights, gender equality and DRR/CCA into planning and budgeting processes	0	0	0	UN Women	√	Part of activity 2.6	0
Activity 2.8: Regional gender and human rights CSOs capacity development to influence integration of gender equality/ human rights into DRR	-	123,500	123,500	UN Women	√	2 trainings of 25 CSO representatives/year;	247,000
Activity 2.9: Advocacy with member states on disaster risk financing in collaboration with ARC	-	23,760	23,760	AU	√	Travel for advocacy (1 participant from AU, ARC, ECOWAS to 3 ECOWAS countries each year);	47,520

	Activity 2.9a: Advocacy with member states on disaster risk financing in collaboration with ARC	-	-	98,800	AU		Workshop with ARC, NDMA, Ministries of Finance for 40 participants	98,800
Sub-Total for Output 2:								1,202,180
Output 3: Enhanced recovery processes that address underlying disaster and climate change risks and restore pathways to sustainable development	Activity 3.1. Comprehensive review of existing institutional arrangements, policies and practice for post-disaster recovery and resilience building	50,000	0	0	UNDP	√	Study - two consultants for 50 days	50,000
	Activity 3.1a. Comprehensive review of existing institutional arrangements, policies and practice for post-disaster recovery and resilience building	18,480	20,000	0	UNDP	√	1 Travel to 7 Sahel countries, review (yr1)and publication (yr2)	38,480
	Activity 3.2: Capacity development to ECOWAS DRR Unit on preparedness for disaster response and recovery	50,000	60,000	60,000	ECOWAS	√	Technical expert salary \$5000 a month lump sum	170,000
	Activity 3.3: Development and roll out of a gendered regional post-disaster recovery framework and contextualisation to crisis contexts	0	20,000	34,580	UNDP (UN Women)	√	Consultancy for 40 days -yr1 + 14 participation from gender ministry in Activity 3.5 yr2	54,580
	Activity 3.4. Strengthening of institutional arrangements for recovery through trainings and systems review of roles and responsibilities for recovery	0	30,840	41,120	UNDP	√	Roll out Disaster Recovery Frameworks in 7 countries - 3 national workshops in yr 2 and 4 in yr3 wt 50 participants+ (travel- 2 experts for ea meeting)	71,960
	Activity 3.5. Regional PDNA and RPBA Trainings of Sahel Countries	0	0	98,800	UNDP	√	1 regional training 40 participants + 14 from activity 3.3	98,800
	Activity 3.6. TOT through academia and NDMA from high risk countries	0	0	0	refer to UNDP Budget	UNDP	Travel and one ToT Trainings of select 15 academia officials	0

		Sub-Total for Output 3:							483,820.00
Output 4: Enhanced Regional and national capacities for Urban Risk Management	Activity 4.1: A comprehensive assessment on current risks, urban disaster management practices, institutional capacities and policies	110,000	0	0	UNDP	√	Study by consulting firm - 50 days	110,000	
	Activity 4.2: Based on the assessment report, development of 7 urban risk mgt action plans	0	31,000	27,000	UNDP	√	Consultancy for 30 days + national consultation workshop for 40 participants (4 countries yr1 & 3 countries yr2)	58,000	
	Activity 4.3: Urban community engagement (women, men and youth) and sensitisation on urban risk mgt and waste management - pilot in 1 country	0	30,000	30,000	ECOWAS	√	Equipment- land use zoning, waste mgt & recycling	60,000	
	Activity 4.4. Capacity development to AU and ECOWAS on urban risk management	80,000	120,000	120,000	ECOWAS, AU	√	Salary of Technical Specialists \$5000 per month lump sum	320,000	
	Activity 4.5. A regional framework and adoption of approaches/ tools for assessing urban resilience	0	12,500	0	UNDP	√	Consultancy (500 x 25 days)	12,500	
	Activity 4.5a. Adoption of approaches/ tools for assessing urban resilience	0	34,580	0	UNDP	√	2-day expert meeting for 14 people	34,580	
	Activity 4.6: Regional training to municipalities on urban development and DRM including enforcement of building codes and waste management	0	0	98,800	ECOWAS	√	Training for 40 participants	98,800	
	Sub-Total for Output 4:							693,880	
Output 5: Enhanced knowledge on	Activity 5.1: Knowledge products, case studies and best practices on risk informed development	0	30,000	30,000	AU		Publications, videos	60,000	

risk informed development through Regional Dialogue and South-South exchange	Activity 5.2: A regional meeting on disaster statistics, bringing together the principal global, regional and national partners	0	98,800	0	UNDRR	√	1 regional Training and experience sharing on disaster statistics & Travel of 40 participants	98,800
	Activity 5.2a: South-south exchange on disaster statistics and analysis with ASEAN AHA Centre, Tohoku University etc	0	0	0	refer to UNDP Budget	√	Travel for 8 govt and REC officials + 1 UNDP staff	0
	Activity 5.3: Regional policy dialogue on DRR public expenditure and learning of good practices on DRR financing from across Africa and Asia	0	86,450	0	UNDP	√	1 Regional Workshop for 35 participants from Sahel countries	86,450
	Activity 5.4: South-south exchange on urban land use planning, urban risk management with Sahel municipality and city council officials	0	23,760	23,760	AU	√	Travel for 7 Govt officials from Sahel countries+ 1 ECOWAS +1 AU/yr	47,520
	Activity 5.5: Support to ECOWAS and AU for resource mobilisation to scale-up best practices to other RECs	0	0	36,960	ECOWAS (AU)	√	UNDP support on project formulation; stakeholder consultations (travel to 7 countries by 2 experts)	36,960
	Activity 5.6: Creation of space for gender human rights regional organisations to influence regional Platforms and dialogue on DRR and adaptation	0	26,400	26,400	UN Women	√	representation & travel of 5 CSOs in regional forums twice a year)	52,800
	Activity 5.7: Africa DRR and Adaptation Workshop to share lessons from Project results	0	0	197,600	AU	√	Africa Workshop (80 delegates), Media	197,600
	Activity 5.8: Trainings, research and knowledge transfer to develop regional capacity of the Academia	98,800	98,800	98,800	Peri- Peri U/WASCAL	√	Master Class Trainings & travel -30 students + 5 professors per yr + 5 trainers	296,400
	Sub-Total for Output 5:							

Evaluation <i>(as relevant)</i>	Monitoring and Evaluation	30,000	60,000	60,000	√	√	Hiring Evaluator, Travel, Final Evaluation report	150,000
	Inception Phase							
	Validation Workshop	35,000	0	0	refer to UNDP Budget		Workshop	35,000
	Equipment for Project Offices	15,000	0	0			computers, printers, desks, etc	15,000
	Project Board	6,003	6,003	6,003			travel for board members	18,009
	Review of Project theory of change based on Study findings	70,000	0	0			workshop	70,000
	Subtotal:							138,009
Project Management Cost	Project Oversight - Staff	558,032	548,033	548,033	√	√	Finance, Admin, Procurement, Project Staff	1,654,098
TOTAL (USD)		2,086,915	2,288,846	2,109,336				6,485,097.00
Delivery per year		32%	35%	33%				
General Management Support (8%)								518,807.76
GRAND TOTAL (USD)								7,003,905

Inception Phase Budget

Output	Inception Phase Outputs/Activities	Amount in USD	Q1	Q2	Q3	Q4	Budget Description
Project Start up	Validation workshop with all responsible partners, member states and collaborative partners	35,000					Workshop **
	Equipping the ECOWAS Project Implementation Unit	15,000					Equipment
	Drafting of detailed annual work plans and disbursement of funds for inception phase	-					workshop above
	1st Project Steering Committee meeting to approve work plan budget	6,003					Travel for board members
	Verification and update of project baseline information	-					UNDP RSC
	Development of TORs and recruitment of Project Team	-					UNDP RSC
	UNDP HACT Assessment of ECOWAS - if required	-					UNDP RSC
	Development of detailed performance monitoring and evaluation framework for the Project	-					workshop above
	Regional Workshop to review project theory of change, RRF, and project priorities based on the findings of the flagship studies	70,000					Validation workshop, 30 participants
	Drafting of detailed work plans, budget for year 2020						Same workshop above
	Drafting of TORs for assessments and recruitment of consultants and consulting firms to support Outputs 1-5	-					all responsible parties
Total	126,003						
	Activity 1.1. State of Risk-Informed Development in Africa Report	265,480					Consultancy firm; vulnerability analysis study consultancy firm
	Activity 1.2. Development and harmonisation of tools for risk analysis that includes disaster, climate, conflict and gender analysis	30,000					Consultancy
	Activity 1.4. Selection and establishment of gendered indicators and baselines to be tracked and monitored during project implementation	280,000					Research for baseline and workshop
	Activity 1.4 abc. Disaster SADD Collection procedures	134,000					
	Activity 1.6. National databases to feed into Regional Database	-					Equipment; consultants
	Activity 1.7. Review of AGRYHMET capacity and needs to host a regional disaster database Platform	15,000					HACT assessment
	Total	724,480					
Output 2	Activity 2.1. Support to review of national DRR policies being reviewed in 2019 in Sahel	21,120					Travel
	Activity 2.5. Disaster risk management public expenditure review of the Sahel Region	220,000					Study
	Total	241,120					
Output 3	Activity 3.1. Preparedness for Recovery Study in Africa	50,000					Consultancy, validation, design and publication

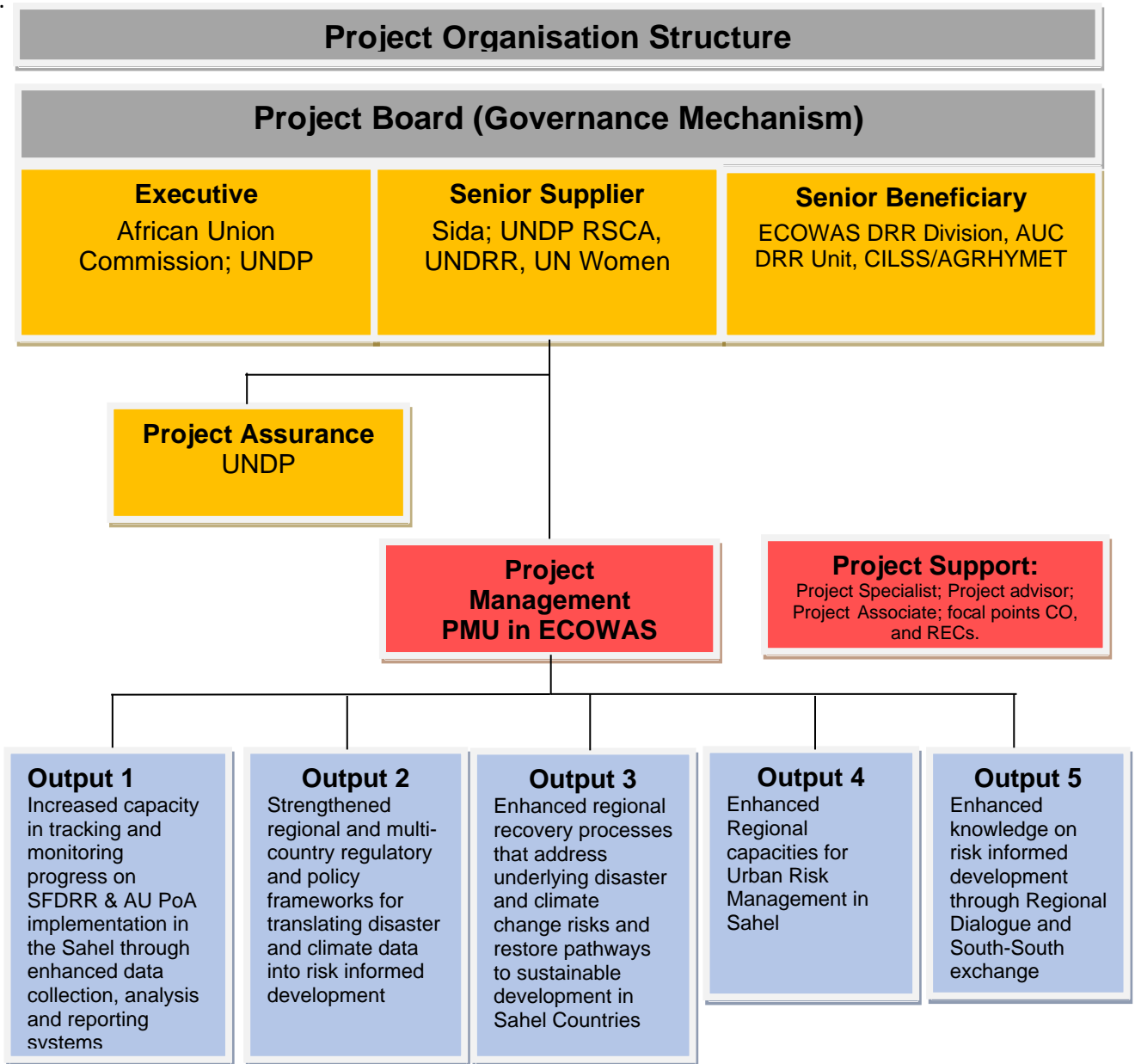
	Activity 3.1a. Comprehensive review of existing institutional arrangements, policies and practice for post-disaster recovery and resilience building	18,480			Consultancy
	Activity 3.2. Capacity development to ECOWAS on preparedness for response and recovery	50,000			Technical Experts- salary \$5000/month
	Total	118,480			
Output 4	Activity 4.1. State of Urban Risk Management Report	110,000			Study
	Activity 4.4. Capacity development to ECOWAS on urban risk assessment	40,000			Technical Expert salary \$5000/month
	Activity 4.4. Capacity development to AU on urban risk assessment	40,000			Technical Expert salary \$5000/month
	Total	190,000			
Output 5	Activity 5.8. Risk analysis summer school with Peri-Peri U to development the regional capacity of the Academia	98,800			Summer School
	Total	98,800			
Project Management	Monitoring and Evaluation	30,000			
	Programme Management Services (GMS) 8%	166,953			
	Programme Support Cost	558,032			
	Total	754,985			
TOTAL Inception Phase		2,253,868			

** will include \$35,000 from UNDP

UNDP Contribution to the Sahel Resilience Project

	% of support	Staff salary	Inception Phase	Year 2	Year 3	Total USD
Outputs						
Output 1- Activity 1.6 south-south exchange training with Asia Disaster Statistics Project			10,000	10,000	10,000	30,000
Output 3- Activity 3.5 Trainer of trainers for Sahelian Academia with Peri-Peri U			-	30,000	30,000	60,000
Programme Oversight						
						-
DRR Team Leader	0.15	292,000	43,800	43,800	43,800	131,400
DRR Regional Advisor	0.2	240,000	48,000	48,000	48,000	144,000
Gender Specialist	0.1	240,000	24,000	24,000	24,000	72,000
Climate Change Policy Advisor	0.1	240,000	24,000	24,000	24,000	72,000
Monitoring						
						-
Travel			5,000	5,000	5,000	15,000
First Inception Workshop			40,000	-	-	40,000
Total						564,400

IX. PROJECT 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/aq_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 Project 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 Project 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 Project with a multi-country focus, the modality for implementation will be under Direct Implementation for Global and Regional Project. 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 Project 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 Project-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 Project 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 Project 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: UNDP On-Going Projects at the Regional Level

This proposed project is a part of a larger on-going regional project '*Strengthening Africa's Resilience and Capacities for Adaptation and Disaster Risk Reduction: Fostering Risk-informed Solutions for Sustainable Development*'. This Continental DRR Project was approved in July 2018 with some funding from UNDP Core at \$1,000,000 for four years. The Continental DRR project is being implemented with core funding from UNDP. While the project is regional, it also a multi-country approach and currently focuses on Mozambique (SADC), Mauritius (SIDS), Niger (ECOWAS), South Sudan (IGAD) and Cameroun (ECCAS). Under this project, a scoping mission was taken in Mozambique and Mauritius jointly with National Disaster Management Agencies (NDMAs) to review the countries' current systems, policies and institutional arrangements for collecting and utilising disaster and damage and loss data for risk-informed development. The next phase will be the development of national databases which support the two governments in reporting obligations for the Sendai Framework and national development processes. In addition, UNDP in collaboration with EU has also supporting the Government of Mauritius strengthening its internal capacity in relation to preparedness for recovery. In this regard, a PDNA training was conducted between 8 and 12 October 2018 for line ministries, which identified policy and institutional gaps that need further strengthening in 2019. In South Sudan, the Continental DRR Project have supported the Government of South Sudan and the UN System in analysing resilience gaps and articulating South Sudan Resilience Strategy which aims to contribute to the achievement of the Sendai Framework. It is envisioned that these initiatives will inform this interventions to be taken in the Sahel under this project proposal and vice versa through regional workshops.

Recovery component of this proposal has strong linkages to a Regional Project '*Building Capacities for Resilient Recovery-Phase 2*' 2017- 2019 being implemented in Africa (including Cabo Verde, Burkina Faso and Niger) and Asia (Myanmar and Lao PDR) and with inter-governmental organisations. Under this Project UNDP systematically invested in streamlining the guidelines for PDNA methodology and tools for assessment, developing standard training packages and a roster of experts in PDNAs.

The project, implemented in close collaboration with the World Bank/GFDRR, the EU and the wider UN system has been successful in establishing strong awareness about the PDNA tools and methodology among national governments, regional inter-governmental organizations and partners and building partnerships with agencies participating in the capacity building process. The project has created a high demand for technical assistance from national governments and Inter-governmental organizations are keen to support the PDNA as a tool and methodology to assess recovery needs and develop recovery plans. Such assistance is not only limited to needs assessment, but also supports planning and implementing recovery. Building on earlier work, this project proposal under Output 3 will consolidate and deepen the capacities for PDNAs and recovery planning, particularly for ECOWAS. Taking into account of the lessons of this project and also challenges the Sahel region faces in identifying Franco-phone experts for PDNA exercises, the project proposal will also develop regional networks of expertise and lead to a much greater sharing of experience in the Sahel region.

Support to Africa Group of Negotiators (AGN) under the UNFCCC- With funding from Norway, UNDP supports the Africa Group of Negotiators in establishing Africa positions on UNFCCC thematic negotiation areas and sponsoring their participation in the climate change negotiations. In 2018, UNDP expanded the scope of this initiative to include mainstreaming of gender equality into climate change. During a gender and climate change training in October 2018, the Africa Negotiators highlighted gender and disaster risk reduction as one of the areas they need strengthening. As such, this Project will work with Africa Group of Negotiators from the Sahel Region and UN Women in their strengthening their knowledge on this issue as well as strengthening gender and human rights CSOs to take this advocacy work forward after the Project.

ANNEX II: Stakeholder Consultations During Project Preparation

Main Partner	Date of Consultation	Type of Consultation	Contact Person
ECOWAS	18/02/19	Skype call to introduce the ProDoc by Aliou	Ibrahim Mohammed hammedibrahim@yahoo.com
	26/02/19 – 8/03/19	Email exchanges- sharing of ProDoc and request for a meeting	“
	11/03/19	Skype call and emails exchanges to agree on how to meet	“
	14/03/19	Meeting at ECOWAS DRR Unit in Abuja to present the project and receive verbal feedback	Ibrahim Mohammed; Mkoyo Echabor; Usman Adam Obedie; Godfrey Amaedi
	19/03/19; 25/03/19	Emails- additional written feedback	Ibrahim Mohammed
Africa Union	7/02/19	Email introduction and set up of meetings	Nyambe Hansen; Kai Gatkuoth; Leah Naess Wanambwa wanambwal@africa-union.org ; kaiG@africa-union.org ;
	25/02/19	Meeting with AU DRR Team to introduce the project	Kai Gatkuoth and Aboubakar Diane
	5/03/19	Debrief on next meeting to present of the Project	Kai Gatkuoth
	7/03/19	Meeting AU at UNDP offices to present project, receive, feedback& consent	Kai Gatkuoth, Nomsa Dube and Aboubakar Diane
	12/03/19	Sharing of revised ProDoc and presentation with AU for feedback	Kai Gatkuoth, Nomsa Dube and Aboubakar Diane
	21/03/19	Emails- initial comprehensive written feedback on the ProDoc and request for joint submission	“
	26/03/19	Meeting at AU offices to further clarify project implementing partners roles	Kai Gatkuoth, Nomsa Dube and Aboubakar Diane
	26/03/19	Further written feedback on ProDoc	
UN Women	12/12/18	Email to introduce the Project and gauge Un Women interest in the Project	Rahel Steinbach rahel.steinbach@unwomen.org
	25/02/19	Update on feedback received from Sida on the ProDoc	“
	18/03/19	Sharing of the ProDoc for comments	marie.josee.kandanga@unwomen.org ; johnson.nkemndi@unwomen.org ; rahel.steinbach@unwomen.org
	21/03/19	Receipt of feedback on the ProDoc	Rahel Steinbach
	22/03/19	Skype call to go over feedback provided	“
	27/02/19	Email- request for a meeting with UNDRR to introduce the ProDoc	Diana Mosquera Calle diana.mosquera@un.org ; Amjad Abbashar; abbashar@un.org
	4/03/19	Meeting with UNDRR at AU office to present the project to UNDRR	Diana Mosquera Calle; Mathews Tulu and Vanessa Buchot
UNDRR	7/03/19 – 18/03/19	Email- sharing a presentation of the ProDoc and emails to follow-up on feedback	diana.mosquera@un.org abbashar@un.org ; vanessa.buchot@un.org
	21/03/19	Consent from UNDRR to collaborate	Diana Mosquera Calle;
	27/03/19	Revised proposed shared with UNDRR to share with their HQ	
	PeriPeri U	Jan-Apr	Email exchanges regarding the Project

ANNEX III: Terms of Reference for the Project Board

Overview

The “**Strengthening Africa’s resilience and capacities for adaptation and disaster risk reduction: fostering risk-informed solutions for sustainable development**” Project will be directed by a Project 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 Project 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 Project, 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 Project.

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 (Senior Manager) shall assume the Executive role for the Resilience Project 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 Project organisational structure and logical 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 Project 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; and
- 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 Project products including technical support to the Project. The Senior Supplier role has authority to commit staff and financial resources. In this Project 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 Project implementation are made available;
- Promote and maintain focus on desired Project 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 Project delivery, additional resources and policy/practice influence; and
- 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 Project progress.

Senior Beneficiary role

The Senior User role is responsible for specifying the needs and priorities of Project beneficiaries and to confirm whether the suppliers or the Project itself have indeed achieved the stated products/results to their satisfaction. ECOWAS and participating regional institutions 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 Project delivery. The specific roles are;

- Ensure the desired outcomes of the Project 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 Project in implementing countries;
- Promote and maintain focus of the desired Project 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 Project matters through various forums;
- Resolve any conflicts on the part of Project beneficiaries;
- Monitor any risks to the beneficiaries;
- Provide Project beneficiaries' view on post-project arrangements to ensure sustainability of Project results; and
- To be fully representative of all the interests of the different beneficiary groups that they represent.

Project Manager Role

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

Meetings

- The Regional Project 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 Project. 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 Project inception workshop.
- Any 2 board members or the Chairman alone can request an additional Board meeting if circumstances require this.
- The Project Coordinator will prepare minutes of board meetings.

ANNEX IV: Terms of Reference for Regional Project Coordinator (P5)

Duties and Responsibilities

Project Management and Oversight

- Leadership and oversight of Project-funded personnel and provide necessary guidance and coaching.
- Prepare annual and quarterly work plans and budgets for the Project.
- Ensure that financial and technical progress reports are compiled on a quarterly and annual basis on activities, outputs and outcomes of the various Project components.
- Prepare donor reports in accordance with donor rules and regulations, and Report periodically to the Board on Project 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 Project implementation.
- Conduct periodic Project 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 Project processes so as to build strong and sustainable partnerships.
- Coordinate the development prioritization and effective implementation of the Project's annual work plan and budget exercises, with the ability to work effectively with focal points of participating institutions, donor representatives and the Project 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 Projects 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 Projects; and
- In collaboration with RECs and target government, 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 Project Support Document;
- Research on disaster and climate funding windows and assist Government, NGOs and private sector partners to access resources in support of Project implementation and to cover any resource gaps at regional and country levels; and
- 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 Project;
- 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 Project planning stages; and
- Ensure programming is informed by Project 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; and
- 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 Projects/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; and
- Full computer literacy in internet searching and Microsoft Office Projects 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 V: 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 Project framework;

- Facilitates knowledge networking and management related to Resilient Recovery;
- Contributes to national-led crisis and recovery-related resource mobilization efforts during crisis response; and
- 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 Projects;
- Periodic up-date of the overall Recovery Project 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; and
- Contracting and supervision of consultants to support resilient recovery policy and/or Project 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; and
- 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 Project 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 Projects in Project target countries;
- Support to the organization of donor briefings and presentations for resource mobilization

purposes; and

- 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; and
- 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; and
- 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 Projects 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; and
- Full computer literacy in internet searching and Microsoft Office Projects 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.