

The **CaDRi** Partnership

Capacity for Disaster Reduction Initiative



CADRI Partnership Joint Programme Document 2019-2023

***Working together to deliver capacity development
services in risk reduction in support of the attainment of
the Sustainable Development Goals (SDGs)***

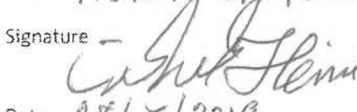
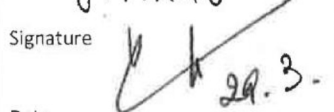
March 2019

Programme Title: Capacity for Disaster Reduction Initiative (CADRI)¹

Programme ID Number:

<p>Programme Duration: 2019-2023</p> <p>Anticipated start/end dates: 01st January 2019-31st December 2023</p> <p>Fund Management Options: Pooled & Parallel combination</p> <p>Managing Agent: UNDP</p> <p>Joint Programme outcomes: Outcome 1 - Country disaster and climate risk information systems enhanced to incentivize the integration of risk reduction in development and emergency/ humanitarian response planning</p> <p>Outcome 2 - Country planning processes are risk-informed at national and local levels and responsive to the needs of the groups with vulnerabilities in development and emergency/humanitarian settings</p> <p>Outcome 3 – UN System development framework and UN humanitarian programming frameworks are risk informed</p> <p>Contributing to global frameworks: <u>Sendai Framework for Disaster Risk Reduction</u> <u>UN Plan of Action on Disaster Risk Reduction for Resilience</u> <u>UN System Strategic Approach on Climate Change Action</u></p>	<p>Total estimated budget for 5 years* 11 503 333</p> <p>Out of which:</p> <p>1. Funded Budget: 1 968 000</p> <p>2. Unfunded Budget: 9 535 333</p> <p><small>* Total estimated budget includes both programme costs and indirect support costs</small></p> <p>Source of funded budget:</p> <p>FAO: 400 000</p> <p>UNDP: 400 000</p> <p>UNICEF: 400 000</p> <p>UNFPA: 200 000</p> <p>Luxembourg: 568 000</p> <p>TOTAL FUNDED 1 968 000</p> <p>Other agencies*:</p> <p>IOM tbc</p> <p>WHO tbc</p> <p>WFP tbc</p> <p><small>* Annual agency expected contribution 80 000</small> <small>5-year agency expected contribution 400 000</small></p> <p>Other donors: tbc</p>
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¹ No deviation from the Standard Joint Programme Document template (Guidance Note on Joint Programmes, United Nations Development Group, August 2014)

** to be confirmed on annual basis

Foreword

This Joint Programme document articulates the collective offer of capacity development services of the largest existing interagency facility supporting countries integrate risk reduction measures in development and humanitarian plans and programmes. This Joint Programme is signed by member organizations of the Capacity for Disaster Reduction Initiative (CADRI) for its third implementation cycle from 2019 to 2023.

This Joint Programme document is the outcome of a yearlong consultation process involving representatives from HQ and regional offices of CADRI member agencies (FAO, IFRC, IOM, OCHA, UNDP, UNESCO, UNFPA, UNICEF, WFP, WHO and WMO) and other UN bodies (UN Environment, UNDCO, UNFCCC Secretariat, UN Habitat, UNISDR, and UN Women), as well as UN Resident Coordinators. The consultation process consisted of three global¹ and six regional workshops². It was also informed by collection of feedback from beneficiaries (UN Resident Coordinators and governments), as well as an analysis of impact and lessons learned. Key recommendations include integrating a conflict-sensitivity approach to service delivery, developing new services and methodologies for local-level capacity development support, new services and methodologies for risk information systems, and integrating DRR and climate change adaptation.

Regional consultations have reaffirmed the relevance of the CADRI business model while stressing the need for the CADRI Partnership to adapt its offer of services to different region and country contexts by expanding the scope of capacity development services³, broadening the offer of capacity development services and tools⁴, and strengthening regional capacities for integrated service delivery to UNCTs and countries.

The present Joint Programme document is the outcome of a consensus among CADRI Partners regarding the direction of the new programming phase from 2019 to 2023. The global consultations served to develop the theory of change and articulate the services and tools required to achieve the proposed change. The proposed articulation of results and services was endorsed by the CADRI Board. A drafting team composed of 10 agencies' technical experts provided written comments to subsequent iterations of the draft joint programme document in 2018.

The Joint Programming implementation and funding modalities have been developed based on the UNDG guidelines. The Monitoring and Evaluation framework has been developed in line with the results-based monitoring requirements for UN Joint Programmes.

¹ [CADRI Partners' retreat in Geneva, June 2016](#); [CADRI Partners' global consultation workshop in Geneva, October 2017](#); [CADRI Partners' global consultation workshop in New York](#).

² SEA, 19-21 September 2016, Johannesburg; MENA, 30-31 October 2016, Cairo; LAC, 5-7 December 2016, Panama; ECIS, 6-7 March 2017, Almaty; WCA, 21 March 2018, Dakar; AP region, June 2018, Bangkok.

³ For instance, integrating disaster risk reduction and climate change adaptation, and addressing multiple hazards, including a stronger focus on technological, industrial and biological hazards; developing an approach to work in fragile contexts; developing an approach to design a capacity development strategy for the local level.

⁴ For instance, developing issue based capacity development packages; developing tools and approach to promote a culture of understanding risk;

Executive summary

Climate change and disaster risks pose fundamental threats to the achievement of the 17 Sustainable Development Goals (SDGs). Addressing climate and disaster risks in a coherent manner across the SDGs calls for a whole-of-government and whole-of-society approach and integrated solutions that are inherently multisectoral.

Capitalizing on the complementarity of specialized agencies' expertise across various social, economic and environmental sectors, the UN System provides value added in responding to country demand for integrated solutions.

The Secretary General's UN development system reform agenda, with prevention as a cross-pillar priority, gave new impetus to the CADRI partners to further integrate their capacities, in policy advice, data collection and analysis, and expand the offer of "whole-of-system" expertise to countries that are most vulnerable and at risk.

The UN agencies, working closely with the International Red Cross and Red Crescent Movement, have designed a unique partnership approach to deliver tailor-made capacity development services in disaster risk reduction (DRR) and climate change adaptation (CCA). The CADRI Partnership provides countries with a mechanism to mobilize and pool expertise from within and outside the UN System to pursue integrated and coherent solutions to reduce disaster and climate risks and achieve the 2030 agenda and its commitment to leave no one behind.

Various entry points have been identified; more integrated and accessible risk information, more robust coordination across sectors and levels, and between humanitarian and development realms and the DRR and CC constituencies, new competencies in mainstreaming risk reduction in planning and budgeting processes and moving from planning to actual implementation. More impactful capacity development strategies integrating humanitarian and development interventions and underpinned by inclusive and participatory planning processes are required.

In 2018-2023, the CADRI Partnership will contribute to enhancing availability of country risk information through promoting country risk information systems that are multi-hazard, multi-sectoral, better integrated and accessible to users at all levels (output 1.1), complemented by development of joint research to build evidence on return on investment in DRR and CCA (output 1.2).

The CADRI Partnership will support governments to lead planning processes that are risk-informed at national and local level and are responsive to the needs of vulnerable groups in development and emergency settings. This will be achieved through facilitation of more inclusive, better integrated multi-sectoral planning processes at national and/or local level (output 2.1) and skills development to integrate DRR and CCA into national, sectoral and local planning and implementation processes (output 2.2) and preparedness for response and recovery (output 2.3).

Similarly, UN development and humanitarian programming frameworks will be better risk informed through more coherent, multi-sector, integrated programmatic frameworks to reduce disaster and climate risks (output 3.1) as well as risk-informed UN programmes and tools for emergency preparedness (including readiness) (output 3.2), with both a conflict and a gender sensitive lens.

The funding arrangements for the Joint Programme include a mix of parallel and pooled funds. The pooled fund managed by UNDP is used to cost share the implementation of the Joint Annual Workplan and the running costs of the Secretariat. The total budget for 5 years is USD 11,503,333 out of which USD 1,968,000 represents commitments to the pooled fund and USD 9,535,333 is to be mobilized.

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Taxonomy of CADRI partners

Executive Partners

The CADRI Executive Partners provide strategic direction, oversight and implementation support to the Partnership. They have decision-making power on the allocation of financial resources to the Pooled Fund. They approve the CADRI Annual Workplan on the use of their financial and in-kind contributions, decide on the development of new tools and services, as well as communication products and regional engagement. They undertake joint communication and partnership building / resource mobilization efforts. They are mutually accountable for joint programme results and for joint monitoring and evaluation. They participate to the CADRI Board and to the CADRI PAG and are members of the CADRI regional mechanisms.

On the basis of their financial and technical contribution to the implementation of the CADRI Annual Work Plan at global, regional and country level, CADRI Executive Partners can claim ownership of the results achieved as a direct contribution to their respective agency strategic framework. They can report CADRI results to their constituencies as their agency contribution to the implementation of the UN Reform and the Global Partnership for Effective Development Co-operation to maximize the effectiveness of cooperation in support of sustainable development. CADRI Executive Partners benefit from increased visibility of CADRI results at country, regional and global levels.

Technical Partners

The CADRI Technical Partners contribute specialized technical expertise to the delivery of capacity development services in response to country demands, on an ad hoc basis through in-kind contributions. They participate to the CADRI Board and to the CADRI PAG and can be members of the CADRI regional mechanisms.

CADRI Technical Partners can influence and contribute to the development of the CADRI capacity development tools (methodology, training modules) through their participation to the CADRI PAG. They can influence and contribute to the delivery of CADRI services at regional and country levels. CADRI Technical Partners can claim ownership of specific country results achieved through their technical contribution and benefit from increased visibility of CADRI results in country, regional and global events.

Advisory Partners

The CADRI Advisory Partners provide advisory guidance to the Partnership especially with respect to global positioning and normative contribution to specific products or services, through their participation to the CADRI Board and CADRI PAG. Advisory Partners are not expected to make financial/ in kind contributions to the CADRI Partnership Annual Work Plan. While they cannot claim ownership of CADRI Partnership results, they are credited for their contribution to specific products or services delivered.

Overview of resources for implementation

SUMMARY BUDGET ON USE OF ANNUAL AGENCY CONTRIBUTIONS	
<p>CADRI Partnership Secretariat country support</p> <p>Description: To support inter-agency multi-disciplinary country engagement, consolidate deliverables, planning, monitoring and reporting (CADRI Secretariat travel including travel of Stand-By partner positions in the regions)</p> <p>Deliverables could include any or a combination of the following:</p> <ul style="list-style-type: none"> - Assessment of national systems for ‘understanding risk’; set up of multi-stakeholder risk information mechanism; - Design of multi-sectoral studies on return on investment; - Assessment of DRR / CCA systems; Design process of DRR/CCA strategies & CD plans; Training on comprehensive mainstreaming approach; Referral services - UNDAF/UNPAF screening; UN joint programme design; funding proposals for Joint SDG Fund/Multilateral Funds; UN Preparedness / readiness plans; HRP/UNDAF; - Monitoring missions to help jointly evaluate progress in a participatory manner 	<p>96 000</p> <p>Country support missions in 6 regions</p>
<p>CADRI Partnership Secretariat support to tool development</p> <p>Description: To coordinate inter-agency work on tools development</p> <p>Deliverables are tools and step by step approach for CADRI country engagement:</p> <ul style="list-style-type: none"> - Systems for understanding risks; -Approach to develop a CD strategy for local level; - Comprehensive mainstreaming approach package; - Revised tools (DRR/CC integration; gender / conflict sensitivity) 	<p>96 000</p> <p>CD tools (donor cost-sharing)</p>
<p>CADRI Partnership Secretariat support to regionalization</p> <p>Description: To train a pool of CADRI agencies experts in the regions</p> <p>Deliverables are training packages delivered by CADRI Secretariat & PAG:</p> <ul style="list-style-type: none"> - Capacity development approach to deepen a culture of understanding risk; for risk informed planning and implementation; for risk informed preparedness / emergency response; for mainstreaming across sectors and levels. 	<p>118 000</p> <p>Annual training in 6 regions</p>
<p>CADRI Partnership Secretariat support to communications</p> <p>Description: Communication services to CADRI Secretariat and Regions</p> <p>Deliverables are communication products for internal / external communications for CADRI agencies: Design, Editing, Translation, Videos, web content, events, web & printed publications</p>	<p>165 000</p>
<p>In country training costs (cost sharing with UNCTs)</p> <p>Description: In country-cost for training of national stakeholders on tools and methodology</p> <p>Deliverables are training packages delivered by CADRI agencies:</p> <ul style="list-style-type: none"> - Risk information; -Mainstreaming approach; -Risk informed planning; -Preparedness 	<p>35 400</p> <p>Training countries</p>
Administrative support	78 000
Common charges	14 100
Monitoring & Evaluation* (mid-term and final)	13 500
GMS	44 000
GRAND TOTAL	644 000

* This is different from routine monitoring of country level impact undertaken by the CADRI Secretariat and PAG which is included in the country support costs.

SUMMARY BUDGET ON USE OF ANNUAL DONOR CONTRIBUTIONS	
CADRI Partnership regional mechanisms to support country engagement Description: regional coordination function to support inter-agency multi-disciplinary country engagement, management of south-south cooperation, knowledge management Deliverables: support regional coordination and deployment mechanism, south-south cooperation facilitation and knowledge management] through Stand-By partnerships positions	1 131 000
CADRI Partnership Secretariat support to tools development & design Description: To coordinate inter-agency work on tools development Deliverables are tools and step by step approach for CADRI country engagement: <ul style="list-style-type: none"> - Systems for understanding risks; -Approach to develop a CD strategy for local level; - Comprehensive mainstreaming approach package; - Revised tools (DRR/CC integration; gender / conflict sensitivity) [risk information systems; multi-sectoral study methodology on return on investment; CD strategy for local level; comprehensive mainstreaming approach package; tools, training modules, learning products consultancies; testing and roll out of the tools at country level; translation into 4 languages] 	194 000
CADRI Partnership support to tool platform	60 000
CADRI South-South / triangular collaboration	157 000
GMS	114 122
GRAND TOTAL	1 656 122

SUMMARY BUDGET ON USE OF ANNUAL IN-KIND CONTRIBUTIONS FROM AGENCIES	
CADRI regional agencies country support Description: CADRI Agencies regional experts staff time & travel cost to provide multi-sectoral / multi-disciplinary expertise to supplement in-country expertise (regional agencies) Deliverables could include any or a combination of the following: <ul style="list-style-type: none"> - Assessment of national systems for 'understanding risk'; set up of multi-stakeholder risk information mechanism; - Design of multi-sectoral studies on return on investment; - Assessment of DRR / CCA systems; Design process of DRR/CCA strategies & CD plans; Training on comprehensive mainstreaming approach; Referral services - UNDAF/UNPAF screening; UN joint programme design; funding proposals for Joint SDG Fund/Multilateral Funds; UN Preparedness / readiness plans; HRP/UNDAF; - Monitoring missions to help jointly evaluate progress in a participatory manner 	1,495,000 Country support missions in 6 regions
CADRI Agencies support to regional coordination function Description: CADRI Agencies volunteering to support regional coordination function i.e. To support inter-agency multi-disciplinary country engagement (20% of regional expert time)	225 000
CADRI Partnership Secretariat staffing Description: <ul style="list-style-type: none"> - Two full-time professional staff P5 & P3 level (UNDP) - CADRI PAG technical staff dedicating 20% of their time to CADRI Secretariat 	780 000
GRAND TOTAL	2 500 000

List of acronyms

AP	Asia Pacific
CADRI	Capacity for Disaster Reduction Initiative
CCA	Climate change adaptation
DRR	Disaster risk reduction
ECIS	Europe and Commonwealth of Independent States
ENSO	El Niño-Southern Oscillation
ENSO SOPs	Inter Agency El Niño–Southern Oscillation standard operating procedures
ERP	Emergency Response Preparedness
FAO	Food and Agriculture Organization
GPEDC	Global Partnership for Effective Development Co-operation
HRP	Humanitarian Response Plans
HQ	Headquarters
IFRC	International Federation of Red Cross and Red Crescent Societies
INFORM	Index for Risk Management
IOM	International Organization for Migrations
LAC	Latin America and Caribbean
M&E	Monitoring and evaluation
MENA	Middle East and North Africa
NDC	Nationally Determined Contributions
NDMA/NDMO	National Disaster Management Authority/Agency/ Organization
NGO	Non-governmental organizations
OECD	Organization for Economic Cooperation and Development
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
PAG	Programme Assurance Group
PDNA	Post Disaster Needs Assessments
SEA	Southern and Eastern Africa
SDGs	Sustainable Development Goals
UN	United Nations
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNDAF	United Nations Development Assistance Frameworks
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNGA	United Nations General Assembly
UNICEF	United Nations Children's Fund
UNISDR	United Nations Office for Disaster Risk Reduction
UNITAR	United Nations Institute for Training and Research
UNOPS	United Nations Office for Project Services
UNPAF	United Nations Partnership Frameworks
UN RC/HC	United Nations Resident/ Humanitarian Coordinators
WCA	West and Central Africa
WFP	World Food Programme
WHO	World Health Organization
WMO	World Meteorological Organization

1. Situation analysis

1.1. Context

The achievement of SDGs is at risk. The achievement of the 17 Sustainable Development Goals (SDGs), in particular those of poverty reduction, food security and nutrition, health, water and sanitation, education, gender equality, economic growth, cities, ecosystems protection, peace and security, are under threat from climate change and disasters. In the context of increasingly frequent and severe natural, anthropogenic and socio-natural hazards (including biological, environmental, geological, hydro-meteorological and technological hazards), there is growing concern that repeated humanitarian crisis will set back efforts to achieve those goals. Over the past decade more than 1.5 billion people were affected by disasters of which over 75 per cent derived their livelihoods from agriculture. The cost of disasters worldwide is now reaching an average of USD 250 billion to USD 300 billion every year⁵ far outstripping humanitarian aid. Disasters are fast becoming a leading cause of forced displacement with 18.8 million people displaced in 2017⁶ and reversing the hard-earned development gains from the economic sectors. The next decade leading to 2030 are expected to see climate change increase the severity and frequency of natural and human-induced hazards, as well as any combinations of them, and exacerbate vulnerability to natural hazard risks globally⁷. Population growth, urbanization, migration, and economic growth driven by exploitation of natural resources and marine ecosystems and the increasing rural-urban divide present huge challenges in terms of both rising exposure and vulnerability.

The post 2015 agenda builds a momentum for risk reduction. The synchronous adoption of five global agreements - the [Sendai Framework for Disaster Risk Reduction](#), the [2030 Agenda for Sustainable Development](#), the [Paris Agreement](#) to the United Nations Framework Convention on Climate Change (UNFCCC), the [Agenda for Humanity](#) and the [New Urban Agenda](#) – together with other frameworks related to disaster risk reduction and climate change⁸ reinforces the importance of adopting a more anticipatory and risk-informed approach to development and emergency risk management (including humanitarian action) by local, national and international actors. The 2030 Agenda places risk at the heart of its 17 Goals. There is a standalone goal on climate action, as well as 25 targets related to DRR in 10 of the 17 SDGs⁹. The Sendai Framework focuses on anticipatory action, managing risks and addressing underlying risk drivers. The Paris Agreement and its Nationally Determined Contributions (NDCs) present a driver for integrating climate with development, including a goal on climate adaptation that considers enhancing adaptive capacity, strengthening resilience and reducing vulnerability to climate change. The World Humanitarian Summit (WHS) Commitment to Action places emphasis on risk management including vulnerability reduction, increased capacity for early action and emergency preparedness, and more joined-up action to bridge the humanitarian and development divide.

The call for integrating disaster risk reduction and climate change adaptation. The need for convergence between DRR and CCA is widely acknowledged¹⁰ while also recognizing significant diversity between the two agendas. The convergence in selected key areas of congruence can be

⁵ [Global Assessment Report on Disaster Risk Reduction, 2015](#).

⁶ This figure excludes displaced people as a result of slow-onset events, such as environmental degradation, drought or the gradual effects of climate change for example on sea-level rise.

⁷ IPCC, 2014.

⁸ For example, International Health Regulations (2005)

⁹ [Disaster risk reduction in the 2030 agenda, 2015, UNISDR ; Coherence between the Sendai Framework, the 2030 Agenda for Sustainable Development and Climate Change, Issue brief 2017, Cancun.](#)

¹⁰ “Integrating climate change adaptation with the Sustainable Development Goals and the Sendai Framework on Disaster Risk Reduction”, Bonn, 16-17 May 2017, UNFCCC; “Integrating Disaster Risk Reduction into National Adaptation Planning”, Bonn, 27-28 November, UNISDR; [Opportunities and options for integrating climate change adaptation with the Sustainable Development Goals and the Sendai Framework for Disaster Risk Reduction 2015–2030](#), December 2017, United Nations Climate Change Secretariat.

achieved through more integrated policy approach, for instance within the NDCs and the National Adaptation Plans which take a medium to long term approach to reduce climate risks, and through better integrated climate, disaster and SDG data and information and the application of risk information to development planning and budgeting, and local and national emergency risk management and international humanitarian assistance.

The nature of demand for capacity development is evolving. In the past decades, despite significant advances (most notably in institutional reform, policy development, early warning and preparedness), limited progress was made in reversing the trend of increasing health, social, economic and environmental losses from disasters and climate change impacts. Governments, particularly at the local level, show growing interest in practical tools, methodologies and hands-on capacity and skills development services to factor in risk reduction into sectoral development activities. There is high demand for mainstreaming tools and facilitation support to integrate DRR and CCA into sector plans and budgets at national and local level. Critical bottlenecks include the lack of access to risk information, and the lack of clarity on roles and responsibilities amongst public and private sector stakeholders. Countries need to access more integrated solutions to address underlying risk drivers such as population growth and migration, rapid urbanization and ecosystem decline through spatial planning (coastal areas, river basins, cities) and transboundary cooperation.

Financing needs are still prevalent. Access to financing and technology transfer, particularly for climate action, remain paramount. Targeted investment in preparedness is required to translate early warning into more impactful early action, response and recovery. There is limited investment in preventive action, particularly at the local level.

1.2. The challenge

A paradigm shift in the approach to capacity development is needed. Developing countries—which are both more likely to be affected by disasters and climate change and less able to cope with risks of disasters and climate change— require specific support in their efforts to achieve the targets of the agreements cited above. For instance, both agreements identify capacity development as one of the primary means to substantially reduce losses. While the importance of capacity development is increasingly recognized, recent studies show that there are challenges impeding its implementation^{11 12}. One recurring challenge is related to the lack of sustainability of capacity development interventions which often stems from the way those initiatives are identified, designed and implemented. A plethora of organizations are involved in capacity development for DRR and CCA, both bilaterally and multilaterally but *“there is much scope for improvement in the delivery modality”*¹³.

Capacity development is understood as a locally driven change process through which individuals, organizations and institutions obtain, strengthen, maintain and adapt their capabilities to set and achieve their own development objectives over time and learn from their efforts (adapted from the World Bank Institute and United Nations Development Programme).

It is against this background that the following problem statement has been articulated by the Capacity for Disaster Reduction Initiative (CADRI) partners during two consultation workshops held in October and December 2017 geared towards developing a Theory of Change for the new programmatic phase:

¹¹ M. Hageldteen, J. Burke, Practical aspects of capacity development in the context of Disaster Risk Reduction, International Journal of Disaster Risk Reduction, 2016;

¹² M. Hageldteen, P. Becker, Challenging disparities in capacity development for Disaster Risk Reduction, International Journal of Disaster Risk Reduction, 2013

¹³ UNISDR background paper on the development of a global capacity development strategy, September 2017

Problem statement on capacity development as defined by CADRI Partners

Capacity development interventions in DRR and CCA have not resulted in sustainable capacities of countries to pursue integrated and coherent solutions to reduce climate and disaster risk at all levels to achieve the SDGs and leave no one behind.

Notwithstanding the fact that the degree of ownership and the culture of risk reduction may vary significantly between regions and between countries, the contributing factors were grouped into three (3) broad categories¹⁴:

1.2.1. Low prioritization of DRR and CCA in national and local strategies and budgets

The degree of ownership of the DRR and CCA agenda relates to the commitment and active participation of leaders. It bears a direct impact on accountability and sustainability of capacity development outcomes.

In a number of countries, DRR has a low priority rank, illustrated by the limited visibility for DRR action in economic growth strategies and the lack of influential champions in public and private spheres. Climate change adaptation has gained more traction and is often more prominently reflected in planning and budgeting instruments, which provides more incentives and opportunities for the prioritization of DRR.

In countries where DRR and CCA is already clearly prioritized in national and/or local plans, this does not always translate in actual spending, as institutions face difficulties moving from planning to implementation. While many countries have developed their DRR/ CCA policy and institutional framework, the development of the *operational* frameworks of mainstreaming is tenuous. Furthermore, there are countries where DRR and CCA are well prioritized in national plans and policies but this does not translate into provincial/ local plans and budgets. Finally, the integration of risk reduction measures has not progressed evenly within and across sectors.

There are three (3) main causes for the low prioritization of DRR and CCA:

- **First, the political and economic imperative for DRR and CCA is often weak** in the face of competing priorities. Decision-makers tend not to prioritize investments in DRR or CCA, as these are not perceived as producing immediate gains or benefits and there are limited incentives. One of the reasons is that clearer evidence on return on investment is needed to convince decision makers. The deficit of public data on disaster and climate losses, the lack of actionable risk information and the shortage of evidence of the catalytic effect of DRR and CCA for economic growth and development make the economic case weak. The absence of a culture of accountability and short political cycles are more deep-rooted causes.
- **Second, the degree of awareness about DRR and CCA amongst public and private sector varies.** Awareness is higher about CCA as it was triggered by the international CC agreements and financing mechanisms. Awareness of disaster and climate risk is often higher at local level and in vulnerable areas, such as low-lying coastal areas and islands.

In certain contexts, low awareness is due to lack of technical skills and competencies, weak human resource and education systems. In other contexts, while there are good technical

¹⁴ The articulation of the problem statement and the causal analysis are the outcome of a consultation of DRR and CCA experts of the UN & IFRC System held in Geneva on 5 & 6 October 2017.

capacities and a good understanding of DRR and CCA concepts, there is limited understanding about the costs of unsafe investments and the benefits of investments in risk reduction.

- Third, in some countries, the deficit of government ownership can derive from the fact that DRR and CCA remain seen as a predominantly **donor driven** agenda and can also stem from the establishment of **parallel project implementation** structures not using country financial and procurement systems.

1.2.2. *Fragmentation*

In most countries, capacity development interventions in DRR and CCA are highly fragmented which prevents synergies between sectors and actors, and lead to inefficiencies and limited long lasting impact. The fragmentation is evidenced in four (4) ways:

- **First, capacity development in DRR and CCA is fragmented among and within sectors.** Many sectors are progressing in their DRR and CCA practices but this is done in a siloed way. This fragmentation between socio-economic sectors prevents the implementation of synergetic risk reduction strategies (for instance between water, environment, and health or between water, environment and agriculture). Sectoral institutions seldom share information they produce on climate and disaster risk. Overall, country institutional and funding arrangements are not conducive for a holistic approach across sectors. The institutions where DRR and CCA are traditionally anchored (Ministry of Interior, Ministry of Environment) may not have the convening power over public and private stakeholders. More countries are now moving towards the model of a separate specialized national agency. Even in countries where significant progress has been made in sector mainstreaming, there is sometime lack of coherence in approaches, principles and methodologies of mainstreaming between the national and sectoral level and among the sectors.
- **Second, the DRR and CCA communities are fragmented.** DRR, CCA and environmental management pursued in silos. There are still considerable challenges to overcome the policy, institutional, and methodological divide and sometimes overlap between these two communities. This is on one hand due to the technocratic approach followed by CCA or DRR specialists, and on the other hand due to internal competition, both within government and between partners, underpinned by a culture of vested interests. While recognizing the exceptions such as countries in the Pacific which implement joint planning for DRR and CCA, joint implementation mechanisms are often inexistent or weak. It also due to the way in which the risks of natural, technological, biological and societal hazards are often be addressed separately rather than as part of an all-hazards approach. Finally, another root cause is that the international funding architecture for DRR and CCA is a major contributor to this competition and fragmentation.
- **Third, DRR and CCA are often projectized and not integrated in the national planning process at local and central level.** DRR and CCA are weakly connected to development planning at all levels. In some countries still, DRR and CCA are implemented via stand-alone donor driven projects which are not integrated in the country planning processes. This contributes to fragmentation. In other countries, such as in the Asia-Pacific and Latin America and Caribbean regions, mainstreaming approaches are already included in the planning guidelines but do not necessarily translate into actual spending. Furthermore, national DRM and climate strategies are often disconnected from local realities because participation is neglected. Tools and practical approaches are required to integrate DRR and CCA in national and local planning and

budgeting. Another root cause is the complexity of implementing multi-hazard approaches across the entire government system.

- **Fourth, international partners' interventions are fragmented, between sectors and between the humanitarian and development realms.** Donors and multilateral organizations continue to approach risk reduction and resilience in a fragmented, rather than holistic, way. Sector-based funding streams push stakeholders to focus on just one piece of the puzzle— for example, food security— based on their expertise and funding, and such an approach leave gaps in countries' abilities to withstand shocks. Humanitarian and development actors lack a coherent approach to integrate short term, medium term and long-term interventions in support of risk reduction across socio-economic and environmental sectors. The funding architecture also contributes to this fragmentation. As funding for DRR traditionally comes from humanitarian budgets, DRR is often perceived as a humanitarian agenda. Development programmes are not focused enough on addressing the structural causes of vulnerabilities to hazards. Finally, considerable overlaps persist between multilateral and bilateral actors, including within the UN System.

1.2.3. *Inadequate design and planning*

The process of designing and planning capacity development interventions in DRR and CCA is often inadequate to produce sustainable impact. There are three (3) main causes for that:

- **First, capacity development interventions are not sufficiently tailored to country needs and priorities.** The underlying reason is that the design and the implementation of those interventions is not inclusive enough, reflective of a mismatch between supply and demand for capacity development support. *Rarely capacity development interventions are based on a nationally driven capacity assessment that considers the concerns and needs of the most vulnerable communities and population groups (e.g. women, children, the disabled, the elderly, minorities, internally displaced persons, migrants).* Local capacities are routinely underestimated and demands are misunderstood. The mismatch is also due to the evolution of country demands for specialized expertise that is not necessarily widely available.
- **Second, there is a lack of a rigorous assessment to establish commonly agreed baselines, targets and indicators for capacity development.** The absence of an analysis of the entry points for capacity development at institutional, organizational and individual levels, and how they are related to each other, result into partially addressing the gaps. The underlying organizational cultures and incentives need to be better understood for capacity development interventions to be more impactful and sustained.
- **Third, one root cause of lack of sustainable impact is that capacity development interventions are often gender blind** and do not recognize the specific needs and vulnerabilities of women and girls, including their sexual and reproductive health needs, and risk of gender-based violence, nor do they capitalize on women's pivotal role in reducing climate and disaster risks. Similarly, the capacities and needs for capacity development of sub-populations (e.g. urban and rural poor, people with disabilities, older people, youth, children) are often overlooked in the interest of mainstream capacity development.

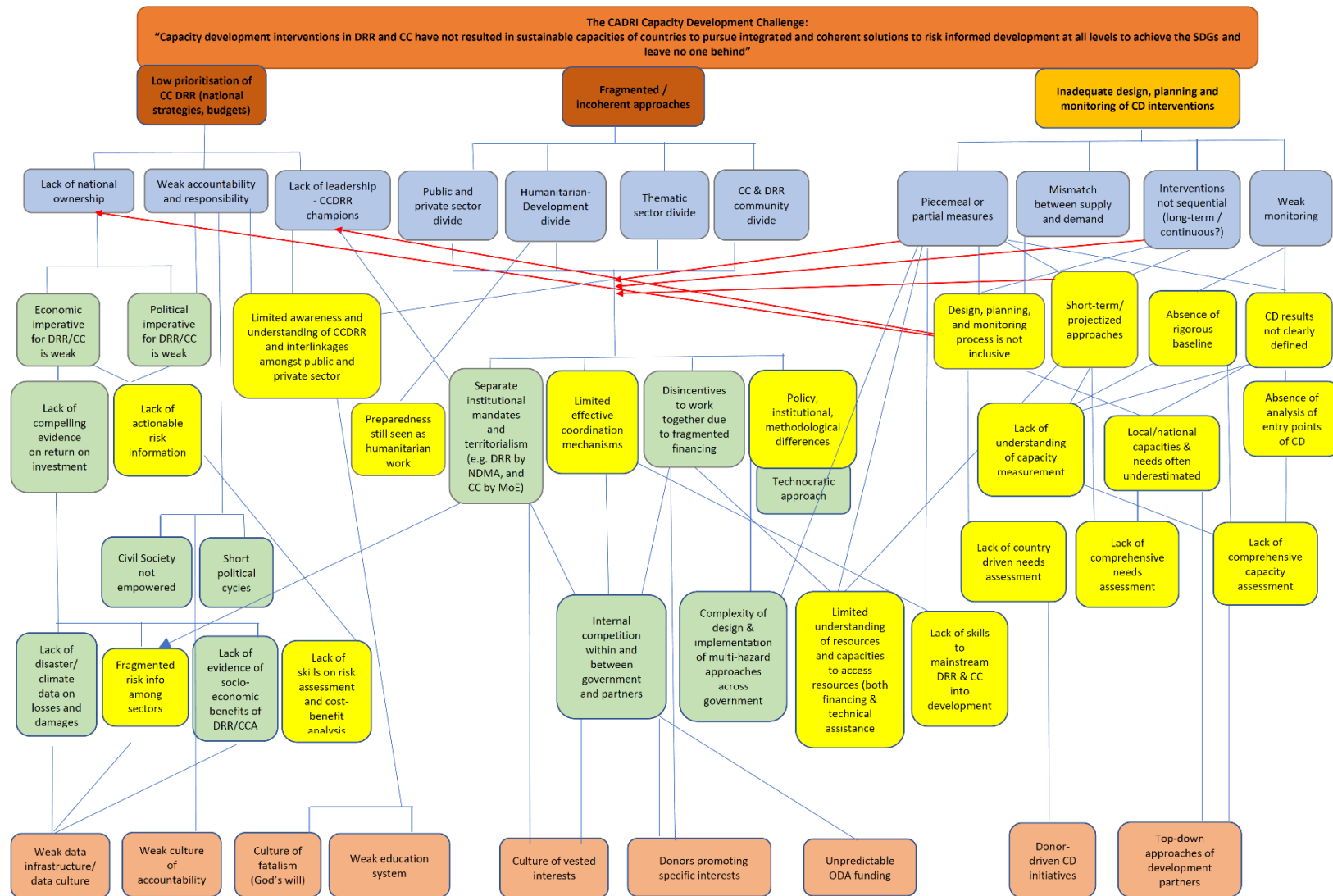
The CADRI Partners also noted that capacity development in DRR and CCA is neglected in fragile and conflict-affected countries. Despite their extraordinary vulnerability to climate and disaster risks, and the potential for disasters and climate change to exacerbate tensions, DRR and CCA are significantly

under-funded in fragile contexts. In addition to the traditional fiduciary and security risks and absorption issues, specific challenges exist^{15,16} for instance in risk knowledge (e.g. weak hydro-meteorological services, data destroyed, inaccessible areas, misuse of information), or risk governance (e.g. weak enforcement of regulatory systems). A tailored approach to building capacities in DRR and CCA in fragile contexts is needed with specific emphasis on conflict sensitive approaches and prevention of forced migrations.

The graphic below shows the problem tree developed as a first step of the Theory of Change for the new programmatic phase.

15 K. Peters, D. Keen and T. Mitchel, When disasters and conflicts collide, ODI, 2013

16 K. Peters, The next frontier for disaster risk reduction: tackling disasters in fragile and conflict-affected contexts



1.3. Rationale for the CADRI Partnership

1.3.1. *The evolution of the CADRI Partnership*

To increase the impact and efficiency of their individual agency capacity development interventions in risk reduction, the UN System agencies, working closely with the International Red Cross and Red Crescent Movement and several non-UN partners, such as OECD, have designed a unique partnership approach to deliver tailor-made capacity development services to countries.

The CADRI Partnership was established in 2007 with the dual objective to facilitate a multi-sectoral approach to disaster risk reduction that is inclusive, nationally owned and sustained; and support the UN System to implement a more coherent approach to capacity development in DRR across the humanitarian and development realms. Over the past decade, as the successor of the UN Disaster Management Training Programme (UNDMTP), the CADRI Partnership has evolved from a training programme to a flexible capacity development facility.

Throughout the years, the CADRI Partnership expanded its membership and consolidated its offer of services to countries. Founded by three UN organizations – OCHA, UNDP and UNISDR – CADRI saw its membership expand during its second implementation phase starting in 2014, with six executive partners – FAO, OCHA, UNDP, UNICEF, WFP and WHO – joining. The number of partners increased up to 16 in 2018.

In the post 2015 context, addressing climate and disaster risks in a coherent manner across the SDGs calls for a whole-of-government and whole-of-society approach. Capitalizing on the complementarity of specialized agencies' expertise across various social, economic and environmental sectors, the UN System can demonstrate its value-added supports in responding to country demand for integrated and coherent solutions.

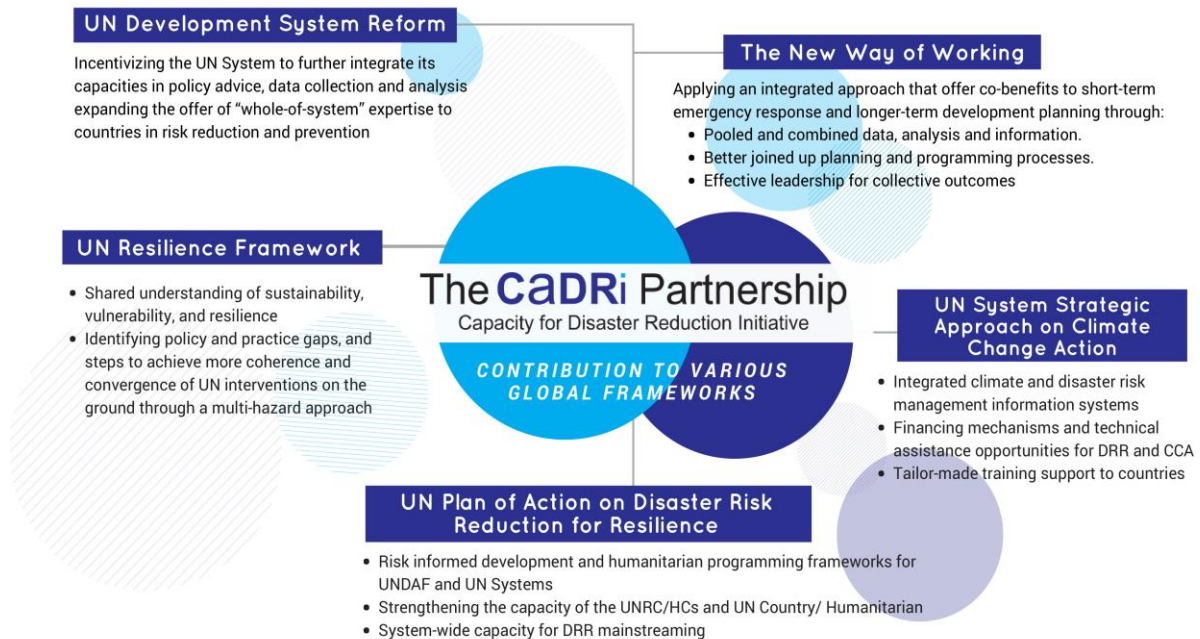
The Secretary General's UN development system reform agenda, with prevention as a cross-pillar priority, gave a new impetus to the CADRI Partners to design a more ambitious joint offer of services for 2018-2023, further integrate their capacities in policy advice, data collection and analysis and expand the offer of "whole-of-system" expertise to countries that are most vulnerable to the impact of climate change and disasters.

The UN System agencies, working closely with the International Red Cross and Red Crescent Movement, have designed a unique partnership approach to deliver tailor-made capacity development services in disaster risk reduction and climate change adaptation to countries. The CADRI Partnership provides countries with a mechanism to mobilize and pool expertise from within and outside the UN System to pursue integrated and coherent solutions to reduce disaster and climate risks to achieve the 2030 agenda and its commitment to leave no one behind.

The CADRI Partnership is built upon a cost-effective business model. By pooling UN System resources, knowledge and practices and leveraging each other's comparative advantages, the CADRI Partnership enhances the effectiveness of the UN System to optimally use its assets and expertise in support of country needs and demands.

1.3.2. *The CADRI Partnership and global policy frameworks*

The CADRI Partnership Joint Programme 2018-2023 is guided by the UN policy guidance to foster coherent approaches among agencies working on Resilience, New Way of Working, DRR, CCA and the SDGs, and more specifically:



The UN Reform agenda

The Secretary General’s report on Repositioning the United Nations development system to deliver on the 2030 Agenda¹⁷ emphasizes the need for the UN system to “*enhance its capacities on integrated policy advice, data collection and analysis; to be much more cohesive and integrated at the country level to expand the offer of “whole-of-system” expertise to countries. This will imply enhancing joint analysis, better harnessing internal knowledge and making existing data sets and sources more accessible. Resident Coordinators must be able to draw on the expertise and assets of the entire UN system. They should be capable of steering the substantive contribution of the system to the 2030 Agenda and leading UN Country/ Humanitarian Team on integrated analysis, planning and foresight processes to deliver results.*”

“Capacity development remains the most critical function of the UN development system and must be given priority across all functions”.¹⁸

In line with the UN Reform agenda, the **Common Chapter to the Strategic Plans of UNDP, UNICEF, UNFPA and UN-Women** highlight areas of convergence and joint action for the implementation of the 2030 Agenda including: *Addressing climate change; and Ensuring greater availability and use of disaggregated data for sustainable development.*

The CADRI Partnership Business Model is meant to use UN System capabilities more efficiently and effectively by pooling expertise into one integrated offer of services. Its Business model will incentivize the UN System to further integrate its capacities in policy advice, data collection and analysis with the view to expand the offer of “whole-of-system” expertise to countries. Finally, the CADRI Partnership enables UNDP, UNICEF, UNFPA and UN-Women to implement the Common chapter of their strategic plans on working together to support the implementation of the 2030 agenda, with a focus on

¹⁷ Repositioning the United Nations development system to deliver on the 2030 Agenda: our promise for dignity, prosperity and peace on a healthy planet, GA, 20 December 2017 (<https://www.un.org/ecosoc/en/node/3553102>).

¹⁸ Idem.

Prevention, resilience, climate change: SDGs 1.5.1 and 11.5.1 and 13.1.1 and contribute to reduce the “numbers of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population”.

The UNGA Resolution (71/243) on the Quadrennial Comprehensive Policy Review (QCPR) of UN operational activities for development

UNGA [Resolution \(71/243\)](#) on the Quadrennial Comprehensive Policy Review (December 2016) emphasizes the “need to work collaboratively to move beyond short-term assistance towards contributing to longer-term development gains, including by engaging, as appropriate, in joint risk analysis, needs assessments, practice response and a coherent multi-year timeframe, with the aim of reducing need, vulnerability and risk over time” (24 a).

Through its constituency, the CADRI Partnership aims to bridge the humanitarian – development divide by bringing together partners active in both realms and by applying an integrated approach to climate and disaster risk management that offer co-benefits to both short-term emergency management and humanitarian action planning, as well as to longer-term development planning.

The New Way of Working

The New Way of Working (NWOW)¹⁹ conceptualized at the World Humanitarian Summit in 2016 can be described, in short, as working over multiple years, based on the comparative advantage of humanitarian and development actors, including those outside the UN system, towards collective outcomes to reduce needs, risk, and vulnerability.

Conceptually, the NWOW is about improving SDG outcomes for people in situations of risk, vulnerability and crisis through developing a shared understanding of sustainability, vulnerability, and resilience; using resources and capabilities better; and galvanizing new partnerships and collaboration – such as through the private sector, local actors or Multilateral Development Banks.

The CADRI Partnership contributes to a shared understanding of sustainability, vulnerability, and resilience through bringing various stakeholders from government, civil society, bilateral and multilateral agencies around the identification of common priorities from the stand point of climate and disaster risk impact, including elements of conflict sensitivity. Drawing upon its broad constituency of UN and non-UN partners, and using a participative approach, the CADRI Partnership has the potential to attract and align new partners around collective outcomes.

Operationally, the NWOW is meant to be implemented through:

- Pooled and combined data, analysis and information. The CADRI Partnership services aim to enhance integrated, multi-hazard and multi-sectoral country risk information systems that will in turn incentivize the integration of risk aspects in development and emergency/humanitarian planning (Outcome 1).
- Better joined up planning and programming processes. The CADRI Partnership aims to support country planning processes that are risk informed and responsive to the needs of the groups with vulnerabilities in development and emergency settings (outcome 2). The Partnership is also a vehicle to promote coherent and integrated risk informed development and humanitarian programming frameworks (Outcome 3).

¹⁹ World Humanitarian Summit, Transcending humanitarian-development divides Changing People’s Lives: From Delivering Aid to Ending Need. Commitment to Action (2016)

- Effective leadership for collective outcomes. The CADRI Partnership services are meant to strengthen the position of the UN system as a partner of choice for Governments.
- Financing modalities to support collective outcomes. While the CADRI Partnership is not a funding mechanism, it provides referral services to support governments and UN mobilize funding, including from multilateral mechanisms such as EU DIPECHO, the Global Partnership for Preparedness, the Global Framework for Climate Services, the Climate Risk and Early Warning System (CREWS) alliance, the Green Climate Fund (GCF) and the WB Global Facility for Disaster Reduction and Recovery (GFDRR).

The UN Resilience Framework

Aligned with the UNSG's prevention agenda and the Sustaining Peace Resolutions, the UN Resilience Framework is being developed in 2018 to advance a harmonized understanding of the concepts of risk, prevention, and resilience among sustainable development, humanitarian, peace and security, and human rights actors.

It is meant to provide the UN System with a practical approach to resilience building, by identifying policy and practice gaps, and steps to achieve more coherence and convergence of interventions on the ground. It covers a broad range of thematic issues through a multi-hazard perspective, including climate security, climate change adaptation, health and humanitarian impacts, El-Nino impacts, disaster risk reduction, food and nutrition security, social protection and gender inequality, as well as issues related to conflict, fragility, peace and security.

The CADRI Partnership can be instrumental in its operationalization at country level. CADRI brings together UN agencies working on disaster and climate change risks. Its services are geared towards promoting a risk-informed approach to advance SDG implementation and the Agenda for Humanity in key sectors and across sectors. Its services are designed to address issues of conflict sensitivity, gender equity and localization of humanitarian action. Its practical step by step approach directly contributes to building a shared understanding of resilience from the standpoint of climate and disaster risk reduction across the agencies and to better integrated and coherent programming across thematic and sectoral areas.

The UN System Strategic Approach on Climate Change Action

The [UN System Strategic Approach on Climate Change Action](#) which identifies eight thematic impact areas for improved UN System collaboration and coherence in delivery of support on climate change to Member States²⁰.

The CADRI Partnership supports implementation of pillars 3 and 5 in terms of supporting integrated climate and disaster risk management information systems, pillar 4 in terms of compiling and disseminating knowledge on successful climate and disaster risk reduction practices, pillar 6 through referral services to financing mechanisms and technical assistance opportunities for both DRR and CCA, and pillar 8 by providing tailor-made training support to countries.

The UN Plan of Action on Disaster Risk Reduction for Resilience

The [UN Plan of Action on Disaster Risk Reduction for Resilience](#) (UN PoA) which is the guiding framework for the UN System to ensure that the implementation of the Sendai Framework contributes

²⁰ 1) Normative guidance; 2) Synergies between NDCs and SDG Implementation; 3) Climate resilience for DRR; 4) Science, technology, knowledge and innovation; 5) Data and observation; 6) Climate finance and investment; 7) Climate change, SDG, Peace/Security, Human Rights and Humanitarian Nexus; 8) Education, advocacy and collaborative action

to a risk-informed and integrated approach to the achievement of the 2030 Agenda. It addresses the need for coherence and mutual re-enforcement of the UN's resilience building efforts, including through better integration of DRR and CCA, and it seeks to more effectively integrate UN emergency preparedness and response capacities into national emergency and capacity development arrangements.

The CADRI Partnership makes direct contributions to the implementation of the UN Plan of Action through supporting the design of risk informed UNDAF (PoA result 2.2), strengthening the capacity of the UNRC/HCs and UN Country/ Humanitarian Teams (PoA result 2.4), and enhancing system-wide capacity for DRR mainstreaming in sector (PoA result 2.5). CADRI places a strong emphasis on equipping the UN System to develop risk informed development and humanitarian programming frameworks (Outcome 3) through supporting the prioritization of DRR and CCA in UNDAF/ UNPAF, supporting UN Joint Programme development, and when relevant, access to financing for implementation of Joint Programmes (including submission to the Joint SDG Fund window).

The Strategic Approach to Capacity Development for the implementation of the Sendai Framework for Disaster Risk Reduction

The strategic approach is meant to provide Member States, and other stakeholders, with a common and comprehensive approach for developing the capabilities and competencies required to address DRR goals and increase resilience. It entails guidance for a six-step capacity development process and planning and programming advice according to areas of critical needs.

The CADRI Partnership Joint Programme is fully aligned with the key principles outlined in the Strategic Approach to Capacity Development for the implementation of the Sendai Framework for Disaster Risk Reduction. The CADRI services directly support the recommended six-step process (step 1 Stakeholders engagement; step 2 Assessment of capacities; step 3 Planning and programming of capacity development; step 4 Partnership building; Step 5: Implementation and Step 6 Monitoring & Evaluation). The CADRI Partnership through the deployment of multi sectoral expertise from its member agencies and through triangular cooperation mechanism also contributes to some of the priority capacity development areas, including: enhancing risk information systems; supporting the design of risk informed development plans; providing referral services to mobilize technical assistance and financing; promoting high-level awareness and cross sectoral understanding of DRR; enhancing DRR preparedness and planning; and addressing the humanitarian-development nexus.

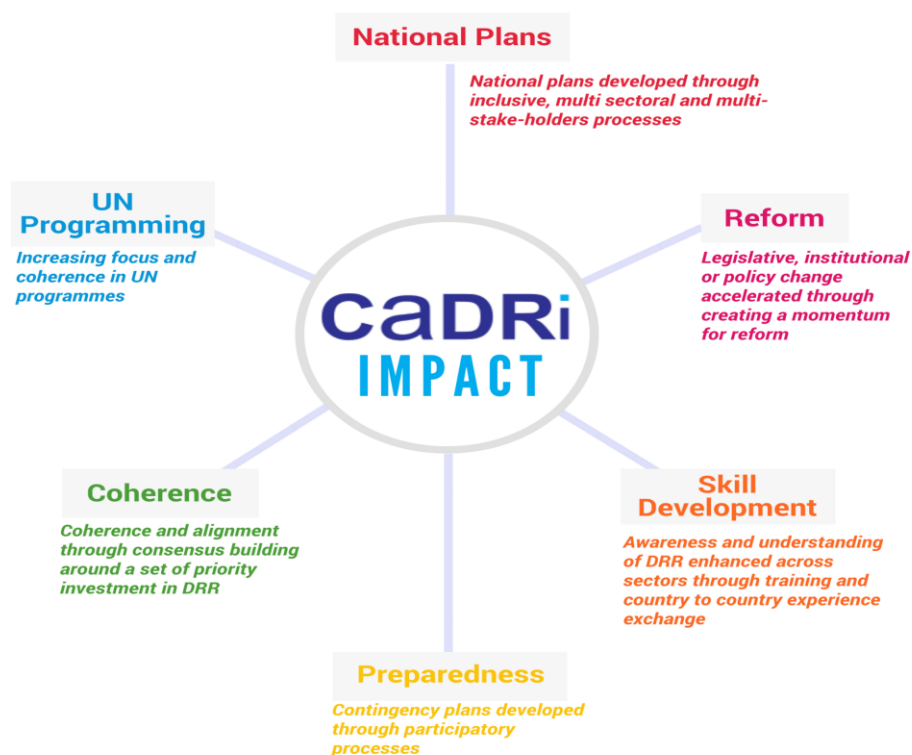
1.4. Impact and lessons learnt from implementation

The new programmatic phase of the CADRI Partnership builds not only upon the evolving country demands and the requirements laid out by global agreements, but also on the lessons learned from the implementation of CADRI activities over the past decade. This section provides a snapshot of the key impact areas for the CADRI Partnership and the lessons learned²¹.

1.4.1. CADRI Partnership impact areas

In the past decade, the CADRI Partnership:

- Facilitated the development of national plans guiding implementation of DRR priorities in 16 countries;
- Accelerated or facilitated legislative, institutional or policy reform in 6 countries;
- Contributed to enhanced skills and awareness of DRR in 28 countries;
- Facilitated preparedness planning and development of contingency plans in 5 countries;
- Enhanced coherence amongst government, NGO, bilateral and multilateral partners;
- Facilitated UN joint programming.



²¹ "A decade of capacity development support to countries at risk", CADRI Partnership, 2018
<http://www.cadri.net/sites/default/files/CADRI%20Impact%20Summary%20Report.pdf>

- 1. National plans guiding implementation of DRR priorities.** In 16 countries, the CADRI Partnership provided neutral facilitation and expertise to support the development of national plans or strategies to prioritize DRR investment across socio-economic sectors. All such plans and strategies were informed by comprehensive assessments of needs and demands at national and local level. In 11 of these countries, the national plans are undergoing implementation. For instance, in **Georgia**, the planning process resulted in the articulation of a national DRR strategy and action plan 2017-2020 which is undergoing implementation with financing from the Green Climate Fund.
- 2. Legislative, institutional or policy reform accelerated.** The CADRI Partnership engagement helped create momentum around the DRR agenda and accelerate legislative, institutional or policy reform. For instance, in **Cote d'Ivoire** a spin-off of the CADRI support was the approval of a decree establishing a new institutional structure for DRR. In **Namibia**, recommendations have informed the revision of the national DRR policy.
- 3. Skill development.** The CADRI Partnership has equipped more than 2000 national stakeholders with the methodology and skills to deepen their understanding of disaster risk reduction in their respective sector. This was complemented by on-demand specialized training to national institutions. In **Ecuador**, 27 government institutions were trained on the CADRI sector assessment tools. In **Serbia**, CADRI facilitated a series of technical training and planning workshops to support the Ministry of Agriculture define DRM priorities for the agriculture sector.
- 4. Preparedness planning.** The CADRI Partnership deployed specialized expertise in key sectors such as WASH, Health, Infrastructure, Food security and Nutrition, to facilitate preparedness system strengthening. This was complemented by Member States expertise deployed through the [United Nations Disaster Assessment and Coordination](#) (UNDAC) mechanism in five countries: Guinea, Jordan, Namibia, São Tomé and Príncipe, and Zimbabwe. A spin off the CADRI engagement has been specialized training of municipalities on emergency preparedness and response processes and tools in **Guinea** or the development of the national contingency plan in **São Tomé & Príncipe**.
- 5. Coherence and alignment strengthened.** Since 2010 the CADRI Partnership has spearheaded a methodology based on joint planning and analysis that is inclusive and participative with the view to bring all stakeholders, including the UN System, aligned around a set of common priority interventions. In **Chad**, a new coordination mechanism was institutionalized, bringing together Government, NGOs, UN System, bilateral and multilateral partners to align their interventions with a focus on 3 clear national priorities: integrating sectoral early warning systems data sets, risk profiling and multi hazard contingency planning.
- 6. UN joint programming facilitated.** The CADRI Partnership country engagement has often led to a recognition that the UN System had to step up its commitment to reduce disaster risk across the humanitarian and development realms, and work in a more coordinated manner, as opposed to the “traditional” approach of individual agency programming. The experience from **Namibia** is illustrative of the pivotal role that the UN agencies can play “delivering as one” in supporting the implementation of specific Government priorities through joined-up action. CADRI helped raise the profile of the UN System, and in certain contexts assisted the UN to position itself as a partner of choice for the Government in DRR.

1.4.2. *Lessons learned from implementation*

The CADRI Partnership lessons learned from implementation, drawn from internal consultations and feedback collected from beneficiaries and partners, are instrumental to the formulation of the new offer of services and delivery modalities.

- 1. Convening role.** The CADRI Partnership value added has resided in its convening role as “neutral broker”. By engaging government institutions and partners across various sectors, the CADRI Partnership showcased the value of “opening up” the DRR agenda from a preoccupation of National Disaster Management Agencies to a topic of interest to sectoral line ministries, ministry of planning/finance, NGOs etc. CADRI’s principles of government leadership, inclusiveness and participation instilled an approach to risk reduction as “everybody’s business”. At the same time, the CADRI Partnership needs to build a stronger capacity development component in its support to UN Country/ Humanitarian Team so as to ensure that the UN System in the country can continue to play this facilitation role between and beyond interventions of the Partnership.
- 2. One size does not fit all.** The CADRI Partnership applied a largely unified set of services spanning from capacity assessment to the development of actions plans for capacity development in DRR and aligned to the Hyogo and Sendai Frameworks. The diversity of demands and needs (LDCs, MICs, fragile contexts, regions) led the CADRI partners to apply increasingly tailored-made solutions. Country needs also vary in terms of thematic focus with some countries more interested in emergency preparedness and others inclined to adopt an integrated DRR and CCA approach. The CADRI Partnership needs to maintain a flexible and tailor-made approach in service delivery, including flexibility to engage in thematic areas beyond DRR.
- 3. Prioritization.** CADRI Partnership services are demand driven. As a consequence, the CADRI Partnership services did not systematically target the most “at risk” countries, including those experiencing conflict or conditions of fragility. With the regionalization strategy rolled out, and linked to an expanded offer of services, fostering or creating country demand may need to be shaped by regionally-specific strategies, as well as needs and opportunities for capacity development that emerge in the context of new or ongoing crises.
- 4. Promoting capacity development for local action.** The in-country, regional and global consultations carried out by the CADRI partners in 2016 and 2017 indicated that the Partnership needs to engage in capacity development support at the local level. DRR and CCA requires local level action as most climate-induced disasters are small-scale and localized. National, sectoral, and local disaster risk reduction and management strategies and national adaptation plans need to be adapted to address community needs and priorities. The new programmatic phase will place emphasis on building capacities that can respond to the need to make integrated risk information and technologies available and accessible to the local communities and promote the translation of plans and concepts into concrete action on the ground to strengthen local capacities for DRR and CCA.
- 5. Ownership is a pre-condition of impact.** The most important CADRI engagement principle has been country (government and UN Country/ Humanitarian Teams) ownership. Country ownership meant that the government led and participated fully in the services delivered; and assumed the ultimate responsibility for resourcing, implementing and sustaining capacity development recommendations and interventions. The CADRI Partnership had a positive experience with national authorities taking a strong lead (Georgia, Serbia or Namibia to cite

just a few). In cases where ownership was limited, results were not sustained. The same could be said about UN Country/ Humanitarian Team engagement.

- 6. Sustained follow-up.** The CADRI Partnership service delivery model has been changing its approach from short-term, external interventions which is contradictory to the principle of sustained engagement in capacity development, to one with stronger national and regional leadership. The activation of the CADRI Partnership in all regions is expected to provide closer follow up and sustained engagement. Dedicated human resources are required to enable the CADRI Partnership to function at regional and country levels.
- 7. Targeted expertise on emergency preparedness and peer-to-peer exchange through UNDAC.** Since 2015, CADRI partnered systematically with the UNDAC mechanism, deploying emergency preparedness experts in CADRI-facilitated capacity assessment missions²². This partnership steered positive results for Government counterparts, who not only benefitted from highly specialized expertise, but also were exposed to direct experiences from other countries.
- 8. Impact measurement.** In 2017, the CADRI Partnership piloted a mechanism to track and evaluate both service delivery, as well as impact, through a set of feedback forms intended for Government, UNRC/ HC, UN Country/ Humanitarian Team use. A monitoring and evaluation (M&E) system is a pre-requisite for the scaling up of CADRI activities under the new programmatic phase.
- 9. Knowledge management and communication.** The CADRI Partnership has recorded invaluable lessons and knowledge about the DRR practice and delivering capacity development services. Taking stock of this wealth of knowledge for the benefit of future programming and of countries in need should be maintained as a CADRI function at global and regional levels. Similarly to knowledge management, the CADRI Partnership needs to prioritize the design of communications products to disseminate best practices and tested country solutions in reducing risk in support of the SDGs.

²² Guinea (Conakry), Jordan, Namibia, Sao Tome and Principe, and Zimbabwe.

2. Theory of change

Capacity development approaches and tools must be adapted to support countries to implement the Sendai, Paris, SDG, WHS and Habitat III frameworks as one coherent agenda across their national and local planning processes. Various entry points have been identified ranging from more integrated information systems, to more robust coordination across sectors and levels, to new competencies in mainstreaming, access to financing and stronger accountability mechanisms. A number of bottlenecks must be addressed to implement impactful capacity development interventions to integrate DRR and CCA in development and emergency/ humanitarian planning and programming related to lack of incentives for decision makers, fragmentation underpinned by vested interests, and lack of inclusiveness of priority-setting.

For the new programmatic phase, the CADRI Partnership will maintain a focus on supporting countries with higher levels of vulnerability with the design and implementation of comprehensive and inclusive capacity development strategies to pursue integrated and coherent solutions to reduce disaster risks (including those due to natural, biological, technological and industrial hazards) and climate change to achieve the 2030 agenda and its commitment to leave no one behind. The CADRI Partnership will use a variety of capacity development service delivery modalities: mobilization of CADRI members' expertise (from the country, regional, global levels), delivery of specialized training, referrals to assist countries access to training, funding and technical assistance, country-to-country or triangular cooperation, or a combination thereof.

The CADRI Partnership Mission Statement (2018-2023)

The CADRI Partnership supports countries to design and implement comprehensive and inclusive capacity development strategies to pursue integrated and coherent solutions to reduce climate and disaster risk at all levels to achieve the SDGs and leave no one behind

Based on the analysis of the evolving demand for capacity development services, as well as the analysis of the bottlenecks to build sustainable capacities to reduce climate and disaster risk, the CADRI Partners will expand its offer of services to contribute to address several inter-related challenges.

OUTCOME 1. Country disaster and climate risk information enhanced to incentivize the integration of risk reduction in development and emergency/ humanitarian response planning

The causal analysis (see problem tree) reveals that one bottleneck is the low prioritization of DRR and CCA in national and sector plans. Even when DRR and CCA is integrated in plans and budgets, it does not always translate into actual budget expenditures. This is partially due to the weak political and economic imperative for DRR and CCA that can derive from the *limited availability of, and access to, risk information* as well as the *lack of evidence* on return on investment. Another bottleneck is the *fragmentation of risk information* between sectors, between humanitarian and development actors, and between the DRR and CCA communities. Even in countries where such risk information management system / platform is in place, there are persisting gaps in access to and application of risk information across sectors. Creating a culture of understanding risk across government, and society, requires a sustained and sequenced capacity development plan with effective monitoring and evaluation system.

The CADRI Partnership, building on the complementarity of specialized sector expertise from its member agencies, will contribute to enhance sharing, availability of and access to risk information, and to encourage the production of evidence on return on investment, within and across sectors, between humanitarian and development actors and between the DRR and CCA communities.

Such support will be tailored to the country context and the degree of advancement of the risk information system. Through this work, the CADRI Partnership will contribute to the socialization of the [Words Into Action Guideline on National Risk Assessment](#) and will promote integration of disaster and climate data sets with the country SDG data hubs.

IF multi-stakeholder mechanisms are strengthened to bring climate and disaster risk data sets; humanitarian and development risk data sets; sectors risk data sets; as well as producers and users of risk information, together, **THEN** such mechanism can be the foundation for country risk information systems that are multi-hazard, multi-sectoral, better integrated and accessible to users at all levels (output 1.1). **AND IF** multi-sectoral case studies documenting the evidence of return on investment and co-benefits of investing in DRR and CCA are developed and disseminated (output 1.2) together with more integrated risk information systems, **THEN** country disaster and climate risk information will be enhanced to incentivize the integration of risk reduction in development and humanitarian response planning **BECAUSE** information is better integrated and more widely available and a stronger political and economic imperative for investing in DRR and CCA will exist.

Assumptions:

- Government leadership to establish more integrated risk information systems that are widely accessible to users
- Conducive policy framework for open source data sharing
- Producers of information willingness to share free of charge data
- DRR/CCA communities' fragmentation does not hamper integration of data sets
- Minimal evidence-base is available to underpin advocacy efforts/implementation
- UNCT resources and expertise are available to conduct research work on the return on investment and co-benefits of investing in DRR and CCA

OUTCOME 2. Country planning processes are risk-informed at national and local level and responsive to the needs of the groups with vulnerabilities in development and emergency settings

The causal analysis (see problem tree) reveals that DRR and climate adaptation are weakly connected to development planning at all levels. Furthermore, national DRM and climate strategies are often disconnected from local realities because participation is neglected. The institutional and policy set up for DRR and CCA is often not conducive for a whole-of-government approach to integrate risk reduction in planning. Important bottlenecks are the fragmentation between sectors and actors, the lack of inclusiveness in the definition of DRR CCA priorities and, in some cases, the weak coordination mechanisms. Additionally, practical mainstreaming tools and approaches are required to move from planning to implementation. Hence the CADRI Partnership will endeavor to *build government capacity to lead more inclusive and participatory planning processes* (based on an inclusive and participatory assessment and prioritization methodology) at national or local levels with the view to integrate risk reduction in development and response planning.

IF more inclusive, better integrated multi-sectoral planning and budgeting processes are facilitated at national and/or local level (output 2.1) **AND** skills of targeted government institutions are enhanced to integrate DRR and CCA into national, sectoral and local planning, budgeting and implementation processes (output 2.2) **THEN** development plans will be better risk informed and responsive to the needs of vulnerable groups **BECAUSE** government will be equipped with hitherto lacking skills, approaches and tools needed to ensure mainstreaming of DRR and CCA into planning and budgeting processes. Similarly, **IF** more inclusive, better integrated multi-sectoral processes are facilitated at national and/or local level for preparedness for response and recovery (output 2.3), **THEN** response

and recovery tools and plans will be better risk informed and more responsive to the needs of the groups with vulnerabilities.

Assumptions:

- Development and Humanitarian investments are recognized as potential drivers of risk
- Mainstreaming is championed at relatively high level of government especially under the leadership of Ministry of Planning and Finance / Planning Commission
- Participation of sectors, stakeholders from public and private sector can be ensured including *genuine* participation/engagement of groups representing population with vulnerabilities
- Integrated DRR/CCA tools and methodologies are available to support implementation

OUTCOME 3. UN System development and humanitarian programming frameworks are risk informed

The causal analysis (see problem tree) reveals that two major bottlenecks are the high fragmentation of international partners interventions - between sectors and between humanitarian and development realms - and the inadequate design of capacity development interventions which are often projectized and piecemeal. Furthermore, humanitarian and development actors lack a coherent approach to integrate short term, medium term and long-term interventions in support of risk reduction across socio-economic and environmental sectors.

The UN System is not immune to these challenges. Over the past decade DRR and CCA have been included into UN programmatic frameworks (UNDAF, UNPAF, Joint Response Plans) but are often implemented in an un-coordinated and piecemeal manner by specialized agencies and with limited synergies between humanitarian and development agencies. With the renewed UN System focus on prevention and resilience (see above), there is an opportunity to plan and implement a more coherent, integrated, multidisciplinary approach to risk reduction across socio economic sectors and across the SDGs, *underpinned by a common analysis of vulnerabilities and capacity gaps*.

The New Way of Working aims to bring development and humanitarian actors to work together, based on comparative advantage, over multiple years to reduce needs, risks, and vulnerabilities. The CADRI Partnership can contribute to developing a shared understanding of sustainability, vulnerability, and resilience; pooling and combining data, analysis and information, and promoting integrated, joined up planning and programming processes.

IF the UN System is equipped to develop more coherent, multi-sectoral, integrated *programmatic frameworks* to reduce disaster and climate risks (output 3.1) as well as to risk-inform UN programmes and tools for emergency preparedness (including readiness) (output 3.2), both with a conflict and gender sensitive lens, **THEN** UN System programming frameworks will be risk informed and more sustainable **BECAUSE** UN programmes will adopt a coherent approach to reducing risks, across sectors and across the humanitarian and development realms.

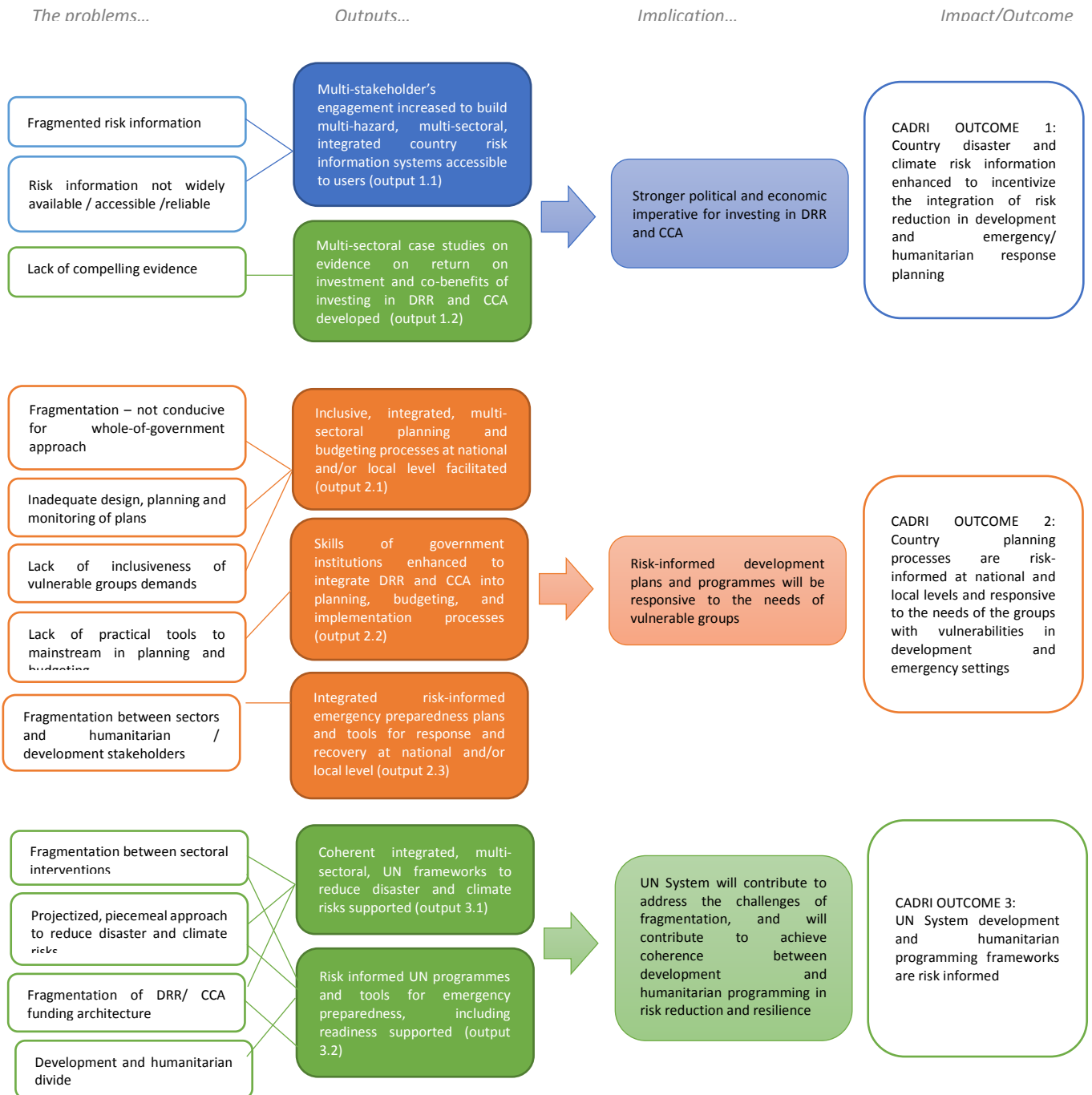
Assumptions:

- Development and Humanitarian investments are recognized as potential drivers of risk
- Integration between humanitarian and development programming is championed under the leadership of UN Resident Coordinator
- Fragmented funding architecture between development and humanitarian programmes or between DRR and CCA programmes does not hamper integration
- Integrated DRR/CC tools and methodologies are available to support implementation

By contributing to strengthening the political and economic imperative for DRR and CCA, by supporting nationally led, inclusive and multi stakeholders processes to prioritize DRR and CCA in national plans and budgets and by supporting UN risk informed programming across the development and humanitarian realms, the CADRI Partnership will contribute to the design and implementation of comprehensive and inclusive capacity development strategies to pursue integrated and coherent solutions to reduce climate and disaster risk at all levels to achieve the SDGs and leave no one behind.

Risks	Risk Mitigation Strategies
Vested interest in sectors and/or in DRR and CCA communities resulting in reluctance of key national stakeholders to collaborate, share information and design synergetic interventions	CADRI methodology will provide targeted support to Ministries of Planning and Finance or relevant high-level institutions with the convening power over sector ministries. CADRI methodology capitalizes on specialized UN Agencies outreach to their constituencies in sector ministries. CADRI methodology ensures active participation of stakeholders in identification, prioritization, planning and implementation to achieve ownership.
Weak context and stakeholder analysis	Involve UNCT from the onset in the stakeholders and contextual analysis prior to CADRI Partnership engagement in order to identify the right entry points and champions
Vulnerable groups and stakeholders excluded from participating	Ensure participation and inclusion principles have been agreed during the design stage and revisit regularly to enforce. Provide opportunities for peer learning and South-South cooperation to increase acceptance of CSO participation.
Gender equality measures planned but not implemented	Advisory support on usage of available tools and methodologies. Accountability mechanisms.
Focus on delivery of project outputs rather than strengthening decision-making processes	Raise awareness of stakeholders that the processes to achieve outputs is an important element of capacity development.
UNCT not prioritizing DRR and CCA in their sector programming due to competing priorities, especially in emergency contexts	Disseminate evidence of co benefits of investing in DRR and CCA

Illustration of the Theory of Change of the CADRI Partnership 2019-2023



3. Results

3.1. Mission statement

“The CADRI Partnership supports countries to design and implement comprehensive and inclusive capacity development strategies to pursue integrated and coherent solutions to reduce climate and disaster risk at all levels to achieve the SDGs and leave no one behind”

Description: Building on its track record and lessons learnt over the past decade, the CADRI Partnership expands its thematic and geographical scope to support countries to pursue integrated and coherent solutions to reduce climate and disaster risk at all levels to achieve the SDG agenda and its commitment to leave no one behind. The CADRI Partnership mission will be carried out through three key Outcomes and a series of service lines which will be tailored depending on country context and priorities.

Upon request from the Government through the UN Resident Coordinator, the CADRI Partnership offers a combination of specialized expertise from its member agencies which is **complementary** to existing in-country capacities within the UN System, the Red Cross/Red Crescent and other partners. Countries can choose from a range of services described below. The offer of services is **flexible** and **adaptable** to different country contexts.

The CADRI Partnership capacity development services can be mobilized to build a momentum for reform and lay the foundation for coherent programmatic support in DRR and CCA across sectors. CADRI builds upon the in-country presence of its member organizations (i.e. the UN Country Team and Red Cross/Red Crescent) to support implementation through technical assistance.

The CADRI Partnership will use a variety of delivery modalities: i) mobilization of CADRI members’ expertise (from the global, regional, country levels) to deliver integrated multi-sectoral capacity development services; ii) training jointly delivered by CADRI member agencies; iii) referral to access technical assistance, specialized training and funding; iv) country-to-country or triangular cooperation; or a combination thereof.

3.2. Outcomes, outputs and services

OUTCOME 1. Country disaster and climate risk information enhanced to incentivize the integration of risk reduction in development and emergency/ humanitarian response planning

Justification: Reliable risk information systems governed by transparent and recognized norms and standards and built through joint data collection and analysis can be used to raise the political profile of DRR and CCA and build the economic imperative for better prevention and emergency preparedness, and more effective response and recovery. Outcome 1 is specifically geared towards addressing three main challenges of the “problem tree”:

- Fragmented risk information across sectors, institutions and levels (often sectors have not been included from the onset in the design of risk information systems);
- Lack of technical skills to produce actionable risk analysis (for instance risk assessment and cost-benefit analysis methodologies);
- Lack of compelling evidence in support of DRR and CCA prioritization and risk-informed decision making and investment.

Output 1.1. Multi-sectoral expertise in support of increased multi-stakeholder engagement to build country risk information management systems are multi-hazard, integrated (DRR/ CCA) and accessible to users at all levels

Description: Using the convening power of the UN Resident Coordinator System, the CADRI Partnership will provide un-biased facilitation support to engage all stakeholders producing and using hazard and vulnerability information to consider the key requirements to establish a *national system for understanding disaster risk* that should be integrated with related policy and planning mechanisms.

The value added of the CADRI Partnership resides in its member agencies' ability to mobilize expertise and constituencies in various sectors across the disaster and climate communities, in the specialized expertise of the UN System agencies in gender and age disaggregated data collection, analysis and data management in support of country SDG monitoring platforms, and finally in its advocacy mandate for the systematic inclusion of needs and demands from urban and rural poor, people with disabilities, older people, women, youth and children, in the risk assessment approaches.

The [Words Into Action Guideline on Risk Assessment](#) has identified three stages and a number of key requirements for successful risk assessment systems as follows: Inclusive governance mechanism; Broad set of technical, financial, and administrative capacities; Availability of reliable data and a solid methodology; Political will to ensure that the outcomes are accessible, understandable and usable. In this respect, the CADRI Partnership can be particularly instrumental during the first stage (scoping) in the following: i) supporting the establishment of *inclusive governance mechanism* including a multi-stakeholders coordination mechanism involving various sectoral ministerial portfolios, the national science and technology communities, the private sector and civil society; ii) supporting a mapping of available raw data and producers of information ("identifying what we do not know"); iii) facilitating an assessment of capacities; and iv) advocating (through the UN Resident Coordinator System) at the highest level of the State to ensure accessibility and use of risk information.

The CADRI Partnership will socialize the Words Into Action Guideline, as well as the guidance of the Global Risk Assessment Framework (GRAF) initiative led by UNISDR to build a broader understanding of risk in all its dimensions for decision makers to apply at all scales, fueling a shift to proactive, anticipatory behavior to prevent risk creation and reduce existing risk.. At country level, whenever possible, the CADRI Partnership will seek synergies with the INFORM country pilots, the GFCS climate information services, and GFDRR risk information initiatives, and collaboration with academia such as Lund University.

Services:

1. Multi sectoral expertise to facilitate a capacity and needs assessment of the risk information system through a nationally-led, gender-responsive, multi-stakeholder process including:
 - Mapping of institutions producing, collecting and analyzing data and information on climate and disaster risk
 - Mapping of risk data and information quality, availability and usability
 - Analysis of development and humanitarian planning processes, including actors, sectors, and decision-making levels and how risk information is embedded in the national and local planning processes and how it is used
 - Baseline of capacity indicators to develop a sequenced capacity development plan to build a culture of Understanding Risk across sectors

2. Multi sectoral expertise to facilitate establishment or strengthening of a *comprehensive governance mechanism for understanding risk*, including a multi-sectoral and multi-stakeholders coordination mechanism (or national task force) on risk information:
 - Advice on legislative / regulatory framework
 - Multi-stakeholders task force to agree on data sharing protocols, coordination between sectors and levels, between public and private sector, academia
 - Promote co-production of information
 - Promote open source information management systems accessible to public and private stakeholders at all levels in support of risk-informed development planning and/ or preparedness for emergency/ humanitarian response (multi-hazard data collection, integration across sectors, integration of disaster and climate data sets, etc.)
3. Multi-sectoral expertise in support of skills development in risk information systems:
 - Multi sectoral expertise to facilitate training on various risk information tools and methodologies available on risk information systems, risk assessment approaches and cost benefit analysis (training package jointly developed and delivered by CADRI member agencies on the basis of existing specialized CADRI agencies' modules)
 - Multi sectoral expertise to assist countries develop a country risk profile on the basis of *available* information from different hazard assessments, and socio-economic impact
 - Provide referral services from UN specialized agencies, bilateral and multilateral agencies or through country to country collaboration to conduct specialized training on risk assessment and cost benefit analysis, and to leverage and mobilize financing and technology transfer

Output 1.2. Multi sectoral case studies on evidence of return on investment and co benefits of investing in DRR and CCA for sustainable development and emergency/ humanitarian action developed

Description: The CADRI Partnership will support UN Country/ Humanitarian Teams with methodologies and approached to produce joint evidence-based advocacy in support of risk-informed development planning and investment. CADRI will partner with other multilateral and bilateral actors, NGOs, academia and research institutes, using a common methodology and approach. The service lines corresponding to this Output will contribute towards the UN System effort to conduct joint analysis to inform planning and policy.

Services:

1. Multi-sectoral expertise to provide UN Country/ Humanitarian Teams with a methodology and approach and/or resource expertise in support of joint production of evidence on return on investment for the SDGs
2. Facilitate and/ or resource expertise to support joint UN Country/ Humanitarian Team production of evidence on return on investment and co-benefits of investing in DRR and CCA through pooling member agencies expertise and resources to design and conduct such analysis at country and/or regional level (i.e. multi-country study)

OUTCOME 2. Country planning processes are risk-informed at national and local levels and responsive to the needs of the groups with vulnerabilities in development and emergency settings

Justification: Outcome 2 is geared towards addressing key challenges of the “problem tree”:

- DRR and CCA are weakly connected to development planning at all levels
- National DRM and CCA strategies are often disconnected from local realities
- Lack of skills and tools to mainstream DRR and CCA into the SDGs and move from planning to implementation
- Institutional, methodological and financing divide between DRR and CCA communities;
- Inadequate design, planning and monitoring of capacity development interventions
- Lack of alignment, overlap or competition between development partners
- Development-Humanitarian divide and readiness/ preparedness often seen as a “humanitarian agenda”

Output 2.1. Inclusive and integrated (DRR/ CCA) risk informed-planning processes at national and local level facilitated through deployment of multi-sectoral expertise

Description: The CADRI Partnership provides Government and national stakeholders with a tested methodology and approach²³ to address disaster and climate risks in development and humanitarian planning across the SDGs. This will be done through supporting participatory assessments and inclusive processes of prioritization of DRR and CCA, completed by support to skills development of key government institutions such as Planning Commissions and NDMA. Capacity development services in emergency preparedness are integrated under output 2.1, or, in case of a specific government request, can be delivered as a separate service as detailed under output 2.3.

The value added of the CADRI Partnership resides in its interagency multi-sectoral approach operationalized through a tested and adaptable methodology. The methodology will apply a conflict-sensitivity lens, and will have a specific focus on gender inequality and the role of women and girls in disaster and climate risk reduction. The methodology will also ensure that specific needs and demands of the urban and rural poor, migrants, people with disabilities, the elderly, youth and children are taken into account in the prioritization and planning process through inclusive approaches.

These outputs of such process can span from: capacity development plans to underpin the implementation of national DRR/CCA strategies; or stand-alone DRR strategies (to achieve Sendai Framework global target e), to integrated DRR and CCA plans, to climate and disaster risk-informed development strategies and plans.

In certain countries where government’s focus is on strengthening vertical integration and connecting the dots between national and local DRR/CCA strategies, the CADRI Partnership assessment and planning methodology can be used to support the design of a capacity development approach tailored to the local context, supported by the UN Country Team and the Red Cross/Red Crescent society. This service will be delivered in partnership with the Global Network of Civil Society Organizations for Disaster Reduction (GNDRR).

The CADRI Partnership will socialize global and regional best practices and normative guidance from the UN Climate Resilience Initiative (A2R), the [Words Into Action Guideline on Developing a National DRR Strategy and Planning for Implementation](#) and the [Words Into Action Guideline: Implementation Guide for Local Disaster Risk Reduction and Resilience Strategies](#).

Services:

1. Multi-sectoral expertise to facilitate nationally-led and inclusive capacity and needs assessment processes across sectors and levels to assess capacities to implement DRR priorities – or, alternatively, integrated DRR and CCA priorities

²³ The CADRI Partnership assessment and planning methodology was tested in 30 countries

2. Multi-sectoral expertise to facilitate identification, prioritization and costing of DRR activities – or, alternatively, of integrated DRR and CCA activities - through a nationally-led and inclusive process
3. Multi-sectoral expertise to facilitate design of national DRR strategy/ plan (target e of the Sendai Framework), and/or a capacity development plan underpinning the existing DRR strategy, through a nationally led inclusive process
4. Multi-sectoral expertise to facilitate integration of DRR into National Adaptation Plans of Action or Nationally Determined Contributions throughout sectors
5. Multi-sectoral expertise to facilitate prioritization for climate and disaster risks into the national development/ SDG plans
 - Screening of the level of integration of DRR and CCA in existing national development (SDG) plans
 - Identification, prioritization and costing of DRR and CCA in existing national development (SDG) plans - through an inclusive and integrated multi-sectoral process
6. Multi-sectoral expertise to support the design of capacity development approaches in DRR and CCA tailored to the local level
 - Support local government to lead the process of multi-sectoral engagement to strengthen the interface between local government and communities
 - Inclusive capacity and needs assessment processes across sectors to assess local capacities to implement DRR priorities – or, alternatively, integrated DRR and CCA priorities – including the linkage between the national, local and community levels
 - Support local government in the screening of the level of integration of DRR and CCA in local development plans linking with processes of localizing the SDGs
 - Identification of local capacity development service providers working with the Red Cross/ Red Crescent Societies, CBOs and NGOs that have an in-depth understanding of local issues and political dynamics.
 - Training on a methodology to identify, prioritize and cost DRR and CCA in local development (SDG) plans - through an inclusive and integrated multi-sectoral process

Output 2.2. Capacities of targeted government institutions enhanced to integrate DRR and CCA into national, sectoral and local planning and implementation processes

Description: To implement complex comprehensive multi-sectoral approaches to reduce risk across the SDGs, the CADRI Partnership will deliver a package of capacity development services on *implementing a comprehensive mainstreaming approach across sectors*. This package targets key government institutions involved in planning and implementation (e.g. *Ministry of Planning, Ministry of Local Government, Ministry of Finance, sectoral ministries and their decentralized structures, members of national coordination mechanisms (e.g. National DRR Platform, National Planning Commission, Climate Change Commission)*), as well as relevant national stakeholders. This will be done through a jointly developed package building on the expertise and experience of specialized agencies in mainstreaming, and taking into consideration the specificities of various sectors. Such approach will be instrumental to strengthen coherence between national and sectoral mainstreaming processes, and identify common solutions to address gaps and bottlenecks across sectors.

Services:

1. Multi-sectoral expertise to support skills development of key national institutions (see examples above) to integrate DRR and CCA in their national, sector, and local plans and budgets and identify the bottlenecks and solutions to move from planning & budgeting to actual implementation
2. Provide access to CADRI Partnership capacity development gender-responsive package and related modules through an online portal available in several languages
3. Provide referral services to leverage and mobilize training, financing, and technical assistance in DRR, CCA from UN specialized agencies, bilateral and multilateral agencies; or through country to country collaboration (south-south / triangular cooperation mechanism) or Stand By partners

Output 2.3. Integrated risk-informed emergency preparedness (including readiness) plans and tools for response and recovery at national and/or local level supported through deployment of multi-sectoral expertise

Description: Capacity development services in emergency preparedness can be offered as part of the overall process outlined under output 2.1 above, or as a separate service as detailed under output 2.3 described here. The CADRI Partnership provides government and national stakeholders with a tested methodology and approach to address disaster and climate risks in preparedness for response and recovery. This will be done through supporting participatory assessments, and inclusive processes of prioritization, completed by support to skill development of key government institutions.

The value added of the CADRI Partnership resides in its interagency multi-sectoral approach and the ability to mobilize specialized expertise in preparedness for response and recovery, including through the UNDAC mechanism.

The CADRI approach seeks to promote risk-informed emergency preparedness, response and recovery, ensuring that the special needs and vulnerabilities of different population groups (women, children, elderly, migrants, disabled) to various inter-connected hazards are taken into account in preparedness plans. It also seeks to strengthen national response systems and promote greater integration among humanitarian actors' processes and longer-term development ones. It pursues solutions to better integrate different contingency planning processes (between sectors or linking rapid/slow onset, or linking biological, technical, hydrological and geological hazards) and promote increased focus on early action mechanisms across sectors.

In fragile and conflict/ post-conflict contexts, the CADRI Partnership will work towards strengthening crisis preparedness systems putting special emphasis on enhancing accountability, by strengthening transparency in information management systems; promoting nondiscriminatory practices in emergency/ humanitarian response and establishing stronger monitoring mechanisms for targeting of groups for humanitarian relief and recovery interventions. Other elements of conflict sensitivity include strengthening capacities to manage displacement and migrations, strengthening capacities to manage eco-systems services in the aftermath of disasters, and promoting people-centered response and recovery systems. It is expected that strengthening state preparedness capacities in fragile contexts will contribute to avoid situations of growing grievances during disasters. The roll out of the CADRI Partnership tested methodology of participatory assessment and inclusive prioritization is conflict-sensitive in essence.

The CADRI Partnership will systematically pursue implementation of country level capacity development interventions in coordination with other global partnership initiatives such as the Global

Partnership for Preparedness (GPP), the Emergency Response Preparedness (ERP) guidelines and the Post Disaster Needs Assessment (PDNA) and Disaster Recovery Frameworks (DRF) guidelines. Specifically, when relevant, the CADRI Partnership will support the capacity diagnosis and prioritization as a preliminary step to the development of a preparedness funding proposal for the GPP.

Services:

1. Multi sectoral expertise to facilitate capacity assessment, planning and prioritization to strengthen government systems in emergency preparedness (including readiness) for response and recovery. Such expertise is deployed to complement, not duplicate, existing UN Country/ Humanitarian Team emergency preparedness processes such as ERP, PDNA, ENSO SOPs (see above)
2. Compile and share templates and good practices in emergency preparedness planning (i.e. response plans; contingency plans; SOPs; etc.) based on demand. The CADRI Partnership will provide access to tools and good practices in emergency preparedness (including readiness) and recovery by tapping into such resources from its members
3. Provide access to CADRI capacity development gender-responsive tools and related training modules through an online portal available in several languages
4. Provide referral services to leverage and mobilize financing, and technical assistance in preparedness (including readiness) from UN specialized agencies, bilateral and multilateral agencies; or through country to country collaboration (south-south / triangular cooperation mechanism) or Stand By partners

OUTCOME 3. UN System development and humanitarian programming frameworks are risk informed

Justification: Outcome 3 is geared towards addressing five key challenges of the “problem tree”:

- Fragmentation of capacity development support within and between sectors
- DRR and CCA are projectized, piecemeal and short term
- Partners interventions are fragmented between the development and humanitarian realms
- Lack of skills to mainstream DRR and CCA into the SDGs
- Fragmentation of DRR/ CCA funding architecture

Output 3.1. Coherent, multi-sectoral, integrated UN frameworks to reduce climate and disaster risk supported through deployment of multi sectoral expertise

Description: The CADRI Partnership provides interagency, coordinated technical support to UN Country/ Humanitarian Team to develop coherent programmatic approaches to reduce disaster and climate risk across socio-economic and environmental sectors and across the SDGs, *underpinned by a common analysis of vulnerabilities and capacity gaps*. The CADRI Partnership will contribute to: developing a shared understanding of sustainability, vulnerability, and resilience; pooling and combining data, analysis and information; promoting integrated, joined up planning and programming processes based on comparative advantage of development and humanitarian agencies; and addressing development and emergency/ humanitarian priorities in a unified and comprehensive manner.

This could entail assisting development of UNDAF/ UNPAF or screening/ reviewing existing UNDAF/ UNPAF to better integrate climate and disaster risk. The CADRI Partnership can also advise and accompany UN Country/ Humanitarian Teams to develop Joint Programmes addressing climate and disaster risk and support joint resource mobilization efforts including through submission to the future Joint SDG Fund window for Climate Change and Disaster Risk Reduction.

Services:

1. Multi sectoral expertise to support integration of DRR and CCA in UNDAF/ UNPAF
2. Multi sectoral expertise to support UN Joint Programme development on DRR, on integrated DRR and CCA; or on risk informed SDGs
3. Support access to financing for implementation of UN Joint Programmes (including submission to the future Joint SDG Fund window)

Output 3.2. Risk informed UN programmes and tools for emergency preparedness (including readiness) supported through deployment of multi sectoral expertise

Description: While the CADRI Partnership's approach is to promote integrated, comprehensive programming across the development and humanitarian/ emergency domains (see output 3.1), in certain situations UN Country/ Humanitarian Teams may require support, tools and referral services specifically focused on emergency preparedness (including readiness) for response and recovery.

Services:

1. Multi sectoral expertise to equip Humanitarian Response Teams (HCTs) with skills and methodology to integrate risk reduction in Humanitarian Response Plans (HRP) and other preparedness planning tools
2. Multi sectoral expertise to support alignment of UNDAF/ UNPAF priorities and HRP priorities to ensure synergies between short term / medium and long-term interventions related to risk and vulnerability reduction
3. Multi sectoral expertise to support interagency risk informed recovery programming (for instance through linking PDNA results and recommendations to longer-term development planning in the context of the SDGs)

4. Implementation Strategy

The Strategy adopted to achieve agreed outcomes and outputs is informed by the lessons learned documented above.

4.1. Programming principles

4.1.1. *National ownership and leadership*

Ownership is the pre-condition of lasting capacity development impact. The CADRI Partnership's approach to capacity development is built upon the principle of national ownership and leadership and promotes the effective exercise of government's authority over DRM policies and activities. The CADRI Partnership comes in a *facilitation role* in support of a government-led inclusive and participative process to articulate the national disaster risk reduction agenda and align partners' interventions with national priorities. CADRI provides governments with analytical and prioritization tools to support such process.

4.1.2. *Rights-based approach*

A human rights-based approach is another strategy to promote the sustainability of capacity development. The CADRI Partnership promotes a human rights-based approach to capacity development by promoting an inclusive and participatory process to ensure that the needs and demands of the most marginalized are reflected in DRM strategies. CADRI supports countries develop stronger risk governance systems to hold accountable those who have a duty to act.

4.1.3. *Partnership to strengthen coherence and impact*

Building strategic partnerships increases impact and effectiveness of capacity development by reducing overlap and identifying synergies. The CADRI Partnership's approach and methodology for capacity development is built upon its ability as a neutral broker to bring partners around a common set of national priorities.

4.1.4. *Context specificity and tailored offer of services*

The CADRI Partnership offers a tailor-made menu of capacity development services. Recognizing that different countries are at different stages of evolution of their DRR and CCA practices and have different socio-economic and governance context, the CADRI Partnership offers a flexible menu of services from which government can select based on their needs. Under the new programmatic phase, the CADRI Partnership will develop a capacity development approach tailored to work in fragile context, as well as a capacity development tailored to the local level.

4.1.5. *Conflict sensitivity*

Recognizing the nexus between climate change, disasters, displacement and conflict, the CADRI Partnership implements a conflict sensitive approach as a critical element of programming in risk reduction. Going beyond the Do No harm principle, the CADRI Partnership integrates conflict prevention in its capacity development approach. Firstly, the facilitation of participatory and inclusive policy making processes is in essence a conflict sensitive approach by ensuring that right holders can voice their concerns and demands and are empowered to play a role in risk reduction and by promoting

dialogue between State institutions and their constituencies. Secondly the CADRI Partnership capacity development approach promotes the strengthening of the risk governance system across sectors and levels, in public and private sectors with the strong focus on strengthening accountability of duty bearers to avoid situations of growing grievances during disasters. Furthermore, the CADRI Partnership will apply a conflict sensitivity lens to DRR and CCA programming, for instance through promoting a principled approach to natural resource governance, through the promotion of non-discriminatory practices in emergency response, through putting emphasis on migration and displacement management, through promoting equal access to social services and natural resources, through setting standards for inclusive post disaster recovery programming, and more generally through promoting people-centered DRR and CCA. Under the new programmatic phase, the CADRI Partnership tools and services need to be significantly strengthened to include and track conflict sensitivity considerations.

4.1.6. Gender-responsiveness of interventions

Gender equality and women's empowerment will continue to be pursued as a strategy through promoting the systematic production of disaggregated age and sex data with regard to risks and losses; the facilitation of gender sensitive capacity and needs assessment; taking into account specific needs relating to sexual and reproductive health and gender-based violence; the promotion of women participation in multisector national and local planning and prioritization processes; and support to the design of gender sensitive risk informed strategies and emergency preparedness, response and recovery plans. Under the new programmatic phase, the CADRI Partnership tools will be strengthened to more systematically integrate gender equity.

4.1.7. Increasing collective and individual agency programming impact

The CADRI Partnership interventions are geared towards increasing the collective impact of the UN System delivering as one, as well as the impact of individual agencies programming in DRR and CCA. Through promoting synergies between sectors, for instance between the health, environment, water and agriculture ministries, the CADRI Partnership approach can have a multiplier effect and thus increase the impact of individual agency programming.

4.1.8. Iterative knowledge production and dissemination

The CADRI Partnership will pursue knowledge management and innovation activities as a core principle of its service delivery. Knowledge production and dissemination based on country experience and good practice is of clear value added for the CADRI Partnership due to the width and depth of partners' work on capacity development across all sector and levels. The CADRI Partnership has a comparative advantage to pull knowledge, experience, practices and resources together to inform future capacity development action, and to help integrate learning for improvement.

4.2. Delivery modalities

4.2.1. The country demand process

CADRI services are demand driven. The CADRI Partnership works through the UN Resident Coordinator System. Interested governments can call upon the UN Country/ Humanitarian Team to access a package of capacity development services. The UN Country / Humanitarian Team forwards the request to the CADRI regional coordination mechanism. The scope of CADRI Partnership services is determined by the government together with the UNCT/HCT during a scoping mission. This will in turn shape the composition of the CADRI team and the range of sector expertise that will be mobilized.

The CADRI Partnership implements a communication strategy to socialize the offer of CADRI services with the view to create country demand. This is done through organizing CADRI featured events during regional and global conferences and disseminating communications and knowledge management products.

Country demands are prioritized based on a mix of four criteria:

- **Risk exposure and vulnerability**
INFORM country risk index in 190 countries
Joint risk analysis extracted from the UN CCA and UNDAF
- **Governance context**
Relative political stability
Not currently facing high scale conflict
- **Government readiness**
Government request for CADRI services
Existing or planned resource allocation for DRR and/or CCA
- **UNCT readiness**
UNDAF prioritizing DRR and/or CCA
Existing or planned resource allocation for DRR and/or CCA

The CADRI Partnership will use a variety of delivery modalities: direct support through the mobilization of CADRI members' expertise (from the country, regional, global levels), delivery of specialized training, referral to access funding and technical assistance, country-to-country, triangular or sub-regional cooperation, or a combination thereof.

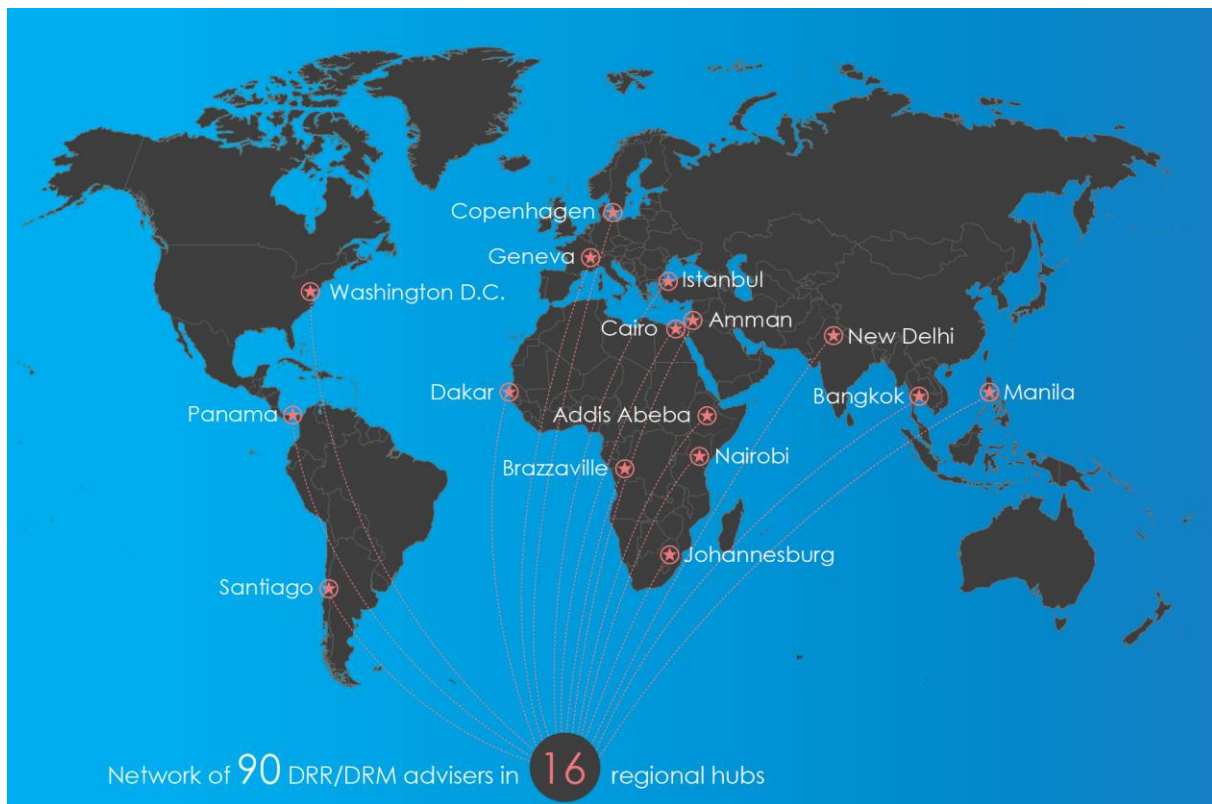
4.2.2. Mobilization and deployment of CADRI members' expertise

The CADRI Partnership pools UN and IFRC System resources, knowledge and expertise, leveraging each other's comparative advantages, to provide integrated technical advice and solutions to respond to country demands in DRR and CCA.

In every region, the CADRI Partnership has established a regional mechanism that can leverage a network of CADRI agencies' experts in risk reduction in various socio-economic and environmental sectors. Deployment of expertise is self-financed by the participating agencies. On a case by case basis, CADRI support can be cost-shared by client countries / UNCTs.

- In West and Central Africa, the CADRI regional mechanism is embedded in the Emergency Response and Preparedness group convened by OCHA.
- In Southern and Eastern Africa, the CADRI regional mechanism is embedded in the Regional Inter-Agency Standing Committee (RIASCO) with FAO and IOM facilitating the coordination function.
- In the Middle East and North Africa, the CADRI regional mechanism is embedded in the DRR and Resilience working group convened by UNISDR.
- In Latin America and the Caribbean, the CADRI regional mechanism is embedded in the UNDG working group on resilience co-chaired by UNISDR and UNDP.
- In the Europe and the Commonwealth Independent States region, the CADRI regional mechanism is embedded in the Regional Inter-Agency Standing Committee (RIASC) with UNICEF and UNDP facilitating the coordination function.

- In Asia Pacific, the facilitation of the CADRI regional mechanism is being sought under the Technical Working Group for Disaster Risk Management co-chaired by UNDP, UNESCAP and UNISDR.



Additionally, the CADRI Partnership has a standing agreement with UNDAC to deploy expertise in emergency preparedness and response.

4.2.3. Specialized training

The CADRI partners have jointly developed assessment and planning tools and modules in 10 sectors including agriculture and food security, environment, nutrition, health, WASH, education, infrastructure, cultural heritage, human mobility and climate services. New modules will be developed in support of DRR and CCA integration. Additionally, in response to country demand, the CADRI Partnership can consider developing new sector tools building on the combined expertise of its member agencies (for instance social protection; protection; water; ICT); or a consolidated package of existing sector tools for risk assessment; cost benefit analysis; mainstreaming. Cross-cutting themes such as gender equality and conflict-sensitivity will be further integrated into all existing and new sectoral and specialized modules. The development of training packages / modules will be done by CADRI Partner agencies in close collaboration with UNISDR, UNFCCC and UN CC Learn, UNITAR and academia.

4.2.4. Referral to access funding and technical assistance

The CADRI Partnership will support countries and UNCTs to access funding and technical assistance within and outside the UN System to strengthen capacities and address specific capacity gaps. A specific training module will be developed on access to financing in the DRR and CCA financing landscape.

4.2.5. *South-South / Triangular Cooperation*

The peer-to-peer and country-to-country experience-sharing component of the CADRI Partnership will be expanded as a delivery modality. Whenever possible, the CADRI Partnership will promote South-South cooperation as a strategy to capitalize on low/middle income countries expertise and experience to deliver more impactful capacity development services. The CADRI Partnership can use its network and knowledge to link supply to demands by playing a match maker and broker role to help countries or organizations facing specific problems to connect to other countries that have dealt with similar challenges.

Various modalities are being envisaged, some of them more resource intensive than others. They include: establishing a roster of Member States experts trained on the CADRI methodology (building on the UNDAC roster and deployment mechanism); establishing a group of certified trainers in each region who can support the delivery of the CADRI sectoral and specialized training modules; and / or implementing a coaching and mentoring programme between countries to provide targeted technical assistance (e.g. adapting mainstreaming tools at local level, developing a vulnerability index, climate responsive budgeting, Tsunami early warning systems, hurricane-proof housing, or mangrove conservation/restoration). Such modalities will follow the same principles: demand-driven, clearly defined objectives long term, lasting connection; and contextualized.

4.2.6. *Private sector engagement*

Engagement with private sector will be pursued in two ways: at country level, private sector entities will systematically be consulted and included in the nationally-led processes to design national, sectoral and local/urban strategies and recovery plans. Private sector entities are extremely important, as they are exposed to climate and disaster risks, while at the same time playing a pivotal role as agents of change by integrating risk reduction measures in their operations in order to limit the potential negative impacts of disasters. At global and regional levels, the CADRI coordination mechanisms will seek partnership arrangements for deployment of expertise from private sector entities on topics such as risk transfer, financing, insurance, etc. Where feasible, CADRI may collaborate with the country-based or regional Connecting Business initiative (CBI) member networks that engage the private sector in preparing for, responding to and recovering from natural and manmade hazards.

4.3. **The gradual adaptation of services**

Under this new programmatic phase, the CADRI Partners will further strengthen their joint approach to capacity development in disaster risk reduction (including natural, biological, technological and industrial hazards) and climate change adaptation with a conflict sensitivity lens. This will be done through a gradual evolution of the CADRI Partners services and tools between 2018 and 2023.

More specifically this would entail:

- The development of new sector assessment and planning tools for DRR and CCA integration
- The review of the sector assessment and planning tools to better reflect specific competencies required to address biological, technological and industrial hazards
- The review of the sector assessment and planning tools with a conflict sensitive lens
- The review of the sector assessment and planning tools with a gender responsive lens
- The development of specialized training package on risk assessment methodologies, cost benefit analysis, mainstreaming in planning and budgeting etc.

Additionally, to respond to more specific regional/country demands, new sector tools will be developed for the environment sector (water) and for the infrastructure sector (ICT) as well as for cultural heritage and tourism.

4.4. Partnerships

The CADRI Partnership draws upon the fundamental principles of joint action, partnership and collaboration. In delivering its offer of services, CADRI seeks collaborative arrangements with other international and regional organizations, and centers of excellence.

4.4.1. *The United Nations Office for Disaster Risk Reduction*

The CADRI Partnership agencies' operational mandate complements and reinforces [UNISDR](#)'s role in supporting the implementation and monitoring of the Sendai Framework for Disaster Risk Reduction. The CADRI Partnership capitalizes on its member agencies' sectoral expertise and in-country presence to support the implementation of UNISDR policy guidance and tools as spelled out in the Strategic Approach to Capacity Development for the Implementation of the Sendai Framework for Disaster Risk Reduction; the UN Plan of Action on Disaster Risk Reduction for Resilience, and the Words into Action Guidelines. Details on the CADRI Partnership contributions to the Strategic Approach to Capacity Development and UN Plan of Action are provided under section 2 of this document.

More specifically, the CADRI Partnership collaborates with UNISDR in five principal areas:

- National DRR strategies (Sendai global target e): The CADRI Partnership supports comprehensive country capacity assessments and capacity development plans that in turn inform the design of national DRR strategies and the set-up of nationally defined custom indicators through an inclusive and participatory process.
- Regional planning: The CADRI Partnership country work is integrated in the work of the regional coordination working groups for DRR and resilience facilitated by UNISDR regional offices.
- Dissemination of normative guidance: The CADRI Partnership systematically supports the socialization of the [Words into Action Guidelines](#).
- Implementing the [UN Plan of Action on Disaster Risk Reduction for Resilience](#): The CADRI Partnership makes direct contributions to the implementation of the UN Plan of Action through supporting the design of risk informed UNDAF (result 2.2), strengthening the capacity of the UNRC/HCs and UN Country/ Humanitarian Teams (result 2.4), and enhancing system-wide capacity for DRR mainstreaming in sector (result 2.5).
- Knowledge Management: The CADRI Partnership contributes to the design of global tools and products spearheaded by UNISDR (UNDAF guide, Strategic Approach to Capacity Development for the Implementation of the Sendai Framework for Disaster Risk Reduction, training modules, knowledge products).

4.4.2. *The United Nations Framework Convention on Climate Change (UNFCCC) Secretariat*

The CADRI Partnership seeks collaborative arrangements with the [Secretariat of the UNFCCC](#) under the workstream on resilience and adaptation, especially with respect to deployment of expertise in support of the review of the National Adaptation Plans and facilitate integration of DRR into National Adaptation Plans of Action, or the screening of the level of integration of DRR and CCA in existing national development (SDG) plans at national and local level, or in the area of knowledge management on the process of integration of DRR and CC at country level.

4.4.3. The UN Climate Resilience Initiative A2R

The [A2R: Anticipate, Absorb, Reshape](#) is a global multi-stakeholder platform accelerating action to strengthen climate resilience in support of the Sendai Framework, the Paris Climate Agreement and the 2030 Agenda. The CADRI Partnership can capitalize on the A2R Platform knowledge, best practices and guidance to promote integrated DRR and CCA capacity development across sectors. It can contribute to the analysis of progress in the three-priority area of capacity development for climate resilience (early warning and early action, climate risk insurance and social protection and climate risk-sensitive green and grey infrastructure).

4.4.4. The Global Network of Civil Society Organizations for Disaster Reduction (GNDR)

The CADRI Partnership seeks collaborative arrangements with the [Global Network of Civil Society Organizations for Disaster Reduction](#) (GNDR) to develop learning resources and capacity development approaches geared towards addressing local needs and to capitalize on News from the Frontline to integrate analysis of community perception of risk and capacities in the overall assessment of national and local capacities to manage disaster and climate risks.

4.4.5. The United Nations Disaster Assessment and Coordination (UNDAC) system

The CADRI Partnership has a standing agreement to deploy Member State expertise in disaster preparedness and response through the [United Nations Disaster Assessment and Coordination](#). UNDAC-trained experts supported CADRI-facilitated the capacity assessment processes in five countries to date: Guinea, Jordan, Namibia, São Tomé and Príncipe, and Zimbabwe.

4.4.6. Stand-By Partners

The CADRI Partnership seeks collaborative arrangements with Stand-By Partners, including the [Swedish Civil Contingencies Agency](#) (MSB), the [Norwegian Refugee Council](#) (NRC), [RedR Australia](#), among others with a view to deploy expertise at country levels to support the government-led, multi-stakeholder capacity development process outlined above. The rationale for these collaborative arrangements stems from an expressed need by many governments for additional in-country expertise required to pursue a coherent approach to capacity development. Additionally, the CADRI Partnership will seek deployment of DRR / Resilience experts at regional level to support the activation of the CADRI coordination function in regions (coordination of country support, monitoring of impact, document of knowledge and synergy building with other partnership such as GPP, GFCS, NDC).

4.4.7. The Global Framework for Climate Services and the Climate Risk and Early Warning Systems initiative

Through the participation of the World Meteorological Organization as a CADRI Partner, the CADRI Partnership seeks to build synergies with the [Global Framework for Climate Services](#) (GFCS) and the [Climate Risk and Early Warning Systems](#) (CREWS) initiative initiatives in implementation of country level activities such as facilitation of capacity assessment of climate services for application in key sectors, and support to resource mobilization for the implementation of targeted capacity development interventions prioritized through the CADRI multi-stakeholders engagement process.

4.4.8. The Nationally Determined Contributions (NDC) Partnership

The [NDC Partnership](#) brings together various multilateral and bilateral partners to support countries in defining processes, policies, and plans to advance NDC implementation fostering greater collaboration across sectors, while facilitating access to targeted technical assistance and financing. In countries where the NDC Partnership is engaged in country-led processes of assessment, prioritization and planning, the CADRI Partnership will seek to ensure that DRR and CCA capacity development priorities identified across sectors are integrated in the NDC national and sector plans.

4.4.9. The Global Environment Facility

The [Global Environment Facility \(GEF\)](#) is an international partnership of 183 countries, international institutions, civil society organizations and the private sector that addresses global environmental issues. The GEF has provided over \$17.9 billion in grants and mobilized an additional \$93.2 billion in co-financing for more than 4500 projects in 170 countries. The CADRI Partnership routinely takes stock of GEF-supported projects and their results in the country capacity assessment and planning processes. In supporting the design and formulation of national strategies and plans related to climate and disaster risk reduction, the work of the CADRI Partnership would influence the country's interest in topic routinely covered by the GEF. Similarly, the CADRI Partnership could advocate for further integration of disaster and climate risk elements in GEF proposals submitted by in-country partners.

5. Management and coordination arrangements

5.2. Management and coordination arrangements

The CADRI Partnership will be managed through a Joint Programme. A Joint Programme is a set of activities contained in a joint work plan and related common budgetary framework, involving two or more UN organizations to achieve common results aligned with global and/or national priorities. While the Joint Programme arrangement is only between UN organizations, government entities, civil society organizations and the private sector can be engaged as implementing partners.

The rationale for selecting the Joint Programme modality was based on the following considerations:

- Securing stronger, more predictable and durable ownership of all participating organizations, along with stronger accountability for results and enhanced transparency in decision-making, resource allocation and results attribution and reporting;
- Stronger visibility of the UN System as a unified and internally-coordinated entity delivering clear services to countries;
- Clear definition of roles and responsibilities of each partner within a joint effort;
- Addressing sector-wide and multi-sectoral development and humanitarian challenges that require an integrated response from different agencies promoting the “whole-of-system” approach guiding the UN reform agenda;
- Complementary interventions of UN organizations and other partners to provide required capacity and coverage of multiple programming areas in line with their comparative advantage and available expertise;
- Cost-efficiency for member agencies and donor organizations contributing to a single joint funding mechanism with a unified M&E and reporting system.

Signatories to the CADRI Joint Programme will be the Executive Partners which will have a formal commitment to implement the joint work plan, resource the partnership and provide strategic guidance by participating to the CADRI Programme Board (see definition below). In addition, the Programme will also have Technical and Advisory Partners that can participate to the implementation of activities on a voluntary basis. The Technical and Advisory Partners will have a seat on the Programme Assurance Group (PAG) (see definition below).

UNDP will act as the Managing Agent for the programme based on the Board recommendation. UNDP has been selected as the Managing Agent selected based on its experience of managing the CADRI Partnership since 2007 when the first phase was initiated. As a Managing Agent, UNDP is accountable for financial and programmatic results and coordinates management of programmatic activities. UNDP will provide two (2) professional positions to the CADRI Secretariat to contribute policy guidance towards joint work plan coordination, as well as to support continuous M&E functions.

UNDP, one of the three founding members of CADRI, bears a special responsibility in spearheading the CADRI Partnership. UNDP co-chairs the CADRI Partnership Board and fills in the positions assigned to the CADRI Secretariat. By doing so, UNDP plays its role of *integrator* to support the UN Development System in its collective pursuit of the SDGs. The CADRI Partnership can also be instrumental in helping establish cross-disciplinary *country level support platforms* for the 2030 agenda that promote greater collaboration amongst the government, civil society, private sector, the UN System and IFIs and coalitions of partners.

Agencies members of the Joint Programme will sign a Memorandum of Understanding (MOU) with the Managing Agent and commit to supporting the functioning of the Secretariat and the implementation of the joint work plan as follows:

- Cost-share professional positions to perform coordination, tool development, knowledge management, communication and M&E functions. It is expected that agencies second part time / full time professional positions in the Secretariat in addition to the two (2) full time UNDP professionals assigned to the Secretariat.
- In addition, allocate and transfer USD 80,000 in the Pooled Fund for the implementation of the joint work plan.

All Executive Partners will commit to:

- Contribute to the implementation of country level work by deploying specialized expertise from the HQ and/ or regional offices. This requirement must be reflected in terms of reference of individual agency regional experts. Individual agency deployments will be considered as “in kind” contributions through parallel funding modality (i.e. each agency supports costs of its staff deployment). In certain circumstances, cost sharing of deployments with UNCT will be expected.
- Host CADRI coordination function at regional level by assigning one professional staff at 20% of his / her time, providing supervision and office space. Stand-by partner full time secondment will be pursued to support the regional CADRI functions.
- Participate to joint M&E particularly at country level in order to monitor impact, and communicate results.
- Participate to joint resource mobilization at all levels – globally through the CADRI Board, PAG and Secretariat; regionally through joint efforts of Regional Directors and regional advisors assigned to undertake CADRI work; and at country level through interagency joint proposals.

Even though the Managing Agent may be assigned responsibility for implementation and fund management, the overall goal is mutual accountability for joint programme results, which includes joint M&E. The common budgetary framework should include direct costs for the function of the Managing Agent, for coordination, M&E, audit, communication, and reporting.

As mentioned previously, the CADRI Partnership will have two governance structures:

The **CADRI Programme Board** is a mechanism for consultation and consensus to inform management decisions for programme implementation. The Board acts as the programme Joint Steering Committee²⁴. The Board is composed of senior representatives of CADRI Partner Agencies (Directors’ level). The Board endorses strategic directions for the CADRI Partnership including in terms of priority setting and thematic focus. Executive Agencies on the Board approve the annual work plan and budget. The Board supports resource mobilization and communications for the Partnership. The Board promotes the CADRI Partnership with UN System leadership in various interagency/ system-wide fora, such as UN-SDG and IASC. The Board has one permanent Chair (the Managing Agent) and one rotating Chair elected annually. The Board will meet at least every six months. The Board will allocate one (1) seat for a “senior beneficiary” representative on a rotating basis (e.g. UN RC/ HC, Agency Regional Director, UNDCO representative, other).

The **CADRI Programme Assurance Group (PAG)** ensures efficient programme management and implementation, and reports to the Board. The Programme Assurance Group consists of senior technical representatives nominated by the CADRI Partner Agencies. The Programme Assurance Group has one permanent Chair (the Managing Agent) and one rotating Chair elected annually. PAG meetings

²⁴ For historical reasons, the CADRI Partnership prefers to maintain the denomination « CADRI Board » to stand for Joint Steering Committee.

may be attended by: all CADRI Partners (Executive, Technical, Advisory), CADRI Secretariat, Regional Advisors of CADRI Partner Agencies, other invited partners.

At regional level, six CADRI mechanisms are established to leverage a network of CADRI agencies' experts in risk reduction in various socio-economic and environmental sectors.

- In West and Central Africa, the CADRI regional mechanism is embedded in the Emergency Response and Preparedness group convened by OCHA.
- In Southern and Eastern Africa, the CADRI regional mechanism is embedded in the Regional Inter-Agency Standing Committee (RIASCO) with FAO and IOM facilitating the coordination function.
- In the Middle East and North Africa, the CADRI regional mechanism is embedded in the DRR and Resilience working group convened by UNISDR.
- In Latin America and the Caribbean, the CADRI regional mechanism is embedded in the UNDG working group on resilience co-chaired by UNISDR and UNDP.
- In the Europe and the Commonwealth Independent States region, the CADRI regional mechanism is embedded in the Regional Inter-Agency Standing Committee (RIASC) with UNICEF and UNDP facilitating the coordination function.
- In Asia Pacific, the facilitation of the CADRI regional mechanism is being sought under the Technical Working Group for Disaster Risk Management co-chaired by UNDP, UNESCAP and UNISDR.

5.3. Fund management arrangements

The funding arrangements include a mix of parallel and pooled funds²⁵. This section was developed in line with the UNDCO Guidance Note on Joint Programme.

5.3.1. Pooled fund

Each signatory organization with the status of "Executive Agency" will pool individual agency annual contribution of USD 80,000 into a Pooled Fund managed by the Managing Agent to cost-share the implementation of the joint work plan as follows:

1. Provision of capacity development services through deployment of the professional staff of the Secretariat to the regions and in selected countries: training and coaching of regional advisors/ regional coordination group; coaching of interagency mission members or, based on need, leadership of interagency mission teams; delivery of training; referral services etc.
2. Oversight of development of capacity development tools, for instance the coordination of development, revision, adaptation and testing of tools, methodologies, translation;
3. Internal and external communications, including: production of bulletins/newsletters, brochures and flyers; development of website content; coordination of internal communication among agencies and support to vertical communication within agencies;
4. Monitoring: continuous monitoring of progress and impact through the regional mechanisms and country visits; development of lessons learned and impact analysis; etc.
5. Support to the governance functions of the CADRI Board and PAG, including: supporting the calendar of regular meetings of the Board and PAG; development of meeting agendas and supporting materials; drafting of meeting minutes; support to documentation development for external meetings organized by the Board and PAG, etc.

²⁵ These fund management options and the templates of instruments have been approved by all UNDG members. Their use in operationalizing Joint Programmes without alterations does not require further approvals from Headquarters.

5.3.2. *Parallel fund*

Participating agencies commit to deploy expertise at their own costs from the regional and HQ level for the implementation of global, regional and country level capacity development activities. Such activities could include, but not be restricted to: mission deployments, participation in CADRI interagency workshops and training events, contribution to development of tools, methodologies and knowledge products, participation in partner meetings or global events representing the CADRI Partnership. The individual agency contributions for such activities, typically translated into staff time and travel costs, will be made through parallel funding modality (i.e. each agency supports costs of own staff deployment with no fund transfer into the Joint Fund). In certain circumstances, cost sharing of deployments with UN RC/ HC Offices and/ or agency Regional and/ or Country Offices should also be encouraged.

In-country costs related to international missions organized by the CADRI Partnership such as meeting or workshop venues, catering, availability of vehicles and drivers will similarly be borne as an in-kind contribution by the UN RC/ HC Office, UN agencies' Country Offices, the NRCS, other partners, as appropriate, or a combination thereof.

6. Legal context

This Joint Programme forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Joint Programme to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAA for the specific countries; or (ii) in the [Supplemental Provisions to the Project Document](#) 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 UNDP ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures. 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.

7. Results and resources framework

Output Baseline Indicators Targets	Indicative activities	Responsible partners	Input			Total annual budget	Total for 5 years (July 2018 – June 2023)	In-kind contributions for 5 years (not added to the total)
			Description	Pooled funds annually	To be mobilized annually			
OUTCOME 1. Country disaster and climate risk information enhanced to incentivize the integration of risk reduction in development and emergency/ humanitarian response planning <i>Baseline: persisting gaps in access to and application of risk information across sectors; low prioritization of DRR and CCA in plans and/or budget expenditures</i> Indicators: <i>Legal requirements of access to risk information by public and/or private sector for investment decisions</i> <i>Evidence of application of risk information in socio-economic sectors' investment plans</i>								
Output 1.1 Multi-sectoral expertise in support of increased multi-stakeholders engagement to build country risk information management systems are multi-hazard, integrated (DRR/ CCA) and accessible to users at all levels Baseline: <i>- Stakeholders' datasets are not integrated and risk information systems are therefore fragmented between sectors, between climate and disaster communities and between humanitarian and development communities</i> <i>- Governance mechanisms including multi-stakeholders platform and data sharing protocols not clearly</i>	1.1.1 Multi sectoral expertise deployed to facilitate capacity and needs assessment of the risk information system; and/or establishment or strengthening of multi-sectoral and multi-stakeholder working group on risk information; and/ or training on risk information tools and methodologies available	All agencies through their regional or HQ offices	Country support inter-agency missions (3 inter-agency missions/ region x 4 staff per mission on average x 5 regions = 15 missions)	(see in kind)				1,950,000
			Travel CADRI Secretariat (1 staff x 5 missions)	24,000		24,000	120,000	
	1.1.2 Provide referral services to leverage and mobilize financing, technology transfer from UN specialized agencies, bilateral and multilateral agencies; or through country to country collaboration	5 regional coordination mechanisms hosting the CADRI regional groups	33% of 1 IC on south-south cooperation mechanism and referral		39,000	39,000	195,000	
			Country deployment costs		40,000	40,000	200,000	

The CADRI Partnership

Capacity for Disaster Reduction Initiative

Output Baseline Indicators Targets	Indicative activities	Responsible partners	Input			Total annual budget	Total for 5 years (July 2018 – June 2023)	In-kind contributions for 5 years (not added to the total)
			Description	Pooled funds annually	To be mobilized annually			
<p><i>established on production, dissemination and access to risk information</i></p> <p>Indicators: - Nb. of task teams/ working groups/ platforms that bring together producers and users of risk information from various sectors and institutions</p> <p>- Nb. of national stakeholders trained on integrated risk information systems (disaggregated by sex, by central /local government and by state and non-state actors)</p> <p>Targets: - At least 1 multi-stakeholders risk information “platform” established per region year 1; and 2 such mechanisms established per region the following years - At least 50 national stakeholders trained per region year 1 including 25% of women, 25% of local representatives and 25% of non-state actors. Double the following years.</p>								
	1.1.3 Development of methodology for capacity and needs assessment of the risk information system and training modules on risk information tools and systems	Agencies HQ and PAG	1 IC for 80 days annually	24,000	36,000	60,000	300,000	
	1.1.4 Conduct 5 regional Training of Trainers (regional experts) on new tools and methodology annually on risk information systems		Cost sharing for 5 regional workshops x 5 regions	35,000		35,000	175,000	
			Travel CADRI Secretariat or other trainers (2 staff x 5 workshops)	48,000		48,000	240,000	

Output Baseline Indicators Targets	Indicative activities	Responsible partners	Input			Total annual budget	Total for 5 years (July 2018 – June 2023)	In-kind contributions for 5 years (not added to the total)
			Description	Pooled funds annually	To be mobilized annually			
<p>Output 1.2 Multi-sectoral case studies on evidence on return on investment and co benefits of investing in DRR and CCA for sustainable development and emergency / humanitarian action developed</p> <p><i>Baseline:</i> - UNCTs do not have a unified tested methodology to help to document return on investment for the SDGs</p> <p><i>Indicators:</i> - Nb. of UNCT studies on return on investment and co-benefits of investing in DRR and CCA across sectors disseminated</p> <p><i>Targets:</i> - Methodology developed year 1 - At least 1 study year 2 - At least 1 study per region following years</p>	<p>1.2.1 Multi-sectoral expertise deployed to provide UN Country/ Humanitarian Teams with a methodology and approach to support joint production of evidence on return on investment for the SDGs.</p>	<p>All agencies through their regional and HQ offices</p>	<p>Country support inter-agency missions (1 inter-agency missions/ region x 4 staff per mission on average x 5 regions = 5 missions)</p>	(see in kind)				Agency deployment costed under 1.1.1
			<p>Travel CADRI Secretariat (Travel costs under activity 1.1.1)</p>					-

The CADRI Partnership

Capacity for Disaster Reduction Initiative

Output Baseline Indicators Targets	Indicative activities	Responsible partners	Input			Total annual budget	Total for 5 years (July 2018 – June 2023)	In-kind contributions for 5 years (not added to the total)	
			Description	Pooled funds annually	To be mobilized annually				
Output 1.3 Coordination and technical support to delivery of Outcome 1	1.3.1. Coordination and technical support to delivery of Outcome 1: Geneva-based CADRI Secretariat and PAG (33% of total staff time dedicated to Outcome 1)	CADRI Secretariat and PAG	Geneva Secretariat PAG agency staff (part-time) (at 33% for this Outcome)	(see in kind)				1,300,000	
			Administrative support (at 33% for this Outcome)	26,000		26,000	130,000	Annually: 260,000	
	1.3.2 Coordination and technical support to delivery of Outcome 1: Regional coordination and technical support in five regions (33% of total staff time dedicated to Outcome 1)	All agencies 5 Regional coordination mechanisms hosting the CADRI regional groups	Agency staff time per region (part-time) (at 33% for this Outcome)	(see in kind)					375,000
			1 full-time dedicated CADRI regional officer x 5 regions (at 33% for this Outcome)		377,000	377,000	1,885,000	Annually: 75,000	

The CADRI Partnership

Capacity for Disaster Reduction Initiative

Output Baseline Indicators Targets	Indicative activities	Responsible partners	Input			Total annual budget	Total for 5 years (July 2018 – June 2023)	In-kind contributions for 5 years (not added to the total)
			Description	Pooled funds annually	To be mobilized annually			
	1.3.3 Other generic activities (split at 33% for Outcome 1) - Internal and external communications global and regional level - KM (documentation of lessons learned, content management system/ archive/IT platform) - M&E - Common charges and miscellaneous	CADRI Secretariat 5 regional coordination mechanisms	IC for 260 working days annually split among various consultancies (IT, design, editing, translation, etc.)	39,000		39,000	195,000	
Publications			16,000		16,000	80,000		
IC for 130 working days annually CADRI content management system/ archive/ IT platform				20,000	20,000	100,000		
IC for 30 days for M&E services (mid-term/ final external evaluation, specialized M&E) split annually			4,500		4,500	22,500		
Common charges			4,700		4,700	23,500		

Output Baseline Indicators Targets	Indicative activities	Responsible partners	Input			Total annual budget	Total for 5 years (July 2018 – June 2023)	In-kind contributions for 5 years (not added to the total)
			Description	Pooled funds annually	To be mobilized annually			
			Pooled funds annually	To be mobilized annually	Total annual budget	Total for 5 years	In-kind contributions for 5 years (not added to the total)	
TOTAL OUTCOME 1			197,200	512,000	709,200	3,546,000	3,625,000	
<p>OUTCOME 2. Country planning processes are risk-informed at national and local level and gender responsive to the needs of the groups with vulnerabilities in development and emergency settings <i>Baseline: DRR and CCA are weakly connected to development planning at national and local level; Development, response and recovery processes often not responsive to needs of vulnerable groups to the impact of disasters and climate change</i> <i>Indicators: National and local development plans / strategies integrate DRR and CCA across sectors targeting the needs and demands of the most vulnerable groups</i></p>								
<p>Output 2.1 Inclusive and integrated (DRR/ CCA) risk informed-planning processes at national and local level facilitated through deployment of multi-sectoral expertise</p> <p><i>Baseline:</i> - National and local plans do not prioritize DRR/ CCA</p> <p><i>Indicators:</i> - Nb. of national or local plans prioritizing DRR – or, alternatively, DRR and CCA – informed by CADRI recommendations</p>	2.1.1. Deployment of multi sectoral expertise to facilitate nationally-led inclusive capacity assessments / diagnosis, identification, prioritization and costing; review, screening, development of multisector strategies and plans; and design of local capacity development approaches	All agencies through their regional or HQ offices	Country support inter-agency missions (6 inter-agency missions/ region x 4 staff per mission on average x 5 regions = 30 missions)	(see in kind)				3,900,000
			Travel CADRI Secretariat (1 staff x 5 missions)	24,000		24,000	120,000	Annually: 780,000
	2.1.2		1 IC for 120 days annually	24,000	54,000	78,000	390,000	

The CADRI Partnership

Capacity for Disaster Reduction Initiative

Output Baseline Indicators Targets	Indicative activities	Responsible partners	Input			Total annual budget	Total for 5 years (July 2018 – June 2023)	In-kind contributions for 5 years (not added to the total)
			Description	Pooled funds annually	To be mobilized annually			
<p>- Nb. of plans prioritizing DRR/CCA informed by needs and demands of non-state actors (vulnerable population groups including vulnerable women, children, the elderly, persons with disabilities and migrants) including the private sector</p> <p>Targets:</p> <p>- At least 1 plan or strategy prioritizing DRR or DRR/CCA per region and 2 plans or strategies per region in the following years</p> <p>- At least 1 plan or strategy prioritizing DRR or DRR/CCA informed by needs and demands of non-state actors per region</p>	Revision of sectoral tools and training modules; Development of new sector tools and training modules; translation, design, online formatting	CADRI Secretariat and PAG	Translation, editing, design, IT support		50,000	50,000	250,000	
	2.1.3 Conduct 5 regional Training of Trainers (TOTs) on new CADRI tools and methodology to conduct capacity assessment, prioritization and planning annually	CADRI Secretariat and PAG	Cost sharing for 5 regional workshops	35,000		35,000	175,000	
			Travel CADRI Secretariat or other trainers (2 staff x 5 regional TOTs)	48,000		48,000	240,000	
<p>Output 2.2</p> <p>Capacities of targeted government institutions enhanced to integrate DRR and CCA into national, sectoral and local planning and implementation processes</p> <p>Baseline:</p>	2.2.1 Multi-sectoral expertise deployed to support skills development of key national institutions, such as the Ministry of Planning and line ministries and line departments, to implement a comprehensive approach to mainstream DRR / CCA into planning and budgeting and move from planning and budgeting to actual implementation, across sectors and levels	All agencies through their regional and HQ offices	Cost sharing of 3 country-level training workshops	21,000		21,000	105,000	
			Travel of agency staff to conduct training (3 missions/ region x 2 staff per	(see in kind)				975,000

Output Baseline Indicators Targets	Indicative activities	Responsible partners	Input			Total annual budget	Total for 5 years (July 2018 – June 2023)	In-kind contributions for 5 years (not added to the total)
			Description	Pooled funds annually	To be mobilized annually			
<p>- Sector ministries are trained on sector specific mainstreaming approach; lack of comprehensive approach to capacity development in DRR, or DRR, CCA, mainstreaming</p> <p>Indicator:</p> <p>- Nb. of country training package delivered (disaggregated by sex, sectors, & by local/national level) on comprehensive approach to mainstream DRR, or DRR/CCA in development planning and implementation across sectors</p> <p>Target:</p> <p>- At least 1 country training package delivered on year 2 and 1 country training package per region in the following years</p>			mission on average x 5 regions = 15 missions)					
			Travel CADRI Secretariat (1 staff x 3 workshops)	14,400		14,400	72,000	
	2.2.2	CADRI Secretariat	33% of 1 IC on south-south cooperation mechanism and referral		39,000	39,000	195,000	
	Provide referral services to leverage and mobilize training, financing, and technical assistance in DRR, CCA mainstreaming from UN specialized agencies, bilateral and multilateral agencies; or through country to country collaboration	5 regional coordination mechanisms						
2.2.3	CADRI Secretariat and PAG	1 IC for 120 days annually	32,000	54,000	86,000	430,000		
Multi-sectoral expertise to develop comprehensive capacity development package / methodological approach to support DRR / CCA mainstreaming across sectors and levels (tools, training and learning products) based on existing specialized agencies sector tools and modules								
2.2.4	CADRI Secretariat and PAG	Travel CADRI Secretariat or other trainers (Travel cost						
Conduct 5 regional TOTs on annually on capacity development package on comprehensive mainstreaming								

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Output Baseline Indicators Targets	Indicative activities	Responsible partners	Input			Total annual budget	Total for 5 years (July 2018 – June 2023)	In-kind contributions for 5 years (not added to the total)
			Description	Pooled funds annually	To be mobilized annually			
			under activity 2.1.3)					
<p>Output 2.3. Integrated (DRR/ CCA) risk-informed emergency preparedness (including readiness) plans and tools for response and recovery at national and/or local level supported through deployment of multi- sectoral expertise</p> <p><i>Baseline:</i> - Country emergency preparedness plans and tools are not systematically risk informed (DRR/CCA, multi- hazard, and/or multi sector</p> <p><i>Indicators:</i> - Nb. of contingency/ preparedness plans; SOPs; etc. that are risk informed, multi- hazard and multi-sectoral based on CADRI recommendations</p> <p><i>Targets:</i> - One contingency/ preparedness plans or SOPs per region that is risk</p>	<p>2.3.1 Deployment of multi sectoral expertise to facilitate capacity assessment / diagnosis, planning and prioritization to strengthen government systems in emergency preparedness (including readiness) for response and recovery.</p>	<p>All agencies through their regional and HQ offices</p>	<p>Country support inter- agency missions (1 inter-agency missions/ region x 4 staff per mission on average x 5 regions = 5 missions)</p>	(see in kind)				See mission costs under 2.1.1
			<p>Travel CADRI Secretariat (see travel costs under 2.1.1)</p>					

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Output Baseline Indicators Targets	Indicative activities	Responsible partners	Input			Total annual budget	Total for 5 years (July 2018 – June 2023)	In-kind contributions for 5 years (not added to the total)
			Description	Pooled funds annually	To be mobilized annually			
<i>informed, multi-hazard and multi-sectoral in year 1 - Two plans or SOPs per region following years</i>								
Output 2.4 Coordination and technical support to delivery of Outcome 2	2.4.1 Coordination and technical support to delivery of Outcome 2: Geneva-based CADRI Secretariat and PAG (33% of total staff time dedicated to Outcome 2)	CADRI Secretariat and PAG	Geneva Secretariat PAG agency staff (part-time) (at 33% for this Outcome)	(see in kind)				1,300,000
			Administrative support (at 33% for this Outcome)	26,000		26,000	130,000	Annually: 260,000
	2.4.2 Coordination and technical support to delivery of Outcome 2: Regional coordination and technical support in five regions (33% of total staff time dedicated to Outcome 2)	All agencies 5 Regional coordination mechanisms hosting the CADRI regional groups	Agency staff time per region (part-time) (at 33% for this Outcome)	(see in kind)				375,000
			1 full-time dedicated CADRI regional officer x 5 regions (at 33% for this Outcome)		377,000	377,000	1,885,000	Annually: 75,000
2.4.3 Other generic activities (split at 33% for Outcome 1)	CADRI Secretariat	IC for 260 working days annually split	39,000		39,000	195,000		

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Output Baseline Indicators Targets	Indicative activities	Responsible partners	Input			Total annual budget	Total for 5 years (July 2018 – June 2023)	In-kind contributions for 5 years (not added to the total)
			Description	Pooled funds annually	To be mobilized annually			
	<ul style="list-style-type: none"> - Internal and external communications global and regional level - KM (documentation of lessons learned, content management system/ archive/IT platform) - M&E - Common charges and miscellaneous 	5 regional coordination mechanisms	among various consultancies (IT, design, editing, translation, etc.)					
Publications			16,000		16,000	80,000		
IC for 130 working days annually CADRI content management system/ archive/ IT platform				20,000	20,000	100,000		
IC for 30 days for M&E services (mid-term/ final external evaluation, specialized M&E) split annually			4,500		4,500	22,500		
Common charges			4,700		4,700	23,500		
			Pooled funds annually	To be mobilized annually	Total annual budget	Total for 5 years	In-kind contributions for 5 years	

Output Baseline Indicators Targets	Indicative activities	Responsible partners	Input			Total annual budget	Total for 5 years (July 2018 – June 2023)	In-kind contributions for 5 years (not added to the total)
			Description	Pooled funds annually	To be mobilized annually			
								(not added to the total)
			TOTAL OUTCOME 2	288,600	594,000	882,600	4,413,000	6,550,000
OUTCOME 3. UN System development and humanitarian programming frameworks are risk informed								
<i>Baseline: UN System capacity development interventions in DRR and CCA are often fragmented (between sectors and between humanitarian and development agencies), projectized and weakly connected throughout UNDAF / UNPAF outcomes</i>								
<i>Indicators: UN System coherent approach to capacity development in DRR/CCA and clearly aligned with national priorities</i>								
Output 3.1 Coherent, multi-sectoral, integrated UN frameworks to reduce climate and disaster risk supported through deployment of multi sectoral expertise <i>Baseline:</i> - Limited nb. of multi-sectoral UN joint programmes to reduce disaster and climate risk across the SDGs - Five Joint Funding proposals developed based on CADRI recommendations during the previous CADRI phase <i>Indicators:</i> - Nb. of multi sectoral UN joint programmes developed to reduce disaster and climate risk across the SDGs based on CADRI recommendation	3.1.1 Multi sectoral expertise deployed to support prioritization of DRR and CCA in UNDAF/ UNPAF; To support UN Joint Programme development on DRR, on integrated DRR and CCA, or on risk-informed SDG implementation		Country support inter-agency missions (1 inter-agency missions/ region x 4 staff per mission on average x 5 regions = 5 missions)	(see in kind)				650,000
			Travel CADRI Secretariat (1 staff x 5 missions)	24,000		24,000	120,000	
	3.1.2 Support access to financing for implementation of UN Joint Programmes (including submission to the Joint SDG Fund window for CC and DRR)	All agencies 5 Regional coordination mechanisms	33% of 1 IC on south-south cooperation mechanism and referral		39,000	39,000	195,000	

Output Baseline Indicators Targets	Indicative activities	Responsible partners	Input			Total annual budget	Total for 5 years (July 2018 – June 2023)	In-kind contributions for 5 years (not added to the total)
			Description	Pooled funds annually	To be mobilized annually			
<p>- Nb. of Joint Funding proposals based on CADRI recommendations</p> <p>Target:</p> <p>- At least 1 UN Programme Framework or UN Joint Programme reducing disaster and climate risk across the SDGs per region - At least 2 per region in the following years</p> <p>- At least 1 joint funding proposal per region per year</p>								
<p>Output 3.2 Risk informed UN programmes and tools for emergency preparedness (including readiness) supported through deployment of multi sectoral expertise</p> <p>Baseline:</p> <p>- UN emergency preparedness plans and tools are not systematically risk informed (DRR/CCA), multi-hazard, and/or multi sector</p> <p>- HRP and UNDAF are usually developed in isolation when it comes to risk reduction</p> <p>Indicators:</p>	<p>3.2.1 Deployment of multi sectoral expertise:</p> <p>To equip HCTs with skills and methodology to integrate risk reduction in Humanitarian Response Plans (HRP) and other UN preparedness planning tools;</p> <p>To support alignment of UNDAF/ UNPAF priorities and HRP priorities to ensure synergies between short term / medium and long-term interventions;</p>	<p>All agencies 5 Regional coordination mechanisms</p>	<p>Country support inter-agency missions (1 inter-agency missions/ region x 4 staff per mission on average x 5 regions = 5 missions)</p>	<p>(see in kind)</p>				<p>See mission costs under 3.1.1</p>

Output Baseline Indicators Targets	Indicative activities	Responsible partners	Input			Total annual budget	Total for 5 years (July 2018 – June 2023)	In-kind contributions for 5 years (not added to the total)
			Description	Pooled funds annually	To be mobilized annually			
<p>- Nb. of multi-sectoral UN contingency/ response / recovery plans; SOPs; HRPs revised or developed to integrate risk reduction measures based on CADRI recommendations</p> <p>- Nb. of countries where synergies are clearly identified between HRP, UNDAF / UNPAF in relation to risk reduction</p> <p>Targets:</p> <p>- At least 1 multi sectoral UN contingency/ response/ recovery plans; SOPs; HRPs revised or developed to integrate risk reduction measures based on CADRI recommendations per region -</p> <p>- At least 2 per region in the following years</p> <p>- At least one country per year where HRP and UNDAF promote a coherent approach to reducing risk</p>								
<p>Output 3.3 Coordination and technical support to delivery of Outcome 3</p>	<p>3.3.1 Coordination and technical support to delivery of Outcome 3: Geneva-based CADRI Secretariat and PAG (33% of total staff time dedicated to Outcome 3)</p>	<p>CADRI Secretariat and PAG</p>	<p>Geneva Secretariat PAG agency staff (part-time) (at 33% for this Outcome)</p>	<p>(see in kind)</p>			<p>1,300,000</p> <p>Annually: 260,000</p>	

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Output Baseline Indicators Targets	Indicative activities	Responsible partners	Input			Total annual budget	Total for 5 years (July 2018 – June 2023)	In-kind contributions for 5 years (not added to the total)
			Description	Pooled funds annually	To be mobilized annually			
			Administrative support (at 33% for this Outcome)	26,000		26,000	130,000	
	3.3.2 Coordination and technical support to delivery of Outcome 3: Regional coordination and technical support in five regions (33% of total staff time dedicated to Outcome 3)	All agencies 5 Regional coordination mechanisms hosting the CADRI regional groups	Agency staff time per region (part-time) (at 33% for this Outcome)	(see in kind)				375,000
			1 full-time dedicated CADRI regional officer x 5 regions (at 33% for this Outcome)		377,000	377,000	1,885,000	Annually: 75,000
	3.3.3 Other generic activities (split at 33% for Outcome 1) - Internal and external communications global and regional level - KM (documentation of lessons learned, content management system/ archive/IT platform) - M&E - Common charges and miscellaneous	CADRI Secretariat 5 regional coordination mechanisms	IC for 260 working days annually split among various consultancies (IT, design, editing, translation, etc.)	39,000		39,000	195,000	
			Publications	16,000		16,000	80,000	
			IC for 130 working days		20,000	20,000	100,000	

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Output Baseline Indicators Targets	Indicative activities	Responsible partners	Input			Total annual budget	Total for 5 years (July 2018 – June 2023)	In-kind contributions for 5 years (not added to the total)
			Description	Pooled funds annually	To be mobilized annually			
			annually CADRI content management system/ archive/ IT platform					
			IC for 30 days for M&E services (mid- term/ final external evaluation, specialized M&E) split annually	4,500		4,500	22,500	
			Common charges	4,700		4,700	23,500	
				Pooled funds annually	To be mobilized annually	Total annual budget	Total for 5 years	In-kind contributions for 5 years (not added to the total)
TOTAL OUTCOME 3				114,200	436,000	550,200	2,751,000	2,325,000
TOTAL (OUTCOMES 1 + 2 + 3)				600,000	1,542,000	2,142,000	10,710,000	12,500,000
			GMS	44,444	114,122	158,666	793,333	
			GRAND TOTAL incl. GMS	644,444	1,656,122	2,300,666	11,503,333	

Item	Explanation of calculation (amounts in USD)
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Regional advisors Reference: <i>Thailand P4 FTA taken as an average from 5 regional hubs as follows:</i> <i>Panama 227,000</i> <i>Kenya 229,000</i> <i>Turkey 218,000</i> <i>Thailand 226,000</i> <i>Egypt 219,000</i>	Staff time for regional advisors' travel for country support	P4 FTA regional positions (gross salary as per proforma 6 October 2016) 226,000 annually = 620 daily = 75,000 annually per Outcome (distributed equally among the 3 Outcomes)
	Staff time for regional coordination function part time by several agencies (in kind)	P4 FTA regional positions (gross salary as per proforma 6 October 2016): 20% of technical staff time x 5 regions 226,000 annually = 75,000 per Outcome (distributed equally among the 3 Outcomes)
	Staff time for dedicated CADRI regional officers at 100%	P4 FTA regional positions 226,000 annually in each region = 377,000 annually in each region per Outcome (distributed equally among the 3 Outcomes) In 5 regions annually = 1,130,000 = 377,000 in 5 regions annually per Outcome (distributed equally among the 3 Outcomes)
CADRI Secretariat (Geneva) (in kind)	Total: 780,000 annually = 260,000 annually per Outcome (distributed equally among the 3 Outcomes) Calculated based on: 480,000 (100% of 1 P5 FTA + 1 P3 FTA) UNDP 300,000 (P4 FTA 20% of technical staff time = 50,000) x 6 agencies on average	
Administrative support for CADRI Secretariat (Geneva)	Total: 78,000 annually (IC) = 26,000 per Outcome (distributed equally among the 3 Outcomes)	
Country support missions	Country support missions are of various types (Outcome 1 to 3) and can last from 3 to 10 days (depending on whether it is for assessment, planning, validation, etc.). In the budget calculation, an average of 6 working days was used for all country support missions.	
	Within the same region	On average, across mission types and across Outcomes, it is estimated that each inter-agency mission has 4 staff from various agencies (some missions will have 6-8-10 agencies, but others will have 2-3 depending on the thematic area and mission type)

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		<p>Total per mission: 26,000 (6,500 x 4)</p> <p>Total per mission per 1 staff has been calculated as follows, using average costs: Total per mission for 1 staff: 6,500 Airfare: 1,000 DSA & Terminals 300/ day x 6 days: 1,800 P4 FTA staff time of average P4 620 daily x 6 days: 3,700 (rounded)</p>
	Geneva to regions and countries	<p>Country support missions by CADRI Secretariat from Geneva to the field have been calculated as follows, using average costs (USD), and excluding staff time: TOTAL: 4,800 Airfare: 3,000 DSA & Terminals 300/ day x 6 days: 1,800</p>
International consultant (IC)		<p>Average fee: 450/ day Annually: 117,000 (on average, there are 260 work days annually)</p>
Regional training workshop		<p>Costs for the organization of one regional training workshop may include venue, catering, interpretation, printing: 7,000</p>

8. Monitoring, evaluation and reporting

This section is developed in line with the UNDOCO Guidance Note on Joint Programme.

8.1. Monitoring

The Joint Programme is monitored throughout its duration in accordance with Joint Programme Document. Monitoring is the continuous function of using the systematic collection of data on specified indicators to provide the key stakeholders of the Joint Programme with indications of the degree of progress and achievements of objectives of the Joint Programme (including progress in the use of allocated funds). Monitoring should be done against targets and indicators and progress should be reported in the narrative report.

The Managing Agent, here UNDP, is responsible for monitoring in accordance its regulations, rules and procedures applicable, and the Joint Programme Document. The Monitoring Plan should include roles and responsibilities for monitoring, timing and methodology. Monitoring is linked to evaluation since it facilitates data collection toward targets, though additional data collection and different frameworks for analysis are needed for evaluation.

The CADRI Secretariat is responsible for conducting regular M&E activities based on the joint Monitoring Plan with the involvement of the Partner Agencies staff at regional and country levels who contribute to the collection of information on activity implementation and impact.

8.2. Evaluation

Evaluation is the systematic and objective assessment of the Joint Programme which aims to determine the relevance and fulfillment of objectives as well as the efficiency, effectiveness and sustainability of the Joint Programme (and when feasible, its impact). Evaluation of the Joint Programme should inform learning, decision-making and guidance on implementation.

Evaluation of the Joint Programme should be undertaken in accordance with the guidance from the United Nations Evaluation Group (UNEG) (e.g., relevance, efficiency, effectiveness, impact and sustainability) with an emphasis on results and on the Joint Programme process. A joint evaluation, wherein the evaluation units of all concerned organizations participate in the Evaluation Management Group, is the preferred option for evaluation of a Joint Programme. Participating UN organizations should share information and progress updates and undertake joint monitoring and evaluation where appropriate (Refer to Resource Pack on Joint Evaluations for different options to organize a joint process).

An indicative allocation of 3% to 5% of funds should be allotted for monitoring, reporting and evaluation/s. For Joint Programmes that last 3 years or longer, a mid-term evaluation is recommended. The CADRI Secretariat is responsible for the contracting of end-of-programme evaluation.

8.3. Reporting

The Joint Programme will have one consolidated annual report (including programmatic and financial reports). Reporting deadlines stated in the legal instrument (e.g., MoU) should be adhered to. All

reports have to be endorsed by the Steering Committee (e.g., the Programme Board) and will be shared with all relevant stakeholders.

The Managing Agent shall provide the Joint Programme Steering Committee with the following statements and reports prepared in accordance its regulations, rules and procedures applicable and the Joint Programme Document: annual and final narrative progress report for each twelve-month period for which the Managing Agent may use its own format or use the default standard generic annual and final narrative reporting progress report template, and annual and final financial reports, using the UN-wide harmonized budget categories. Financial reports include: annual financial reports as of 31 December each year with respect to the Joint Programme Account, uncertified financial report, and a final certified financial statement.

In addition to annual reports, quarterly or semi-annual field updates, e.g., to the Steering Committee (e.g., the Programme Board), are encouraged for effective management of Joint Programmes, though these updates are unofficial (i.e., not certified by agency headquarters) and may involve a level of detail not meant to be captured in official annual reports.

The CADRI Secretariat is responsible for regular reporting, at least on a quarterly basis, to the Board and PAG regarding the implementation of the joint work plan; The CADRI Secretariat is responsible for annual reporting to the Board including on the use of the funds.

9. Monitoring Plan

Output	Service/ Activity	Performance indicator	Means of verification
OUTCOME 1. Country disaster and climate risk information enhanced to incentivize the integration of risk reduction in development planning and humanitarian response <i>Baseline: persisting gaps in access to and application of risk information across sectors low prioritization of DRR and CCA in plans and/or budget expenditures</i> Indicators: <i>Legal requirements of access to risk information by public and private sector for investment decisions</i> <i>Evidence of application of risk information in key socio-economic sectors' investment plans</i>			
Output 1.1. Multi-sectoral expertise in support of increased multi-stakeholder engagement to build country risk information management systems are multi-hazard, integrated (DRR/ CCA) and accessible to users at all levels	Multi sectoral expertise deployed to facilitate capacity and needs assessment of the risk information system; and/or establishment or strengthening of multi-sectoral and multi-stakeholder working group on risk information; and/ or training on risk information tools and methodologies available	- Nb. of task teams/ working groups/ platforms that bring together producers and users of risk information from various sectors and institutions - Nb. of national stakeholders trained on integrated risk information systems (disaggregated by sex, by central /local government and by state and non-state actors)	www.cadri.net Government website UNCT website CBi website
	Provide referral services to leverage and mobilize financing, technology transfer from UN specialized agencies, bilateral and multilateral agencies; or through country to country collaboration		Government website UNCT website National/ Regional events showcasing results CADRI Feedback Forms
	Development of methodology for capacity and needs assessment of the risk information system and training modules on risk information tools and systems		
	Conduct 5 regional Training of Trainers (regional experts) on new tools and methodology a year		CADRI reports CADRI Feedback Forms

Output	Service/ Activity	Performance indicator	Means of verification
Output 1.2 Multi sectoral case studies on evidence on return on investment and co benefits of DRR and CCA for sustainable development and emergency / humanitarian action developed	Multi-sectoral expertise deployed to provide UN Country/ Humanitarian Teams with a methodology and approach to support joint production of evidence on return on investment for the SDGs.	- Number of studies on return on investment and co-benefits of investing in DRR and CCA	Studies on website
<p>OUTCOME 2. Country planning processes are risk informed and responsive to the needs of groups with vulnerabilities in development and emergency settings <i>Baseline: DRR and CCA are weakly connected to development planning at national and local level; Development, response and recovery processes often not responsive to needs of vulnerable groups to the impact of disasters and climate change</i> Indicators: <i>National or local development plans or strategies integrate DRR and or DRR/CCA across sectors, targeting the needs and demands of the most vulnerable groups</i></p>			
Output 2.1. Inclusive and integrated (DRR/ CCA) risk informed-planning processes at national and local level facilitated through deployment of multi-sectoral expertise	Deployment of multi sectoral expertise to facilitate nationally-led inclusive capacity assessments / diagnosis, identification, prioritization and costing; review, screening, development of multisector strategies and plans; and design of local capacity development approaches	- Nb. of national or local plans prioritizing DRR – or, alternatively, DRR and CCA –informed by CADRI recommendations - Nb. of plans prioritizing DRR/CCA informed by needs and demands of non-state actors (vulnerable population groups including vulnerable women, children, disabled and migrants; and private sector networks and companies)	www.cadri.net Government website UNCT website

Output	Service/ Activity	Performance indicator	Means of verification
	Revision of sectoral tools and training modules; Development of new sector tools and training modules; translation, design, online formatting		CADRI reports CADRI website
	Conduct 5 regional Training of Trainers (TOTs) on new tools and methodology annually		CADRI reports
Output 2.2. Capacities of targeted government institutions enhanced to integrate DRR and CCA into national, sectoral and local planning and implementation processes	Multi-sectoral expertise deployed to support skills development of key national institutions, such as the Ministry of Planning and line ministries and line departments, to implement a comprehensive approach to mainstream DRR / CCA into planning and budgeting and move from planning and budgeting to actual implementation, across sectors and levels	- Nb. of country training package delivered (disaggregated by sex, sectors, & by local/national level) on comprehensive approach to mainstream DRR, or DRR/CCA in development planning and implementation across sectors	CADRI reports CADRI Feedback Forms Accessibility of CD tools, training and learning products on comprehensive approach to mainstreaming on CADRI website and other online sources (i.e. PreventionWeb; ReliefWeb; other regional online platforms)
	Provide referral services to leverage and mobilize training, financing, and technical assistance in DRR, CCA mainstreaming from UN specialized agencies, bilateral and multilateral agencies; or through country to country collaboration		
	Multi-sectoral expertise to develop comprehensive capacity development package / methodological approach to support DRR / CCA mainstreaming across sectors and levels (tools, training and learning products) based on existing specialized agencies sector tools and modules		
	Conduct 5 regional TOTs on annually on capacity development package on comprehensive mainstreaming		
Output 2.3. Integrated risk-informed emergency preparedness (including readiness)	Deployment of multi sectorial expertise to facilitate capacity assessment / diagnosis, planning and prioritization to strengthen government systems in emergency preparedness (including readiness) for response and recovery.	- Nb. of contingency/ preparedness plans; SOPs; etc. that are risk informed, multi-hazard and multi-sectoral based on CADRI recommendations	Operational planning or programming documents UNCT website















Output	Service/ Activity	Performance indicator	Means of verification
plans and tools for response and recovery at national and/or local level supported through deployment of multi sectoral expertise			CADRI Feedback Forms
<p>OUTCOME 3. UN System development and humanitarian programming frameworks are risk informed</p> <p><i>Baseline: UN System DRR and climate adaptation interventions are often fragmented (between sectors and between humanitarian and development), projectized and weakly connected throughout UNDAF / UNPAF outcomes</i></p> <p><i>Indicators: UN System coherent approach to capacity development in DRR/CCA and clearly aligned with national plan</i></p>			
<p>Output 3.1 Coherent, multi-sectoral, integrated, UN frameworks to reduce disaster and climate risk supported through deployment of multi sectoral expertise</p>	Multi sectoral expertise deployed to support prioritization of DRR and CCA in UNDAF/ UNPAF; To support UN Joint Programme development on DRR, on integrated DRR and CCA, or on risk-informed SDG implementation	Nb. of multi sectoral UN joint programmes developed to reduce disaster and climate risk across the SDGs based on CADRI recommendations	CCA and/ or UNDAF/ UNPAF documents UN joint programme/ project documents UNCT website CADRI Feedback Forms
	Support access to financing for implementation of UN Joint Programmes (including submission to the Joint SDG Fund window for CC and DRR)		
	Support access to financing for implementation of Joint Programmes (including submission to the SDG Joint Fund window for climate and disaster risk)	- Nb. of joint funding proposals based on CADRI recommendations	SDG Joint Fund annual report
<p>Output 3.2. Risk-informed UN programmes and tools for emergency preparedness</p>	Deployment of multi sectoral expertise: To equip HCTs with skills and methodology to integrate risk reduction in Humanitarian Response	- Nb. of multi sectoral UN contingency/ response / recovery plans; SOPs; HRP's revised or developed to integrate risk reduction measures based on CADRI recommendations	Humanitarian Response Plans UNCT website IASC website CADRI Feedback Forms

Output	Service/ Activity	Performance indicator	Means of verification
(including readiness) supported through deployment of multi-sectoral expertise	Plans (HRP) and other UN preparedness planning tools; To support alignment of UNDAF/ UNPAF priorities and HRP priorities to ensure synergies between short term / medium and long-term interventions;	- Nb. of countries where synergies are clearly identified between HRP, UNDAF / UNPAF in relation to risk reduction	

Quality is measured by: degree of alignment with international standards and normative guidance, degree of gender sensitivity*, or conflict sensitivity when relevant, degree of adaptability to national and local context) and means of verification are: inter-agency peer review (including UNISDR and UNFCCC), and government / UNCT feedback forms.

*allocated budget for activities targeting vulnerable women and women’s groups, and supporting women’s empowerment in risk reduction

Annex. How the CADRI Partnership supports the implementation of the SDGs

 <p>1 NO POVERTY</p> 	<p>Integration of risk information into national, sectoral and local plans to prioritize the needs of most vulnerable groups and keep people at risk out of poverty.</p>
 <p>2 ZERO HUNGER</p> 	<p>Assessment of national and local capacities to manage climate and disaster risk, including risk of food insecurity and malnutrition.</p> <p>Development of risk-informed multi-sector plans in the agriculture sectors that include priority actions for agricultural productivity and income generation, sustainable food production systems, as well as food and nutrition security.</p>
 <p>3 GOOD HEALTH AND WELL-BEING</p> 	<p>Assessment of national and local capacities to manage climate and disaster risk, including biological risk.</p> <p>Development of risk-informed multi-sector plans that include priority actions to improve the quality and access to health-care services.</p>
 <p>4 QUALITY EDUCATION</p> 	<p>Assessment of national and local capacities to manage climate and disaster risk, including in the education system.</p> <p>Development of risk-informed multi-sector plans that include priority actions to improve the access to free, equitable and quality education for all, the safety of education facilities, skills development opportunities, etc.</p>
 <p>5 GENDER EQUALITY</p> 	<p>Integration of gender, sex and age disaggregated data into functional risk information systems to inform decision-making at local and national levels, and in all sectors.</p>
 <p>6 CLEAN WATER AND SANITATION</p> 	<p>Assessment of national and local capacities to manage climate and disaster risk, including in relation to the quality of and access to safe water resources.</p> <p>Development of risk-informed multi-sector plans that include priority actions related to water, sanitation and hygiene for all.</p>
 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> 	<p>Assessment of national and local capacities to manage climate and disaster risk, including in relation to critical infrastructure.</p> <p>Development of risk-informed multi-sector plans that include priority actions related to quality, reliable and resilient infrastructure, retrofitting of existing infrastructure to withstand hazard impact, access to information and communication technology including in disaster, crisis and protracted situations.</p>



Assessment of local capacities to manage climate and disaster risk, including the impact on the most vulnerable groups, including women, children, people with disabilities, the elderly, migrants, internally displaced persons.

Development of risk-informed multi-sector plans that include priority actions for income growth, social economic and political inclusion, social protection, gender equality, safe and regular migration and mobility.



Enhancement of integrated and multi-hazard risk information systems that can support risk-informed urban planning, as well as awareness of disaster and climate risk at local level.

Assessment of local capacities to manage climate and disaster risk, including in urban areas and in relation to enforcement of building codes and planning of critical infrastructure for resilient cities and communities.



Enhancement of integrated and multi-hazard risk information systems in support of effective end-to-end early warning systems, including for preparedness for emergency response.

Integration or alignment of national, sectoral and local strategies and plans for disaster risk reduction and climate change adaptation, and the integration of risk reduction and adaptation measures in national, sectoral and local development plans.



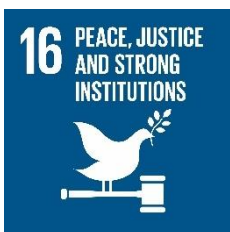
Assessment of national and local capacities to manage climate and disaster risk, particularly in coastal and marine areas.

Development of risk-informed multi-sector plans that include priority actions to protect marine and coastal ecosystems, and promote sustainable management of fisheries & aquaculture and tourism, including from the impact of disasters and climate change.

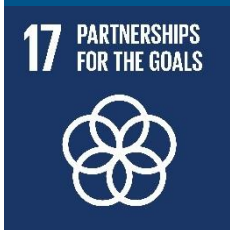


Assessment of national and local capacities to manage climate and disaster risk, in the context of sustainable terrestrial ecosystem management.

Development of risk-informed multi-sector plans that include priority actions to safeguarding the terrestrial ecosystems from significant impacts of disasters and climate change. These include using ecosystems and their services as natural buffers against such impacts and to reduce disaster and climate risks; as well as applying risk reduction measures and nature-based solutions to combat desertification, land degradation and biodiversity loss.



CADRI applies a conflict-sensitive lens in the delivery of all its services. Central to CADRI capacity development approach is the multiple risks dimension, including natural hazards induced by climate extremes, health threats & epidemics, conflicts & protracted situations and natural resource degradation.



CADRI is a global partnership composed of UN and non-UN entities geared towards supporting countries enhance their national and local capacities to better manage their climate and disaster risk.

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