

Project Title: Global Programme – Disaster Risk Reduction, Recovery and Resilience

Project Number:

Implementing Partner: United Nations Development Programme (UNDP)

Start Date: November 2020

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Brief Description

In this age of extreme globalization characterized by complex relationships between human and natural systems, people, assets and livelihoods have become exposed to natural hazards more than ever before in history. Extensive (low-severity, high-frequency) risk is also rising rapidly, affecting often the most vulnerable and exacerbating inequalities across the globe. The Global Programme – Disaster Risk Reduction, Recovery and Resilience (short Global DRR Programme) has one overarching goal: to make countries and communities resilient to disaster and climate risks. It will combine UNDP's legacy of long-term sustainable development experiences and approaches anchored in natural resource management, resilience building and governance with a transformative disaster/climate risk lens to reduce risks using a systems approach. Anchored in the Sendai Framework for Disaster Risk Reduction and four outputs/workstreams, the programme will increase risk governance capacity, refine and expand understanding of DRR based on risk information and enhance prevention, preparedness and recovery processes in order to save lives. The approach will integrate DRR, climate change, Agenda for Humanity, and SDGs; it will be holistic, conflict sensitive, whole-of-government/society, gender transformative, and it will leave no one behind. The project's five outputs comprise:

- **Risk Governance:** Strengthened disaster and climate risk governance capacities that set incentives for risk reduction and resilience building (Sendai Priority 2)
- **Climate and Disaster Risk Information:** Increased access to and application of climate and disaster risk information to support risk-informed development (Sendai Priority 1)
- **Early Warning and Preparedness:** Strengthened early warning and preparedness systems and capacities to support early action of affected populations (Sendai Priority 4)
- **Sustainable Recovery:** Enhanced recovery assessment, planning and preparedness capacities that ensure building back better and resilience after disasters (Sendai Priority 4)
- **Programme Effectiveness:** Laid the foundations for the successful implementation of UNDP's global DRR & recovery practice.

Contributing Outcome (Strategic Plan): SP Outcome 3	Total resources required:	USD 19,456,000	
	Indicative Output(s) with gender marker: GEN2	Total resources allocated:	
UNDP TRAC:		1,761,000	
Donors:¹ ADB EU EC-DEVCO Luxemburg WB		9,195,000	
Government:		0	
In-Kind:		0	
Agreed by (signatures): <i>Asako Okai</i>	Unfunded:	8,500,000	
UNDP			

¹ See information on contributions by donor in Section 4.3.

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Date:

I. DEVELOPMENT CHALLENGE

1.1 Situation Analysis and Rationale

The increasing exposure of people, assets and livelihoods to natural hazards is outpacing risk reduction efforts. Infrastructure, economic activities, and urbanization are expanding into areas exposed to natural hazards at a faster pace than ever. Climate change, weak risk governance, human migration, environmental degradation, inequalities (gender, economic, diversity, etc.), violence and conflict are risk dicers that exacerbate disaster risk. These factors are increasingly interconnecting and mutually reinforcing each other with cascading effects through entire systems. The COVID-19 pandemic with its widespread health and socio-economic impacts that will reverberate long into the future, will set back development gains and affect our ability to achieve to the Sustainable Development Goals (SDGs). Protracted crisis contexts like Somalia, Syria, Afghanistan, the Sahel and others point towards an interplay of compound risks acting as a threat multiplier with grave consequences across all spheres of life (WB, 2018). Increasingly governments find themselves responding to one emergency after another, eroding resources and capacities to fully recover from disasters to invest in reducing risks.

“Climate change is a direct threat in itself and a multiplier of many other threats - from poverty to displacement to conflict” (UNSG, May 2017).

Over the past 20 years, climate-related and geophysical disasters killed 1.3 million people and left a further 4.4 billion injured, homeless, displaced or in need of emergency assistance (UNDRR, 2018). In 2019 alone, weather and climate disasters, including storms, cyclones and flooding, have each led to losses exceeding \$1 billion (EM-DAT: The Emergency Events Database – UCL, CRED). Since 1990, 92% of disaster mortality has occurred in low and middle-income countries, particularly in Asia-Pacific and Africa (GAR, 2019). The extensive (low-severity, high-frequency) risk associated with small but recurrent disaster events in these countries is witnessing a sharp upward trend. Between 2005-15, losses due to extensive risk in 85 countries were USD 94 billion accounting for 45 percent of the total accumulated losses (GAR, 2015). Between 2015-17, recurring small-scale disasters inflicted higher cumulative losses accounting for 68 percent of economic losses, reversed development gains and eroded community resilience more than all mega disasters put together, with low-income households bearing the brunt (IBRD, 2017). It is projected that the number of people exposed to cyclones, earthquakes, and tsunami risk in cities in developing countries will double between the years 2000 and 2050 (Global Urban Risk Index, 2013). The report of the Special Rapporteur on Development states that the increasing number of disasters is one of the adverse global trends that pose a serious challenge to the realization of the right to development. DRR is therefore closely interlinked with the right to development and human rights, including the right to life, water and sanitation, food, health, housing, self-determination and culture, as well as the right to development (A/HRC/36/49, para. 20).

The potential scale of disaster-related losses in the period to 2030 and beyond poses a major challenge for sustainable development and resilience building, especially in developing and least developed, small islands, low lying coastal states, land-locked, fragile and conflict affected countries which have limited ability to cope in the face of increasing exposure. The World Bank Report *Unbreakable: Building the Resilience of the Poor in the Face of Natural Disasters* (IBRD, 2017) warns that disasters are a greater impediment to ending global poverty than previously understood. COVID-19 poses a real challenge to the SDGs of ending poverty by 2030; global poverty may increase for the first time since 1990 resulting in a reversal of a decade of global progress (Sumner, Hoy et al, UNU-WIDER, 2020); and 150 million additional will be lunged into poverty (UNICEF, 2020). Communities living in hazard-prone areas tend to face higher levels of multi-dimensional poverty; conditions of exposure to everyday risk tend to affect health, life expectancy and general well-being of people, particularly women. In 2013, an estimated one million Filipinos were plunged into poverty after Typhoon Haiyan sapped \$12.9 billion from the national economy and destroyed over a million homes (IBRD, 2017). And the 2015 post-earthquake needs assessment in Nepal indicated that nearly 750,000 people were likely to be pushed back into poverty (Post Disaster Needs Assessment, Nepal Earthquake 2015).

Risk-blind and unsustainable development pathways have become drivers of risk with weak governance being a key contributor (GAR, 2009). The relevance of risk governance in either reducing existing disaster risk or generating new risk is well reflected in the Sendai Framework for DRR which makes “strengthening disaster risk governance” one of four priorities through 2030. The majority of public and private investment,

however, is not yet underpinned by an adequate understanding of risk; new risk is generated every day. To date, DRR still has a low priority in most countries' legal and policy frameworks, and the implementation of national and local DRR strategies that are aligned with the Sendai Framework for DRR is still sluggish. This highlights not only institutional capacity and coordination gaps at all levels, but also (i) the limitations in integrating disaster risk reduction into development planning and budgeting, (ii) weak accountability frameworks to govern disaster risk, and (iii) a partial understanding of the political economy which is essential to overcome systemic barriers to risk-informed development.

Disasters exacerbate inequalities. The main social impact is that the poorest populations are almost always the most exposed. They live in the high-risk environments where disasters occur more frequently, employing precarious livelihoods, lacking safety nets and economic buffers that add to their vulnerability. Disasters notably widen the economic divide between men and women who are disproportionately affected by their impacts. Some 60 per cent of all preventable maternal deaths take place in settings of conflict, displacement or disasters –simply because women and adolescent girls cannot access critical health care (Global Humanitarian Overview 2019). Also, the elderly and persons with disabilities are more likely to be left behind or abandoned during evacuation in disasters due to a lack of preparedness, or inaccessible facilities and services and transportation systems. Inequalities in the distribution of rights, resources and power which prevent equitable risk-sharing lead to entirely new dimensions of disaster risk.

Disasters are a principal trigger for migration and displacement. Over the last decade, disasters have displaced almost 24 million people each year on an average and continue to be the main triggers of displacement. Between 2008 and 2014, 184.6 million people were forced from their homes due to floods, earthquakes, tropical storms, volcanic eruptions (HFA Monitor, 2016), and other disasters. In 2019, nearly 2,000 disasters triggered 24.9 million new internal displacements across 140 countries and territories; this is the highest figure recorded since 2012 and three times the number of displacements caused by conflict and violence (IDMC, 2020). The Global Compact on Refugees adopted by UN General Assembly in 2018 recognizes that “climate, environmental degradation and disasters increasingly interact with the drivers of refugee movements.”

Urban-centric disaster events have seen an exponential rise in numbers, frequency and economic losses. With over 90% of all urban centres located in coastal areas, cities are facing increasing disaster and climate risks. However, exposure of cities to disaster and climate risks goes beyond mere weather events; many cities “are caught in a ‘perfect storm’ of population growth, escalating adaptation needs and substantial development deficits created by a shortage of human and financial resources, increasing levels of informality, poor governance, environmental degradation, biodiversity loss, poverty and growing inequality” (IPCC Report, 2014) - in short a continued exacerbation of drivers of risk.

Links between disasters and fragility are accentuated by political, governance and socio-economic dynamics as most deaths from disasters occur in fragile and conflict affected states, i.e. 58 percent between 2004-2014 in the 30 most fragile states (ODI, 2016). The UN Security Council recognizes climate change and disaster risk as a driver of conflict across West Africa and the Sahel (UN, 2018). Yet, the need to monitor the interplay of disasters, fragility and conflict has not been adequately incorporated in DRR policy, programming and financial architecture, nor in global policy instruments. Funding for DRR in fragile and conflict affected countries has also been scarce.

Failed recovery processes undermine development. Poorly managed recovery processes can contribute to disasters becoming endemic as they derail development gains and accentuate risk in all sectors. New vulnerabilities are introduced when the recovery is not risk informed or when social and human impacts are not sufficiently addressed. Limited government intervention in recovery is due to gaps in public policy on recovery, an absence of institutions mandated to lead recovery process, and lack of technical capacity to plan and implement action, and general disinterest leading to underfunding.

Weak coordination among hazard monitoring agencies, decision-makers, emergency responders, civil society and other stakeholders hinders effective early warning. Many developing countries lack comprehensive national multi-hazard early warning systems capable of monitoring the most critical hazards. Whilst most countries are able to offer warnings with short time-lags, they lack the technology and qualified manpower to make medium to long-term forecasts with reliable accuracy. In addition, the multiplicity of institutions and stakeholders involved in the production and dissemination of warning and response

exacerbates even strong coordination mechanisms. Diagnostics assessments of people-centred early warning systems have identified significant gaps in the community's ability to receive warnings and adequately react to them.

Digitalization of disaster data across countries is inadequate for risk informed development. Only 87 countries responded to a global survey in 2017 on data readiness (UNDRR, 2017) for reporting on the Sendai Framework indicators and only 41 percent of these countries mentioned that they have a baseline data for the period 2005-2015. As on 23 April 2020, according to data from the online Sendai Monitor 156 out of 195 countries had not even started reporting on Target A on mortality, which is the most reported target of the Sendai Framework for DRR. Most problematic is reporting on economic damages and losses or Target C, where many National Disaster Management Organizations (NDMOs) encountered significant difficulty in obtaining data from the economic sector including the private sector and MSMEs. Also, much of the reported data is not disaggregated by hazard, gender, age, income, or disability (UNDRR, 2017). This reflects on poor monitoring of risk reduction efforts and limited understanding of the vulnerabilities of various groups in the countries and hence poor integration of data for policy, planning and decision-making for disaster risk reduction and recovery to support risk-informed development.

Private sector is not yet sufficiently engaged in reducing and mitigating risks from disasters and pandemics. The successful implementation of the Sendai Framework and achievement of the SDGs are dependent on joint efforts across governments, partners, and stakeholders. The private sector plays a vital role in building resilient economies, communities and nations. It is responsible for 70-85% of capital investment in most economies, and as such, is a powerful influence over how disaster risk is addressed and how the efforts in achieving SDGs are amplified at scale. There is currently an investment gap of about US\$ 3 trillion per year in achieving the SDGs which cannot be met through usual development finance. The cooperation of the private sector with each other and their collaboration with governments are essential in our pursuit of resilient disaster risk reduction and recovery.

Humanitarian needs have diversified over the past two decades diverting investments away from development and disaster risk reduction. Protracted crisis like in Somalia, Syria, and the Sahel are stretching already scarce humanitarian resources. Between 2005 and 2017, the number of crises receiving an internationally led response almost doubled, from 16 to 30, while the average length of a crisis with an active inter-agency appeal increased (Global Humanitarian Overview 2019). Development assistance for DRR remains miniscule as compared to disaster response and recovery. An investment of \$5.2 billion between 2005-2017 represents only 3.8 percent of the total humanitarian financing for DRR—less than \$4 for every \$100 spent (GAR, 2019). In these contexts, aligning humanitarian, disaster risk reduction and resilience building interventions will offer avenues to reduce need and risk with a view to strengthen the humanitarian-development-peace nexus in seeking around collective outcomes. Despite the growing emphasis on building back better after disasters, recovery processes, especially in contexts of protracted crises, are often gender-blind, spontaneous and remain unfinished without fully grasping their potential to contribute to reducing disaster risk.

DRR financing continues to be insufficient to appropriately address the increasing direct and indirect impacts of disasters in developed and developing economies which can pose a real threat to economic growth and global security. Countries seeking to mitigate these risks need to prioritize funding for development that targets resilience and sustainability. Dedicated DRR financing, whether at regional, national or individual consumer level, is essential for sustainable development and for achieving the SDGs through resilient DRR financing solutions—both at macro and micro levels.

1.3 Global Policy Context

The Global Programme is guided by several **global policy instruments**, which inform its rationale, i.e.:

The UNDP Strategic Plan 2018-2021: UNDP's Strategic Plan commits UNDP to help countries eradicate poverty in all its forms and dimensions, accelerate structural transformations for sustainable development and build resilience to crises and shocks. It recognizes that Governments require support to strengthen their abilities to proactively manage risk and strengthen resilience to future crises in their efforts to foster sustainable development pathways. As part of this, the **UNDP Signature Solution 3** explicitly speaks to prevention of crises and building resilience, with a focus not only on mitigating the impact of crises on

development but also efforts to curb the drivers of risk ingrained within development processes themselves (UNDP, 2018).

The Sustainable Development Goals: The 2030 Agenda for Sustainable Development recognizes and reaffirms the urgent need to reduce the risk of disasters and highlights specific opportunities to achieve SDGs through reducing risk, exposure and vulnerability of the poor and through the building resilient infrastructure. Several SDGs and targets focus on reducing disaster risk and building resilience, even where not explicit reaffirming the interrelationship between disaster risk reduction and sustainable development. Action on some SDG goals could exacerbate problems elsewhere. These trade-offs highlight the imperative of an integrated all-hazards cross-sector approach to risk (Handmer et al, International Science Council, 2019).

Sendai Framework for Disaster Risk Reduction: This Framework was adopted at the Third UN World Conference on Disaster Risk Reduction (Sendai, 14-18 March 2015) as the successor instrument to the Hyogo Framework for Action (HFA). It is a 15-year, voluntary, non-binding agreement, with seven targets and four priorities for action which together aim to reduce risk: understanding disaster risk, strengthening risk governance, investing in DRR for Enhancing disaster preparedness for effective response and to “Build Back Better” in recovery, rehabilitation and reconstruction. Other key UN resolutions on DRR include the 1989 Resolution on the International Decade for Natural Disaster Reduction (IDNDR),² the Yokohama Strategy and Plan of Action (1994), the International Strategy for Disaster Reduction (ISDR) in 1999, the Hyogo Framework for Action (HFA), and the UN Convention on Economic, Social and Cultural rights.

UN Plan of Action on Disaster Risk Reduction for Resilience: UNDP has endorsed this plan which provides for a stronger alignment of the UN’s work in disaster risk reduction and commits to 1) strengthen system-wide coherence in support of the Sendai Framework; 2) build UN system capacity to deliver coordinated, high-quality support to countries on disaster risk reduction; and, 3) to ensure disaster risk reduction remains a strategic priority for UN organizations.

Paris Agreement: The Agreement (effective November 2017) is dedicated to reducing risk to the Earth system and thereby “ensuring that the environment that supports humanity continues”. It has two goals: low greenhouse gas emissions and climate-resilient –sustainable– development (para 6.4-6.7). Article 7 in the PA outlines key adaptation goals, including the need to consider sustainable development and disaster risk reduction as well when planning for climate adaptation, focusing on enhancing adaptive capacity, increasing resilience, and reducing risk.

SG’s Prevention Agenda: The UN Secretary General has advocated for a Prevention Agenda through diplomacy and gender transformation, focusing on 1.) the development and implementation of national disaster risk reduction plans, 2.) early warning and early action for preventing violent conflict, 3.) a preventive approach to human rights through policy and the responsibility to protect, and 4.) resilience to external economic and financial shocks (i.e. through social safety nets and policies that promote job-led growth).

UN Common Guidance on Helping Build Resilient Societies: The Guidance aims at strengthening coherence in UN resilience-building efforts at the regional, country and local levels. The guidance assists UN teams to integrate a multi-dimensional risk and resilience lens into UN programming in humanitarian, development and peacebuilding contexts by pursuing an approach that is grounded in integrated systems-thinking, gender equality and risk management.

Grand Bargain Commitment to Action: During the World Humanitarian Summit in 2016, the UN, WB and IOM agreed to implement a “New Way of Working” that meets people’s immediate humanitarian needs while at the same time reducing risk and vulnerability by working towards collective outcomes across silos, over multiple years, based on the comparative advantage of a diverse range of actors, including those outside the UN system. Working towards collective outcomes is the way forward on how to ensure effective and efficient humanitarian, development and peace collaboration.

² A/RES/44/236. United Nations, 1989.

UN Framework for the immediate Socio-Economic response to Covid-19: the United Nations Development System (UNDS) has repurposed and reprogrammed efforts in response to Covid-19 featuring five integrated streams of work around: (i) essential health services and systems; (ii) social protection and basic services; (iii) economic response and recovery; (iv) fiscal and financial stimulus for the most vulnerable; and (v) social cohesion and community-led resilience. These five streams are connected by a strong environmental sustainability and gender equality to build back better. Investments in these five streams of work, complementing the UN's health and humanitarian response, are investments in resilience and that all life on this planet is interconnected (UNDS 2020).

UNDP's COVID-19 Integrated 3*3 Approach: in line with the above UN framework, and since the COVID-19 crisis threatens to leave deep social, economic and political scars for years, UNDP is responding with "3 by 3": three objectives (prepare - respond – recover) and three immediate priorities (health systems support; inclusive and integrated crisis management and response; and socio-economic impact assessment and recovery). A Rapid Response Facility has been launched at the outset of the crisis, to provide funds to countries for initial action, in line with UNDP Strategic Plan (UNDP, 2020).

II. PROGRAMME STRATEGY

Through the implementation of this Global Programme, UNDP envisions fulfilling its role as a leading development organization, contributing to sustainable development and the resilience building objectives of the 2030 Agenda through its work on disaster risk reduction and recovery. As described further below, the **Global Programme is a critical vehicle to implement UNDP commitment and mandate in disaster risk reduction**, fully aligned with the UNDP Strategic Plan 2018-2021, the Sendai Framework for Disaster Risk Reduction, and other global policy instruments in support of the SDGs.

Within UNDP, the Global Programme is situated within the **Crisis Bureau's Disaster Risk Reduction and Recovery for Building Resilience Team (DRT)**. This positioning facilitates UNDP organizational commitments to policy and programme support at HQ and the Regional Hub levels. The Global DRR Programme is directly linked to the overall vision of, and will draw upon capacities across, the **Global Policy Network (GPN)**, as needed. Within UNDP, this will mean greater collaboration across the disaster risk reduction & recovery, climate change, conflict prevention and governance areas of work, to provide countries with a more integrated and holistic approach to resilience building while recognizing the need for tailored contextualized responses.

UNDP's disaster risk reduction and recovery work aims to deliver risk-informed development through a comprehensive range of services in **four interconnected outputs aligned with the Sendai Framework which are backed by a fifth output on programme effectiveness**, to support countries exposed to high levels of disaster and climate risk, i.e.:

- **Risk Governance:** Strengthened disaster and climate risk governance capacities that set incentives for risk reduction and resilience building (Sendai Priority 2)
- **Climate and Disaster Risk Information:** Increased access to and application of climate and disaster risk information to support risk-informed development (Sendai Priority 1)
- **Early Warning and Preparedness:** Strengthened early warning and preparedness systems and capacities to support early action of affected populations (Sendai Priority 4)
- **Sustainable Recovery:** Enhanced recovery assessment, planning and preparedness capacities that ensure building back better and resilience after disasters (Sendai Priority 4)
- **Programme Effectiveness:** Laid the foundations for the successful implementation of UNDP's global DRR & recovery practice

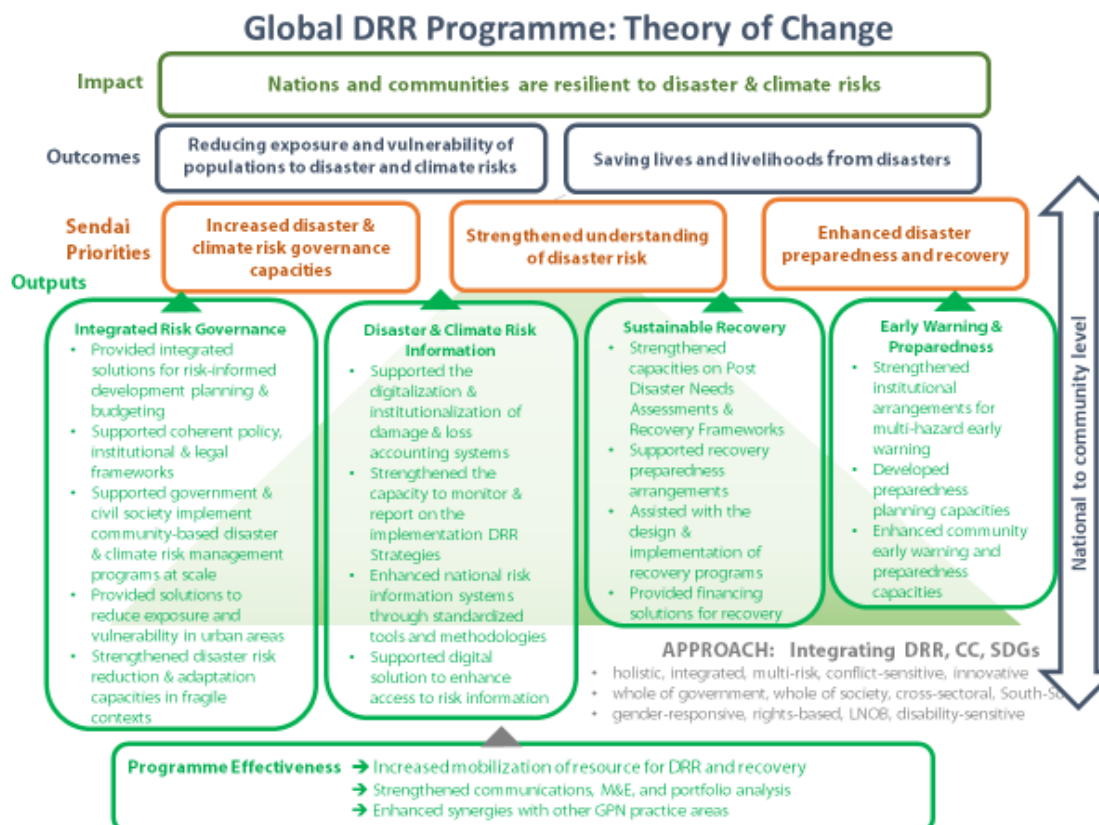
The DRT portfolio spans a wide range of development, risk and fragility contexts with a whole-of-government and whole-of-society approach. Support is to be targeted to multi-level governance and community resilience-building mechanisms working horizontally (across sectors and public/private interfaces) as well as vertically (across levels from communities and local stakeholders up to national and regional governments) to address inequalities, promote inclusion, voice and participation, and to ensure actions to reduce risk are locally owned, gender-responsive, effective, and leave no one behind.

2.1 Theory of Change

This programme is linked to UNDP's Strategic Plan Outcome #3 Strengthen Resilience to Shocks and Crisis and Signature Solution #3 Enhance Prevention and Recovery for Resilient Societies. Specifically, it aims to build nations and communities that are resilient to disaster and climate risks. It is designed to address increasing exposure and vulnerability of people, assets and livelihoods, and to reduce the losses in lives and livelihoods from disasters. The programme seeks to reverse this trend, aiming for reduced exposure and vulnerability and lives and livelihoods saved from disaster impacts.

Its direct **beneficiaries** are national and sub-national government departments and units, but certainly not limited to those specifically dedicated to disaster risk management. As explained below, it will take a whole-of-government approach – from local to national - and thus UNDP under this programme will work with all relevant levels of planning, finance, DRM/DRR, climate change, environment, agriculture, meteorology, housing, communities, gender and others departments, depending on each country's government structure and the chosen nomenclature for its divisions. It will also directly benefit some regional entities, some private sector actors, IGOs and NGOs, and civil society groups that receive technical assistance support and financial resources from UNDP. The secondary beneficiary is the population at risk that receive services from the direct beneficiaries, in communities in urban and rural areas, and whom government represents and is accountable to. Where UNDP supports community-based disaster and climate risk-management programs, the direct beneficiaries will be the women and men in the targeted communities.

The programme's approach is rooted in the Sendai Framework. UNDP has selected three of four 'Sendai Priorities' to which it is best-placed to contribute to global risk reduction objectives. These 'Sendai Solution Pathways' comprise (i) **increased disaster and climate risk governance capacities** (Sendai Priority 2), (ii) **strengthened understanding of disaster risk** (Sendai Priority 1), and (iii) **enhanced disaster preparedness and recovery** (Sendai Priority 4) and contribute significantly to efforts to build resilience.



As shown above, the programme strategy is founded on the following premises:

If UNDP successfully mobilizes greater resources for DRR and recovery, strengthens communication and partnership M&E and portfolio analysis and enhances synergies with other GPN practice areas, **then** the foundation will be laid for achieving the four DRR & recovery related outputs.

If UNDP provides integrated solutions for disaster and climate risk informed planning, budgeting and financing, supports coherent risk governance frameworks and helps key local actors bring community-based efforts to scale, including in urban areas and fragile contexts, **then** accountability for risk exposure and vulnerability will be generated that enforces a culture of risk reduction.

If UNDP institutionalizes damage and loss accounting systems, strengthens capacity to report on Sendai Framework targets, and enhances monitoring of disaster risks through national risk information systems, **then** disaster risk information will be more available, accessible and actionable to inform development and recovery decisions, as well as preparedness systems.

If UNDP strengthens preparedness for recovery capacities and fosters recovery needs assessment and planning, including recovery program design and financing, **then** solutions will lead to reduced exposure, vulnerability and protected lives and livelihoods to future disasters.

If UNDP supports end-to-end multi-hazard early warning, preparedness and planning capacity at multiple levels, **then** countries and communities will both be more disaster-ready and able to save people's lives and livelihoods.

These outputs, in return will then lead to nations and communities that are more resilient to disasters and climate risks and thus to sustainable development.

2.2 UNDP Comparative Advantage

The proposed actions are based on UNDP's deep experience in disaster risk reduction and its comparative advantages. UNDP is one of the largest global public-sector actors in the area of disaster risk reduction offering high quality, innovative and context specific solutions to the risk reduction problems of its beneficiary countries. UNDP has an operational presence in nearly 170 countries and maintains sustained engagements with national, sub-national and sectoral agencies and a diverse set of in-country stakeholders at all administrative levels. From 2005-2016, UNDP has supported disaster risk reduction and recovery in 163 countries with an investment of about USD 2.1 billion.

In the thematic area of Integrated Risk Governance, UNDP is a global thought leader with over two decades of experience, including strengthening of institutional, policy and legal frameworks for climate change and disaster risk reduction; and supporting mainstreaming of climate and disaster risk into development planning and budgeting and building capacities. With a unique ability to straddle both the DRR and Climate Change worlds, UNDP has long been promoting integrated approaches to DRR and Climate Adaptation and supported governments and authorities in taking concrete steps in this direction.

UNDP also has a two-decade long experience of pioneering preparedness and community-based DRM action. Working with national and sub-national authorities, civil society and community-based organizations UNDP's technical and advisory service is informed of contextual analysis of the local development, livelihoods and socio-economic patterns. Since 2005, nearly 32% of UNDP's disaster risk governance projects had a focus on local disaster risk management.

In the area of disaster risk information, UNDP has supported about 40 countries globally in setting up national loss and damage accounting systems and it has supported disaster risk assessments in more than 50 countries. In several countries in Asia, the national loss and damage accounting systems have been institutionalized as part of national disaster risk management agencies.

In the area of Recovery and Post Disaster Needs Assessments (PDNA), UNDP has been leveraging the 2008 Tripartite (UN-EU-WB) Agreement in Post-Crisis Cooperation and its expertise to support national-led recovery planning and implementation. The joint partnership provided thought leadership on recovery through knowledge products and organizing the biennial World Reconstruction Conferences. Since 2008, UNDP has contributed to over 67 Post Disaster Needs Assessments, including 40 in the ACP region providing technical and financial assistance for recovery programming in 112 countries. Through its work, UNDP has contributed to social and economic recovery of the affected communities and developed government capacities for implementing recovery with the objective to build resilience and restore countries to their development pathways.

UNDP's mandate and capacities for operational activities for disaster mitigation, prevention and preparedness at country level are founded in a General Assembly resolution (GA A/RES/54/233). The UN

Development System reform assigned the SDG Integrator Role to UNDP which can foster risk-informed development at the national level in collaboration with the UN Country Team and the Resident Coordinators Office. In order to ensure effective and qualitative implementation of the Action, UNDP builds on its Integrator Role and the tools and mechanisms set-up to leverage UN system's strengths. Other more generic aspects of UNDP's comparative advantage include:

- Long-term engagement at country level, which provides opportunity to support government with incremental change processes of bureaucratic cultures & incentive systems.
- A successful, trusted partner of governments, particularly of National Disaster Management Authorities, Planning and Finance departments.
- Successful convener & broker to facilitate cooperation between development partners including private sector leading to common methodologies and pooling of resources for shared goals.
- Well-developed governance practice.

2.3 Approach

Reflecting the synergy between post-2015 frameworks (Sendai Framework, Paris Agreement and Sustainable Development Goals), UNDP will foster a **whole-of-government** approach and seek **cross-sectoral** engagement. This will ensure that the programme **integrates** governments' efforts and advances coherently and **holistically** towards achievement of **disaster risk reduction, climate change and sustainable development goals**.

In addition, a **multi-risk** and **conflict-sensitive** approach will ensure that achievements in one area of risk reduction do not exacerbate other risks or conflict. Siloed approaches to reducing risk are not effective due to the increasingly multi-dimensional nature of risk. It is now widely accepted that comprehensive risk and resilience approaches are required to provide effective and sustainable solutions. The programme will also address the **COVID-19** crisis from this standpoint. It will assess risks, capacities, needs and possible solutions through the lens of all relevant risks. In the short term, activities requiring international travel and large gatherings will not be carried out due to COVID-19 related risks. WHO guidelines and national laws, policies and positions will be respected at all times during programme implementation.

In line with good practice, UNDP will implement all four programme outputs at all levels of society, from **national governments to local communities**. UNDP support will equip national level beneficiaries to implement disaster risk reduction strategies at the local and community level, which is still a major impediment to effectively reduce disaster risk. UNDP will also stimulate regional cooperation and develop specific regional solutions.

Throughout this programme, **innovation and digital transformation** will be strongly encouraged, as will **South-South** cooperation and learning that lead to adaptation and replication of successful approaches. Digitalization for enhancing the DRR and recovery practices will be pursued and partnerships with the private sector will be explored and further strengthened in accordance with UNDP's commitment and vision. Learning on urban DRM will be shared, in accordance with global trends and commitment.

Finally, the strategy will leave no-one behind. Gender-sensitive analysis will be a pre-requisite of every action, and all solutions will be **gender-responsive**. Also, inclusion of **people with disabilities** and their concerns will be scaled up at all stages, as per UNDP's policy and lessons learned. Increasing participation and empowerment of these groups will be key measures of the programme's success. Under the whole-of society approach also the role of indigenous peoples, minorities, refugees and internally displaced persons and inhabitants of remote areas and coastal areas will be considered as needed. A **rights-based approach** will foster advocacy and accountability in disaster risk reduction by empowering rights holders and by holding duty bearers to account for their decisions and actions.

III. RESULTS AND PARTNERSHIPS

3.1 Expected Results

Output 1. Integrated Risk Governance: Strengthened disaster and climate risk governance capacities that set incentives for risk reduction and resilience building.

The Global DRR Programme is where UNDP mainstreams a risk reduction paradigm through its deep-seated experience in **governance, institution building and policy making**, anchored in a systems approach. The activities under the risk governance output will link the institutional base for DRR and climate adaptation through harmonized policies and legal frameworks, and institutional arrangements to foster the integration of risk into national/sub-national as well as sectoral planning and budgeting decisions. The aim is to establish stronger links between climate and disaster resilience building, environmental and natural resource management, conflict prevention, and broader development, while fostering readiness to face multiple and unexpected risks (for example, Covid-19 along with floods, cyclones, locust attacks, conflicts and other disasters) and delivering greater public and private sector accountability by reducing known, and preventing the emergence of new risk.

From the indicative list below, risk governance-building activities will be selected and tailored to respond to national demands and priorities. Working hand in hand with partner governments, improvements in risk governance will have wide cascading influences down to local levels that can be attributed at least partially to UNDP. This output is aligned with Priority 2 of the Sendai Framework on “Strengthening disaster risk governance to manage disaster risk” and contributes to realizing the UNDP Strategic Plan Outcome #3 on “Strengthen resilience to shocks and crises”.

Indicative activities:

- **Provide integrated policy and programme support for disaster and climate risk-informed development planning & budgeting**, such as through increased public investment by incorporating gender-responsive risk reduction into formal resource allocation processes at national and subnational level; conducting public expenditure and risk-sensitive budget reviews; and the regulatory environment. This output also entails support to UN Country Team for integrating disaster risk reduction and resilience into UN Sustainable Development Cooperation Frameworks and Common Country Analysis, and other UN or UNDP strategic document at country level.
- **Support coherent policy, institutional and legal frameworks** that set incentives for greater coherence in risk reduction & climate adaptation, including through the operationalization of the UN Common Guidance on Helping Build Resilient societies at country level. Support for DRR strategies that address climate adaptation and coherence with specific SDGs and other policies that address risk drivers, like national adaptation plans (NAPs), national determined contributions (NDCs), land use management, ecosystems management, governance and decentralization. Legal and regulatory frameworks for disaster risk management and climate adaptation, including for relevant sectors, will be strengthened to provide context-appropriate incentives for risk reduction that are aligned with international standards. Empowerment of youth and women’s groups and national women’s machineries will ensure their priorities inform the country’s DRR agenda.
- **Promote analysis of the political economy of risk** at the start of new efforts, and update them regularly, as a tool to remain risk-sensitive and provide a better understanding of the hurdles and milestones for strengthening disaster risk reduction and recovery. A gendered political economy analysis will help understand how gender and other social inequalities shape people's access to DRR and recovery resources.
- **Strengthen capacities of government and civil society to implement community-based disaster & climate risk management programs at scale**, with emphasis on women’s empowerment, gender equity, volunteerism and inclusiveness. Support will be provided to strengthen the capacities of women and men engaged in CBOs, CSOs, local volunteer organizations and public-private partnerships that incentivize participatory learning, risk awareness, accountability and decision-making.
- **Provide policy and programme advise to reduce exposure and vulnerability in urban areas**, for example by strengthening the links and relationships between and across different levels of governance from the national down to municipal levels, to allow central and decentralized institutional planning and implementation units to come together to generate complementary risk-informed solutions, whilst promoting resilient infrastructure. The involvement of local women’s and youth groups will ensure their perspectives inform the process.

- **Strengthen conflict-sensitive disaster risk reduction & climate risk management capacities in fragile contexts.** This may include, for example, a focus on strengthening capacities to design and implement DRR and adaptation measures in a conflict-sensitive manner, or aligned with ongoing or planned conflict prevention initiatives, strengthen social cohesion and the overall social contract through disaster risk reduction and climate risk management interventions, protect conflict displaced populations from disaster impacts, and reduce disaster and climate related vulnerabilities which can be contributing factors in the intensification, escalation and occurrence of conflicts.
- **Support governance related activities under other programmes outputs.**

Output 2. Disaster and Climate Risk Information: Increased access to and application of climate and disaster risk information in decisions on development and recovery

This output will help establish the empirical basis for disaster risk reduction and climate adaptation interventions, facilitate communication and support risk-informed development decision-making. Although centred on **disaster risk information**, this output includes climate-related risks to provide baselines which are fluctuating widely under complex and rapidly changing conditions. In such times where the world is impacted by pandemic, a strong and regularly refreshed body of evidence becomes integral to effective action. The output underpins all other outputs. While several partners focus on risk information, UNDP is especially poised through this programme to digitalize and institutionalize sex-disaggregated risk information processes (generation, analysis and converting to action) and through, them to deepen understanding of disaster risks and their disaggregated impacts on sectors, population groups and vulnerable groups. Channelling risk information as a tool for national and local risk governance will draw on the indicative menu of ready-to-contextualize activities listed below. This output is aligned with Priority 1 of the Sendai Framework on “understanding disaster risk” and contributes to realizing the UNDP Strategic Plan Outcome #3 on “building resilience to crises and shocks in order to safeguard development gains”.

Indicative activities

- **Support the digitalization and institutionalization of sex-age-disability disaggregated damage & loss accounting systems** by expanding existing databases into full-fledged systems that capture damage and loss arising from disaster and climate change impacts to inform national risk profiles. Damage and loss accounting systems need to be complemented by analyses of prospective disaster risk based both on historical data and projections (including related to climate change scenarios). Modern cloud-based technologies will be used to push digitalization in the countries.
- **Strengthen the capacity of responsible institutions to monitor & report on the implementation of national DRR strategies and plans** and in parallel meet the monitoring needs of other internationally agreed frameworks, such as the Sendai Framework (in partnership with UNDRR), the Sustainable Development Goals, and the Paris Climate Agreement. Strengthened national capacities for monitoring the indicators of national DRR plans makes significant contribution to the reduction of losses and disaster risks in the countries. All training and capacity development activities will facilitate the participation of men, women and persons with disabilities.
- **Enhance national risk information systems through standardized tools and methodologies.** These will be made available to targeted users in public and private sector, as well as the general public, to ensure that women, men, youth, the elderly and persons with disabilities have access. Innovative and cost-effective technology like social media, geographic information systems, crowd sourcing, mobile applications, Internet of Things (IOTs), Big Data, etc. are explored. This will be pursued in partnership with the private sector to contribute to the risk reduction efforts of the governments.
- **Support digital solutions to enhance access to risk information to support response, preparedness and recovery vulnerable groups.** Digital and innovative solutions are ever more important in the context of the new normal to reach the most vulnerable.

Output 3. Sustainable Recovery: Enhanced recovery assessment, planning and preparedness capacities that ensure building back better and resilience after disasters

This output will enhance government capacity to assess, plan, implement and manage post-disaster recovery processes that promote risk reduction and build resilience. This will include support to conducting gender-

responsive Post-Disaster Needs Assessments (PDNA), developing Disaster Recovery Frameworks, as well as UNDP recovery project/ programme design and implementation. The output will also strengthen recovery preparedness through effective institutional, policies, monitoring, and financial arrangements with adequate technical resources (in harmony with Outputs 1 and 4). Partnering with national governments and working alongside local governments, NGOs, academia, civil society and women's groups and communities, the Global Programme will support resilient recovery of livelihoods, shelter, governance and other sectors. A pool of recovery experts will be deployed upon demand in support of a range of recovery measures. UNDP's recovery support has been adapted to meet the specific requirements of the COVID pandemic. This output is aligned with Priority 4 of the Sendai Framework on "enhancing disaster preparedness for effective response, and to "Build Back Better" in recovery, rehabilitation and reconstruction", and contributes to realizing the UNDP Strategic Plan Outcome #3 on "building resilience to crises and shocks in order to safeguard development gains".

Indicative activities:

- **Strengthen capacities to conduct gender-responsive Post Disaster Needs Assessment (PDNA) and develop Recovery Frameworks.** UNDP will actively work with national and regional stakeholders to improve their abilities to prepare for, assess, plan, implement and sustain recovery and peacebuilding processes. Support will ensure the sustainability of the PDNA, COVID Recovery Needs Assessment (CRNA) and Disaster Recovery Framework as approaches to formulate comprehensive recovery strategies that build the resilience of affected women and men. A closer integration between RPBA and PDNA practice areas will be sought as means to address the growing number of situations where conflict and disasters, including epidemics occur.
- **Support recovery preparedness planning.** Prior to a disaster, specific emphasis will be placed on strengthening coordination mechanisms to plan, manage, implement and monitor recovery, including fast-track mechanisms to deploy recovery experts in the aftermath of disasters to support recovery assessment, coordination, planning and implementation. Advice will be provided on seamlessly linking preparedness for recovery and preparedness for response at policy, strategic and operational levels. The women's machineries and women's groups will be given a platform to ensure their priorities inform the planning process.
- **Assist with the design and implementation of gender-responsive recovery projects/ programmes.** UNDP country offices will be supported to develop recovery plans, and programmes to support national recovery efforts, including support to sector based recovery solutions. These programmes will also support recovery of most vulnerable groups, and address disaster risk reduction capacity gaps. Programmes will also strengthen the capacities of women's machineries and groups to raise their risk awareness and ability to participate in DRR and recovery activities.
- **Provide financing solutions for recovery** by for example, guiding resource mobilization efforts towards building back better through risk-informed public investment. This may be through donor conferences, the establishment of a strategic facility to provide initial financial resources for planning, coordinating and implementing recovery programmes or a specific financial mechanism to support recovery.

Output 4. Early Warning and Preparedness: Strengthened early warning and preparedness systems and capacities to support early action of affected populations

The focus of this output will be on improving efficiency of existing early warning and preparedness systems through capacity development, strengthening the monitoring capacity of hydro-meteorological and other hazard warning institutions at all levels, multi-sectoral and multi-stakeholder coordination mechanisms for early warning and for disaster preparedness, promoting innovative communication to share actionable warning messages, and thus ensuring 'last mile' connectivity. This will ensure that different population groups such as women, men, youth, elderly and persons with disabilities understand and know how to act upon the warning messages that are adapted to their needs and situations. The programme is an opportunity to consolidate lessons learned on early warning and preparedness planning. The Global Programme will seize opportunities to highlight the importance of strengthening institutional frameworks, of utilising innovation and technologies, of targeting and involving communities in the design and implementation of early warning systems (EWS), of engaging the private sector, and of fostering international co-operation. This output is

aligned with Priority 4 of the Sendai Framework on ‘enhancing disaster preparedness for effective response, and to build back better in recovery, rehabilitation and reconstruction’, and contributes to realizing the UNDP Strategic Plan Outcome #3 on ‘building resilience to crises and shocks in order to safeguard development gains’.

Indicative activities:

- **Strengthen institutional arrangements for multi-hazard EWS.** The infrastructure and technical capacities of the hazard monitoring and forecasting institutions will be supported to improve forecasting and prediction capabilities, enhance emergency telecommunications, networking between national hazard and risk information (e.g. services) and regional and global early warning centres and bodies to improve flow of warning information, especially enhancing end-to-end channels and linking traditional knowledge to science and vice versa. This will include support for the application of multi-hazard early warning systems diagnostics and the development of related action and investment plans.
- **Develop preparedness planning capacities.** Preparedness planning capacities will be developed by supporting government-led multi-hazard participatory and seasonal preparedness planning at national and local levels, through the active engagement of women’s groups and machineries to ensure their priorities are reflected. This will include tailored technical assistance and guidance on facilitating processes to co-create or update multi-hazard contingency/ preparedness plans and/ or response plans, facilitating drills and simulations of these plans, facilitating lessons learned and after-action reviews of response and recovery operations based on these plans, among others. By enhancing existing policies or developing new legislation to streamline mandates and functions (see Output 1), the ability of emergency response agencies will be improved.
- **Enhance community early warning and preparedness capacity.** Especially through support to local entities, NGOs and women’s groups, community-based disaster management principles will form the basis for the training of communities to understand and act upon warnings received and implement timely preparedness measures (i.e., evacuation; community disaster response teams; drills, and community preparedness plans linked to local government disaster plans).

Output 5. Programme Effectiveness: Laid the foundations for the successful implementation of UNDP’s global DRR & recovery practice

The focus of this output will be to ensure that the DRT equipped to effectively plan, implement, monitor and resource the full suite of programme outputs and activities. This includes the establishment of a light programme implementation function, support to resource mobilization efforts for the Global DRR Programme, as well as communications, reporting and portfolio analysis.

Indicative activities:

- **Support resource mobilization efforts** for UNDP’s DRR and recovery efforts, including exploring new opportunities for DRR financing, donor intelligence, donor briefings, preparation of concept notes and project documents in close collaboration with the technical teams.
- **Strengthen programme management, communication, knowledge sharing and outreach** on UNDP’s DRR and recovery efforts with special focus on the Global Programme, including knowledge sharing events, monitoring and evaluation, reporting, and portfolio analysis.
- **Enhance synergies with other GPN practice areas**, especially those relevant for implementing a multi-hazard approach and solutions that are relevant for contexts characterized by multi-dimensional risks across the humanitarian-development-peace continuum.

3.2 Resources Required to Achieve the Expected Results

Through technical and financial support, UNDP has developed a strong pool of expertise and advanced the practice of disaster risk reduction and recovery, at multiple levels. UNDP has decades of pertinent expertise in the outputs described above. The Global DRR Programme presents an opportunity to consolidate this expertise, and to restore or strengthen important links between risk reduction, climate change adaptation,

conflict prevention and other areas of the GPN policy and programme support towards a more coherent approach that explores synergies and joined-up action across sectors and systems in support of a broader resilience-building agenda.

The Global DRR Programme intends to put UNDP back at the centre of a **risk reduction** effort that builds bridges at many levels between DRR and climate change adaptation, conflict/peace-building, natural resource management, women's empowerment and gender equity, risk transfer/financing and sustainable development.

Responding to resource challenges across the development sector even in the face of growing global risk factors, the Global DRR Programme will ensure UNDP makes more agile, sustained investments for risk reduction. The Global Programme will do this by:

- Attracting **predictable medium-term financing streams** (including seed funding) (i) to the DRT to be able to fulfil its corporate policy analysis function and provide guidance on DRR and recovery that is founded in the experiences and realities across the regions and country contexts UNDP works in; and (ii) to country and regional bureaux to be able to benefit from support for the design of evidence-based programmes and initiatives that provide more integrated solutions across UNDP's DRR, conflict prevention, risk financing, poverty, and environment practice areas to actively respond to shifting dynamics. Funding arrangements are currently under development and may include the UNDP Funding Windows, access to pooled funds such as the Peace-building Fund or the SDG Fund jointly with partners, and climate finance. Depending on the number and diversity of implementing partners and donor interest also a multi-donor trust fund (MDTF) could be explored. In addition, joint programming and resource mobilization at country or regional/global levels for specific or several work streams may be considered by partners and participating countries to mobilize resources for initiatives under the programme umbrella.
- Deploying **strategic human resource inputs** (e.g. fixed-term appointments, consultants, secondees, detail assignments, UNVs, coaches/processes facilitators, interim project managers, etc.) as needed on short- and medium-term assignments to ensure that country, regional and other teams have on-the-ground capacities when they need them to seize opportunities and follow through on commitments to reduce risk.

The Global Programme aims to achieve a healthy balance of resources (financial, intellectual and human) for disaster risk reduction and preparedness measures that can tackle the root causes of risk and vulnerability on the one hand, and for disaster recovery measures on the other hand that seize opportunities for transformative actions in the aftermath of disasters. This will be facilitated by developing evidence-based and longer-term resource mobilisation plans (i.e., through UNDP's Funding Windows and other funding sources).

3.3 Partnerships

The field of DRR and recovery has expanded rapidly since the Hyogo Framework for Action (2005-15), and today features more actors than could ever be named. It is a good sign that most humanitarian and many development actors have embraced DRR and continue to contribute actively to advancing risk-informed action. The Global DRR Programme will build on these efforts and expertise without duplication. Rather, it will consolidate, produce new knowledge, and share lessons learned in DRR and recovery to the benefit of all partners, as they enhance resilience at national and community level.

As a globally recognized thought leader and convener in the area of disaster risk reduction, UNDP will harness the capacities and expertise of partners to advance risk-informed development by adopting joined-up approaches and advocacy in support of the objective of Global DRR Programme.

Generally in DRR and recovery, UNDP collaborates closely with UN agencies, international organizations, civil society, and other stakeholders such as the United Nations Office for Disaster Risk Reduction (UNDRR), the World Bank Global Facility for Disaster Reduction and Recovery (WB/GFDRR), the Overseas Development Institute (ODI), and the International Federation of Red Cross and Red Crescent Societies (IFRC), and others. UNDP is also the Managing Agent of the Capacity for Disaster Reduction Initiative (CADRI), a member of the Governing Council of the Coalition for Disaster Resilient Infrastructure (CDRI), and has a observer or member

function in several other partnerships. More specifically, by output, key partnerships that are leveraged in support of the Global Programme include:

- **Output 1. Integrated Risk Governance:** the work of the International Federation of Red Cross and Red Crescent Societies (IFRC) and Red Cross Red Crescent National Societies, through their auxiliary role with national governments, are key contributors in this workstream, for example with a focus since at least 2012 on effective law and regulation for Disaster Risk Reduction). In addition, technical capacities of UNDRR, UNWOMEN and the CADRI Partnership will be harnessed for advancing risk-informed development. In addition to national and sub-national governments, on-going engagement and partnerships with the CDRI, the Global Challenges Research Fund (GCRF), the Global Resilience Partnership (GRP), Overseas Development Institute (ODI), the Global Network of Civil Society Organisations for Disaster Reduction (GNDR), the UNDP Oslo Governance centre, the Connecting Business Initiative (CBI), UNV, NRC, MSB, OECD, GSDRC, regional institutions, private sector and academia will be pursued.
- **Output 2. Disaster and Climate Risk Information:** entities focused on information management include UNDRR (for example, through their work in DesInventar for the Global Assessment of Risk); the Index for Risk Management (InfoRM), a collaborate project of the Inter-Agency Standing Committee (IASC) and the European Commission (hosted by JRC) for which UNDP serves on its Steering Committee. Spearheading the Global Centre for Disaster Statistics, UNDP is working with Fujitsu and Tohoku University (IRIDeS) to build capacity in applications of disaster data and statistics for DRR and to strengthen the monitoring of the Sendai Framework and relevant SDG goals and targets.
- **Output 3. Sustainable Recovery:** UNDP's partnership with the European Union, the Asian Development Bank, World Bank and other UN agencies is key to ensure a multi-sector and comprehensive approach to recovery. This partnership has been underscored by the Tripartite Agreement on Post-Crisis Cooperation (signed in 2008). UNDP has supported PDNAs and recovery planning based on the strength of this agreement and worked with several Inter-governmental Organisations at the regional level to develop technical capacities in recovery. UNDP has implemented projects on strengthening recovery capacities with support from the Government of Luxembourg and EU and gained valuable lessons in working with national, local governments and local communities in planning and implementing recovery.
- **Output 4. Early warning and preparedness:** The field of early warning and preparedness is supported by a broad number of partners who collectively play a significant role in strengthening preparedness for response from global and regional levels to national, local, and community levels. UNDO has been a partner of the Get Airports Ready for Disaster (GARD) programme, a unique decade-long public-private partnership between UNDP and Deutsche Post DHL. Also, the technical capacities of WMO and the Global Environment Facility will be harnessed for advancing early warning and preparedness. The programme will also establish links with the IASC Reference Group on Risk, Early Warning and Preparedness, Climate Risk EWS (CREWS), Tropical Typhoon Committee, UNESCO, WHO, UNEP, FEWSNET, Tropical Storm Risk Consortium, the Connecting Business Initiative (CBI), the CADRI Partnership, numerous civil society organizations, and specialized research and training institutes. Closer to the main recipients of warning messages, the IFRC continues to be an active end-to-end contributor to community-centred early warning systems.

3.4 Risks and Assumptions

The Sendai Priority 3. Investing in DRR for Resilience, is deliberately absent from the Global DRR Programme Theory of Change due to UNDP's desire to focus on its particular comparative advantages which are more relevant for the other Sendai Priorities. However, since the strengths of UNDP in DRR and recovery work are concentrated around measures that strengthen governance and capacities which are important enablers across all Sendai Priorities – the Global Programme indirectly also adds value to Sendai Priority 3. This is an underlying assumption for the programme.

The Global DRR Programme is moreover designed based on the following assumptions:

- Governments have the lead responsibility for reducing risk and preventing conflict, establishing effective policy and legislative frameworks, providing resources and capacity to implement comprehensive prevention and resilience building interventions.
- Development is recognized as a potential key driver of risk which opens opportunities to address unsustainable development practices that increase vulnerability and exposure of people, livelihoods and assets to hazards.
- Recovery initiatives that are led by national authorities at both the central and local level are more effective at building social cohesion and sustainable development.
- Government willingness to invest in recovery preparedness without waiting for a large disaster to initiate preparedness for recovery.
- Faster livelihoods stabilization and durable economic recovery can be achieved if appropriate and viable tools and resources are in place and guiding principles are adhered to in post disaster and post conflict settings.
- Siloed global policy frameworks do not jeopardize efforts towards integrated solutions. Synergies between DRR and climate change adaptation make practical sense as part of an integrated risk management framework that can address issues across different time scales.
- Women’s participation in and leadership of prevention, risk reduction and recovery have multiplier effects on sustainable development. Sexual and gender-based violence are major setbacks to women’s empowerment (economic, social and political).
- Integrated approaches that bring together the rule of law, justice, governance and economic recovery accelerate the humanitarian development nexus for recovery, risk reduction, social cohesion and peacebuilding.
- Crises offer opportunities for resilience building and reforms, creating political will and public support for utilizing recovery programmes as entry points for comprehensive risk reduction.
- Partnerships are critical as no single group or organization is in a position to address all aspects of risk. Both development and humanitarian partners will successfully align with national frameworks and coordinate and collaborate to maximize complementary strengths, minimize duplication and assure collective outcomes. This is crucial, given the sensitivity of the relevant issues.
- Commitment within a society as well as a minimum ability to cooperate – whether among leaders in government, armed forces or groups, politics and civil society – is key for reducing risks related to natural hazards, climate change and for mitigating conflicts and violence.
- Policy solutions are tailored to national context and capacity and integrated tools/methodologies are available.

The risks and mitigation measures that are most critical for the Global DRR Programme include:

#	Description	Risk Category	Impact & Likelihood = Risk Level	Risk Treatment / Management Measures	Risk Owner
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1	Disasters and protracted crises redirect attention and resources to emergency response, away from efforts to build resilience and address the underlying causes of risk.	Safety and Security	Lack of focus on preventative measures in favour of response L = 3 I = 3	<ul style="list-style-type: none"> The Global DRR Programme is designed to address this challenge, attracting and sustaining a visible and adequate level of investment on prevention, preparedness and pre-event solutions that reduce risk. When response is required without prior adequate investment in preparedness, the program will seize recovery to build momentum for DRR. 	Head of DRT
2	Sustained engagement in and support for preventive measures is jeopardized by reliance on short-term funding sources, i.e. from humanitarian assistance	Financial	Lack of resources for dedicated multi-year allocations from development budgets. L = 3 I = 4	<ul style="list-style-type: none"> The Global DRR Programme is designed to address this challenge, attracting and sustaining a visible and adequate level of investment on prevention, preparedness and pre-event solutions that reduce risk. Advocacy for proportion of DAC funding or humanitarian response funding to be allocated to DRR and resilience-building in the context of humanitarian-development and peacebuilding collaboration. 	Head of DRT
3	Insufficient understanding of interests and motivations that can foster/hinder DRR; and risk of political changes affecting country priorities.	Political	Risk could lead to the key vulnerable stakeholders being excluded from programming or support not benefitting the entire community. L = 3 I = 3	<p>The Global DRR Programme will:</p> <ul style="list-style-type: none"> Begin efforts whenever possible with a political economy of risk analysis and update them regularly (see output 1). Strengthen the capacity of in-country leaders to promote inclusive DRR. Work through pertinent civil society actors to mainstream inclusive DRR at most local of levels. 	Head of DRT
4	Risk information/assessment is either not available, not applicable or not applied.	Operational	Investment decisions across development, risk reduction and recovery not based on proper risk assessments L = 4 I = 3	While risk financing is not a dedicated workstream of the Global Programme, the risk governance workstream will contribute through, for example, risk sensitive budget reviews and partnerships with Ministries of Finance. It is assumed that DRF efforts are staged and sustained in parallel to the Global DRR Programme.	Head of DRT
5	Poor security, violence, and conflict	Safety and Security	Hamper access to high risk areas and vulnerable populations and disrupt programme implementation. L = 3 I = 3	Conflict-sensitive approaches to DRR are a key focus of the programme. Additionally, the programme will seek to ensure planned activities can proceed without disruption while also responding to new needs, including through support to digital infrastructures.	Head of DRT

6	Brain drain and frequent turn-over or transfer of government staff	Organizational	Reduction of the impact of capacity development efforts. L = 4 I = 4	The Global DRR Programme invests in capacity development using cutting - edge techniques and metrics to transform, in parallel, institutions that host trainees (i.e. through commitments to the trainee, revised Terms of reference and seed funds, etc).	Head of DRT
7	Competition over resources	Financial	Hamper partnership building and ability to harness synergies across multiple partners and stakeholders involved in resilience building. L = 4 I = 4	The Global DRR Programme seizes the comparative advantage of UNDP to nurture longstanding relationships and build genuine synergies that form the backbone of lasting DRR.	Head of DRT
8	Constraints on commitment to institutionalizing project outputs in view of other more pressing or urgent needs.	Political	Hamper timely implementation of activities L = 3 I = 3	These risks describe some of the problems the Global Program seeks to address. The solutions are part of the Offer the programme seeks to provide.	Head of DRT

3.5 Stakeholder Engagement

By engaging with a wide range of stakeholders, including national and local governments, civil society groups, the private sector and communities, the Global DRR Programme emphasizes the human and social aspects of disaster risk reduction. The programme aims to be inclusive and gender transformative and seeks to address priorities expressed by regional, national, municipal and local governments, with a focus on the following stakeholders:

- **Governments** have a primary responsibility of DRR and recovery. UNDP is increasingly broadening its support from a traditional focus on National Disaster Risk Management Authorities (NDMA) to include the bodies at the apex of government, such as the planning and finance ministries. They are located at the centre of development and are critical for devising a risk-informed development trajectory. In parallel, UNDP continues to support NDMAs to develop their capacities in disaster management and preparedness. Other government stakeholders include hydro-meteorological services, national EWS, selected sector ministries (gender, youth and others depending on country context), local and municipal authorities, civil defence, police, armed forces and search and rescue or municipal fire services.
- **Climate risk and science/research community** has a key role to orient the DRR practice and policy, while also making research products actionable and anchored in community and country realities.
- **Civil society and communities:** NGOs and CBOs are critical partners especially at the local and community levels. RCRC engagement serves a unique role linking national and local governments to communities through their auxiliary role in support of governments.
- **Private sector** has an increasingly visible role to promote risk-informed development especially through physical infrastructure (transport, telecom and energy), social infrastructure (health centres and schools), DRR financing, tourism, agriculture, digitate, and ICT companies and media entities serving at-risk communities.
- **Academia and Think Tanks** play an important role in innovative and interdisciplinary research in science, technology, and social science, which the Global Programme will engage with for important cross-fertilization between practice, policy-setting and research. New research and knowledge will be jointly generated, identifying challenges, learning from implementation, and innovation used to tackle problems and build up the evidence base for effective, risk-informed development.

3.6 South-South and Triangular Cooperation (SSC/TrC)

In line with UNDP's corporate strategy on SSC/TrC recognizing the critical role of national capacities and the importance of universal access to knowledge as a development multiplier for accelerating the achievement of the 2030 Agenda, the Global Programme is deliberately designed to facilitate south-south exchanges, and in the context of the COVID-19 pandemic also south-north exchange, among countries and regions to share experiences, learn new practices and adapt and apply best practice solutions in relation to DRR. Beyond SSC/TrC, the universality of 2030 Agenda represents an excellent opportunity for territorial partnerships and decentralised cooperation, with experiences, best practices and lessons learned from one context being transported to another. The Global Programme will identify and promote whenever possible technical specialists, experienced practitioners, trainers, researchers, analysts, advocates and other 'change agents' who are available for short-term south-south exchanges, convene south-south experts and expert organisations around key issues, facilitate personnel exchanges among countries and fund for medium- and long-term south-south deployments.

3.7 Knowledge

All outputs will feature an integral knowledge management component which will comprise selected cutting-edge knowledge products to consolidate UNDP's role as a global thought leader in DRR and recovery and support global research agendas as well as region and country-specific analytical processes to produce innovative research data, findings and publications and supply new evidence in support of multi-dimensional DRR and recovery. In addition, the Global DRR Programme has an entire workstream/output dedicated to risk information (WS 2). This output will: promote the development of damage and loss accounting systems, facilitate information products required by Sendai monitoring and will generally enhance risk information through the Global Centre for Disaster Statistics. It will capitalize on and contribute to other knowledge products (i.e. GAR and InfoRM), enhancing them to synchronize with the Global DRR Programme Theory of Change (as is feasible).

3.8 Sustainability and Scaling Up

The programme is designed to be demand driven –with a tailor-made package drawn up to address needs and priorities in each requesting context from the menu of indicative activities. While the duration of this programme is relatively short (to align with the duration of the UNDP strategic plan), it will lay the foundation for a much longer engagement required to achieve the desired resilience-building objectives. Along with Sendai monitoring, UNDP will support the monitoring of DRR capacities, including through the CADRI Partnership, to demonstrate that small steps lead to larger ones.

Global Programme sustainability is further strengthened by leveraging implementation through a wide network of global, regional and country partnerships, promoting stakeholder owned approaches and solutions and investing in the provision and application of knowledge management and practice development services creating new, wider and deeper capacities. Working through national partnerships also means that lessons-learned and developed capacities will remain with supported national stakeholders, better facilitating policy and practice uptake. By documenting and disseminating knowledge and best practice in DRR, this Global Programme will ensure sustainability by informing UNDP corporate strategies for prevention and risk reduction.

IV. PROGRAMME MANAGEMENT

4.1 Cost Efficiency and Effectiveness

This Global DRR programme will put in place processes that enable it to be cost-efficient and cost-effective, thereby maximising the resources allocated to its operations. Key measures will include:

- Risk Information outputs will not only strengthen understanding of risk, but also be used to inform other solution pathways, particularly risk governance.

- Selecting and working with efficient, proactive and well-led entities in national to local governments, and further building their capacity, will achieve lasting results.
- Using careful planning, prudent resource allocation, close monitoring and periodic auditing when working with less efficient or less capable entities in governments.
- Investment in communications and knowledge-sharing at all levels to identify and build connections with other similar actors and avoid duplication by similar initiatives.
- Using online interactions for planning, service provision and monitoring where possible, using international travel for key phases (launch, mid-term, review, troubleshooting) and only when it is likely to achieve results that other modalities cannot.
- Ensuring competitive bidding processes for contractors and given additional weight to cost-efficient bids.
- Maintaining close, participatory monitoring using the results framework to stay on track and avoid any wastage of resources.
- Integration with other UN programmes, to streamline actions and leverage associated resources that further multiple programmes: UNDRR, UNSDG/DCO, DPPI.
- Cost-sharing with partners, where plans and programmes align, and joint procurement with partners and other UN programmes, to open up economies of scale in purchases.
- Joint initiatives with IFIs and other actors, sharing risk information, learning products, DRR financing tools and collaborating for country-level engagement.

4.2 Project Management

The programme will be **delivered at global, regional or country** level, as appropriate through direct implementation arrangements with UN Country Teams (UNCTs) and agreements with other UN System agencies, international organizations, government and civil society. Countries from the following contexts will be prioritized:

- **High-risk countries:** identified through the Index for Risk Management and other global risk indices and rankings, and annually refreshed, if needed as a starting point for relationship-building that leads to risk-informed development.
- **Fragile contexts:** synergies with Conflict Prevention, Peacebuilding & Responsive Institutions (CPPRI) will enable a more applied combination of conventional DRR in fragile states, or using a disaster risk lens to view and manage fragility.
- **Small Island Developing States (SIDS):** exposed acutely to development challenges in concert with heightened risk (climate, sea level rise, etc), these island nations will retain programme attention to the highest extent possible (while not duplicating work planned in EDF 11/via ACP efforts).
- **Lower-Income Countries (LICs):** more generally, in line with the exaggerated impact of disaster risk on nations struggling to meet/or retain middle-income status, the programme will give preference to these countries.

Beneficiary countries will be identified through soft-targeting (i.e. exchanges with regional or CO actors knowledgeable about the needs and dynamics specific to risk reduction), in combination with country requests (demand) and a set of characteristics related to (i) levels of exposure and vulnerability (i.e. susceptibility to impact of disasters), (ii) climate vulnerability, and (iii) enabling environment/DRR readiness (based on existing indices such as INFORM, World Risk Index, ND Global Adaptation Index etc.).

4.3 Alignment of the DRT project portfolio with the Global Programme

The DRR Global Programme provides for the centralized and systematic management of the DRT's project pipeline consisting of existing and newly developed projects to achieve its strategic objectives. It is a way to bridge the gap between strategy and implementation and ensures that the DRT can leverage its project selection and execution success. The projects currently ongoing or in an advanced stage of conceptualization and managed at global level, are presented below in alignment with the programme outputs and TOC:

Output 1 – Risk Governance	Donor	Budget (million)	Status	Start/End
Risk informed Development under 11th EDF Intra-ACP Action Fiche on DRR: Focus (i) Integrated solutions for risk-informed development planning and budgeting in Western, Central and Eastern Africa; and (ii) Community-based DRM	EC-DEVCO UNDP	8.25 EUR 0.2 EUR	Planning	2020-26
Output 2 – Disaster Risk Information				
Output 3 - Sustainable Recovery				
Building Capacities for Resilient Recovery	Luxembourg	1.785 USD	Ongoing	2018 - 21
Strengthening capacities for Crisis Assessment and Recovery Planning (PDNA Roll-Out III)	European Union UNDP	2.2 USD 0.441 USD	Ongoing	2020-22
Risk informed Development under 11th EDF Intra-ACP Action Fiche on DRR: Focus Recovery	EC-DEVCO UNDP	6 EUR 0.2 EUR	Planning	2020-26
Enhancing Resilient Recovery Capacities in Asia Pacific	ADB	0.500 USD	Planning	2020 – 22
Formulation of Guidelines for Recovery Planning	WB	0.295 USD	Planning	2020-21
Output 4 - EWS and Preparedness				
N/A				

In addition, the Global Programme will seek opportunities for exchange and lessons learned with several UNDP projects that are implemented under the leadership of its Regional Hubs with the technical assistance of the DRT, such as as for example (list not all inclusive):

- Global Centre for Disaster Statistics (GCDS) Project: in partnership Fujitsu Inc. and Tohoku University, UNDP supports 7 countries in Asia (Cambodia, Indonesia, Maldives, Myanmar, Nepal, Philippines and Sri Lanka) to facilitate improvement of disaster related statistics including loss and damage data; and support monitor the progress of the Sendai Framework and the SDGs; and integrating scientific analysis based on disaster loss and damage data into policy making for comprehensive risk governance.
- School Preparedness for Tsunami in Asia and Pacific: partnering with the Government of Japan, UNDP began working with 90 schools to assess their tsunami risks, design emergency procedures and evacuation plans a carry out tsunami awareness and safety drills in 19 Asia Pacific countries in 2017. More than 100 schools and 60,000 people have participated to-date.
- DRR and adaptation for Resilience in the Sahel Region: increases the capacity of tracking and monitoring progress on SFDRR and AU Programme of Action implementation in the Sahel region through enhanced data collection, analysis and reporting systems; strengthens risk informed development; enhances regional recovery and resilience-building processes that address underlying disaster and climate change risks and restore pathways to sustainable development in the Sahel countries; and fosters innovations and knowledge exchanges.
- SDG Climate Facility-Climate Action for Human Security: Increased awareness and understanding of a nexus approach to climate action for achieving benefits across the SDGs and for crisis prevention/recovery goals; strengthened national and local capacities to effectively integrate climate change considerations into development and crisis prevention/recovery policies and to scale-up climate finance.
- Early Warning for Preparedness in the Caribbean I & II.

- Integrated climate-resilient transboundary flood risk management in the Drin River basin in the Western Balkans.

4.4 Coherence with other UNDP practice areas

The programme will set up a management structure that promotes coherence within UNDP's wider GPN practice architecture. These are referred to as "bridges" that the programme will build and nurture, with support from the GPN senior leadership. While they are all somewhat cross-cutting, the bridges below are arranged in order of the programme workstream that could most directly contribute/benefit from shared aims.

Output 1 - Risk Governance:

- Strong linkages and synergies with the Conflict Prevention, Peacebuilding & Responsive Institutions (CPPRI) and the Crisis Fragility Policy and Engagement (CFPE) Teams will contribute significantly to operationalizing the climate security mechanism in country, and promoting DRR governance in fragile states, as well as the HDP nexus, for example.
- Ensure coherence in risk governance with the Climate Change Team (in Natural Capital and Environment, Climate and Energy) especially in support of National DRR Strategies, NAPs, NDCs and risk mainstreaming approaches.
- Collaboration with the Global Environmental Finance Unit (in Sustainable Development Cluster) will provide an important pathway between DRR and risk financing as an instrument to mainstream risk reduction through public investment, and risk transfer modalities.
- Contribute to shaping UNDP's approach and support to disaster and climate induced displacement which is led by the Recovery Solutions and Human Mobility (RSHM) Team.
- Contribute to the capacity development service design and delivery of CADRI Partnership in the areas of comparative advantage of UNDP.

Output 3 - Sustainable Recovery

- Explore joint and well-coordinated approaches towards recovery with the Recovery Solutions and Human Mobility (RSHM) Team; as well as with CIPRI and CFPE Teams in support of the Tripartite Agreement on Post-Crisis Cooperation to ensure coherent approaches to PDNA and RPBA.

Output 4 – Early Warning and Preparedness:

- A robust bridge to Natural Capital and Environment, Climate and Energy (NCECE) will ensure harmonized learning and reduce risk of duplication (or reinventing the wheel) between EWS and preparedness to climate change and DRR. Climate science is a critical entry point (forecast-based data streams) and input to robust EWS. A bridge to GEF-funded initiatives may also be useful to strengthen links between natural resource depletion or monitoring and disaster events.
- Position UNDP as a partner with a comparative advantage on preparedness capacity development within the service design and delivery on preparedness within the CADRI Partnership.

V. RESULTS FRAMEWORK³

Intended Outcome as stated in the UNDP Strategic Plan; SP Outcome #3: Strengthen resilience to shocks and crisis									
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: N/A									
Applicable Output(s) from the UNDP Strategic Plan: 3.3.1. Evidence-based assessment and planning tools and mechanisms applied to enable implementation of gender-sensitive and risk-informed prevention and preparedness to limit the impact of natural hazards and pandemics and promote peaceful, just and inclusive societies 3.3.2 Gender-responsive and risk-informed mechanisms supported to build consensus, improve social dialogue and promote peaceful, just and inclusive societies									
Project title and Atlas Project Number: DRT Global Programme									
EXPECTED OUTPUTS	OUTPUT INDICATORS ⁴	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 2020	Year 2021	Year 2022	FINAL	
Output 1 <u>Integrated Risk Governance:</u> Strengthened disaster and climate risk governance capacities that	1.1 # of countries with data-informed development and investment plans that incorporate integrated solutions to reduce disaster risks and enable climate change adaptation	UNDP	0	2020	0	5	5	10	Internal
	1.2 # of systems supported to track public expenditures for DRR and climate adaptation supported (disaggregated by country)	UNDP	0	2020	2	4	4	10	Internal

³ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

⁴ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

set incentives for risk reduction and resilience building (GEN2)	1.3 # of UNDP COs and UNCTs supported to integrate DRR in their strategic documents	UNDP	0	2020	2	2	2	6	Internal
	1.4 # of countries supported with harmonized policies, legal frameworks, and more integrated institutional arrangements for DRR, CCA and development	UNDP	0	2020	2	4	4	10	Internal
	1.5 # of national and local DRR Strategies supported that set incentives for risk reduction and gender equality in public and private sector	UNDP	0	2020	2	6	6	14	Internal
	1.6 # of local governments, municipalities and communities supported in implementing gender-responsive risk reduction measures (aggregated by country).	UNDP	0	2020	2	6	6	14	Internal
	1.7 # of government and non-government officials trained in DRR/CCA in fragile contexts (disaggregated by country and sex)	UNDP	0	2020	100	300	300	700	Internal
Output 2 <u>Disaster and Climate Risk Information:</u> Increased access to, and application of climate and disaster risk information in decisions on development and recovery (GEN2)	2.1 # of national disaster loss accounting systems supported that are disaggregated by sex, age, disability	UNDP	0	2020	0	4	4	8	Internal
	2.2 # of government and non-government officials trained to monitor implementation of DRR strategies/plans & report on the Sendai Framework (disaggregated by country, sex, and disability)	UNDP	0	2020	0	4	4	8	Internal
	2.3 # of standardized tools and methodologies produced to support national risk information systems (disaggregated by country, sex, and disability)	UNDP	0	2020	0	5	5	10	Internal

Output 3 Sustainable Recovery: Enhanced recovery assessment, planning and preparedness capacities that ensure building back better and resilience after disasters <i>(GEN2)</i>	3.1 # of Post Disaster Needs Assessment (PDNA) trainings provided (disaggregated by country, sex, and disability)	UNDP	0	2020	2	3	3	8	Internal
	3.2 # of gender responsive PDNAs supported	UNDP	0	2020	2	4	4	10	Internal
	3.3 # of gender responsive Recovery Frameworks supported	UNDP	0	2020	2	4	4	10	Internal
	3.4 # of countries supported with operational people centered/consultative mechanisms to monitor the implementation and progress of recovery;	UNDP	0	2020	2	4	4	10	Internal
	3.5 # of officials in regional organizations trained (disaggregated by sex) that demonstrate capacity to support member states in conducting PDNAs and developing Recovery Frameworks	UNDP	0	2020	100	300	300	700	
	3.6 # of countries supported on the design and implementation of 'BBB' policies, plans recovery programs based on quality PDNAs	UNDP	0	2020	2	4	4	10	
Output 4 Early Warning and Preparedness: Strengthened early warning and preparedness systems and capacities to support early action of affected populations <i>(GEN2)</i>	4.1 # of countries supported on gender responsive national and sub-national (not local) multi-hazard EWS	UNDP	0	2020	0	4	4	8	Internal
	4.2 # of gender responsive contingency and preparedness plans, standard operational procedures supported	UNDP	0	2020	0	6	6	12	Internal
	4.3 # of officials (disaggregated by sex and organisation/institution type) trained in early warning system and preparedness showing increased knowledge in the subject	UNDP	0	2020	0	300	300	600	Internal

Output 5 Programme Effectiveness: Foundations laid for the successful implementation of UNDP's global DRR & recovery practice (GEN2)	5.1 # of gender responsive project proposals that resulted in funds secured	UNDP	0	2020	2	4	4	10	Internal
	5.2 # of donor consultations and outreach events organized to position UNDP in DRR and recovery with participation of women and men	UNDP	0	2020	0	3	4	7	internal
	5.3 # of gender-responsive knowledge managements and communications products produced and accessed via UNDP website	UNDP	0	2020	0	4	5	9	internal
	5.4 # of UNDP Task Teams and integrated solutions which the team supported.	UNDP	0	2020	0	6	7	13	internal

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

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

Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	n/a
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VII. MULTI-YEAR WORK PLAN

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (2020-2022)			RESPONSIBLE PARTY	PLANNED BUDGET		
		2020	2021	2022		Funding Source ⁵	Budget Description	Amount
Output 1: <i>Integrated Risk Governance</i>	1.1 Provide integrated policy and programme support services for disaster and climate risk-informed and gender-responsive development planning, budgeting and DRR financing		500,000	500,000	UNDP	ACP: 1m	Travel Consultant Workshops Procurement.	1,000,000
	1.2 Support coherent policy, institutional and legal frameworks		250,000	250,000	UNDP	ACP: 0.5m		500,000
	1.3 Promote analysis of the political economy of risk reduction to foster a culture of prevention		100,000	100,000	UNDP	ACP: 0.2		200,000
	1.4 Strengthen capacities of government and civil society to implement community-based disaster & climate risk management		1,500,000	1,500,000	UNDP	ACP: 1m unfunded: 2m		3,000,000
	1.5 Provide policy and programme advice to reduce exposure and vulnerability in urban areas		500,000	500,000	UNDP	unfunded		1,000,000
	1.6 Strengthen conflict-sensitive disaster risk reduction & climate risk management capacities in fragile contexts.		500,000	500,000	UNDP	ACP: 0.5m unfunded: 0.5m		1,000,000
	Sub-Total for Output 1							

⁵ In the case of resource constraints, activities will be implemented in fewer number of countries prioritizing those most at risk.

Output 2: <i>Disaster and Climate Risk Information</i>	2.1 Support the digitalization and institutionalization of damage & loss accounting systems		400,000	400,000	UNDP	ACP: 0.5m unfunded: 0.3m	Travel	800,000
	2.2 Strengthen the capacity to monitor & report on the implementation of national DRR strategies and internationally agreed frameworks		250,000	250,000	UNDP	ACP 0.5m	Consultant Workshops	500,000
	2.3 Enhance national risk information systems through standardized tools and methodologies		400,000	400,000	UNDP	unfunded	Procurement.	800,000
	2.4 Support digital solutions to enhance access to risk		200,000	200,000	UNDP	unfunded		400,000
	Sub-Total for Output 2							
Output 3 <i>Sustainable Recovery</i>	3.1 Strengthen capacities for crisis assessment and recovery planning	645,616.2	760,393.6	793,990.2	UNDP	EU 2.2m		2,200,000
	3.2 Strengthen capacities to conduct Post Disaster Needs Assessment (PDNA) and develop Recovery Frameworks		600,000	400,000	UNDP	ACP 1m		1,000,000
	3.3 Support recovery preparedness planning		400,000	400,000	UNDP	ACP 0.8m	Travel	800,000
	3.4 Assist with the design and implementation of gender-responsive recovery projects/ programmes		250,000	250,000	UNDP	unfunded	Consultant Workshops	500,000
	3.5 Provide financing solutions for recovery		100,000	100,000	UNDP	ACP 0.2m	Procurement.	200,000
	3.6 PDNA training package relevant to the Asia Pacific region, focused on infrastructure related support		250,000	250,000	UNDP	ADB 0.5m		500,000
	3.7 Formulation of guidelines for recovery planning with emphasis in Southern and Western Africa	195,000	100,000	0	UNDP	WB 0.295m		295,000
	Sub-Total for Output 3							
Output 4 <i>EWS & Preparedness</i>	4.1 Strengthen institutional arrangements for multi-hazard EWS		1,000,000	1,000,000	UNDP	unfunded	Travel Consultant	2,000,000
	4.2 Develop preparedness planning capacities		250,000	250,000	UNDP	unfunded	Workshops	500,000
	4.3 Enhance community early warning and preparedness capacity		250,000	250,000	UNDP	unfunded	Procurement.	500,000
	Sub-Total for Output 4							

Output 5 <i>Global Processes & Programme Effectiveness</i>	5.1 Support resource mobilization efforts for UNDP's DRR and recovery efforts	100,000	200,000	200,000	UNDP	TRAC	Consultant Travel	500,000
	5.2 Strengthen programme management and reporting capacity	87,000	87,000	87,000	UNDP	TRAC	PA (G6 50%)	261,000
	5.3 Strengthen reporting, communication, knowledge sharing and outreach	70,000	70,000	70,000	UNDP	TRAC	Consultant	210,000
	5.4 Support Community of Practice		50,000	50,000	UNDP	TRAC	Travel	100,000
	5.5 Support strategic partnerships, key global processes and events (WRC, Global Platform etc.)		80,000	80,000	UNDP	TRAC	Travel Consultant	160,000
	5.6 Strengthening UNDP's DRR and recovery outreach at regional level		240,000	240,000	UNDP	TRAC	Travel Consultant Workshops Procurement.	480,000
	5.7 Miscellaneous (JPOs, common costs, interns)	5,000	22,500	22,500	UNDP	TRAC	Misc.	50,000
	Sub-Total for Output 5							
GMS*								
TOTAL								19,456,000

*GMS for unfunded 8.5M = tbd

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

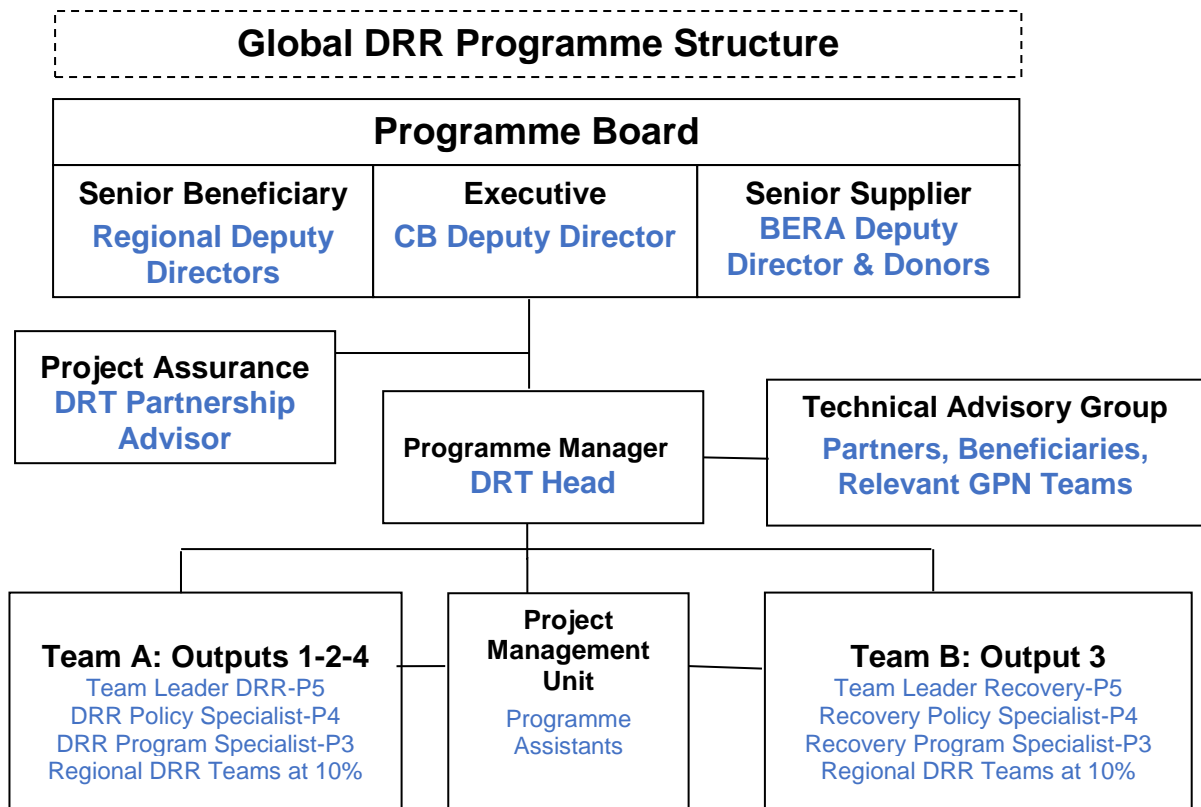
The programme will be managed by the DRT at the global level. The Programme Manager will be the DRT Head based in Geneva, supported by two technical teams (and a project management unit), with approximate composition portrayed below in Figure 1.

- Team A will manage Output 1 (Risk Governance); Output 2 (Risk Information); and Output 4 (EWS & Preparedness)
- Team B will manage Output 3 (Recovery).
- The project management unit will manage Output 5 (Programme Effectiveness).

The Programme Board will be chaired by the Crisis Bureau Deputy Director and comprise Deputy Directors of Regional Bureau (as beneficiaries representing Country Offices) and the Deputy Director of BERA and main donors (as senior suppliers), with the DRT Head serving as secretariat. The main role of the Board is to provide guidance and direction to the DRT for the effective and efficient implementation of the project. The Board will meet at least annually to review and approve implementation strategies, annual work plans, budgets, programme M&E and allocations across Output Resource Envelopes (global, regional and country levels).

The Board will be supported and advised by meetings of the Technical Advisory Group (TAG). The TAG will be chaired by the DRT Head and will be composed of participating agencies, at least two beneficiary country representatives who will be designated on a rotational basis, and representative of relevant GPN thematic teams at the level of Team Leader.

A Project Management Unit will be housed in DRT Geneva and will be responsible for planning and resource allocation, financial management and oversight, administration and operations, monitoring, reporting and evaluation



The Project will be directly implemented (DIM) by UNDP’s Crisis Bureau (CB) at HQ and in consultation with donors and other partners.

IX. Legal Context

This project forms part of an overall programmatic framework under which several separate associated global, regional, or country level activities will be implemented. When assistance and support services are provided from this Project, this document shall be the “Project Document” instrument referred to in: (i) the respective signed SBAs 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 SBA with UNDP, attached hereto and forming an integral part hereof. All references in the SBA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

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

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds] [UNDP funds received pursuant to the Project Document] are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

a. Consistent with the Article III of the SBAA [or the Supplemental Provisions to the Project Document], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

- i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

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

c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.

d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

h. Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the

activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, mutatis mutandis, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

ANNEX 1 – PROJECT QUALITY ASSURANCE REPORT

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL				
GLOBAL PROGRAMME - Disaster Risk Reduction, Recovery and Resilience				
OVERALL PROJECT				
EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.
DECISION				
<ul style="list-style-type: none"> • APPROVE – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner. • APPROVE WITH QUALIFICATIONS – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner. • DISAPPROVE – the project has significant issues that should prevent the project from being approved as drafted. 				
RATING CRITERIA				
STRATEGIC				
1. Does the project’s Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project): <ul style="list-style-type: none"> • 3: The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project’s strategy is the best approach at this point in time. • 2: The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence. • 1: The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD’s theory of change. 			3	2
			1	
2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project): <ul style="list-style-type: none"> • 3: The project responds to one of the three areas of development work⁶ as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas⁷; an issues-based analysis has been incorporated into the project design; and the project’s RRF includes all the relevant SP output indicators. <i>(all must be true to select this option)</i> • 2: The project responds to one of the three areas of development work¹ as specified in the Strategic Plan. The project’s RRF includes at least one SP output indicator, if relevant. <i>(both must be true to select this option)</i> • 1: While the project may respond to one of the three areas of development work¹ as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan. 			3	2
			1	

⁶ 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

⁷ sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience

RELEVANT		
<p>3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.)The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) (<i>all must be true to select this option</i>) • 2: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. (<i>both must be true to select this option</i>) • 1: The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project. 	3	<u>2</u>
	1	
	<p>Evidence See sections 2.1 and 2.3</p>	
<p>4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives. • 2: The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives. • 1: There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence. 	<u>3</u>	2
	1	
	<p>Evidence See sections 1 and 2.2</p>	
<p>5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: A <u>participatory</u> gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. (<i>all must be true to select this option</i>) • 2: A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. (<i>all must be true to select this option</i>) • 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered. 	3	<u>2</u>
	1	
	<p>Evidence The situation analysis does recognize the disproportionate impact of disasters on women. Therefore, all outputs are designed in a gender-responsive manner.</p>	
<p>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. (<i>all must be true to select this option</i>) • 2: Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified. • 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' 	<u>3</u>	2
	1	
	<p>Evidence See section 2.2, 3.3, 3.5 and 3.6</p>	

<p>interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.</p>		
SOCIAL & ENVIRONMENTAL STANDARDS		
<p>7. Does the project seek to further the realization of human rights using a human rights-based approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (<i>all must be true to select this option</i>) • 2: Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. • 1: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. 	3	<u>2</u>
	1	
	<p>Evidence <i>The situation analysis recognizes that disasters exacerbate inequalities ; that inequalities in the distribution of rights, resources and power are driving new dimensions of disaster risk. Relevant international laws and standards are reflected.</i></p>	
<p>8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (<i>all must be true to select this option</i>). • 2: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget. • 1: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered. 	<u>3</u>	2
	1	
	<p>Evidence <i>The programme strategy seeks synergies between DRR and climate change, energy and nature-based solutions; it also embraces a multi-risk approach that considers the potential interface of poverty with environmental and disaster risks.</i></p>	
	Yes	No

<p>9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]</p>	<p>Evidence the SES Screening Check-list has been applied to the programmatic framework. No potential adverse impact is either evident nor identified at this stage.</p>	
MANAGEMENT & MONITORING		
<p>10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. (<i>all must be true to select this option</i>) • 2: The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. (<i>all must be true to select this option</i>) • 1: The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. 	<u>3</u>	2
	<p>1 Evidence See RRF with SMART indicators, M&E Plan</p>	
<p>11. Is there a comprehensive and costed M&E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?</p>	<u>Yes</u> (3)	No (1)
<p>12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (<i>all must be true to select this option</i>). • 2: The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (<i>all must be true to select this option</i>) • 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. 	3	<u>2</u>
	<p>1 Evidence See section VIII.</p>	
	<u>3</u>	2
	1	

<p>13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. <i>(both must be true to select this option)</i> • 2: Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk. • 1: Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document. 	<p>Evidence See section 3.4 with the Risk Register as per POPP; SES Screening was conducted.</p>	
<p>EFFICIENT</p>		
<p>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.</p>	<p>Yes (3)</p>	<p>No (1)</p>
<p>15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)</p>	<p>Yes (3)</p>	<p>No (1)</p>
<p>16. Is the budget justified and supported with valid estimates?</p> <ul style="list-style-type: none"> • 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. • 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates. • 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget. 	<p>3</p>	<p>2</p>
<p>1</p>		
<p>Evidence Multi-year work plan with funding sources</p>		
<p>17. Is the Country Office fully recovering the costs involved with project implementation?</p> <ul style="list-style-type: none"> • 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) • 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. • 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. 	<p>3</p>	<p>2</p>
<p>1</p>		
<p>Evidence See multi-year workplan</p>		
<p>EFFECTIVE</p>		
<p>18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. <i>(both must be true to select this option)</i> • 2: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments. • 1: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered. 	<p>3</p>	<p>2</p>
<p>1</p>		
<p>Evidence Not applicable for global projects</p>		
	<p>3</p>	<p>2</p>
<p>1</p>		

<p>19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?</p> <ul style="list-style-type: none"> • 3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions. • 2: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions. • 1: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project. 	<p>Evidence Not applicable for Global Projects</p>	
<p>20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?</p>	<p>Yes (3)</p>	<p>No (1)</p>
<p>21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.</p>	<p>Yes (3)</p>	<p>No (1)</p>
<p>22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The project has a realistic work plan & budget covering the duration of the project <i>at the activity</i> level to ensure outputs are delivered on time and within the allotted resources. • 2: The project has a work plan & budget covering the duration of the project at the output level. • 1: The project does not yet have a work plan & budget covering the duration of the project. 	<p>3</p>	<p>2</p>
<p>SUSTAINABILITY & NATIONAL OWNERSHIP</p>		
<p>23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project)</p> <ul style="list-style-type: none"> • 3: National partners have full ownership of the project and led the process of the development of the project jointly with UNDP. • 2: The project has been developed by UNDP in close consultation with national partners. • 1: The project has been developed by UNDP with limited or no engagement with national partners. 	<p>3</p>	<p>2</p>
<p>24. Are key institutions and systems identified, and is there a strategy for strengthening specific/comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. • 2.5: A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities. • 2: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. • 1.5: There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned. • 1: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions. 	<p>3</p>	<p>2.5</p>
<p>25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?</p> <p><i>Not applicable for Global Projects</i></p>	<p>Yes (3)</p>	<p>No (1)</p>

26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?	Yes (3)	No (1)
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Annex 2: Social and Environmental Screening Template

See separate file.

Annex 3: Risk Analysis.

See section 3.4 for details.