

PROJECT DOCUMENT

Regional Project

Project Title: Strengthening capacities for disaster risk reduction and adaptation for resilience in the Sahel region: fostering risk-informed solutions for sustainable development

Project Number: 00093941

Implementing Partner: United Nations Development Programme (UNDP)

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Sahel Resilience Project 2023-2025

Brief Description

The western Sahel and the Lake Chad basin – a region abundant in natural resources, undergoing rapid urbanization, home to some of the world’s youngest countries, and with tremendous potential for sustainable growth and development¹ – faces multiple challenges. The complex interaction of these challenges – including insecurity, political instability, climate change, natural hazard-induced and man-made disasters, considerable infrastructure development gaps, inadequate functioning of markets, constrained agricultural productivity, economic inequalities and deep-seated poverty – are known to further deepen the vulnerability of communities and people in the region. In this context, developing long-term capacities for resilience building that integrate climate change adaptation and disaster risk reduction are critical for achieving the Sustainable Development Goals.

Towards this, with the financial support from the Government of Sweden, UNDP initiated the implementation of Phase 1 of the Project, ‘*Strengthening capacities for disaster risk reduction and adaptation for Resilience in the Sahel Region: fostering risk-informed solutions for sustainable development*’ 2019-2022 (Sahel Resilience Project). The Project – implemented in Burkina Faso, Chad, Mali, Mauritania, Niger, Nigeria and Senegal – aims to strengthen the capacity to implement the Sendai Framework for Disaster Risk Reduction (SFDRR), the African Union Programme of Action (PoA) and the ECOWAS Strategy and Action Plan for Disaster Risk Reduction (2015-2030). For this, despite additional challenges emerging due to the COVID-19 pandemic, the Project established itself as a platform for partners at continental, regional and national level to convene and collectively lay the foundation for risk-informed development in west Africa and Lake Chad Basin. It forged new partnership with UN-Habitat to advance transformative development in Sahelian human settlements and redefined its scope in response to the emerging needs of the context and the partners. Three years of implementation validated the relevance of the pathways chosen to achieve the expected change.

Beyond the progress made during Phase 1 implementation, however, the Project has had to respond to emerging changes in the Sahelian development context. This includes the social, political and institutional context, with repeated coups d’état, civil unrest, instability, increasing frequency of disasters and displacement related to climate change, recurrent conflicts, and the unanticipated COVID-19 crisis with devastating consequences on macroeconomic resilience, socioeconomic sectors, and livelihoods. The pandemic also underscored weaknesses and gaps in the disaster risk governance in the Sahel – including in policies and regulatory frameworks, coordination mechanisms, integration of multiple risks for risk-informed development, capacities, and stakeholder engagement – all of which inhibit effective risk management and risk reduction. This highlights the need for continued investment in sustaining the results and building resilience in a context of persistent fragility, and where Sahelian countries continue to face challenges in transitioning from an approach that emphasizes on emergency response to one that revolves around risk reduction.

¹<https://www.undp.org/africa/publications/socio-economic-impact-covid-19-and-role-disaster-risk-governance-western-sahel-and-lake-chad-basin>

Accordingly, Phase 2 of the Project, UNDP as the integrator in the UN system, in collaboration with UN agencies and the academia, will leverage our comparative advantages to continue strengthening capacities of regional institutions (ECOWAS Commission, AGRHYMET/CILSS, Lake Chad Basin Commission (LCBC), and the African Union Commission), national governments, sub-national authorities (municipalities) and civil society organizations for operationalizing the AU Programme of Action for implementing the SFDRR, SDG-DRR targets and indicators with a focus on SDG 1 (No Poverty), 5 (Gender Equality), 11 (Sustainable Cities and Communities), 13 (Climate Action), 16 (Peace, Justice and Strong Institutions), 17 (Partnership for the Goals), the Paris Climate Agreement, the Urban Agenda, in the Sahel and the ECOWAS DRR Strategy and its Plan of Action (2015-2030). Aligned with the five objectives of Strategy for Sweden's Development Cooperation in Africa, the Project will also contribute to the ECOWAS regional strategic program (2022-2026) objective to promote inclusive and sustainable development in West Africa by reducing vulnerability and adapting to climate change impacts and to implementing the new UNDP Strategic Plan 2022-2025 in Africa.

The Project aims to achieve the abovementioned objectives through the following pathways and results:

- Output 1:** Increased capacity on tracking and monitoring progress on the Sendai Framework through enhanced data collection;
- Output 2:** Strengthened regulatory and policy frameworks for translating disaster and climate data into risk-informed development planning and budgeting;
- Output 3:** Enhanced recovery processes that address underlying disaster and climate change risks and restore pathways to sustainable development;
- Output 4:** Enhanced regional and national capacities for urban risk management; and
- Output 5:** Enhanced innovation and knowledge on risk-informed development through regional dialogue and south-south exchange

Contributing Outcome: **UNDP Regional Programme for Africa (2022-2025): Priority 3 – Planet.** African citizens (especially women and youth), supported by the African Union and regional economic communities and regional mechanisms, build a resilient Africa.
Indicative Output(s) with gender marker:(GEN2) Support women led organizations to influence gender mainstreaming into DRR and CCA
Through the Social and Environmental Screening, the Project was rated "low risk".

Total resources required²:	US\$9,309,487	
Total resources allocated:	UNDP TRAC:	US\$489,656
	Donor:	US\$7,354,565
	Government:	
	UNDP In-Kind:	
	Other UNDP Projects	US\$495,000
Unfunded:	US\$970,266	

Agreed by (signatures):

UNDP	Implementing Partner
Print Name:	Print Name:
Date:	Date:

² In addition to financial support from Sweden and UNDP contributions in-kind and from other projects, the Project expects contribution through other initiatives for which it will continue to mobilize further resources. This includes: (i) in hard pipeline: the governments of Luxembourg (Euro 3million) and Italy (US\$450,000, through UNDRR); (ii) in soft pipeline: the government of Denmark and the European Union; and (iii) exploring continued synergies through the UNDP Climate Security Project and the Intra-ACP Natural Disaster Risk Reduction Programme funded under the 11th European Development Fund (EDF) on Strengthening Disaster Risk Governance and Recovery Capacities.

ACRONYMS

AAI	Africa Adaptation Initiative
ACP-NDRR	Africa, Caribbean and Pacific, Natural Disaster Risk Reduction
AfDB	African Development Bank
AGRHYMET	Agriculture, Hydrology and Meteorology Regional Centre
AMHEWAS	Africa Multi-hazard Early Warning and Early Action System
AMU	Arab Maghreb Union
AU	Africa Union
AUC	Africa Union Commission
AWP	Annual Work Plan
CC	Climate Change
CCA	Climate Change Adaptation
CDRF	Climate and Disaster Risk Financing
CILSS	Comité permanent inter-État de lutte contre la sécheresse au Sahel (The Permanent Inter-State Committee for Drought Control in the Sahel)
CityRAP	City Resilience Action Planning
CityRFA	City Resilience Framework for Action
CO	Country Office
COVID-19	Coronavirus disease/ SARS-CoV-2 virus
CRNA	COVID-19 Recovery Needs Assessment
CSO	Civil Society Organization
DIM	Direct Implementation Modality
DPC	Direct Project Cost
DRF	Disaster Recovery Framework
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
DRT	Disaster Risk Reduction and Recovery for Building Resilience Team (of UNDP Crisis Bureau)
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
EDF	European Development Fund
EU	European Union
EWS	Early Warning System
GMS	General Management Services
HACT	Harmonized Approach to Cash Transfers
IOM	International Organization for Migration
IPSA	International Personnel Services Agreement
JALUFRA	Joint AfDB-LCBC-UNDP Fragility and Resilience Assessment
LCBC	Lake Chad Basin Commission
NDMA	National Disaster Management Authority
NDRR	Natural Disaster Risk Reduction
NPC	National Project Coordinator
NPSA	National Personnel Services Agreement
PDNA	Post Disaster Needs Assessment
PERIPERI U	Partners Enhancing Resilience for People Exposed to Risks Universities
PMU	Programme Management Unit
PoA	Programme of Action for the Implementation of Sendai Framework in Africa
PPR	Project Progress Report
REC	Regional Economic Community
REUNIR	Réseau des Universités du Sahel pour la Résilience (Sahel Universities Network for Resilience)
RP	Responsible Party
RPBA	Recovery and Peace-building Assessment
RSCA	Regional Service Centre for Africa
SADD	Sex, age and disability disaggregated data
SDGs	Sustainable Development Goals
SDSS	Spatial Development Strategy for the Sahel
SEP	Stakeholder Engagement Plan

SFDRR	Sendai Framework for Disaster Risk Reduction
SIDA	Swedish International Development Cooperation Agency
SP	Strategic Priority
SSC	South- South Cooperation
SSC/Trc	South-South and Triangular Cooperation
ToT	Trainer of Trainers
UN	United Nations
UN-Habitat	United Nations Human Settlements Programme
UN Women	United Nations Entity for Gender Equality and Empowerment of Women
UNDP	United Nations Development Programme
UNDRR	United Nations Office for Disaster Risk Reduction
UNSMS	United Nations Security Management System
UNV	United Nations Volunteer
US\$	United States Dollar
WASCAL	West African Science Service Center on Climate Change and Adapted Land Use
WFP	World Food Programme
WLO/WRO	Women Led Organizations/Women's Rights Organizations

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I. DEVELOPMENT CHALLENGE

The Sahel region is a semi-arid zone that stretches from the Atlantic Ocean to Chad in the east, separating the Sahara desert in the north from the Sudan savanna in the south. It is abundant in natural resources, undergoing rapid urbanization, home to some of the world's youngest countries, and with tremendous potential for sustainable growth and development³. Yet the western Sahel and the Lake Chad basin is also one of the poorest and most ecologically degraded in the world, facing multiple challenges. Disasters, exacerbated by climate change, are on the rise, with the region expected to see an increase in droughts, heavy precipitation, and flooding, along with persistent landslides, wildfires, desertification, epidemics and insect infestations. Their impacts are further compounded by the security context that is shaped by fragility, protracted conflict, terrorist activities, illicit trafficking and related organized crime and violence. The complex interaction of these challenges – including insecurity, political instability, climate change, natural hazard-induced and man-made disasters, considerable infrastructure development gaps, inadequate functioning of markets, constrained agricultural productivity, economic inequalities and deep-seated poverty – are known to further deepen the vulnerability of communities and people in the region. Together, they create one of the highest levels of vulnerability in the world and have significantly eroded the ability of national governments and communities to withstand repeated and increasingly frequent shocks.

For instance, in 2022, the west Africa region experienced heavy flooding that affected 8.2 million people in 20 countries in West and Central Africa. Intense rainfall and floods took a heavy toll on human life, property, farmlands, and livestock, killing 1,418 people, injuring 4,398, and displacing 3.4 million^{4,5,6}. These floods⁷ and the chronic need for humanitarian assistance also demonstrate the challenges that the Sahel faces in graduating out of the vicious cycle of humanitarian action into resilient recovery and risk-informed sustainable development that restores peace and stability while ensuring prosperity of the Sahelians.

The countries of the region - Burkina Faso, Chad, Mali, Mauritania, Niger, Nigeria and Senegal - represent about 25 percent (some 310 million) of the African population with Nigeria alone accounting for about 211 million (highest in Africa). It is also home to some of the youngest countries in the world: Niger with almost 50 percent of the population under 15 years, Mali and Chad with the median age around 16.5 years. The region is endowed with natural resources and has tremendous potential for sustainable growth and development⁸.

Since 2020, the development narrative and context have significantly changed in the countries of the west Africa and the Sahel region. The political and institutional context of national governments is changing rapidly, with repeated coups d'état, followed by unrest and difficult living conditions, increasing frequency of disasters and displacement related to climate change, recurrent conflicts, unanticipated large-scale crises such as the COVID-19 pandemic with devastating consequences on the countries in terms of macroeconomic resilience, socioeconomic sectors, and livelihoods. There is still significant gap in addressing persistent vulnerabilities and fragilities, and to advance resilience-building and risk-informed development in the region, to deliver on the commitments made under global and regional frameworks and to achieve the targets therein.

The increase in disaster risk heightens vulnerability of many Sahelian communities and the livelihoods, e.g., agriculture, livestock rearing, transhumance, fishing and forestry,⁹ on which they depend. Against these increasing vulnerabilities are limited and weak policies and capacities, which continue to pose a significant challenge in effectively managing disaster and climate risk. Building resilience to risks and addressing underlying vulnerability is a unifying goal for climate change adaptation (CCA), climate change mitigation, and disaster risk reduction (DRR). This contributes to poverty reduction goals at all levels. The adoption of resilience as a core development issue recognizes the critical need for protecting development gains from shocks and stresses and ensuring that development does not exacerbate vulnerabilities, inequalities and impacts of climate change and natural hazards to derail the achievement of sustainable development goals (SDGs)¹⁰.

³<https://www.undp.org/africa/publications/socio-economic-impact-covid-19-and-role-disaster-risk-governance-western-sahel-and-lake-chad-basin>

⁴<https://reliefweb.int/report/nigeria/west-and-central-africa-flooding-situation-15-december-2022>

⁵<https://www.unhcr.org/news/briefing/2022/10/635b913a4/millions-face-harm-flooding-across-west-central-africa-unhcr-warns.html>

⁶<https://www.carbonbrief.org/west-africas-deadly-rainfall-in-2022-made-80-times-more-likely-by-climate-change/>

⁷<https://www.unhcr.org/news/briefing/2022/10/635b913a4/millions-face-harm-flooding-across-west-central-africa-unhcr-warns.html>

⁸<https://www.undp.org/africa/publications/socio-economic-impact-covid-19-and-role-disaster-risk-governance-western-sahel-and-lake-chad-basin>

⁹<https://www.oecd.org/swac/publications/47234320.pdf>

¹⁰<https://www.undp.org/sites/g/files/zskqke326/files/publications/PEI%20handbook-low%20res.pdf>

While conceptually it is accepted that SDGs cannot be achieved without risk-informed development, many Sahelian countries continue to face challenges in transitioning from response to risk reduction. Since the achievement of SDGs is partly predicated on the extent to which these countries enhance their resilience to disaster and climate risks, there is a compelling need to develop long-term capacity in resilience-building, integrating DRR and CCA into development to fully address the predictable, quick-onset and slow-onset phenomena.

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

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

In order to effectively respond to and mitigate the impacts of disasters, and adapt to climate change, Sahel countries need to develop and apply evidence-based analysis of how disasters and climate change affect different sectors and the overall social and economic development of countries and communities. In other words, risk-informed development is an absolute necessity and should underpin national policies and investment decisions. To understand how to allocate appropriate resources to mitigate disaster risk, it is imperative to first understand exposure to risk, vulnerability including that of the sectors and social groups most affected (such as marginalised communities including women, men, boys and girls and the elderly, female headed households, people living with disabilities, etc.). The basis of disaster risk management activities lies in being able to continuously identify, monitor and assess current and possible future hazards and vulnerabilities and to evaluate their potential adverse effects, and the various opportunities each represent for possible mitigation, reduction and prevention through various techniques with different relative costs and benefits, and then to manage those risks in a sustained manner or mitigate their possible adverse consequences.

However, challenges to developing and applying evidence-based analysis on this subject in the Sahel persists. This was reinforced by an assessment conducted during Phase 1 of the Project on the state of disaster loss and damage in the region. The assessment, conducted in collaboration with partner universities across the project countries, revealed that all the seven Project countries have multiple agencies and institutions that participate in collecting, analysing, and reporting data on loss and damage caused by disasters. However, these agencies appeared to often be highly reliant on other government departments and non-government agencies for their data. A common trait observed across the countries was a lack of a centralized mechanism at either the national or subnational levels for disaster loss and damage data collection, analysis and reporting. Further, the data are scattered, diverse, there is no 'uniformity or conformity' in the method that data is collected or how it is categorised and recorded, making it challenging to analyse data from across different institutions. Disaster data vary significantly across the national and subnational settings. These data are not disaggregated information by sex, age, disability. There are many missing gaps within each country for several years as well as limited data on particular areas such as data on damages to critical infrastructure, disruption to education and health services, as well as number of people injured or killed during disasters. The contribution of the Focal Points for the Sendai Framework is missing in the data collection, analysis and reporting.

In turn, this presents a massive challenge to respective national disaster management agency to harmonise data across these various settings. The report also highlighted a lack of coordination and synergy across the various institutional mechanisms which has largely inhibited the country's ability to develop an overarching centralized database and a lack of capacity to properly conduct data collection and analysis. This makes it difficult for governments at sub national and national level to make informed policy and planning decisions to direct development and effective DRR initiatives. It also makes it challenging to accurately assess whether any progress in mitigating the impacts of hazards has been made.

Building on this evidence from Phase 1 of the Project, integrated risk information platform and national disaster loss and damage data, disaggregated by sex, age and disability (SADD), are required to underpin risk assessment, resource allocation, monitoring of progress, disaster preparedness planning and early warning, public investment planning, poverty alleviation and many other disaster risk management applications. Without grounding in the empirical evidence provided by disaster statistics, development decisions may increase rather than decrease risk, in particular for vulnerable populations and households. In addition, above the traditional national entities in charge of DRR, the system should be inclusive, working collaboratively with academia, national offices of statistics, private sector and civil society actors, and subnational platforms.

There is a need to strengthen capacities of key stakeholders at the continental, regional, national and sub-national/community level in disaster preparedness and anticipatory action through integrated multi-hazard early warning and early action to prevent damage and loss from disasters, to save lives and livelihoods.

(ii) Inadequate governance aspects for risk-informed development

Effective disaster risk governance at the regional and continental scale has long been recognised in global DRR frameworks as essential to ensure that national efforts align and are mutually reinforcing, and that cross-border and regional risks can be addressed. To this end, the adoption of the African Union Programme of Action (AU PoA) was a key milestone in the first 10-Year implementation Plan, 2014–2023, of the African Union Commission (AUC) Agenda 2063.¹¹

However, in the Sahel region, the legislative, institutional and policy aspects remain unclear around prevention, mitigation, and recovery dimensions of disaster risk management (DRM). This was underlined by the study, [Disaster risk reduction in West Africa and the Sahelian Region: a review of progress, conducted in the Project's Phase 1](#). The study revealed that from the seven Project countries, Chad and Niger were the only ones with active national disaster risk reduction strategies, while Mauritania and Nigeria have never had DRR strategies, whereas the DRR strategies of Mali and Burkina Faso have expired, and Senegal's remains unvalidated. Further, where DRR strategies and action plans exist, these are poorly implemented. Reasons for this include that the existing architecture for disaster risk governance remain heavily informed by a "civil protection" approach and language. In addition, technical gaps in the institutional capacity of the platforms exist, especially in developing and delivering disaster recovery strategies and frameworks and an absence of digital, technological and innovative solutions for implementing risk informed development for many countries.

In addition, bottlenecks to risk-informed development persist in the region. Among others, these include connecting early warning mechanisms to an operational chain of command for contingency and response and effectively integrating DRR and CCA into development planning and decision-making across levels and sectors. Specifically, several factors impede DRR and CCA integration. This includes lack of awareness, understanding of risks, clear policies and regulatory frameworks, capacity, and adequate stakeholder participation, in addition to poor coordination mechanisms, limited political commitment and siloed approaches due to the perception of DRR and CCA as an environmental rather than a developmental issue. These impede multi-sectoral solutions and integration into budgetary frameworks and development plans. Further, monitoring mechanisms to ensure that budgets provide for DRR or CCA remain absent, and quantifiable or verifiable evidence on the volume or purpose of such funding remain limited.

As disasters and climate change have far reaching consequences across development sectors, it is imperative that development strategies, plans and investments are risk-informed. Therefore, the process of integrating DRR and CCA needs to be assimilated in regular development planning, budgeting, and investment programming of governments at the national, subregional, local, and sectoral levels.¹² For this, evidenced-based policy and strategic frameworks and plans for risk-informed development can enable a coordinated, multi-hazard, multi-level, multi-sector, and multi-stakeholder approach.

(iii) Absence of robust post-disaster recovery mechanisms

The study [disaster risk reduction in West Africa and the Sahelian Region: a review of progress](#)¹³ indicates that Burkina Faso, Chad, Mali, Mauritania, Niger, Nigeria and Senegal are in the nascent stages of establishing systematic recovery processes. It highlights how legislations are yet to adequately address post-disaster recovery, which are instead often conducted through projects supported by external partners without the necessary long-term follow-up, policy framework, resources (technical and financial) or mandated lead entities. It also underlines how post-disaster response and recovery often end up as disparate processes thereby spotlighting the need for institutional and regulatory frameworks for disaster risk reduction to address and integrate disaster recovery in a systematic and adequate manner, and strengthen the links between response, recovery, and risk-informed development for resilience-building.

¹¹ <https://www.undp.org/africa/publications/disaster-risk-reduction-west-africa-and-sahelian-region-review-progress>

¹² UNDP (2020). *Risk-Informed Development: A Strategy Tool for Integrating Disaster Risk Reduction and Climate Change Adaptation into Development*, United Nations Development Programme.

¹³ UNDP (2022). *Disaster risk reduction in the West Africa and Sahelian region: An assessment of progress*

Furthermore, during quick onset disasters, recovery projects are often undertaken without adequate planning, requisite technical support, or community participation. Quick-fix and large infrastructure projects are often favoured while the resources allocated for household and community recovery are generally insufficient. As a result, affected communities can take years to normalize their livelihoods, some never recover, and this makes them more vulnerable to the next disaster. In the absence of a systematic approach, recovery remains ineffective and incomplete. One of the most important reasons why recovery projects fail is that governments do not have the capacity and skills to support long-term recovery processes.

There is an urgency to respond to the needs of the people affected by disasters; recovery projects should be undertaken with a sound analysis of the impact of disasters on the affected communities, and with reference to special needs of vulnerable people –including marginalised women, men, boys, girls, female headed households, and people with disabilities.

(iv) Urgent need for urban risk management

The countries of the Sahel region - Burkina Faso, Chad, Mali, Mauritania, Niger, Nigeria, and Senegal - represent about 25 percent (some 310 million) of the African population with Nigeria alone accounting for about 211 million (highest in Africa). It is also home to some of the youngest countries in the world: Niger with almost 50 percent of the population under 15 years old, Mali and Chad with the median age around 16.5 years¹⁴. This population growth will lead to an increased demand for housing, transportation, basic services, food, jobs and urban livelihood opportunities, among other aspects, putting an enormous pressure on urban and peri-urban land.

In many parts of west Africa urbanisation is taking place in contexts of increased inequality and deepening poverty levels, weak governance systems, low socio-economic development and high population growth leading to increased density and pressure on natural resources, environmental degradation, diseases and social tensions, among other threats. The situation is exacerbated by the massive displacements caused by the ongoing Sahel conflict and climate change. When urbanisation occurs in an unplanned and unmanaged manner, with low compliance with environmental norms, building codes and zoning regulations even where they exist, with low adaptive and coping capacities to shocks, including to hazards, the result is an increased vulnerability of populations to flooding, storms, epidemics, drought, fire and infrastructure to multiple risks. It deepens the poverty gap, especially affecting those with no access to adequate housing, basic services nor social safety nets, increases hazard exposure (with populations living in risk-prone fragile areas, informal settlements, etc.), and accelerates environmental degradation.

Low capacities of national and local governments to regulate urban land use and development patterns, along with the absence of adequate resources for integration of effective urban risk reduction across sectors, of mechanisms for continuous monitoring of risks and of early warning systems, also contribute to the negative impacts of natural hazards and other shocks in fast-growing urban areas of the Sahel.

The growing trend of urban disasters and their linkages with urbanisation, climate change and conflicts emphasise the need for regional, national and local governments, city/municipal authorities and decentralised institutions including urban planning units, environmental management units, and other service providers at the city/town level to understand, commit and factor long-term disaster and climate resilient investments into urban planning and investment decisions.

II. STRATEGY

The persistent and emerging development challenges discussed above highlight the critical need for providing continued support to the ECOWAS Commission, the AUC, regional institutions such as the Lake Chad Basin Commission (LCBC), and CILSS/AGRHYMET, and the project countries to advance integrated and holistic approaches to disaster and climate risk-informed development such that it contributes to resilience building in the Sahel. Thus, Phase 2 of this Project will continue working towards the objective of strengthening the regional capacity in fostering risk-informed development through a multi-country and regional approach in the Sahel. This approach is expected to contribute to Sahelian regional institutions and national governments institutionalizing and domesticating risk-informed development planning, programming and investment for resilience building that is gender and socially responsive and inclusive.

¹⁴<https://www.undp.org/africa/publications/socio-economic-impact-covid-19-and-role-disaster-risk-governance-western-sahel-and-lake-chad-basin>

Accordingly, this second phase presents an opportunity to refine specific activities to better respond and reflect emerging challenges and realities. However, since these activities build on and are a continuation of activities undertaken in the first phase, the overarching pathways from the first phase are well retained for Phase 2, as shown in the theory of change (see figure 1). This original theory of change was premised on that resilience at all levels of society and government systems being effectively achieved if some of the following conditions support and reinforce each other:

- (i) Disaggregated climate and disaster risk information must be collected, analyzed and utilized to inform the planning and investment decisions made by the national governments and the society;
- (ii) A conducive policy environment must be in place to guide and enhance capacities of regional and national institutions in the Sahel to understand and translate disaster and climate risk information into decision making processes for development that leave no-one behind;
- (iii) Sahel regional institutions, national governments and community members have systems and mechanisms in place to manage future recovery processes in a manner that is effective and promotes long-term resilience building; and
- (iv) Urban areas, which are the powerhouse for economic development, have robust urban risk management systems to respond and adapt to the increasing climatic and disaster risks such that it offers itself as a sustainable engine of transformation.

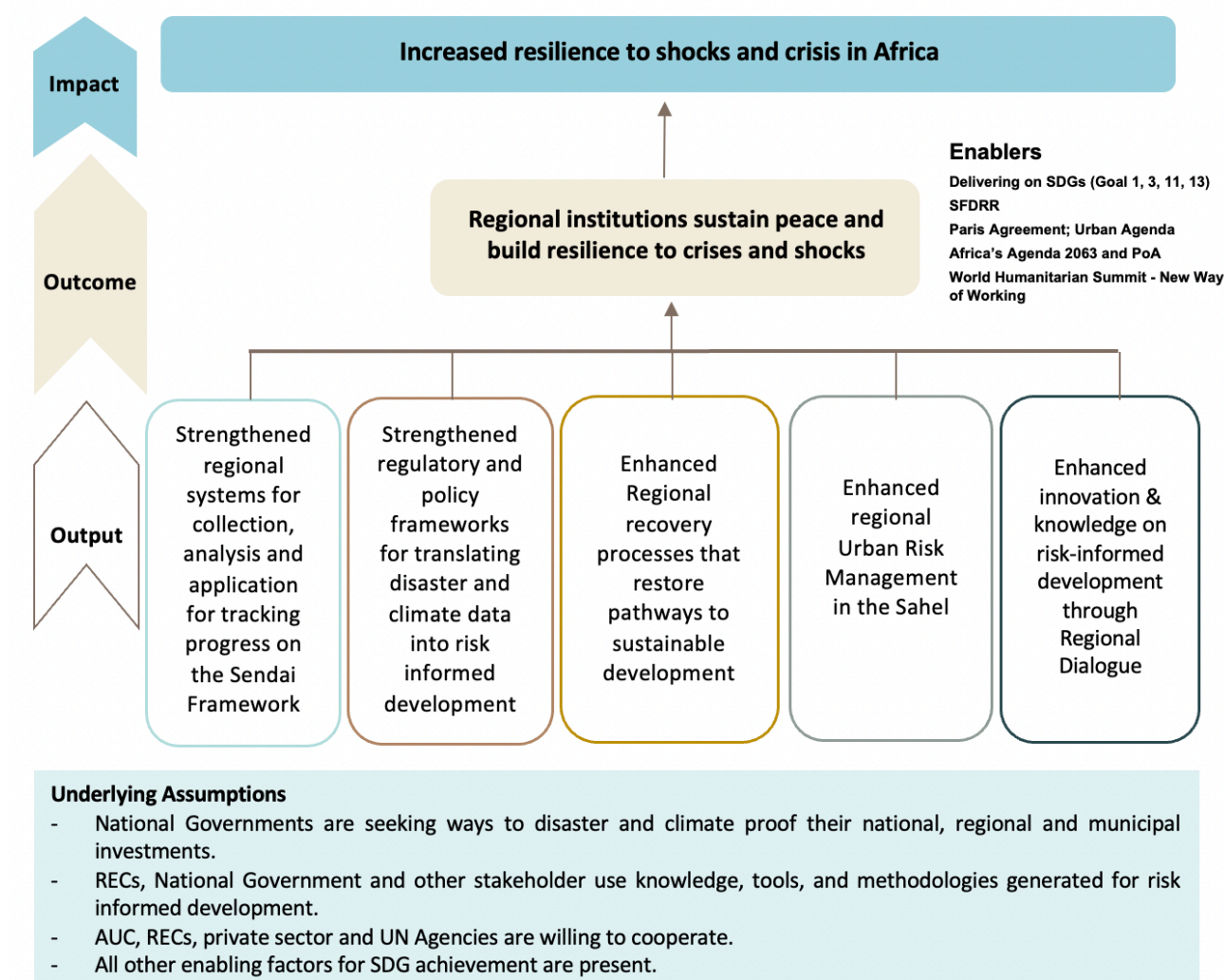


Figure 1. Theory of change

Thus, if all the conditions above are met in a manner responsive to human rights, and gender and social inclusion, and this knowledge is shared at the regional, national, subnational and community level, the transformational processes should ultimately result in achieving sustainable, resilient and risk-informed development including availability of and accessibility to sustainable livelihoods that consider the needs of youth, women, men and marginalized groups.

The continued use of this overarching theory of change, and its specific pathways, is also reinforced by the overall **lessons learnt** from implementing the Project until 2022, and three specific lessons that stand out: First, UNDP is uniquely positioned as an integrator to support the region in resilience building given its presence in all project countries and existing networks across government institutions, civil society organizations, and other development partners. Second, it is critical to acknowledge and leverage the comparative strengths that can be harnessed through partners to address important and emerging risks. Third, given the climate change impacts and persisting vulnerabilities in the region, reflexivity in adapting to emerging and new risks is critical. This has meant revisiting and adapting the scope of specific project activities. For example, although not clearly articulated in the original theory of change, the project finds the need to bridge the critical gap in early warning and action, especially given AUC's commitment to operationalize the Africa Multi-hazard Early Warning and Early Action System by 2030. Despite broadening of scope in specific aspects, the **overarching theory of change remains relevant and applicable**.

This relevance and applicability also reflect in the Project's **mid-term evaluation** (concluded by independent consultants in September 2022), and the **workshop on revisiting the theory of change** (held October 2022). The mid-term evaluation included general and output-specific recommendations.

General recommendations included seeking an extension from the donor for implementing the Project, operationalizing the strategic, operational, and management recommendations from the evaluation, and revisiting the theory of change. The first two recommendations are reflected in the request to Sweden for supporting Phase 2 of the Project, as well as in the details of the human resource needs for successfully and effectively delivering the Project with sustainable outcomes, given the technical and management capacities of partners. Strategic recommendations for ensuring effective progress in Phase 2, included reflecting on the thematic priorities and activities to complete project implementation, identify activities that need to be furthered, developing the project document for the next Phase (beyond 2024), and mobilizing resources. In this regard, thematic priorities (pathways or outputs) broadly remain the same as their relevance was reinforced both in the mid-term project evaluation report and the findings from the workshop on the theory of change (see next section). However, as mentioned previously, priority activities for Phase 2 were identified in collaboration with existing project partners.

Output-specific recommendations identified activities that need prioritization. For example, in Output 1 that focuses on strengthening data for decision-making, it was recommended that the ongoing work on strengthening disaster databases in the seven project countries, establishing a regional multi-risk information platform for impact-based forecasting and its use in decision-making was critical. As another example, for Output 2 focusing on strengthening risk governance, the evaluation suggested prioritizing continued support to national governments for developing national disaster risk reduction strategies that align with the Sendai Framework for Disaster Risk Reduction, as well as linking these with the ongoing development of the ECOWAS regional resilience strategy. Likewise, for Output 3, the evaluation recommended continued support to the region for strengthening disaster recovery capacities such as through reinforcing the regional roster of experts for recovery, and developing a roadmap based on priorities for strengthening recovery preparedness in the region. For Output 4, the evaluation suggested that beyond completing ongoing activities for enhancing urban resilience, such as the Spatial Development Strategy for the Sahel and developing resilience frameworks for actions (RFAs), the Project must consider ways to further the evidence base built on urbanization patterns, risks and vulnerabilities. Equally, for Output 5, it was recommended that the Project continue investing in communication, advocacy, and visibility for sharing good practices and concurrently augment capacities in regional and continental institutions for doing the same. These are few key recommendations emerging from the project mid-term evaluation, which, along with other recommendations are reflected in the activities for Phase 2 presented in Section III under 'Expected Results'.

In addition to the recommendations from the MTE, the identification of priority activities for Phase 2 were also informed by the **workshop for revisiting and reflecting on the relevance, approach and effectiveness of the theory of change**, with project implementing stakeholders to share their experiences, discuss the results from the mid-term evaluation, and reflect on implication of findings from studies conducted through the Project. Including these studies was critical as they offer the empirical basis to review the disaster risk reduction context in the region, for which the baselines were unclear at the time of formulating the theory of change originally. Thus, this workshop offered a common space to better reassess risks in the present institutional, political and social context in the region (as discussed in Section I), and thereafter to better understand the extent to which the project's solutions worked well and how these can be improved, especially considering the need for sustainability of the Project.

In sum, this workshop allowed to arrive at concrete actions that can support in consolidating but also furthering the activities towards the results as captured in the theory of change diagram. **Overall, the implementing partners agreed and reinforced the relevance of all the aspects of the theory of change**, especially the need for institutionalizing data collection and evidence building processes, and centralizing databases and ensuring their accessibility for improved risk-informed decision-making at regional and national levels. **Specifically**, the partners suggested to explicitly link activities within different outputs, to focus on early warning and early action beyond recovery, to step beyond urban centres and strengthen considerations of rural-urban linkages and human settlements in general, to consider how to reflect risk insurance mechanisms, and strengthen engagement of civil society organizations. The workshop also revealed that whilst the number of activities reflected the range of needs for building resilience, the technical and human resource capacity of a number of implementing partners were constrained, which need to be augmented.

Furthermore, aligning with relevant frameworks and guides, the Project's Phase 2 aims to continue supporting project countries to effectively domesticate and operationalize existing global and regional frameworks including the Sendai Framework for Disaster Risk Reduction (SFDRR) (2015-2030), the Paris Agreement on Climate Change (2015), the Urban Agenda and others such as commitments from the World Humanitarian Summit (2016). **At the continental level**, the Project aligns with key frameworks such as the AU's Programme of Action (PoA) for the Implementation of the Sendai Framework for Disaster Risk Reduction (2015-2030). The Project also aligns with and contributes to the pillars of the United Nations Integrated Strategy for the Sahel, the UNDP Strategic Plan (2022 – 2025) signature solutions on resilience, environment, and governance, with aspects of gender, poverty and inequality cutting across, and aligns itself with the UNDP Regional Programme for Africa. **At the regional level**, the project activities also align with and contribute to operationalizing the strategies and policies of the ECOWAS Commission that contribute towards reducing disaster risks and enhancing regional resilience, such as the ECOWAS Disaster Risk Reduction Plan of Action (2015 – 2030).

In addition, as the Project is hosted by the ECOWAS Directorate of Humanitarian and Social Affairs, it provides an opportunity for **integrating humanitarian and development** aspects, which is critical for resilience building in the region. Accordingly, the project strategy continues to promote strategic and solution-oriented investments for medium to long-term development in the region by continued active engagement with humanitarian actors, development partners and those working on fragility and conflict at different levels. This is evidenced by a number of ongoing project activities **strongly anchored to the humanitarian-development-peace nexus**.

Regionally, the Project's support to the AGHRYMET in establishing a regional information platform linked with national systems will allow for anticipatory action based on multi-risk analysis including disasters, climate risks, health emergencies, and conflict among others. Such a regional platform, but focusing on urbanization aspects, is also envisaged as a result of the ongoing development of the Spatial Development Strategy for the Sahel (see Section III, Expected results, Output 4). Likewise, at the sub-regional level, in the Lake Chad Basin, in partnership with the African Development Bank (AfDB) and UNDP's Regional Stabilization Facility, the Project is supporting the Lake Chad Basin Commission in adopting a multi-risk approach through a fragility and resilience assessment, which will be used for implementing the Regional Stabilization Strategy and the various national and territorial action plans. Also, at the national level, the Project links climate change adaptation and disaster risk reduction for promoting an integrated risk-informed budgeting and investment processes in Burkina Faso and Niger, supporting implementation of key recommendations from the disaster and climate risk informed public expenditure reviews conducted in Phase 1. Through such activities among others, **the project approach anchored on the humanitarian-development-peace nexus will be continued in Phase 2 of the Project**.

The Project aligns itself with the five objectives outlined in Sweden's regional development cooperation with Africa 2022 – 2026. The Project anchors itself on the objective on **environment, climate and sustainable use of natural resources**, specifically on strengthening resilience to disasters and climate change impacts. For this, building in-house capacities in continental (AUC), regional (ECOWAS, AGRHYMET/CILSS, and LCBC) and national and local institutions underlines all Phase 2 activities. This ranges from strengthening early warning and early action, establishing disaster databases, integrated regional platforms for anticipatory action, national DRR strategies, strengthening recovery preparedness including for health disasters, and enhancing urban risk-informed development. In addition, Phase 2 will explore synergies with other initiatives working on environment, climate and natural resources as mentioned in the Phase 2 Project Document.

With regards to other objectives, the Project is aligned in the following ways:

- For **migration** – historically shaping the Sahelian way of life – is addressed in the SDSS (see Phase 2 Project Document, Section III, Output 4). The SDSS is rooted in how patterns of migration, climate change and conflict interact, and its implications on infrastructure, services and human settlements. Onward, Phase 2 will explore new partnerships with the International Organization for Migration (IOM) and the World Food Programme (WFP).

Importantly, the database consisting of primary data from nearly 500 Sahelian local government administrative units will be housed in a regional spatial observatory that will be periodically updated and accessed by member states and other stakeholders for investing in risk-informed urban development.

- With regards to **peace**, Phase 2 will continue anchoring its activities on the humanitarian-development-peace nexus and engaging relevant actors. Regionally, support to AGHRYMET in establishing a regional information platform will allow for anticipatory action based on multi-risk analysis including disasters, climate risks, health emergencies, and conflict, among others. Also, the regional spatial observatory will integrate conflict with other drivers for better risk-informed investments. Further, good governance, peace and security is a core theme in the forthcoming ECOWAS Regional Resilience Strategy for West Africa. Sub-regionally, in the Lake Chad Basin, with AfDB, the Project is undertaking a multi-risk fragility and resilience assessment to be used for implementing the Regional Stabilization Strategy and various national and territorial action plans.
- For **inclusive economic development**, the SDSS will indicate ways in which investments can contribute to sustainable economic development in the Sahel. Also, macroeconomic resilience is a core pillar in the ECOWAS Regional Resilience Strategy for West Africa, that will include recommendations for attaining meaningful regional economic integration by capitalizing on the Africa Continental Free Trade Agreement to strengthen cross border trade, promote sustainable macroeconomic policy frameworks and enhance domestic resource mobilization. The Project will also continue supporting governments of Burkina Faso and Niger in improving budgetary frameworks for disaster risk-informed development through support to implementing key recommendations from the DCPEIRs.
- Overall, **human rights, social inclusion and gender equality** forms the guiding principle for all activities. Accordingly, Phase 2 will continue to advance women's role in risk reduction and recovery preparedness by working with women led- and women rights organizations for mainstreaming gender and social inclusion in the national DRR strategies. In addition, in developing the ECOWAS roadmap for recovery preparedness in west Africa, the Project will engage ministries in charge of gender across all 15 ECOWAS member states for the roadmap to be gendered but importantly that it is done through concrete actions suggested by representatives with a mandate to ensure its implementation. Building on the Project's first phase, Phase 2, with a GEN2 gender marker, will mainstream gender in its activities for advancing women's role in risk reduction, recovery preparedness and resilience building.

Through the above-mentioned work, **the UNDP Sahel Resilience Project will be instrumental in operationalizing the strategy for Sweden's regional development cooperation in the Sahel**. Specifically, the beneficiaries of this Project include the regional economic communities (RECs) such as the ECOWAS Commission, the AUC, regional institutions such as the Lake Chad Basin Commission (LCBC), the AGHRYMET, regional centre of Permanent Interstate Committee for Drought Control in the Sahel (*Comité permanent inter-État de lutte contre la sécheresse au Sahel* (CILSS)), the academia, national and local governments and civil society organizations. The ways in which the stakeholders including women-led organizations would contribute to the Project is further detailed in the stakeholder engagement plan, see Annex-7).

The geographical scope for implementing Phase 2 of this Project, as in the first phase, will continue to focus on the seven project countries – Burkina Faso, Mali, Niger, Nigeria and Senegal that belong to the ECOWAS; Chad, that falls under the Economic Community of Central African States (ECCAS); and Mauritania, under the Arab Maghreb Union (AMU). These countries not only they face common challenges through the interaction of multiple risks, but also their regional institutions play a critical role in some of the Sahel countries, and thus allows for upscaling the learning and experience in the wider region. However, somewhat departing from the geographical scope of the seven project countries in the first phase, some activities in Phase 1 – especially those viewed through a holistic regional resilience building lens – consider all 15 ECOWAS member states (see Section III, Expected Results, Output 2 and 3).



Figure 2. Geographical scope of the Project

Although the Project is regional, for specific activities it adopted a multi-country approach to ensure that the Project is anchored in the realities that the Sahel countries face in risk reduction. Thus, through a regional and multi-country approach and engaging with the seven project countries, the regional economic communities (RECs), the AUC, the AGRHYMET, regional centre of Permanent Interstate Committee for Drought Control in the Sahel (*Comité permanent inter-État de lutte contre la sécheresse au Sahel* (CILSS)), the LCBC, the academia and relevant UN agencies, Phase 2 of the Project seeks to continue bridging the gaps in the knowledge and practice of risk analysis, policy and institutional arrangements required for DRR, recovery preparedness and urban risk management for strengthening the evidence base for risk-informed development and resilience building in the region. Thus, the Project will need to continue supporting member states and the ECOWAS Commission for establishing foundations and mechanisms for sustained disaster risk management to inform planning and investment decisions, enabling a conducive policy environment, and guiding and building capacities of national and regional institutions, who are the key change agents for addressing the dynamic development challenges in the region.

III. RESULTS AND PARTNERSHIPS

Expected Results

Based on the proposed theory of change, the Sahel Resilience Project aims to strengthen the policy and institutional capacities at the regional and national levels to understand the multi-dimensional risks that the region faces and devise mechanisms that anticipate and respond to these challenges while integrating DRR and CCA into development planning and investment decisions to promote risk-informed development for sustainable development.

The Project's expected outcome is that ***“Regional institutions and national governments institutionalize and domesticate risk-informed development planning, programming, and investment for resilience building”***.

The Project is aligned with the UNDP Strategic Plan (2022-2025) ***direction of change***: Building resilience in strengthening countries and institutions to prevent, mitigate and respond to crisis, conflict, natural disasters, climate, and social and economic shocks; and ***signature solutions*** related to supporting countries and communities in building resilience to diverse shocks and crises, including conflict, climate change, disasters and epidemics: *Helping countries address emerging complexities by “future-proofing” governance systems through anticipatory approaches and better management of risk and gender equality confronting the structural obstacles to gender equality and strengthening women’s economic empowerment and leadership*. The Project contributes to the implementation of the strategy tool for risk-informed development for integrating disaster risk reduction and climate change adaptation into development.

The Project aims to achieve the following results:

Output 1: Increased capacity on tracking and monitoring progress on the Sendai Framework and AU PoA through enhanced data collection;
Output 2: Strengthened regulatory and policy frameworks for translating disaster and climate data into risk-informed development planning and budgeting;
Output 3: Enhanced recovery processes that address underlying disaster and climate change risks and restore pathways to sustainable development;
Output 4: Enhanced regional and national capacities for urban risk management;
Output 5: Enhanced innovation and knowledge on risk-informed development through regional dialogue and south-south exchange.

Output 1: Increased capacity on tracking and monitoring progress on the Sendai Framework and AU PoA through enhanced data collection

A key objective in the Project's theory of change was enhancing capacity for tracking and monitoring progress on the Sendai Framework and the AU PoA through enhanced data collection. In this regard, the Project's Phase 1 conducted a number of studies that detail existing capacities, institutional arrangements, policies, practices, and tools for DRR and CCA, which provided recommendations for supporting the AUC, the Economic Community of West African States (ECOWAS) Commission, AGRHYMET regional centre, member states, national disaster management authorities (NDMAs) and DRR stakeholders at regional and national level.

The Sahel Resilience flagship studies and other knowledge products generated through Phase 1 highlighted the limited capacities at the continental and regional levels for guiding countries in DRR and CCA for risk-informed development. Gaps in capacities were observed with regards to a number of aspects: institutional arrangements, provisions for facilitating joint efforts by all stakeholders, hazard monitoring and surveillance, disaster risk anticipation, early warning and early action. In addition, these studies highlighted gaps in the availability of monitoring, analysis and decision-making tools for risk-informed development, limited consideration of risk information in national development planning and investments for sustainable development, and countries reporting few achievements to meet agreed targets under ratified global frameworks. These findings and the recommendations, for example, on actionable ideas on enhancing disaster risk reduction outcomes at the national and regional levels and moving closer towards achieving the priority activities within the AU PoA, had implications on the scope and design of the activities implemented through the Sahel Resilience Project until end of 2022.

The Project Phase 1 has progressively worked towards strengthening the national disaster damage and loss database and enhancing capacities of governments of the project countries for monitoring progress and reporting for the implementation of the SFDRR and the AU PoA, among other activities. However, to bridge the critical gaps, it is imperative for the Project Phase 2 to continue supporting the project countries in the immediate future for establishing the systems, decision making tools and institutional arrangements for disaster risk information management. This will be done in four ways in Phase 2:

1. *By strengthening national coordination mechanisms of the different actors-NDMAs, universities/academia, statistical agencies, etc. to collaborate in identifying, monitoring and continuously assessing current and future risks and vulnerabilities.* The PERIPERI U partner universities will collaborate with NDMAs and statistical agencies in digitizing existing impact disaster data available as hard copies. The involvement of different national stakeholders is essential for the sustainability of the system of data collection, analysis and to domesticate the consideration of risk in planning. This will help in sustainably managing the interaction of multiple risks and for mitigating their possible negative consequences.
2. *By enabling the project countries to have national disaster databases as an indispensable tool for informing policies, strategies and decision-making for sustainable and risk-informed development investments.* This aims at strengthening government ownership of disaster risk anticipation and management by establishing improved and sustained data collection, analysis, dissemination and reporting systems. Each project country will be supported by a disaster database expert who will be embedded in the government institution to provide technical and coordination support with all relevant national stakeholders.
3. *By supporting the establishment of a regional risk information platform.* The Project will support the operationalization of the platform and improved connectivity and performance through increased bandwidth. This will enable the RECs, especially the ECOWAS Commission and its Member States, and the AGRHYMET regional centre, to have at their disposal information on disaster risks with a view to anticipate cross-border risks in the entire Sahel region.
4. *By linking national disaster databases and the regional risk information platform through innovative new technologies.* This aims at digitizing upstream and downstream systems for collecting, analyzing, and

disseminating risk information, and for strengthening capacities of national and regional institutions engaged in the system of disaster risk management and maintenance.

Taking into account the contexts and specificities of each country, in order to establish national databases on disaster impacts, the Project envisages to rely on national coordination by UNDP country offices in collaboration with NDMAs, statistics agencies and PERIPERI U partner universities to implement activities related to data collection, training at national and sub-national level across the seven countries.

The project will need to strengthen regional coordination with strong involvement of regional organizations such as AGRHYMET, AUC and ECOWAS and the UN agencies – United Nations for Disaster Risk reduction (UNDRR) and The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). This will be done through the organization of a regional workshop on the digitization of data collection forms which will be combined with a regional training of trainers on the data collection process and the use of Kobo Toolbox and a technical training on the analysis of disaster statistics for NDMAs and national statistics offices.

In addition, the Project will initiate a tripartite collaboration framework with UNDRR, UNDP and AGRHYMET to operationalize the disaster risk information platform and the early warning and early action system at different levels.

The AGRHYMET capacity assessment report revealed that the Centre has limited capacities in DRR as the Sahel Resilience Project is the first regional initiative to support the Centre in this area. It is envisaged to recruit a DRR expert for a period of 12 months who will bridge this critical capacity gap. The expert will support in designing trainings of trainers, developing technical notes, and engaging in resource mobilization for the Centre in conjunction with multiple partners.

In addition, the Project will need to continue finalizing activities such as the fragility and resilience assessment in the Lake Chad Basin region.

This project output is well aligned with two **SFDRR priority areas: priority 1 and priority 4- Understanding disaster Risk and enhancing disaster preparedness for effective response, and build back better in recovery, rehabilitation, and reconstruction**. The goal is to establish a system of collection, analysis and dissemination to ensure that Sahel countries don't just collect data for the sake of reporting to the Sendai Framework Monitor, but they can also understand different risks and their interaction and apply the information in their sectoral and national development planning and investment decision making processes. Another goal is to develop, people-centred multi-hazard, multisectoral forecasting and early warning systems, disaster risk and emergency communications mechanisms through a participatory process. Some of the main activities include:

Activity 1.1 Establish national disaster databases for the Sendai Framework Monitor and risk informed development.

Activity 1.2 Provide technical support through dedicated human resources to establish national disaster database in the seven project countries.

Activity 1.3 Support data collection by universities for establishing national disaster database in the seven project countries.

Activity 1.4 Conduct a technical training on disaster statistics analysis with NDMAs, and national statistics offices.

Activity 1.5 Conduct joint Fragility and Resilience Assessment for the Lake Chad Basin (AfDB-LCBC-UNDP).

Activity 1.6. Establish a Regional information platform by equipping AGRHYMET.

Activity 1.7 Provide technical support through dedicated data management analyst (data collection, analysis and annual report generation).

Activity 1.8 Provide technical support for capacity building through regional training for digitizing data collection forms and training of trainers.

Activity 1.9 Provide technical support through dedicated DRR specialist for capacity development of AGRHYMET.

Activity 1.10 Support the review of existing protocols on hazard, vulnerability and risk assessment, and identification of best practices.

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

The second objective in the Project's theory of change focused on strengthening regulatory and policy frameworks for risk-informed planning and budgeting. Towards this, from 2020, the Sahel Resilience Project Phase 1 conducted four flagship studies, resulting in the following knowledge products: (i) Disaster risk reduction in West Africa and the Sahelian Region: a review of progress, (ii) Socio-economic impact assessment of COVID-19 impacts and the role of disaster risk

governance, (iii) the Africa Multi-hazard Early Warning and Early Action System (AMHEWAS) framework, and (iv) the COVID-19 Recovery Framework for Africa. These point towards the limited progress made in disaster risk management in the ECOWAS region, which continues to experience increased levels of shocks and stresses, despite presence of strategies designed to prevent, reduce, and mitigate disasters and their adverse effects, which however provide limited response to the real needs of communities, especially in a dynamic context.

Several factors contributed to these increased stresses and shocks in the region, including political instability and changing national priorities depending on the political regime in place, weak political, economic, and social governance at different levels, lack of robust resilience instruments, gender inequalities, humanitarian crises, violent conflicts, disease outbreaks and epidemics, marginalization and social exclusion in governance, and food insecurity. The COVID-19 pandemic also impacted economies and livelihoods, social protection systems, formal and informal sectors, disaster risk governance, food prices and nutrition security. It revealed the weakness of private sector insurance systems as the sector was not able to recover from the COVID-19 pandemic. This has underlined the need for designing innovative instruments, policies and strategies that address the on-the-ground realities of how multiple risks interact, and how interventions across different sectors can complement and be aligned to contribute to national, regional and continental resilience.

In this regard, the ECOWAS Commission requested UNDP to develop a Regional Resilience Strategy for West Africa. Thus, commencing in Phase 2, the Regional Resilience Strategy for West Africa will address six thematic areas: good governance, peace and security; macroeconomic resilience; sustainable livelihoods; social protection and resilience; gender and social inclusion; and disaster risk reduction–climate change. The Strategy will help to examine, determine, validate and endorse prioritized short, medium- and long-term needs within a strategic and programmatic framework and mechanisms for coordinating action that can anticipate, prepare for, manage, respond to, recover from and withstand shocks and stresses at regional, national and community level. Further, to ensure that the Strategy is implemented within its timeframe, it will be necessary to support the ECOWAS Commission in developing an implementation plan, thus providing the Member States with a programmatic framework. This will provide a clear guidance in terms of concrete actions for implementing the Strategy for resilience building at national, sub-regional and regional levels.

In addition, the Sahel Resilience Project Phase 2 will need to support Burkina Faso, Mali and Nigeria in developing their national DRR strategies and implementation plans (continued from Phase 1). These have emerged as the recommendations from the assessment '[Disaster risk reduction in West Africa and the Sahelian Region: a review of progress](#)' conducted in Phase 1 of the Project. The development of the national DRR strategies will adopt DRR and CCA as entry points, and will be essential to address gaps related to weak institutional anchorage, awareness, understanding and knowledge of risks and clear regulatory frameworks, weak sectoral and cross-sectoral coordination mechanisms, lack of capacity and inadequate stakeholder participation, as revealed by the flagship study on the status of DRR in these countries. This will contribute to ensuring multisectoral integrated solutions and adequate funding to support prevention, preparedness, management, and recovery.

Furthermore, it is essential for the Project Phase 2 to continue ensuring that the above strategies address the persistent gender disparities in access to basic services, property rights and in the labour market. In this regard, the Project seeks to promote platforms for women's civil societies in DRR and climate change that support governments and RECs in implementing these strategies, for example through providing grants to women's rights organizations (WRO) to foster a multi-stakeholder approach for strategy implementation, and to channel upstream support for community resilience and support the WRO to influence integration of gender equality/human rights into DRR through participation in national, regional and international dialogues.

Regarding the budgetary framework, the Project Phase 2 will build on the findings from the disaster and climate change public expenditure and institutional reviews. In addition, conducted in Phase 1 in collaboration with UNDP DRT, the interdisciplinary learning on integrating DRR and CCA into development planning and budgeting will also be considered in Phase 2. It will support countries in the process of developing financing strategies, initiating systems reform, and producing programmatic pipelines focusing on in-country public finances which will help to leverage other sources of financing. Risk informing development will provide more programmatic and impactful financing propositions and build in-country systems for absorbing finances. This will help achieve better outcomes and attract more financing.

This output is aligned with the **Sendai Framework for priority area 2 - Strengthening disaster risk governance to manage disaster risk** and **priority area 3 – investing in disaster risk reduction for resilience**. Furthermore, this is also well aligned with one of the targets of the AU PoA is to increase the scope and sources of domestic financing for DRR.

Output 2 indicative activities include:

Activity 2.1 Develop ECOWAS Regional Resilience Strategy for West Africa.

Activity 2.2 Support adoption of the ECOWAS Regional Resilience Strategy for West Africa.

Activity 2.3 Develop implementation plan for the ECOWAS Regional Resilience Strategy for West Africa.

Activity 2.4 Review and revise National DRR Strategies to align with the AU PoA for the implementation of SFDRR (in three countries – Burkina Faso, Mali and Nigeria).

Activity 2.5 Pilot DRR/CC budget tagging and coding with Ministries of Planning and Finance in two Sahel countries.

Activity 2.6 Support regional gender and human rights CSOs capacity development to influence integration of gender equality/human rights into DRR and CCA.

Activity 2.7 Support civil society organizations that advocate for the rights of women and other vulnerable groups in the Lake Chad Basin and Liptako Gourma region with small grants.

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

The third key objective of the Project focused on enhancing regional recovery processes that build resilience by addressing underlying disaster and climate change risks. This was premised on the fact that within the protracted and recurrent disasters in the Sahel region, recovery provides an opportunity to use the benefits of humanitarian action to seize development opportunities and build long-lasting resilience. There is therefore a need to strengthen institutional arrangements at the regional and national levels for effective recovery preparedness, planning and implementation for regional resilience building.

The study [disaster risk reduction in West Africa and the Sahelian Region: a review of progress, conducted in the Project's Phase 1](#), clearly demonstrated how all seven project countries were in the nascent stages of establishing systematic recovery processes. This was consistent with and reinforced by the findings from the consultative ECOWAS regional workshop on identifying disaster recovery priorities held during 4 – 6 July 2022 in Accra, Ghana, also conducted in Phase 1, which was supported through the Project and by the UNDP Crisis Bureau's Disaster Risk Reduction and Recovery for building Resilience Team (DRT) through their Post-Disaster Needs Assessment (PDNA) Rollout III project funded by the European Union. It revealed common gaps and priorities in institutional arrangements, legal and policy frameworks, financing and implementation for recovery.

Taking this forward, it will be critical for the Project Phase 2 to continue supporting the ECOWAS Commission through a dedicated disaster recovery specialist. The disaster recovery specialist, already onboard will play a vital role in building the capacity of the DRR and Humanitarian Division, ECOWAS Commission, and will also interface between UNDP, the ECOWAS Commission and the Member States to develop a roadmap for strengthening recovery preparedness in West Africa based on the identified recovery priorities through a consultative process. The roadmap will indicate short-, medium-, and long-term priorities and key actions at the regional and national levels. Given the multilingual nature of the Member States, the Project will ensure that all communication and products are in the ECOWAS official languages.

Furthermore, fully cognizant that addressing the range of identified priorities is critical for resilient recovery, the Project will continue to forge synergies with the UNDP Crisis Bureau's DRT. Beyond sustaining these critical activities through recovery-focused financing streams, the ECOWAS region can benefit from their strong technical focus and expertise in recovery in a more sustained, engaged and long-term manner. This collaboration will not be new. The UNDP DRT, interfacing through the Sahel Resilience Project, had supported the institutionalization of the Roster of Experts for Disaster Recovery for West Africa in the ECOWAS Commission in 2022 (through the 10th European Development Fund, World Bank Project).

As a means of operationalizing the Roster of Experts, the Recovery Team of the DRT through their PDNA Rollout III Project and facilitated by the Sahel Resilience Project, is expected to: (i) conduct two PDNA trainings in the first semester of 2023, (ii) support developing a technical guidance note for step-by-step processes for resilient recovery in the ECOWAS region, (iii) develop case studies of good recovery practices with a focus on fragile states, and (iv) conduct an in-depth assessment of current recovery practice in ECOWAS member state with a more systematic recovery process in place.

Thus, continuing and strengthening this collaboration in a more systematic manner will help strengthen recovery preparedness processes for regional resilience building. Therefore, the current budget proposal for 2023 – 2024 includes primarily the support for the Disaster Recovery Specialist. However, other activities that are expected to be conducted with the financial and technical support of the UNDP DRT are also indicated here below.

This project output is in line with the **SFDRR priority area 4 – Enhancing disaster preparedness for effective response, and build back better in recovery, rehabilitation, and reconstruction**. Working collectively with key partners at all country levels will enhance government capacities to assess, plan, implement, and manage post-disaster recovery processes that promote risk reduction and build resilience.

Indicative project activities include:

Activity 3.1 Build capacity of ECOWAS DRR Unit on preparedness for disaster response and recovery.

Activity 3.2 Conduct regional PDNA and/or RPBA Trainings for ECOWAS member states.

Activity 3.3 Develop knowledge products including case studies on recovery practices.

Output 4: Enhanced regional and national capacities for urban risk management

A key objective in the theory of change was enhancing regional urban risk management in the Sahel. To address this in the context of often unplanned rapid urbanization processes, the Project had initially set out to first understand how urban development addresses urban disaster risks, develop urban risk management action plans with municipalities, develop a regional framework for assessing urban resilience, and strengthen capacities within regional institutions and municipalities to implement, monitor, and sensitize stakeholders on urban risk management.

In 2021 and 2022, in better understanding the urban risk context through dialogue with partners, the scope of some activities was broadened. For example, *at the continental level*, the output from the support for the AUC through a dedicated urban risk management expert, was modified from a roadmap to the 'Africa Urban Resilience Programme', which will indicate the short-, medium- and long-term prioritized interventions for enhancing urban resilience in the continent.

Likewise, *at the regional level*, in partnership with UN-Habitat, the scope broadened in conducting a multiscale spatial assessment of urban risk and opportunities for resilience, integrating regional-, national- and local-level territorial analysis. This empirical evidence and database – covering around 500 administrative units in the region – will result in a Spatial Development Strategy for the Sahel (SDSS) across eight countries in the Sahel belt (Burkina Faso, Chad, Mali, Mauritania, Niger, Nigeria and Senegal; and northern Cameroon, between Nigeria and Chad). This also included sensitizing national governments in spatial assessment tools and approaches for urban resilience.

For *national-level* spatialized recommendations, crosscutting issues relating to climate change, disasters, conflict, governance, youth and gender in the urban context will also be briefly analyzed. *At the local level*, the Project is sensitizing and training local stakeholders on resilience action planning through piloting the UN-Habitat's City Resilience Action Planning (CityRAP) tool that will result in City Resilience Framework for Action (CityRFA) for seven cities (population <100,000), outlining their short, medium-, and long-term priorities towards urban resilience.

To sustain these initial results meaningfully, the Project will need to take forward key aspects in 2023 – 2024. For example, at the continental level, it will be essential to continue supporting the AUC in rolling out the 'Africa Urban Resilience Programme' and, in addition, aligning it with the UNDP-UN-Habitat Joint Regional Programme on Smart Urban Resilience in Sub-Saharan Africa, whilst anchoring on the key lessons learned from the implementation of the Sahel Resilience Project.

Importantly, at the regional level, the Project will need to support the ECOWAS Commission in furthering the urban resilience agenda, thus requiring the necessary support through dedicated expertise. Specifically, this expertise will support in adapting the Africa Urban Resilience Programme for the ECOWAS region, including establishing interdepartmental coordination mechanisms, and advocacy for urban resilience in the region.

Further, the regional database generated in partnership with UN-Habitat and national governments, will benefit from seeking long-term institutionalization through an autonomous and open access 'urban resilience observatory' in the region, and be designed and equipped to regularly track, update, and utilize related data through an urban lens, which can be used by the countries for future risk-informed urban development.

It will also be essential to support key events for disseminating the SDSS, whilst ensuring that all communication is in the official languages of the stakeholders. In addition, to implement recommendations in the SDSS, the Project should provide continued support at the national level to develop bankable projects and mobilizing resources for its implementation. At the local level, it would be equally important to support the municipalities technically and financially for developing implementable projects based on their City Resilience Framework for Action (CityRFA) and assist in resource mobilization. This will provide the necessary continued support to the seven cities for putting them in the path of Making Cities Resilient 2030 campaign and thus, contributing to enhancing regional urban resilience. Furthermore, to exchange knowledge, information and lessons learnt in implementing actions for enhancing urban resilience in these cities, it will be beneficial to bring together to a common platform UNDP, UN-Habitat and UNDRR.

This project output is well aligned with two **SFDRR priority areas: priority 1 and priority 2- Understanding disaster risk and strengthening disaster risk governance to manage disaster risk**. The goal is to use empirical evidence and database – covering around 500 administrative units in the region to develop Spatial Development Strategy for the Sahel across eight countries in the Sahel belt and urban resilience programme at continental and regional levels.

Some of the main activities include:

Activity 4.1 Develop Spatial Development Strategy for the Sahel and Joint Regional Programme for enhancing safe, inclusive, and resilient human settlements in the Sahel.

Activity 4.2 Develop bankable projects for urban resilience.

Activity 4.3 Conduct training and working sessions at national and city level for the development of seven CityRFAs.

Activity 4.4 Build capacity of AU in urban risk management.

Activity 4.5 Build capacity development of ECOWAS in urban risk management.

Activity 4.6 Strengthen partnerships and facilitate information exchange on building urban resilience.

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

The fifth key objective focused on enhancing knowledge on risk-informed development through regional dialogue and exchange. This was premised on the fact that there was a gap in the knowledge and practice of risk analysis, policy and institutional arrangement required for DRR, preparedness for recovery. Therefore, to contribute to the knowledge base and strengthen the evidence base around risk-informed development, the Project would need to promote regular knowledge exchanges across the region.

Towards this, the Project Phase 1 made progress in 2021 – 2022 in a number of ways, including:

1. supporting the production of the second and third biennial reports on the status of implementation of AU PoA, which serves as a key document to capture the status of the progress made by AU member states in advancing DRR in their countries, to identify gaps, challenges and opportunities in improving the status quo, and to act as the baseline to measure future progress.
2. developing a concept note on the COVID-19 Recovery Framework for Africa for the AU's Department of Agriculture, Rural Development, Blue Economy and Sustainable Environment, which resulted in AUC formally requesting UNDP and the United Nations system to support the framework development. For this, UNDP leveraged its knowledge on systematic recovery to guide AUC in conducting situational analysis and developing a COVID-19 Recovery Framework for Africa.
3. creating space for mainstreaming gender and human rights in regional organizations and to influence the dialogue and decision-making at national and regional platforms on disaster risk reduction and climate change, thirty-five women led organizations (WLO) were identified under the partnership with UN Women.
4. organizing a COVID-19 recovery needs assessment (CRNA) climate and disaster risk financing (CDRF) trainings in partnership with Stellenbosch University, respectively in 2020 and 2021. The CRNA training was organized in two sessions of four-day online trainings for students and professors from across the Sahelian countries and representatives from the national governments and regional organizations while the CDRF training was organized four-week programme with two-hour sessions held twice per week (Tuesdays and Thursdays) through online class sessions for national governments and RECs representatives. This has been upscaled to the entire continent divided into five courses - East Africa in English; North and West Africa in English; North, West and Central Africa in French; Southern Africa in English and Portuguese; and a Training of Trainers in English, Portuguese and French.
5. developing and institutionalizing training/courses on health disasters in partnership with PERIPERI U network of African universities. This includes two courses: (a) a self-paced orientation course that provides a basic but holistic understanding of conducting needs assessment and recovery planning following a health disaster; and (b) an in-depth training with on-the-ground detailed step-by-step specifics of health disasters. While these courses build on the CRNA training held in 2020, the Sahel Resilience Project undertook further efforts for its institutionalization, with technical guidance from the UNDP Crisis Bureau's Disaster Recovery Team, to address a range of health disasters including outbreaks and epidemics, which are prevalent in the region, as well as pandemics. This short online course will be launched in second quarter of 2023.
6. recruiting a communication consultant to support AUC in partner engagement and advocacy activities, which helped in increasing AUC's activities related to DRR in Africa and beyond the continent.

Moving forward, the Project Phase 2 will require sustaining and continuing some of the above work. This includes, first, sharing good practices, lessons learned, and empirical evidence on the impacts of disasters on different socio-economic sectors with different stakeholders-national governments, regional and international organizations, and technical and financial partners.

Second, to provide dedicated human resources support (i) for the AUC to advance risk communication and advocacy at the continental level, and (ii) for the Project through a knowledge management specialist to consolidate and to capitalize best practices of the Sahel Resilience Project and different knowledge products, and support in capacity building.

Third, for the effective functioning of the AMHEWAS Continental Situation Room in Addis Ababa, the Project will require to support the AUC through dedicated expertise to provide the necessary oversight and technical management.

Fourth, and as a next step towards institutionalizing the health disasters training, it will be critical to continue supporting the PERIPERI U/Stellenbosch University in hosting the course. In addition to ensuring that the course is up-to-date and most relevant with regards to the new developments and learning in the field, it will also include conducting the in-depth training in-person, with a focus on the ECOWAS region, for increasing the pool of experts who can be deployed in the region during a health disaster to conduct the recovery needs assessment and recovery planning. This effort aims to institutionalize trainings for long-term capacity building for a wider group of stakeholders, in addition to being utilized by UN and partner agencies for conducting such assessments. Some of the main activities include:

Activity 5.1 Develop knowledge products, case studies and best practices on risk-informed development.

Activity 5.2 Organize a regional meeting on disaster statistics, bringing together the principal global, regional, and national partners.

Activity 5.3 Conduct trainings, and facilitate research and knowledge transfer to develop regional capacity of the Academia.

Activity 5.4 Update health disaster recovery needs assessment and recovery planning course.

Activity 5.5 Conduct in-depth training on health disaster recovery needs assessment and recovery planning.

Activity 5.6 Develop communication products and support their dissemination for awareness raising to reduce risk exposure. (Dedicated risk communication expertise to AUC).

Resources Required to Achieve the Expected Results

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

Project Outputs	Indicative Budget (US\$)
Output 1: Increased capacity on tracking and monitoring progress on the Sendai Framework and AU PoA through enhanced data collection	1,634,713
Output 2: Strengthened regulatory and policy frameworks for translating disaster and climate data into risk-informed development planning and budgeting	1,509,105
Output 3: Enhanced recovery processes that address underlying disaster and climate change risks and restore pathways to sustainable development	160,000
Output 4: Enhanced Regional and national capacities for urban risk management	1,192,835
Output 5: Enhanced innovation and knowledge on risk-informed development through regional dialogue and South-South exchange	520,442
UNDP Contribution	984,656
Project Management Costs	2,538,014
Monitoring and Evaluation	70,000
Publication	83,068
General Management Services (8 percent)	616,654
Grand Total	9,309,487

Partnerships

The **UNDP**, being the the leading UN Agency in implementing disaster risk reduction and climate change adaptation actions on the ground, is the **main project implementing partner**. To support national governments and regional economic communities technically and financially to achieve their disaster risk reduction priorities, the Project will continue working with a range of partners:

At the continental level, the **African Union Commission**, with its mandate and political commitment for reducing disaster risk and addressing vulnerabilities in the continent, is one of the main implementing partners. Furthering the work undertaken during the first phase with its DRR Unit, such as a comprehensive assessment of the [Disaster Risk Reduction in West Africa and the Sahelian Region: A Review of Progress](#), developing the [African Urban Resilience Programme](#), the [COVID-19 Recovery Framework for Africa](#), and the [Africa Institutional and Operational Framework for Multi-hazard Early Warning Systems and Early Action](#), during Phase 2, this partnership will focus on operationalizing the recommendations and programmatic frameworks developed through the Project thus far.

At the regional level, the **ECOWAS Commission** will continue to host the Project. This partnership is critical as most project countries are ECOWAS member states, thus, strengthening capacities for risk-informed development will need the leadership and ownership of the governing body of this regional economic community. Furthermore, with its DRR Plan of Action 2015 – 2030 aligned with the SFDRR, and the responsibility of its Humanitarian Affairs Division to guide its Member States in mitigation, risk reduction, management, recovery and preparedness, and monitoring progress in these aspects, partnership with the ECOWAS Commission will be critical for advancing risk-informed development and regional resilience. In Phase 2, the partnership will continue to work towards developing a multi-risk and multi-sectoral regional resilience strategy, support member states in developing national DRR strategies, and enhance urban resilience. In addition, another crucial partner is the **AGRHYMET Regional Centre**. It is a specialized institute of the Permanent Interstate Committee for Drought Control in the Sahel (CILSS) composed of nine member states,¹⁵ that aims to contribute to achieving food security and increased agricultural production in the CILSS member States and improve natural resources management in the Sahel. In Phase 2 this partnership will be crucial for establishing the digital regional information system integrating multiple risks. Specifically, for the work with the ECOWAS Commission and AGRHYMET Regional Centre, the Project will continue to collaborate with the Regional Programme on Climate Security in the Sahel. Through synergies and complementarities identified, the regional programme will (i) support the development of the ECOWAS Regional Resilience Strategy for West Africa, especially aspects on governance, peace and security, and DRR and climate change; (ii) focusing on effective decision making for early action through enhanced monitoring and information management over conflict-related security risks, it will complement the work with AGRHYMET in establishing regional platform for risk information. **At the sub-regional level**, as mentioned in Section I, the Project will continue supporting the LCBC through partnership with AfDB, in conducting a fragility and resilience assessment that will inform the implementation of the Regional Stabilization Strategy.

In addition, although the Project does not have a formal agreement with **national and sub-national level governments**, they are critical partners in realizing the project outputs. At the core are national agencies responsible for disaster management in the project countries. Further, as done in the Project's first phase, Phase 2 will continue engaging with national entities responsible of disaster risk management as entry point. This engagement will be extended to other ministries such as those responsible for gender, economic planning, and urban development. At the sub-national level, the Project will further support the municipal governments to operationalize the urban resilience framework for actions being developed. The Project will continue to collaborate and regularly consult these entities through planning, joint implementation, and reporting. Overall, the Project will consolidate ongoing partnerships with various parts of the government.

Further, the Project's ongoing **partnership with academia** will need to be configured to respond to the lessons learnt in implementing the Project's first phase. For example, whilst the Project will continue its partnership with the PERIPERI U, a network of university partnerships focused of reducing disaster risks among communities in Africa, due to its limited network in west Africa the Project will consider engaging other complementary networks. These potentially include the Sahel University Network for Resilience (REUNIR),¹⁶ which focuses on food security and agriculture, and the West African Science Service Centre on Climate Change and Adapted Land Use (WASCAL), a large-scale research-focused climate service centre designed to enhance the resilience of human and environmental systems to climate change and increased variability.

¹⁵ Burkina Faso, Cape Verde, Chad, Gambia, Guinea Bissau, Mali, Mauritania, Niger, and Senegal

¹⁶ REUNIR consists of six universities from five countries: Burkina Faso, Niger, Senegal, Chad, Mali

In addition, the Project will maintain, consolidate and create partnerships with **UN agencies**. Existing partnerships will be maintained, such as with UN Women, critical for ensuring suitable gender-sensitive responses are adequately integrated, and with UN-Habitat, to work jointly towards advancing urban resilience in the Sahel. With UNDRR, although the Project has had continuous engagement, it will use the second phase to formally consolidate this partnership, which will contribute to operationalizing the UNDP-UNDRR global partnership for integrating disaster risk reduction, multi-hazard early warning and early action systems, and empirical evidence on risks into key planning and decision-making processes. Furthermore, for strengthening the programmatic approach for enhancing urban resilience, the Project will explore newer partnerships with the WFP and the IOM.

Lastly, the Project will also explore synergies with initiatives, of which some are in the conceptual stage. **At the continental level**, these include the Africa Disaster Resilience Accelerator Programme, Africa Multi-Hazard Early Warning and Early Action System, Bolstering Risk-informed Development in AU Systems, and 11th European Development Fund (EDF) Natural Disaster Risk Reduction (NDRR) Programme 2022 – 2026. **At the regional level**, the Project will explore avenues through the EU-funded UNDP-UNDRR implemented project titled “Strengthening Disaster Risk Governance and Recovery Capacities”, a component of the Intra-ACP NDRR programme funded under the 11th EDF (2022 – 2026), which aims to reduce the impact of disasters, including those related to climate change and biological hazards. Other relevant initiatives include the Regional Climate Security Programme, the UNDP Disaster Preparedness Programme, titled *Strengthening Disaster Preparedness and Anticipatory Capacities in West and Central Africa*, the UNDP Regional Project for the Great Green Wall initiative “*Unlocking capacities to implement the Pan African vision for a prosperous, green and sustainable Sahel*”, the WFP Integrated Resilience Programme, UN Women’s regional projects, and global and regional UNDP-UN-Habitat initiatives on urban resilience.

In addition to the above, the Project will continue to explore synergies with other initiatives through co-funding, joint methodologies, practices, and services. For example, it will continue to work with the Inclusive Budgeting for Climate Change in Africa (IBFCCA) Project with nature, climate and energy team and the EU-funded UNDP-UNDRR implemented project titled “Strengthening Disaster Risk Governance and Recovery Capacities to bring together UNDP’s expertise in disaster and climate change for guiding and supporting national governments in operationalizing the public expenditure review. The Project will continue to work with the Lake Chad Basin in order to contribute to the implementation of the Regional Stabilization Strategy (RSS) of the Lake Chad Basin. This new approach builds on AfDB’s tool for fragility assessment to bring together different aspects such as disaster and climate risk with conflict and fragility to advance a more comprehensive approach to resilience building. The work with the UNDP Crisis Bureau’s Disaster Risk Reduction and Recovery for Building Resilience Team (DRT) will continue to build capacities for disaster and climate risk-informed development by increasing the understanding among decision-makers of the links between DRR and CCA, and how to integrate these comprehensively in development to ensure resilience for sustainability and in improving disaster recovery mechanisms.

Risks and Assumptions

Risk description	Risk rating	Mitigation strategy/risk management strategy
Political instability in the project countries and lack of a national counterpart	Moderate	In the event of a change of government or socio-political unrest, the team has had to pause the implementation of certain activities until the situation stabilized and/or a new government was instated. Thus, as done previously, the Project will follow the UN system guidelines in the Sahel on engaging with governments and other stakeholders, including on project implementation in the country.
Risk of insecurity in project countries	Moderate	To avoid disruption, the project activities will be implemented in most secure zones.
Risk of inadequate delivery of UNDP and implementing partners with the high volume of activities within the allocated timeframe due to limited human resources of UNDP and technical capacities of implementing partners and non-compliance with the deadlines of	Low	Additional human resources to support partners (AUC, ECOWAS, AGRHYMET, UN Women, PERIPERI U) and UNDP country offices through national UN Volunteers and secondments will be envisaged. UNDP will assist partners in service provision, including procurement of goods, consultancy services, and interpretation services to ensure activity and result delivery. Incorporation of plans for long-term sustainability, outlined in the 'Sustainability and Scaling Up' section.

deliverables and/or corresponding milestones by the partners		<p>Government agency secondments to retain knowledge and expertise within the government, illustrated by national disaster database establishment and trained government officials will continue to update and utilize these databases.</p> <p>Regular communication on progress with partners through monthly meetings and technical sessions with key implementing partners and UNDP country offices.</p> <p>Reporting templates updated to align with project implementation agreements for SMART monitoring.</p> <p>Implementation of multiple activities in parallel will be an option for the project team.</p>
Restrictions on travel and assembly due to health disasters (pandemic, epidemic, and/or outbreak) affect effective participation and engagement of key stakeholders in project implementation	Low	<p>In case of health disasters or other related disruptions, hybrid consultations with key stakeholders will be organized with the support of UNDP country offices to elicit their inputs to ongoing activities as necessary. Other considerations to ensure inclusive process and participation will be included.</p> <p>Regular communication on project status and milestones will be maintained with the donor and partners, including through monthly meetings with UNDP COs and implementing partners. Also, project website and newsletters will disseminate results/knowledge products, and greater visibility of project activities.</p> <p>Digital platforms and hybrid (face-to-face and online) meetings will be used for engaging with relevant partners and mobilising experts.</p>
Limited funding for implementing all planned activities and reliance primarily on one donor and expansion of the scope of the activities	Moderate	<p>Project Phase 2 will serve as a platform to mobilize additional resources, capitalizing on meetings and workshops with other partners to enhance collaboration in shared implementation. This includes cost-sharing with other UNDP initiatives, partners, and country offices, as well as the formulation of concept notes and proposals for future funding opportunities. Furthermore, as indicated on page 2 (refer to the footnote), supplementary funding is being sought for ongoing activities.</p>
Turnover of national project team members	Moderate	<p>The Project will continue discussions with the UNDP Country Offices for a co-sharing modality of staff salary (e.g., as contract of NPSA), team spirit building and capacity building/mentoring</p>
Delayed implementation of project activities due to the surge of COVID-19 infections or other health disasters.	Low	<p>Review the work plan to prioritize critical activities and seek additional operational support through Dakar sub-regional hub for project implementation as necessary.</p>
Operational delays in procuring and financing exacerbated by partners' lack of familiarity with UNDP processes and potential lockdowns	Moderate	<p>Capacities of partners will continue being augmented through human resources, especially in regional institutions and specific national governments as the need arises.</p>
Limited ownership of project activities and achievements by regional organizations and decline in interest in DRR and CCA issues from governments established under coup d'état, with security issues gaining ground and becoming	Low	<p>The Project will continue supporting and adopting approaches that institutionalize disaster risk reduction and resilience building by ensuring that regional and national entities lead and drive the process from the onset of activities, including regular consultative process. In practice, this will be achieved by collaboratively executing activities with key partners, particularly national governments and regional organizations.</p>

a higher priority in political discourse and across the government.		<p>The process will involve ongoing collaboration and consultation during various stages, including conceptualization, scoping, design, monitoring and evaluation, planning, reporting, and active participation in decision-making sessions such as board meetings.</p> <p>As in the past, the Project will continue through the country offices discussions with national counterparts demonstrating the need to understand the DRR system and CCA in a multi-dimensional and multi-hazard framework.</p>
Lack of integration of the evidence and recommendations of city resilience action plans by the local authorities of the project cities in their governance structure, planning and management processes	Low	UNDP and UN-Habitat will emphasize that local authorities participate in urban risk management trainings, will facilitate their active involvement in the process of developing resilience frameworks to ensure ownership and commitment to activities' implementation, and will support local governments in preparing concrete implementable projects.
Sustainability of investments in capacity building undermined by over reliance on external consultants leading to lack of in-house capacity and institutionalized expertise	Low	Enhancing capacities of regional and national institutions is a core tenet of the Project. This will be continued not only by ensuring that trainings, such as for building the ECOWAS roster of experts for recovery, is thoughtfully targeted through consultation with regional and national governments, but also that human resource support to institutions are embedded in these institutions, as already being done through most activities.
Corrupt practices and conflict of interest	Moderate	The Project will follow UNDP guidance on taking appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the Project. It will consult the Ethics Office for any additional guidance for situations as necessary.
Contribution to greenhouse gas emissions due to multiple travels and gatherings of stakeholders in workshops/trainings	Low	The Project will only organize the most critical in-person trainings and workshops (especially for regional workshops and trainings that involve travel from one country to another) and, as far as possible, organize more virtual activities.
Risk of reproducing discrimination against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits.	Low	The Project team will promote awareness among all partners and stakeholders about enhancing women's participation in trainings and workshops. The team will explicitly emphasize in the invitation letters that nominations of female representatives are highly encouraged. Furthermore, the Project will engage non-governmental organizations, including those focused on women's rights and women-led organizations, to enhance women's involvement in all project activities.
Potential for grievances or objections from potentially affected stakeholders especially women if excluded from participating in project design, implementation and access to opportunities and benefits.	Low	The Project team will continue in scheduling regular meetings with all UNDP country offices and national as well as regional partners as an integral component of the grievance management mechanisms. In board meetings, the Project team will also extend invitations to partners, even those who may not be formal board members.
Duty bearers (e.g. government agencies) do not have the capacity to mainstream gender and ensure inclusion in climate change	Low	Continue to reinforce capacities of different stakeholders including government representatives and women led organizations on mainstreaming of gender in DRR and CC planning and budgeting. In the Phase 2 of the Sahel Resilience

adaptation and disaster risk reduction.		Project will continue to support stakeholders in gender integration ensuring that activities are addressing the persistent gender disparities in access to basic services, property rights and in the labour market.
Limited capacities of oversight and monitoring due to multiple countries the Project covers	Low	<p>Guided by the UNDP country office team, the national coordinators lead and provide guidance to ensure comprehensive oversight and monitoring at the national level. The Project will maintain its reliance on the assistance provided by the Project's national coordinators, who will act as the primary intermediaries between the Project and national governments.</p> <p>The Project team will create a capacity-building plan for both regional and national teams. This plan will leverage the team's existing strengths, identify areas for enhancement for each team member, pinpoint gaps in essential capabilities, and organize targeted capacity-building sessions.</p>
Risk of identifying and recruiting qualified bilingual experts	Moderate	The Project will create a procurement plan in advance and share it with the procurement unit at Dakar Hub to proactively address any potential delays. The Project team will employ various recruitment methods, aiming to engage qualified consultants and experts from the UNDP GPN ExpRes roster.
Risk of conflicting administrative processes of various partners due to fixed schedules of statutory meetings and administrative process of intergovernmental bodies and different levels of validation of documents.	Moderate	<p>The Project team will organize recurrent monitoring meetings and identify possible time window for possible implementation of activities.</p> <p>The Project team will establish a procurement plan ahead of time and shared with the procurement unit so that all delays can be anticipated.</p>

Stakeholder Engagement

As this concerns the Phase 2 of the Project, most activities build on those undertaken during the first phase that were determined through extensive consultations held with the core project partners. Throughout the first phase, activities have been implemented through stakeholder engagement, with project countries leading the process with UNDP support. In the second phase, the stakeholder engagement has been outlined through a plan - stakeholder engagement plan (SEP) that will guide the project implementation in adopting a consistent, comprehensive, and coordinated approach for engaging key stakeholders. As the main implementing partner, this will reinforce UNDP's commitment to good practices for stakeholder engagement, ensuring that stakeholders are provided with information that is relevant, sufficient, and accessible, opportunities to voice their opinions and concerns, and a transparent process that demonstrates how stakeholders' concerns influence project decisions. The SEP identifies the main categories of stakeholders, ways in which they will be involved in the implementation process, and how the engagement process and results will be documented and monitored and will inform necessary course correction and strategic decisions related to the Project (see Annex 7 for more details). This continued engagement with stakeholders – including at the local levels including women, youth and disaster affected communities – will be necessary to effectively achieve the result outlined in the theory of change, and will be ensured by the Project through its design and implementation process of activities.

South-South and Triangular Cooperation (SSC/TrC)

Working with partners to ensure long-term adaptation and disaster resilience requires strong support from global and regional collaboration, South-South cooperation, and knowledge exchange. As has been done in the first phase of the Project, Phase 2 will ensure that domestic expertise, experience of RECs with considerable experience and best practices in disaster risk reduction, specialized agencies, project countries and other relevant actors including from sub-regional and sub-national levels, will be engaged and consulted to ensure not only effective project delivery but

institutionalization of risk-informed development processes. Exchanges between RECs and between countries within the region will be promoted and encouraged for sharing of best practices and expertise.

Digital Solutions¹⁷

The Sahel Resilience Project conducted a capacity assessment of the AGRHYMET regional climate centre and national entities in charge of DRR on data collection, storage, analysis/processing and dissemination of risk information. The report revealed that the seven project countries still rely on paper questionnaires and do not have electronic databases or secure storage for the information collected. This situation complicates analysis of collected data, sharing and dissemination of disaster data and even less, information on risks and therefore affects objective decision-making process.

In this phase, the Project in collaboration with the AGRHYMET will support the process of digitizing the whole system for disaster impact data collection, analysis, and application with KoBo Toolbox a free open-source tool for mobile data collection. This will help in harmonizing the methodology for disaster data collection and analysis across the Sahel region and establishing an effective EWS to ensure easier comparison and transboundary (regional and continental) analysis and therefore in establishing impact based EWS for early action and transboundary risk management.

Knowledge

Phase 2 of the Project will produce a number of knowledge products. Most of these knowledge products are expected to be operational documents, based on results achieved in Phase 1 or whose preparation had commenced in Phase 2. This will include national disaster databases in the seven project countries, the AGRHYMET regional information platform and analytical reports, the Africa Biennial Reports (2019-2020 and 2021-2022, to be available in 2023), multi-risk fragility and resilience assessment for Lake Chad Basin, a multi-sectoral and multi-risk ECOWAS Regional Resilience Strategy for West Africa, national disaster risk reduction strategies in three project countries (Burkina Faso, Mali and Nigeria), an ECOWAS Roadmap for Strengthening Recovery Preparedness in West Africa, a Technical Reference Guide for Recovery Planning and Implementation in West Africa (with support from the UNDP Crisis Bureau DRT), a study on recovery best practices in Nigeria (with support from the UNDP Crisis Bureau DRT), a Spatial Development Strategy for the Sahel, City Resilience Framework for Action for Kongoussi (Burkina Faso), Mao (Chad), Niore (Mali), Tillaberi (Niger), Labondo settlements and around (Nigeria), and Bargny (Senegal). In addition, with PERIPERI U, the Project will also produce a course of health disaster recovery needs assessment and recovery planning. Nearly all of the these products will go through a consultative development and validation process involving member states and regional organizations, where they will be kept engaged and informed of the emerging knowledge and lessons learnt. The list of knowledge products developed in Phase 1 and how it will be applied in Phase 2, and the list of knowledge products in Phase 2 can be found in the Annex for Knowledge Products (See Annex 8). Further, beyond dissemination through project website, UNDP publication website, various communication channels including social media, some of the key knowledge products will be launched through high-level engagement, with the support of the AUC, the ECOWAS Commission and project countries as a means to ensure political buy-in of the resilience building agenda.

Sustainability and Scaling Up

The Project will continue to apply an implementation approach that promotes sustainability through ensuring full regional ownership of methods and processes, achievement of results exclusively through fostering institutionalization of relevant best practices.

Already, some key outputs of the Project to date have been leveraged to extend their scope for future gains. For example, AUC has adopted some of the UNDP Sahel Resilience Project outputs, integrated them into their own programming and have developed continental initiatives out of them. There was a consensus that the sustainability and success of the partnership between the AU Sustainable Environment and Blue Economy Directorate and UNDP will depend on a focused, targeted and clearly defined parameters for mutual accountability. Five strategic programmes were identified and agreed upon as the basis for the joint partnership and collaboration on strengthening resilience.

These are:

- Africa climate change governance programme;
- Urban resilience programme;
- Africa multi-hazard early warning and action system (AMHEWAS) programme;

¹⁷ Please see the [Guideline “Embedding Digital in Project Design”](#).

- Great Green Wall initiative;
- Blue economy capacity building programme.

With ECOWAS, the Project will continue to provide support in developing of regional resilience strategy (including its implementation plan) and capacity development in recovery planning. A practical avenue to sustain project outputs is the support it provided to ECOWAS with strategic instruments and frameworks to guide its Member States in the path of resilience for short-, mid- and long-term. In addition, it is through establishing a regional roster of experts and Community of Practice (CoP) on recovery planning and PDNA that was undertaken as part of its collaboration with the UNDP Crisis Bureau's Disaster Recovery team and sustaining the achievement of the UNDP-World Bank project, titled "Building Disaster Resilience to Natural Hazards in Sub-Saharan African Regions, Countries and Communities: Formulation of Guidelines for Recovery Planning".

All activities will continue to be implemented jointly with partners, UNDP country offices and national disaster management institutions to ensure ownership and sustainability of interventions through the Project. For example, the flagship studies were jointly commissioned with AUC and ECOWAS. This built the internal capacity of these intergovernmental organizations and also served as the evidence base for further support to the Member States in addressing the gaps as well as for advocacy on resilience building and risk-informed development. In addition, UNDP in collaboration with AUC and ECOWAS Commission launched all flagship studies to promote ownership of DRR processes and empower the RECs and national governments, which foster institutionalization of risk-informed development and sustainability of good practices emanating from the Project. In the Project's comprehensive approach, while civil protection entities in the Project countries serve as immediate counterparts, a broader range of ministries and stakeholders are involved across various output areas. For instance, in Output 1, national statistical agencies are participating. Under Output 2, the ministries of finance and economic planning in ECOWAS member states will be engaged to implement recommendations and follow-up actions from DCPEIR reports. Output 3 entails engagement with ministries of finance and economic planning, as well as gender and civil protection agencies, which will be sustained. Lastly, for Output 4, ministries of urban development and planning were also brought into the fold.

The Project will continue to support national governments through a participatory approach and needs assessments. This will strengthen the development of national disaster and climate risk reduction frameworks and mechanisms and provide needs-based support. As an example, the Project initiated the process of establishing national disaster databases in the seven countries and a regional risk information platform in collaboration with AGRHYMET and national disaster management institutions. To the extent that AGRHYMET/CILSS, and civil protection directorates in the project countries have the institutional mandate and the capacity to collect, store, analyze and disseminate data to support national and regional decision-making processes, this initiative should be sustained.

Also, the Project builds the basis for sustainability of its results through synergies, complementarities and alignment with other projects and initiatives in the resilience space in Africa. These include the following:

Regarding gender mainstreaming, project gains in promoting gender mainstreaming through mapping of WLO in the project countries will be sustained through the synergies it has established with UN Women's project "Strengthening Resilience of Women and Girls affected by Conflicts, violent extremism and climate change in the Lake Chad Region" and "Leadership of women's organizations for peace and security in the Sahel" which will greatly contribute to providing a good understanding of the WLO and their capacities and to improving multi-stakeholder engagement between WLOs and governments.

On the aspect of integrating fragility and conflict in risk management, the project support for integrating fragility and conflict in disaster and climate risk management in the region would be sustained through its collaboration with the Regional Stabilization Facility of the LCBC in conceptualizing the joint AfDB-LCBC-UNDP fragility and resilience assessment (JALUFRA) for the Lake Chad Basin that contributes to the implementation of the Regional Stabilization Strategy of the Lake Chad Basin.

Regarding the capacity development efforts in disaster risk financing, the project team's engagement with UNDP Pretoria Hub technical experts in designing the CDRF training (conducted in November and December 2021) made that Sahel training a pilot for UNDP's Africa Adaptation Initiative (AAI). This training has been upscaled to the entire continent divided into five courses - East Africa in English; North and West Africa in English; North, West and Central Africa in French; Southern Africa in English and Portuguese; and a Training of Trainers in English, Portuguese and French.

This would be sustained through the collaboration with AAI to ensure that further investments by AAI will provide sustainability to the Project's capacity building efforts and provide opportunity for it to be scaled up across the continent and institutionalized at the Stellenbosch University for a wider reach. Furthermore, to promote integration of DRR and CCA in development planning, given the limited understanding of the concept, the first level of capacity building in the approach was undertaken through the Project Phase 1 in collaboration with UNDP DRT. This capacity building will continue through the actions identified in the national action plans developed by the countries. In addition, the Project will continue discussions with other initiatives in order to promote risk-informed development through Phase 2.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project strategy outlined requires engagement with a number of key stakeholders. The partnership with AU and ECOWAS DRR Units ensures that there are no overlaps with other ongoing regional DRR and resilience-building efforts. Furthermore, these partners also ensure that this Project builds upon and sustains the best practices achieved through previous initiatives and fills gaps in risk-informed development rather than duplicate what has already been done in the region. The partnerships with UN-Habitat, UNDRR and UN Women also ensure maximum use of different technical skills and knowledge that the Agencies bring than if one partner had tried to implement all Project outputs on their own. Facilitating engagement of specialised UN Agencies with definite comparative advantages and mandate to support countries and communities in achieving specific development objectives, ensures greater sustainability of results achieved and increases the opportunities for continued support in those areas beyond the Project as compared to engaging external consultants.

Project Management

This Project will be implemented under a UNDP Direct Implementation Modality (DIM), whereby UNDP will take on the role of implementing partner with an overall responsibility of the Project. Under this modality partners, referred to as Responsible Parties (RPs), will be responsible for implementing specific output and activities under the project. The RPs include ECOWAS, AU, AGRHYMET, LCBC, PERIPERI U, UN-Habitat, UN Women and UNDRR.

The regional project core staff, housed within ECOWAS Commission in Abuja, Nigeria, will rely on UNDP Sub Regional Hub for West and Central Africa, Dakar, for all its operational support. Dakar Hub will provide support for the direct project implementation at the regional level and national level. The Regional Service Centre for Africa (RSCA), Addis Ababa, will provide overall project management, financial oversight and high-level engagement with the donor and the project implementing partners. National Project Coordinators (NPC), (UN volunteers) will be based in the UNDP country offices in the seven project countries to facilitate engagement with the national stakeholders for sustainability and ownership of the project results as required. These arrangements with the regional and country offices will require direct project costing (DPC) and calculated based on the support provided to the Project.

Some technical specialists, with different contract modalities, will provide remote technical support to the implementation of the activities to the team and project partners. This will help to enhance technical support provided to the implementing partners, especially to those with limited capacities in specific thematic areas.

UNDP as the main implementing partner will provide technical advisory services through the teams within Africa and its global teams. This includes the UNDP Sub-regional Hub for West and Central Africa in Dakar - Disaster and Climate Resilience Advisor for West and Central Africa, other thematic experts from the technical bureaus of UNDP to support the development of the ECOWAS Resilience Strategy; project management oversight, partner engagement and communications support from the RSCA in Addis Ababa. This is explained below in the RACI matrix (see Table in the next page). Further, this includes technical oversight and advisory support from the UNDP Resilience Hub in Nairobi; and technical support from the UNDP Disaster Risk Reduction and Recovery for Building Resilience Team (DRT) for risk informed development, risk governance and recovery preparedness among others. In addition to these, UNDP country offices in the seven project countries will continue to provide technical and operational support for the implementation of the Project during the extended period.

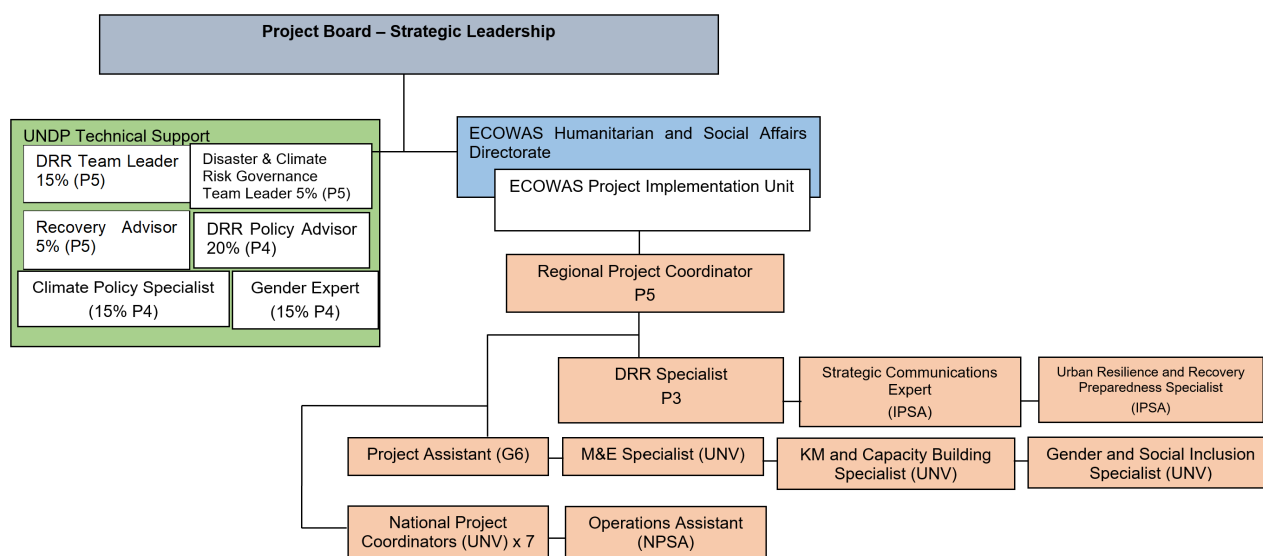


Figure 3: Project implementation core structure

RACI matrix

Responsibility	Regional Service Centre for Africa (RSCA), Addis	Sub-regional Hub for West and Central Africa (WACA), Dakar
Strategic support	<ul style="list-style-type: none"> - supports partner engagement, i.e., management of partnership agreements (with the AUC, ECOWAS, AGRHYMET/CILSS, PERIPERI U, UN Agencies (UN Women, UN-Habitat), with the RSCA Director as the UNDP signatory. - acts as the key interlocuter for continental engagement with financial partners (donors), including Sweden. 	<ul style="list-style-type: none"> - supports partner engagement, i.e., management of partnership agreements (with the AUC, ECOWAS, AGRHYMET/CILSS, PERIPERI U, UN Agencies (UN women, UN-Habitat), with the Hub Director as the UNDP signatory for agreement extensions and other strategic communication with partners.
	<ul style="list-style-type: none"> - Supports partnership building and resource mobilization efforts at the continental level, including support from the partnerships advisor and communications team based in Addis and the UNDP Resilience Hub in Nairobi. 	<ul style="list-style-type: none"> - supports partnership building and resource mobilization, including support from the partnerships advisor and communications team based in Dakar. - regularly monitors project implementation through monthly meetings and reporting lines - Hub-manager acts as co-chair of Project Board.
Technical support	<ul style="list-style-type: none"> - facilitates technical support through the thematic experts/teams embedded in the center – Nature, Climate, Energy; Gender; Inclusive Growth (including in joint implementation of activities). 	<ul style="list-style-type: none"> - provides support through the thematic experts in the Hub on DRR/Climate Change, livelihoods, governance, energy, among others. - acts as a platform to facilitate alignment and linkages with regional initiatives anchored in the Hub (relating to Climate Security, Disaster Preparedness, Great Green Wall, etc.) and in integrating disaster and climate risk aspects in Stabilization initiatives, such as in the Lake Chad Basin and the Liptako-Gourma.

Financial management support	<ul style="list-style-type: none"> - supports the financial management and reporting processes in line with UNDP's rules and regulations. - compliance with HACT procedures – HACT assessments of partners, financial reporting (including partner reporting through FACE and ICE forms) - transfer of funds to partners. 	- supports the Project on procurement and financial aspects.
Operational support	<ul style="list-style-type: none"> - supports Project quality assurance, regular internal and external audits. 	- supports all operational aspects, including implementing regional activities, liaising with UNDP Country Offices in the project countries and the broader region to support implementation of country level actions, procurement and financial support, among others.

Responsible

Accountable

Consulted

Informed



V. RESULTS FRAMEWORK¹⁸

Intended Outcome as stated in the Regional Programme Results and Resource Framework: UNDP Regional Programme for Africa (2022-2025): Priority 3 – Planet. African citizens (especially women and youth), supported by the African Union and regional economic communities and regional mechanisms, build a resilient Africa.
Outcome indicators as stated in the Regional Results and Resources Framework, including baseline and targets: Related Strategic Plan outcomes 1 and 3: Structural transformation accelerated, particularly green, inclusive, and digital transitions. Resilience built to respond to systemic uncertainty and risk. Contribution to outcome indicators: <ul style="list-style-type: none">• Percentage of African countries classified as least resilient (e.g., last quartile) on the Global Resilience Index• Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework (SDG 1.5.3, outcome indicator 3.1) Contribution to SDGs: 1. End poverty in all its forms everywhere; 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation; 11: Make cities and human settlements inclusive, safe, resilient and sustainable; 13: Take urgent action to combat climate change and its impacts ; 16: Promote just, peaceful and inclusive societies; 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.
Applicable Output(s) from the UNDP Strategic Plan: UNDP Strategic Plan 2022-2025: Renewed Strategic Offer Impact Area: Climate Change Mitigation and Adaptation SP Output 3.1 Institutional systems to manage multi-dimensional risks and shocks <u>strengthened</u> at regional, national and sub-national levels Direction of change: Building resilience in strengthening countries and institutions to prevent, mitigate and respond to crisis, conflict, natural disasters, climate, and social and economic shocks. Signature solutions: supporting countries and communities in building resilience to diverse shocks and crises, including conflict, climate change, disasters and epidemics: <i>Helping countries address emerging complexities by "future-proofing" governance systems through anticipatory approaches and better management of risk and gender equality confronting the structural obstacles to gender equality and strengthening women's economic empowerment and leadership.</i>
Project title and Quantum Project Number: Strengthening capacities for disaster risk reduction and adaptation for Resilience in the Sahel Region: fostering risk-informed solutions for sustainable development – 00093941

¹⁸ 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.

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	2023	2024	FINAL	
Output 1: Increased capacity on tracking and monitoring progress on the Sendai Framework and AU PoA through enhanced data collection	1.1. Number of platforms established that provide data and information for evidence-based decision-making for early warning and action, and for risk-informed development.	Annual project report, AGRHYMET report, UNDP CO monthly reports.	0	2022	2	6	8	Visit to the online platforms. Delay in establishing protocol for data sharing, security issues in conflict affected areas, limited budget for comprehensive disaster data collection in all sectors.
	1.2. Number of stakeholders at regional, national and local levels trained in tools for risk information management	Training reports, UNDP annual report	320	2022	210	n/a	210	Attendance list during trainings. Frequent changes of the project focal points.
	1.3. Number of dedicated human resources to support national governments and regional organizations	Annual report, recruitment process reports	6	2022	7	7	7	Presence of experts in the office of government entities. Many resignations due to the type of contract (UNVs)
Output 2: Strengthened regulatory and policy frameworks for translating disaster and climate data into risk-informed development planning and budgeting	2.1. Number ²⁰ of national and regional Resilience strategies, plans based on multi-risk analyses for inclusive and resilient regional development in alignment with SFDRR and PoA	Annual project reports of ECOWAS and UNDP, Regional Resilience strategy and National DRR	2	2022	6	2	8	Delay in administrative procedures that affect the implementation of activities, conflicting agendas with statutory meetings of the Commission, political instability, change in positions of project focal points within national governments.

¹⁹ 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.

²⁰ ECOWAS resilience strategy plus implementation plan, three national DRR strategies for Burkina Faso, Mali and Nigeria plus three implementation plans.

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	2023	2024	FINAL	
		strategies documents						
	2.2. Number of WLO/WRO trained to influence integration of gender in DRR and CCA	Project reports of UN Women and UNDP	41	2022	28	7	35	Attendance list during dialogues. Limited capacity of the WLO/WRO to do appropriate advocacy.
	2.3. Number of stakeholders at regional, national, and local levels trained in tools and approaches for risk-informed development	Training reports, UNDP annual report	326	2022	70	n/a	70	Attendance list during trainings; Frequent changes of the project focal points.
Output 3: Enhanced recovery processes that address underlying disaster and climate change risks and restore pathways to sustainable development	3.1 Number of strategies and guidance documents for strengthening recovery preparedness	Roadmap for recovery preparedness, technical reference guide for recovery, assessment of practices in Nigeria	0	2022	3	0	3	Delay in administrative processes effect implementation. Further, human resources available may not have capacity necessary for supporting the ECOWAS Commission in preparing the strategies and guidance documents. Health emergencies may restrict travel and consultative processes necessary for preparing and validating these documents through consultative processes.
	3.2 Number of regional platforms/roster established for disaster recovery in west Africa		0	2022	1	0	1	Access and regular monitoring of the roster of experts platform. Delay in administrative processes effect implementation, inadequate capacities on recovery.

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	2023	2024	FINAL	
	3.3. Number of stakeholders trained regionally in post-disaster needs assessment and recovery planning	Training reports, UNDP annual report	38	2022	70	0	70	Attendance list during trainings. Trained stakeholders may leave their positions in the government agencies, training delivery may be ineffective, stakeholders may choose not to or may not have the scope to practice/apply the skills learnt in their daily work.
	3.4. Number of dedicated human resources to support national governments and regional organizations for recovery preparedness	UNDP annual report, partner quarterly reports	4	2022	1	1	1	Delay in administrative processes affect implementation, inadequate capacity of human resources.
Output 4: Enhanced Regional and national capacities for Urban Risk Management	4.1 Number of strategies and frameworks based on multi-risk analyses for inclusive and resilient regional, national and local development aligned with the SFDRR	Spatial Development Strategy for the Sahel, City Resilience Framework for Action, African Urban Resilience Programme	0	2022	9	0	9	Delay in administrative processes can affect implementation, wide ranging consultative processes can be time consuming, member states may not be in agreement with specific elements of strategies and frameworks proposed.
	4.2 Number of platforms established that provide data and information for evidence-based decision-making for risk-informed urban development.	Regional spatial observatory, partner quarterly report, Annual report	0	2022	0	1	1	Access and regular monitoring of the roster of experts platform. Capacity for monitoring and maintaining the observatory may be inadequate; Data collection necessary for updating

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	2023	2024	FINAL	
								the database in regional observatory may be time consuming or may not have adequate resources and/or the institutional engagement at all times.
	4.3 Number of stakeholders at regional, national, and local levels engaged in using tools and approaches for resilient, inclusive and risk-informed urban development	Training reports, UNDP annual report	378	2022	280	0	280	Attendance list during trainings. Trained stakeholders may leave their positions in the government agencies, training delivery may be ineffective, stakeholders may choose not to or may not have the scope to practice/apply the skills learnt in their daily work.
Output 5: Enhanced innovation and knowledge on risk-informed development through Regional Dialogue and South-South exchange	5.1 Number of continental workshop that focus on bringing lessons learned from the Sahel Resilience Project on risk-informed development	Workshop report, AUC report, UNDP annual report	0	2022	1	0	1	Attendance list during trainings. Political situation in specific countries leading to AU sanctions
	5.2 Number of stakeholders at global, regional, national, and local levels involved/trained on disaster recovery needs assessment and recovery planning and disaster statistics impacts	Workshop report, UNDP annual report	99	2022	40	80	120	Attendance list during trainings. Frequent changes of the project focal points.
	5.3. Number of regional knowledge products published and shared ²¹	Consultation workshop	4	2022	6	n/a	6	Visit to UNDP and partners websites.

²¹ Fragility and resilience assessment report, two DCPEIR reports for Burkina Faso and Niger, practical guide on risk and vulnerabilities assessment, and two AUC biennial reports.

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	2023	2024	FINAL	
		reports, UNDP, ECOWAS, UNDP CO, Project reports, Knowledge Products						Website may not be regularly updated, ownership of documents by national governments to apply follow up actions.
	5.4 Number of women participating in dialogue for mainstreaming gender in DRR and CCA	Workshop report, UN Women report, UNDP annual report	12	2022	14	7	21	Attendance list during dialogues. Limited capacities of women led organizations to engage in appropriate advocacy efforts for integration of gender in DRR

VI. MONITORING AND EVALUATION

Progress will be tracked on a regular basis against 2022 baseline that has been established in the monitoring and evaluation framework during the implementation period (from 2020 to 2022). The progress updates will be presented in the form of fact sheets which provide information on how the Project is being implemented in collaboration with national governments and regional economic communities in the five areas of support and how they graduate towards risk-informed development. The fact sheets will complement the more detailed and formal Sendai Monitor Reports and follow the standards set by UNDRR. A monitoring mission will be also undertaken by ECOWAS, AUC and UNDP in order to inform the project report and the Biennial Report of the PoA for the implementation of SFDRR. In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

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

Annually

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

Monitoring Plan

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

	and any evaluation or review reports prepared over the period.		of the budget utilization will be made.		
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, discuss opportunities for scaling up, and to discuss 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 to address the identified issues should be agreed.		

Evaluation Plan²²

A mid-term evaluation (MTE) was conducted by independent consultants from April to September 2022. Due to the closeness of the MTE to the end of Phase 1 of the Project (December 2022) and for it to be directly useful for informing the next phase, the timeframe/scope of the evaluation was extended to September 2022 (beyond June 2021, the mid-point of the project timeline of 2020-2022). The evaluation was successfully conducted with inputs from the implementing partners, the donor, government representatives and UNDP country offices in the seven project countries as well as other UNDP thematic experts.

The lead consultant presented the findings of the evaluation to project stakeholders, including project countries and partners during the workshop on the theory of change (ToC) held on 25-26 October 2022 in Dakar, Senegal. The report recommendations included stock-taking, adjustment of operations, finalization of activities at the current phase, and the preparation of the transition to the next phase. In Phase 2, it is envisaged to conduct a final evaluation of the Project. The table below provides related information:

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDP Regional Programme for Africa (2022-2025)	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final evaluation of the project	n/a	SP Output 3.1 Institutional systems to manage multi-dimensional risks and shocks strengthened at regional, national and sub-national levels Direction of change: Building resilience in strengthening countries and institutions to prevent, mitigate and respond to crisis, conflict, natural disasters, climate, and social and economic shocks	Priority 3 – Planet. African citizens (especially women and youth), supported by the African Union and regional economic communities and regional mechanisms, build a resilient Africa.	March 2025	ECOWAS, AUC, LCBC, CILSS/AGRHYMET, UN Women, UNDRR, UN-Habitat, academia, national governments	US\$ 70,000, Government of Sweden

²² Optional, if needed

VII. MULTI-YEAR WORK PLAN ^{23,24}

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (US\$)		RESPONSIBLE PARTY	PLANNED BUDGET (US\$)		
		2023	2024		Funding Source	Budget Description	Amount
OUTPUT 1: Increased capacity on tracking and monitoring progress on the Sendai Framework and AU PoA through enhanced data collection	Activity 1.1 Establish national disaster databases for the Sendai Framework Monitor and risk informed development	748,825	126,350	UNDP	SIDA	Trainings, and field data collection in the seven project countries.	875,175
	Activity 1.2 Provide technical support through dedicated human resources to establish national disaster database in the seven project countries	93,334	93,334	UNDP	√	Salaries for Database Specialists (national UNVs) in the seven project countries.	186,667
	Activity 1.3 Support data collection by universities for establishing national disaster database in the seven project countries	44,200	0	PERIPERI U	√	University student data collectors in each of the seven countries	44,200
	Activity 1.4 Conduct technical training on disaster statistics analysis with NDMAs, and national statistics offices	0	111,232	UNDP	√	Training, travel, accommodation, venue and catering	111,232
	Activity 1.5 Conduct joint Fragility and Resilience Assessment for the Lake Chad Basin (AfDB-LCBC-UNDP)	15,000	0	UNDP for LCBC	√	Consultancy	15,000
	Activity 1.6. Establish a Regional information platform by equipping AGRHYMET	46,652	11,384	AGRHYMET	√	IT equipment	58,036
	Activity 1.7 Provide technical support through dedicated data management analyst (data collection, analysis and annual report generation)	14,400	18,000	AGRHYMET	√	Salary for data management specialist	32,400

²³ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

²⁴ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	Activity 1.8 Provide technical support for capacity building through regional training for digitizing data collection forms and training of trainers	134,420	0	AGRHYMET	√	Training on data analysis of disasters & conflict forecasting	134,420
	Activity 1.9 Provide technical support through dedicated DRR specialist for capacity development of AGRHYMET	44,234	22,117	UNDRR	√	Salary for DRR Specialist	66,351
	Activity 1.10 Support the review of existing protocols on hazard, vulnerability and risk assessment, and identification of best practices	111,232	0	UNDRR	√	Workshop	111,232
	Sub-Total for Output 1:						1,634,713
OUTPUT 2: Strengthened regulatory and policy frameworks for translating disaster and climate data into risk-informed development planning and budgeting		310,999	0	UNDP for ECOWAS	√	Consultancy, travel	310,999
	Activity 2.1. Develop ECOWAS Regional Resilience Strategy for West Africa	(150,000)		UNDP for ECOWAS	Denmark-funded UNDP Climate Security Project	Consultancy	0
	Activity 2.2 Support adoption of the ECOWAS Regional Resilience Strategy for West Africa	444,322	0	ECOWAS	√	Three Regional workshops: Stakeholder consultation technical workshop (to augment amount already with ECOWAS), Technical validation workshop and Ministerial Adoption workshop	444,322
	Activity 2.3 Develop implementation plan for the ECOWAS Regional Resilience Strategy for West Africa	0	286,904	ECOWAS	√	Consultancy fee, regional consultation, translation	286,904

	Activity 2.4 Review and revise National DRR Strategies to align with the AU PoA for the implementation of SFDRR (in three countries – Burkina Faso, Mali and Nigeria)	150,000	0	AUC	√	Consultancy, validation workshop, travel	150,000
	Activity 2.5 Pilot DRR/CC budget tagging and coding with Ministries of Planning and Finance in two Sahel countries	100,000	0	UNDP	√	Consultancy support, training in Burkina Faso and Niger	100,000
	Activity 2.6 Support regional gender and human rights CSOs capacity development to influence integration of gender equality/human rights into DRR	16,880	0	UN Women	√	Travel	16,880
	Activity 2.7 Support civil society organizations that advocate for the rights of women and other vulnerable groups in the Lake Chad Basin and Liptako Gourma region with small grants.	100,000	100,000	UNDP	√	Funding support to CSOs	200,000
	Sub-Total for Output 2:						1,509,105
OUTPUT 3: Enhanced recovery processes that address underlying disaster and climate change risks and restore pathways to sustainable development	Activity 3.1 Build capacity of ECOWAS DRR Unit on preparedness for disaster response and recovery	82,000	78,000	UNDP for ECOWAS	√	Consultancy fee, travel	160,000
	Activity 3.2 Conduct regional PDNA and/or RPBA Trainings for ECOWAS member states	(300,000)	0	UNDP	UNDP (Crisis Bureau DRT)	Two regional trainings with 40 participants	0
	Activity 3.3 Develop knowledge products for disaster recovery practice	(45,000)	0	UNDP	UNDP (Crisis Bureau DRT)	Consultancy fees, consultative process, travel.	0
	Sub-Total for Output 3:						160,000
OUTPUT 4: Enhanced Regional and national	Activity 4.1. Develop Spatial Development Strategy for the Sahel and Joint Regional Programme for enhancing safe, inclusive and resilient human settlements in the Sahel	358,065	140,000	UN-Habitat	√	Programme development, travel, workshops	498,065

capacities for Urban Risk Management	Activity 4.2. Develop bankable projects for urban resilience	140,000	120,000	UN-Habitat	√	Programme development, travel, workshops	260,000
	Activity 4.3 Conduct trainings and working sessions at national and city level for the development of seven CityRFAs	62,770	0	UNDP for UN-Habitat	√	Workshop, travel	62,770
	Activity 4.4 Build capacity of AUC in urban risk management	87,750	68,250	AUC	√	Salary of Technical Specialist	156,000
	Activity 4.5 Build capacity of ECOWAS in urban risk management	88,500	127,500	ECOWAS	√	Salaries for two technical specialists	216,000
	Activity 4.6 Strengthen partnerships and facilitate information exchange on building urban resilience	0	0	UNDP	UNDP	platform to exchange knowledge, information and lessons learnt	0
	Sub-Total for Output 4:						1,192,835
OUTPUT 5: Enhanced innovation and knowledge on risk-informed development through Regional Dialogue and South-South exchange	Activity 5.1 Develop knowledge products, case studies and best practices on risk-informed development	0	170,000	AU	√	Salary for 2 technical specialists	170,000
	Activity 5.2 Organize regional meeting on disaster statistics, bringing together the principal global, regional and national partners	0	111,232	UNDP	√	Workshop and travel	111,232
	Activity 5.3 Conduct trainings, and facilitate research and knowledge transfer to develop regional capacity of the Academia	47,100	0	PeriPeri U	√	Designing, coordinating and implementing short course	47,100
	Activity 5.4 Revise/Update the Health Disaster Recovery Planning and Needs Assessment course	21,000	0	UNDP	√	Consultancy	21,000

	Activity 5.5 Conduct in-depth training on health disaster recovery needs assessment	0	99,110	UNDP	√	Training	99,110
	Activity 5.6 Develop communication products and support their dissemination for awareness raising to reduce risk exposure, sharing of best practices and experiences with all stakeholders and ensuring visibility of AU	72,000	-	UNDP for AUC	√	Salary for the communication specialist	72,000
	Sub-Total for Output 5:						520,442
Project Management	Project Oversight - Staff	549,704	549,704	UNDP	√	Salary for Project Manager, DRR Specialist, Project Associate	1,099,409
	Urban Resilience & Recovery Preparedness Specialist (Consultant - IPSA Modality)	107,468	80,601	UNDP	√	Salary for 21 months	188,069
	Communications Expert (Consultant - IPSA Modality)	140,281	105,210	UNDP	√	Salary for 21 months	245,491
	Operations Assistant (NPSA Modality)	11,667	13,333	UNDP	√	Salary for 15 months	25,000
	M&E Specialist (INUV)	38,667	48,333	UNDP	√	Salary for 18 months	87,000
	Knowledge Management and Capacity Building Specialist (IUNV)	33,833	43,500	UNDP	√	Salary for 16 months	77,333
	Project Coordination – National Level in UNDP Country Offices in 7 countries (National UNVs)	126,000	63,000	UNDP	√	Salary for 18 months	189,000
	Project Management support for partners (ECOWAS, AUC, UN WOMEN, PERIPERI U)	119,000	66,000	UNDP	√	Salary for 15 months	185,000
	Communication and visibility	41,534	41,534	UNDP	√	Publication	83,068
	Monitoring and Evaluation – Consultants for End-term evaluation	0	70,000	UNDP	√	Consultancy fee, travel	70,000
	Equipment and stationery for Project Offices and partners	8,000	4,000	UNDP	√	Office supplies and internet data	12,000

	Administrative costs (including DPC for Dakar Hub, country offices; staff learning)	100,000	100,000	UNDP	√	Operational support from Regional and Country Offices	200,000
	Project Board Meetings	67,000	64,000	UNDP	√	In-person meeting, travel	131,000
	Travels	65,808	32,904	UNDP	√	Travel for mission	98,712
	Subtotal:						2,691,082
TOTAL (USD)		4,742,644	2,965,533				7,708,177
Delivery per year		62%	38%				
General Management Support (8%)							616,654
GRAND TOTAL (US\$)							8,324,831*

***This does not include UNDP TRAC contribution in the form of technical expertise (US\$489,656) details in green box on page 30 and through UNDP Projects (US\$495,000) indicated in blue in the above table.**

The in-kind contribution (UNDP TRAC resources) of US\$489,656, is calculated based on the time spent by other UNDP staff supporting the Sahel Resilience Project in terms of technical support in designing and conceptualizing project activities, inputs to and review of technical documents, participation in the identification/recruitment process of experts (Consultants/IPSA holders/staff) including interviews, support in conducting trainings/workshops, etc. The human resources are DRR Team Leader for Africa (P5 - 15 %), Recovery Advisor - DRT (P5- 5%), Disaster and Climate Risk Governance Team Leader – DRT (P5- 5%), DRR Policy Advisor (P4 -20 %), Climate Policy Specialist (P4- 15 %), and Gender expert (P4- 15 %).

Including the UNDP contributions, the **TOTAL BUDGET is **US\$9,309,487****

PROJECT DOCUMENT

Regional Project

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

PROJECT GOVERNANCE AND MANAGEMENT ARRANGEMENT

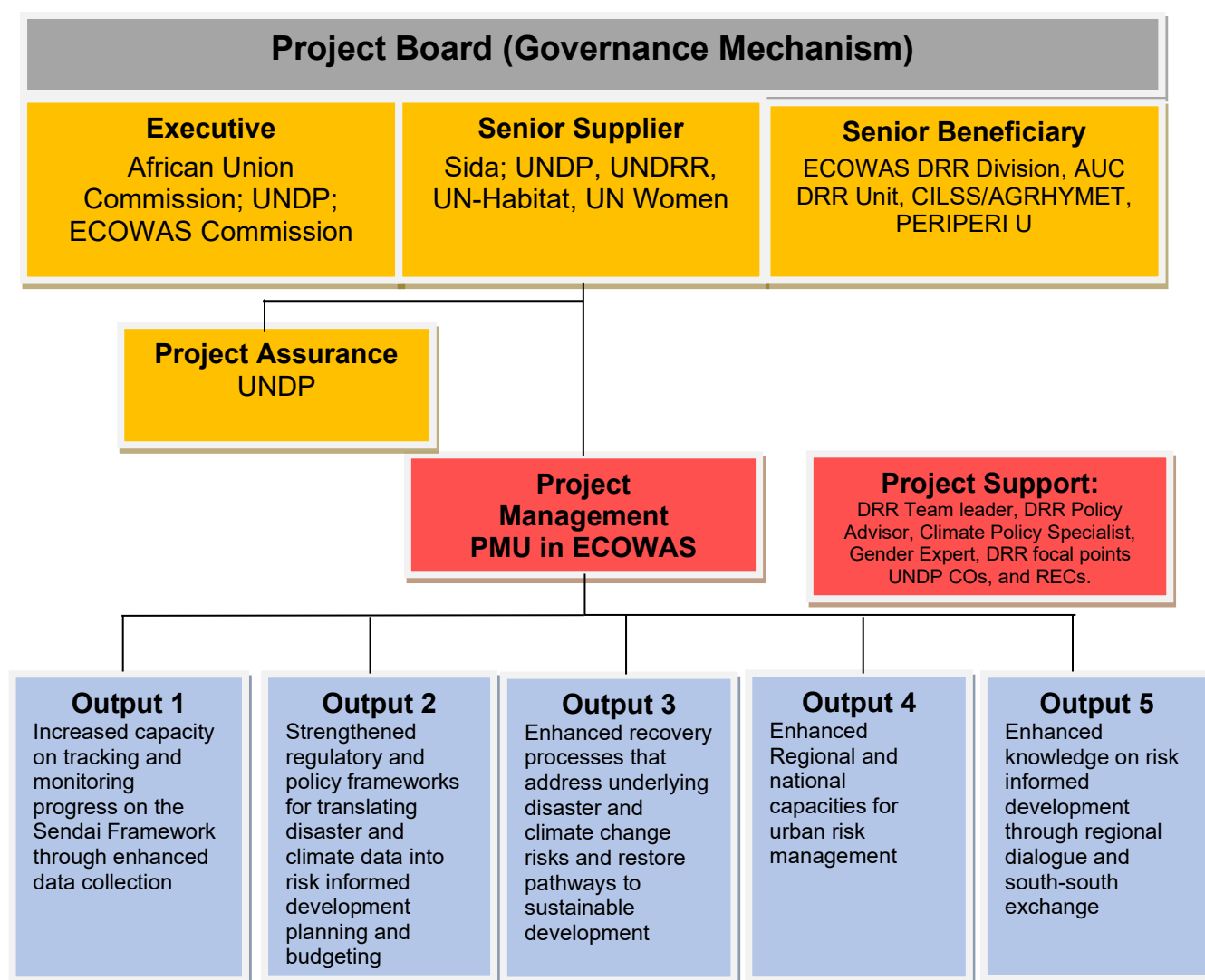


Figure 4: Project governance and management arrangement

IX. LEGAL CONTEXT

This Project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the “Project Document” instrument referred to in: (i) the respective signed 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 United Nations Development Programme (UNDP) (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

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 are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>. 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 SBA *[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. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
 - (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
 - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.
- d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
 - (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
 - (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
 - (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
 - (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
 - (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
- f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
- g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, 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, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

- h. 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 (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) 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.
- i. 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.
- j. 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, corruption other financial irregularities 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.
- k. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption, other financial irregularities or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this 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, corruption or other financial irregularities, 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.

- l. 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.
- m. 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.
- n. 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

1. Project Quality Assurance Report (Attached separately)

2. **Social and Environmental Screening Template** (Attached separately)
3. **Risk Analysis - Risk Register Template** (Attached separately)
4. **Capacity Assessment:** Results of capacity assessments of Responsible Parties (Attached separately)

HACT Micro Assessment (for the non-UN Agency Responsible Parties) – AGRHYMET Regional Centre, AUC, ECOWAS and PERIPERI U

AGRHYMET Capacity Assessment Report

Stellenbosch University-PERIPERI U_Comparative Advantage Analysis
5. **Project Board Terms of Reference and TORs of key management positions** (Attached separately)
6. **On-Granting Provisions Applicable to the Implementing Partner²⁵.**

Not applicable
7. **Stakeholder Engagement Plan** (Attached separately)
8. **Knowledge Products** (Attached separately)

²⁵ Applicable for non-UNDP Implementing Partner as Grant Making Institution facilitating on-granting.