United Nations Development Programme

PROJECT DOCUMENT

Community Recovery and Resilience Facility, Africa Region

Project Title: Community Recovery and Resilience Facility (CRRF)
Project Number:
Implementing Partner:
Start Date: 1 October 2024 **End Date: 30 Sept 2029** Virtual **PAC Meeting:** 23 SEP to 11 OCT 2024

Brief Description
The "Community Recovery and Resilience Facility" (CRRF) is a strategic initiative designed jointly by the UNDP Crisis Bureau and the UNDP Regional Bureau for Africa to address the multifaceted and recurring crises that significantly impact African communities. These crises, often described as a 'polycrisis,' are driven by the intersecting factors of climate change, economic shocks, protracted conflict, geopolitical fragmentation, rising epidemics, weak governance systems, and increasing poverty. These factors, combined with weak institutional capacities to manage multidimensional and systemic risks, have perpetuated a cycle of vulnerability and insecurity while undermining community resilience [1]across the continent. The CRRF focuses on strengthening recovery from the current El Nino Southern Oscillation (ENSO) episodes and building resilience against the recurrent devastating impacts of shocks in Eastern and Southern African regions. The economic toll of hazard events in East and Southern Africa from 2000 to 2024 is estimated at USD 540 billion and is expected to increase with the recent ENSO episodes, which have been particularly devastating. The 2023/2024 ENSO episodes have affected more than 60 million people in East and Southern Africa, with disproportionate impacts on vulnerable populations, including women, children, youth, slum dwellers, and persons with disabilities. The affected vulnerable groups, including those displaced or at risk of displacement, require substantial financial resources to meet immediate humanitarian needs, recover from years of recovery deficits, and build resilience to increasing shocks and stresses. In response to these challenges, the project, which will be led by UNDP in partnership with national governments, regional organisations, and donors, aims to enhance community resilience[2] through a multi-pronged approach. The primary objectives of the project are to support affected communities in recovering from and adapting to the impacts of recurring shocks while also strengthening institutional capacities to anticipate, prevent, and respond to these shocks and stresses, thereby building their resilience. Specifically, the Facility aims to *(i) facilitate the recovery and adaptation of communities to the cumulative impacts of shocks, addressing the 'cumulative recovery deficits' that hinder long-term resilience, and (ii) strengthen institutional capacities at the national regional and community levels to better anticipate, prevent, and respond to shocks and stresses, thereby reducing future vulnerabilities.* The project aims to contribute to building the resilience of 60 million[3], most vulnerable people through: (a) restoring or rebuilding over 500 water smart irrigation infrastructures and supporting climate smart livelihood agriculture for drought resilience of 5 million farming households; (b) supporting 10 countries to establish state of the art multi-hazard early warning systems reaching over 60 million people with early warning messages. The national early warning systems will be linked to 100 provincial and 500 community-led preparedness plans; (c) enhancing social safety net of 2.4 million most ENSO 2023/4 affected communities; (e) creating job opportunities for 500,000 vulnerable persons, especially youth and women; (f) supporting the rehabilitation or reconstruction of over 5000 house units of the most affected communities, and support rehabilitation and reconstruction of damaged community infrastructure such as schools, community roads, health facilities, solid waste management facilities, bridges, waterpoints, among others. While the project uses the current ENSO episodes (2023/2024) as an entry point, the interventions go beyond the current ENSO episodes to build resilience to future shocks. The project is to achieve those targets in 5 years. The total project estimated cost is US$ 196,640,147.25

[1] RoAR defines resilience as "ability of systems to function in the face of disturbance" (Bahadur et al. 2015:5, based on Holling 1973). More specifically, it sees resilience as a system's ability to anticipate, absorb and recover, adapt and transform when faced with a wide range of evolving risks and uncertainties leveraging both scientific and indigenous knowledge and building on social norms and communal systems to reduce harm and maintain an acceptable level of functioning without compromising long-term prospects for sustainability, prosperity, peace and well-being for all

3 About 20% of the total population of the 10 targeted countries. To be reviewed and confirmed during the inception phase.

, which is just a small drop compared to the overall funding needed to address the regional situation. However, this investment represents a critical step in shifting the trajectory. The resources will have a wider impact in reducing economic losses and creating more opportunities. The project includes an inception phase for the first year, which is estimated to cost US$ 7,930,000. The inception phase is required to kick start the recovery and medium-term resilience building actions. This phase will include recovery planning, baseline assessments, building partnerships including cross border collaboration, rapid livelihood support, disaster preparedness (2024/2025 La Nina event) prototyping community resilience for scaling up, and resource mobilisation.

Aligned with national, regional, and global development priorities, the project supports the implementation of relevant national development and resilience actions, contributing to Agenda 2063, the SDGs, the Sendai Framework for Disaster Risk Reduction, and the Paris Agreement. The facility aligned with the overarching **UNDP Strategic Plan 2022-2025**, contributing to key areas including: i) Building resilience; ii) Reducing poverty and inequality; iii) Environmental sustainability; iv) Governance; v) Gender equality; and vi) Youth empowerment.It is rooted in the principles of the UNDP Crisis Offer, which emphasizes breaking the cycle of fragility and disasters, getting ahead of the crisis curve, and building hope in times of crisis. The Facility is to be an integral part of the UNDP Regional Programme for Africa, contributing directly to the program's priority of building a resilient Africa through inclusive growth, risk-informed development, nature-based solutions, and ensuring peace and security. The facility builds on the vision of the Nairobi Resilience Hub that aspires to become a centre of excellence that seamlessly integrates the various thematic areas to build resilience across communities and ecosystems sustainably by fostering inclusive growth, risk-informed development, enhancing nature-based solutions, and ensuring peace and security, ultimately contributing to SDGs and Agenda 2063.

Tailored interventions will address the unique challenges faced by the most vulnerable groups, including local and displaced populations as relevant, ensuring that recovery and resilience efforts are conflict-sensitive, inclusive and equitable. For example, specific measures will be taken to protect women and girls from gender-based violence, support children's education and well-being during crises, improve living conditions and reduce vulnerabilities for slum dwellers, ensure that persons with disabilities have access to necessary accommodations and support during emergencies, and empower youth by providing them with opportunities for education, employment, and active participation in decision-making processes to enhance their resilience and contribution to community recovery and resilience building.

The anticipated outcomes of the project include a significant reduction in the vulnerability of communities to future shocks and stresses, including those derived from the global climate crisis, improved institutional capacities for disaster risk management, and enhanced community resilience. By addressing the root causes of vulnerability and fostering comprehensive approaches to resilience building, the CREF aims to break the cycle of fragility and build a sustainable and resilient future for African communities, ultimately contributing to the achievement of the SDGs and the aspirations of Agenda 2063.

The project will primarily target eastern and southern Africa, initially targeting 17 countries: Malawi, Madagascar, Mozambique, Zimbabwe, Zambia, Lesotho, Botswana, Angola, Namibia, Eswatini, Ethiopia, Kenya, Burundi, Uganda, Rwanda, Tanzania. Based on available resources, there are plans to expand to North and West Africa, as these regions are also significantly affected by disasters.

Contributing RPD Outcomes:

Outcome 3: African citizens (especially women, and youth), supported by the African Union and Regional Economic Communities and regional mechanisms, build a resilient Africa.

Output 3.1. Regional institutions capacities enhanced to advance effective climate adaptation, disaster risk reduction, early warning and resilience-building policies, institutions and programmes.

Total resources required:	**US$ 196,640,147.25**	
Total resources allocated:	2,500,000	
	UNDP TRAC:	500,000
	Donor:	2,000,000
	Government:	
	In-Kind:	
Unfunded:	US$ 194,140,147.25	

Indicative Output(s) with gender marker[4]: 2 **Output 1.1.** Targeted institutions (regional, national/subnational) have increased capacities to collect and manage disaster risk data including loss and damage data (Gender Marker:2) **Output 1.2** Last mile actors are prepared to respond to multi-dimensional risk, shocks, and crises (Gender Marker:2) **Output 1.3.** Transboundary cooperation for risk management is strengthened. (Gender Marker:2) **Output 1.4.** Targeted institutions integrate risk, enforce and monitor resilience indicators in policy decisions and development planning processes (Gender Marker:2) **Output 1.5:** Targeted institutions (Governments and Communities) have increased access to climate and disaster risk financing solutions that are sustainable (Gender Marker:2) **Output 2.1.** Resilient recovery planning processes for community resilience are established. (Gender Marker:2) **Output 2.2.** Livelihood of the affected communities is restored and resilient to shocks and stresses. (Gender Marker:2) **Output 2.3.** Enhanced community resilience through social safety net mechanisms. (Gender Marker:2) **Output 2.4.** Enhanced climate smart natural resources management for community resilience. Initiatives. (Gender Marker:2) **Output 2.5.** Infrastructure and basic services are restored and resilient to shocks and stresses. (Gender Marker:2)		

Agreed by (signature):

UNDP	
Print Name:	Ahunna Eziakonwa, Assistant Administrator and Director, Regional Bureau for Africa
	DocuSigned by: Jide Okeke 7164BBF927D1414...
Date:	15-Nov-2024

I. Development Challenge (1/4 page – 2 pages recommended)

A 'polycrisis'. That is the state of development in African countries in the 21st century. Community resilience is increasingly under pressure due to growing risks and recurring crisis events. The climate crisis, macro-economic shocks, protracted conflicts, geopolitical fragmentation, weak governance structures and decline in the respect for the rule of law and human rights, rising incidents of epidemics, increasing poverty, unregulated land use, inter alia, coupled with weak institutional capacities to counter multidimensional and systemic risk - all confluence and engender cyclic vulnerability of communities and hinder development on the continent. Post-Disaster Needs Assessments (PDNA) conducted in selected countries in Eastern and Southern Africa show that the economic impact of hazard events

[4] The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

between 2000 and 2024 amounts to US$ 540 billion. With increased frequency of shocks and crises, due to the increasing impact of climate, pandemic like COVID-19, knock-on effects of wars and conflicts and geopolitical tensions in a world that is increasingly interconnected, many communities are unable to recover from and prepare for shocks and stresses. Albeit multiple competing priorities, and the decrease in Official Development Assistance (ODA), many states are trapped in vicious cycle of crises and cannot fully finance recovery and resilience actions. For example, the government of Malawi records a recovery needs deficit of USD$ 4.1 billion due to repeated cyclones, floods, and droughts[5]. That is equivalent to 13 % of the Malawi's 2023 GDP. This excludes losses emanating from the recent declaration of state of disaster in April 2024.

Among the many risk drivers, the El Nino Southern Oscillations (ENSO), a natural climatic phenomenon involving fluctuating ocean temperatures in the central and eastern equatorial Pacific, remains a major risk driver that has engendered historic droughts and floods in Eastern and Southern Africa (ESA) over the past decades. In recent memory, a three-year protracted drought in 2020 through early 2023 had a devastating impact on the Horn of Africa (Kenya, Somalia and Ethiopia), the worst of its kind in 40 years. Four decades prior to this drought, in 1982 through 1987, the Horn of Africa witnessed severe droughts with over 1 million people reported to have died in Ethiopia and Sudan, an event which triggered the establishment of Inter-Governmental Authority on Drought and Desertification (IGADD) that was later repurposed and renamed as Inter-Governmental Authority on Development (IGAD). Today, history is repeating itself in different forms, with Southern Africa experiencing its worst droughts in 40 years because of 2023/2024 ENSO induced failed rainfall. Yet in the 2015/2016 ENSO episode, the Southern African region had suffered the worst drought in 35 years.

There is now a broad consensus that the global climate crisis will continue to exacerbate the severity, concurrence, and intensity of the climatic events and impacts related to the ENSO. Specific climate models project that extreme El Niño events are likely to occur roughly every 10 years instead of every 20 years, thus further exacerbating droughts, floods, heatwaves, and extreme weather events. Both this trajectory and the ongoing impacts of 2023/2024 ENSO episode in the ESA region underscore the urgent need to act in a short, medium, and long-term. The current ENSO episode has affected over 60 million people (more than the populations of Zimbabwe, Botswana, Namibia, and Lesotho combined). Approximately 5 billion US$ is required to meet the immediate humanitarian needs[6]. This number is expected to rise as the detailed losses for Eastern Africa are yet to be fully established.

Billions of United States dollars that are required to respond to the growing needs are hard to come by as the drivers of crises worldwide continue to intensify – creating fatigue in financing. A new way of managing the impact of growing risk will require more comprehensive approaches to resilience building, disaster recovery, risk management and climate change adaptation, and a transformation in community development. To build resilience in the face of growing shocks and stresses and to reduce vulnerability emanating from years of unresolved recovery needs (the 'recovery deficit'), UNDP has designed this community resilience facility. The objective of the proposed 'facility' is to build community resilience to current and future crises by (i) ensuring that the affected communities, including displaced persons, recover from and adapt to the cumulative impacts of recurring shocks and even in a future climate; and (ii) strengthening institutional capacities to prevent, anticipate, respond to, and recover from shocks and stresses.

Alignment to national, regional, and global development priorities

The facility is anchored on the UNDP Crisis Offer's key tenet: breaking the cycle of fragility, getting ahead of the crisis curve, and building hope in times of crisis. The facility is an integral part of the UNDP Regional Programme for Africa and contributes directly to Priority 3 of the programme which aims to ensure that African citizens, supported by the African Union and Regional Economic Communities and Regional Mechanisms, build a resilient Africa. Anchored in the 'Roots of African Resilience' (RoAR) principles, the facility will operationalize the ROAR and deepen resilience in the African context. The design of community level gender-responsive and conflict-sensitive interventions will be informed by the UNDP Guidance on Community-Based Resilience Building (forthcoming). The facility builds on the vision of the Nairobi Resilience Hub that aspires to become a centre of excellence that seamlessly integrates the various thematic areas to build resilience across communities and ecosystems sustainably by fostering inclusive growth, enhancing nature-based solutions, and ensuring peace ultimately contributing to SDGs and agenda 2063. The facility is aligned with the following national, regional and global priorities:

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[5] UNDP, EU and World Bank PDNA reports

[6] SADC Humanitarian Appeal

- **National Development Plans:** The facility will contribute to the implementation of relevant national development resilience actions, as well as specific disaster risk reduction, climate adaption, and resilience plans.
- **Agenda 2063:** This facility will not only contribute to the attainment of relevant aspirations of Agenda 2063 but will create an enabling environment for its implementation. The facility contributes directly to the aspiration 7 of Agenda 2063 – '*A prosperous Africa based on inclusive growth and sustainable development',* which aims to achieve an environmentally sustainable climate and resilient economies and communities in Africa. It will support implementation of key AU programmes, including the Africa Multi-hazard Early Warning and Early Action System (AMHEWAS) Programme; Africa Urban Resilience Programme, AU Climate Change and Resilient Development Strategy 2022-2032; the Great Green Wall Initiative; and the Common African Position (CAP) on Climate, Peace and Security.
- **Agenda 2030 and the Sustainable Development Goals (SDGs):** The facility contributes to (i) SDG13: take urgent action to combat climate change and its impacts; (ii) SDG1: end poverty in all its forms everywhere; (iii) SDG9: build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation; and (iv) SDG11: make cities and human settlements inclusive, safe, resilient, and sustainable.
- **Sendai Framework for Disaster Risk Reduction 2015-2030:** The facility is entirely aligned to all the priorities of the Sendai Framework for Disaster Risk Reduction i.e. (i) Understanding disaster risk; (ii) strengthening disaster risk governance; (iii) investing in disaster risk financing for resilience; and (iv) preparedness and building back better in response, recovery, rehabilitation, and reconstruction.
- **Paris Agreement on Climate Change 2015-2030**: The facility will contribute to the implementation of the Paris Agreement related Nationally Determined Contributions (NDCs) and broadly foster implementation of climate adaptation and mitigation actions.
- **UNDP Strategic Plan 2022-2025:** i) Resilience: Supporting countries and communities in building resilience to diverse shocks and crises, including conflict, climate change, disasters and epidemics. ii) Environment: Putting nature and the environment at the heart of national economies and planning; helping governments protect, manage and value their natural assets. iii) Governance: Helping countries address emerging complexities by "futureproofing" governance systems through anticipatory approaches and better management. Iv) Gender equality: Confronting the structural obstacles to gender equality and strengthening women's economic empowerment and leadership. And v) Youth empowerment.
- **UNDP Climate Promise**: The facility will contribute to the thematic areas of i)Adaptation and Resilience through interventions aimed at enhancing food security, safeguarding livelihoods, improving water resource management, strengthening climate information and early warning systems, promoting nature-based solutions, and integrating climate risk information into national planning; ii) Loss and damage, with interventions aimed at supporting countries to avert, minimize and address loss and damage.
- **Africa Promise:** i) Youth and Women's Employment and Empowerment; supporting youth and women Entrepreneurship Programme; ii) Climate Change Mitigation and Adaptation: support activities on climate adaptation and resilience to disasters including biodiversity and sustainable land management.

Impacts on different population groups

The impacts of recurrent crisis events and systemic risk are often experienced disproportionately by poor and vulnerable segments of society, including displaced persons or those unable to move in the face of slow- or rapid-onset disasters. In this sense, climate change and the corollary intensification of extreme weather events are often referred to as 'threat multipliers', whose complex interaction with pre-existing inequalities across social, political, and economic factors have been found to exacerbate security risks and vulnerabilities.

Women and girls

The UN estimates that 80% of people displaced in Africa by El Nino and climate crisis are women. Migrant women often become exposed to risks and vulnerabilities such as trafficking and sexual or gender-based violence[7]. During El Niño events, food scarcity and malnutrition increase, placing women, particularly pregnant and lactating mothers, at higher risk due to their crucial nutritional needs. Women, often engaged in subsistence farming, face reduced crop yields from El Niño-related droughts, impacting their livelihoods and family sustenance. The 2015-2016 El Niño led to food insecurity for over 60 million people, with women and children being the most vulnerable (WFP, 2016). In East Africa, significant crop failures during the 2015-2016 El Niño severely affected women farmers (FAO, 2016). Displaced women face additional risks such as gender-based violence, highlighting the need for their safety and well-being during crises

[7] https://www.interaction.org/blog/5-reasons-why-the-climate-crisis-affects-african-women-more-than-african-men/

(OCHA, 2016). Women often have lower income levels and less access to economic opportunities compared to men, earning only 77 cents for every dollar earned by men (UN Women, 2020). They are less likely to be recipients of emergency funding, in disasters and crises situation, and are less represented in decision-making systems and at governance level. They are also more likely to work in the informal sector, which is highly vulnerable to economic shocks and lack social protection. About 58 per cent of employed women work in the informal sector and are more likely to be in the most precarious and low-paid categories of informal employment[8]. In Nairobi County, Kenya during the 2024 El Nino flooding, an estimated 60,000 people, mostly women and children, were severely affected by the floods. In 2023 according to the United Nations Population Fund (UNFPA) and the Kenya Red Cross, El Nino affected over 58,000 pregnant and lactating mothers, and jointly flagged off the distribution of life-saving sexual and reproductive health supplies. This vital assistance included 174,000 assorted reproductive health kits and hygiene kits[9]. Women often adapt to El Nino-induced economic stress by diversifying income sources, such as selling handicrafts or engaging in informal work. Their resilience and resourcefulness are crucial for sustaining their families. The International Labour Organization (ILO) note that women's ability to diversify income streams significantly helped mitigate the economic impact of El Niño in Southeast Asia (ILO, 2017).

Children and youth
The southern African region has concerning nutrition indicators, with 1 in 3 children having stunted growth and an estimated 21 million children under five years stunted due to ENSO related impacts, an increase from 18.6 million in 2022. El Niño-induced climate shocks, such as droughts and floods, significantly disrupt children's education and well-being. Climate risk-related school closures and the destruction of educational infrastructure force families to prioritize basic needs over schooling, increasing the risk of children dropping out and facing child labour, marriage, and recruitment into armed groups. In Eastern Africa, devastating floods and landslides as of May 2024 have affected about 600,000 children in Kenya, Somalia, and Ethiopia, with numbers potentially rising to 1.5 million. These extreme weather events also increase food insecurity and malnutrition, further endangering children's health and development, highlighting the urgent need for targeted interventions to protect their education and well-being.

Slum Dwellers
The millions of people living in slums across African cities are already facing a disproportionately higher share of urban related disasters as the impacts of El Niño phenomenon significantly exacerbate their vulnerabilities and living conditions[10]. For instance, El Niño-related floods and heavy rains lead to the destruction of poorly constructed homes in slums. These structures are made from low-quality materials and are highly susceptible to water damage. In cities, such as Nairobi and Lagos, recently, slum dwellers experienced frequent displacements due to the collapse of their homes during severe flooding. In April-May 2024, Nairobi experienced unusually heavy short rains, leading to severe flooding. This event has significantly affected communities living in Mathare area, which is the second largest slum in Kenya. The flooding in Mathare displaced over 70,000 residents, led to damage to infrastructure, including the limited water supply systems, and created an urgent need for humanitarian aid.

Additionally, Slum areas typically lack proper drainage systems, making them prone to flooding. During El Niño, heavy rainfall overwhelms these inadequate systems, leading to standing water and waterlogged conditions that persist for extended periods. Further, poor sanitation infrastructure results in the contamination of water supplies, increasing the incidence of waterborne diseases such as cholera and dysentery. During the 2015-2016 El Niño, many slum communities in East Africa reported significant outbreaks of these diseases (WHO, 2016). El Niño-induced droughts disrupt food supply chains, leading to food shortages and increased prices. Slum dwellers, who often have limited access to nutritious food even in normal times, face heightened food insecurity and malnutrition during these periods. Children are particularly vulnerable, with many experiencing stunted growth and other health issues related to poor nutrition (WFP, 2016).

On the other hand, many slum dwellers rely on informal and casual labour, which is highly sensitive to climatic disruptions. Floods and droughts limit their daily economic activities, leading to loss of livelihoods and increased poverty. For example, street vendors and small-scale traders find it difficult to operate under extreme weather conditions, severely affecting their livelihoods. Frequent flooding forces many slum dwellers to relocate temporarily or permanently. This displacement disrupts social networks and can lead to overcrowded living conditions in other areas,

[8] Five things to know about the informal economy (imf.org)

[9] https://kenya.unfpa.org/en/news/unfpa-and-kenya-red-cross-join-forces-deliver-critical-reproductive-health-supplies-ongoing-el

[10] Crisis Prevention and response to 2023/24 ENSO in ESA regions. UNDP Resilience Hub for Africa.

increasing already poor living standards and increasing tensions among communities. Furthermore, displacement and economic stress can lead to an increased vulnerability to crime and violence in slum areas. With the breakdown of social order and the struggle for limited resources, slum dwellers may face heightened risks of theft, assault, and other forms of violence during and after El Niño events.

Persons living with disability
El Niño events significantly increase existing vulnerabilities and create new challenges for persons living with disability. In humanitarian emergencies, persons living with disability are often among those most impacted, including being at heightened risk of violence, exploitation, and abuse. However, persons with disabilities face a range of barriers that hinder their access to humanitarian assistance, accessibility and mobility, with disrupted transportation networks and emergency shelters often lacking necessary accommodations as well as preparedness actions. For example, a wheelchair user may encounter physical barriers, such as damaged or flooded roads while trying to flee during a crisis. These vulnerabilities are often exacerbated when factors, such as age, gender, and type of impairment, are considered. During the 2015-2016 El Niño, many emergency shelters were not equipped to accommodate people with disabilities, leading to severe safety and well-being challenges (UNICEF, 2016). Economically, people with disabilities are more vulnerable to El Niño disruptions, as they often have limited job opportunities and rely on social assistance programs. This economic vulnerability can result in increased poverty and reduced access to essential services (ILO, 2017). Ensuring that considerations for disability inclusion are integrated during preparedness planning is essential to establish capacities, resources and plans for an inclusive emergency response and recovery.

Local authorities, government and community structures to enhance local ownership and sustainability, proper coordination and implementation the programme will work with local leadership and government extension support system across all the sectors. From national to sub-national levels the programme will build on experiences and relationship created under several UNDP programs working with local authorities and government technical departments such as Rural District Councils (RDCs), chiefs and traditional leaders, church leaders, community-based organisations, community-based structures, and systems).

Underlying vulnerability
Of the twenty countries most vulnerable to climate change worldwide, twelve also suffer from ongoing conflict[11]. Africa remains one of the most vulnerable continents to such multi-dimensional risk. Eastern and Southern Africa currently comprise some of the most fragile and conflict-affected countries on the African continent. At the same time, these sub-regions are experiencing an alarming increase in the frequency, severity, and concurrence of extreme climatic events, rendering them some of the most climate-vulnerable regions on the continent. As this suggests, the impact of climate change is not merely an ecological challenge– it is increasingly understood as a driving factor in the amplification of existing vulnerabilities, the deepening of social and economic disparities, and the acceleration of displacement across the continent. This trajectory is reflected in the Multidimensional Vulnerability Index, which is an evidence-based and robust quantitative benchmark designed to assess structural vulnerability and lack of resilience across multiple dimensions of sustainable development at the national level. As the table reveals, most countries in Eastern and Southern African regions remain moderately vulnerable to multidimensional shocks and stresses. However, this is expected to increase dramatically due to the climate crisis. The multidimensional vulnerability index covers all 3 dimensions of sustainable development; economic, environmental, and social; making it a recent (Published in February 2024) and more comprehensive assessment of a country's well-being, that moves beyond the confines of Gross National Income (GNI) per capita.

Table 1: Multidimensional Vulnerability Index[12]

Country	***Multidimensional Vulnerability Index (MVI) - SCORE (%)***
Angola	47.5
Botswana	64.2
Burundi	61.7
Djibouti	70.8

[11] ICRC, 2020.

[12] [final_mvi_report_1.pdf (un.org)]

Eswatini	57.3
Ethiopia	55.2
Kenya	57.0
Lesotho	62.4
Madagascar	49.6
Malawi	53.7
Mozambique	47.5
Namibia	58.4
Rwanda	54.4
Somalia	67.8
South Sudan	67.3
Sudan	62.8
Uganda	54.5
Zambia	48.6
Zimbabwe	58.1

The MVI assesses both structural vulnerability (inherent features of a country) and structural resilience (ability to withstand shocks). Given the evolving nature of global challenges (e.g. climate change, conflicts, pandemics), the MVI offers a more comprehensive perspective beyond traditional economic metrics, capturing a broader range of vulnerabilities[13].

The primary drivers that reinforce these vulnerabilities and contribute to the persistent cycle of crisis are linked to a range of factors, most often political, social, economic, and environmental. Social and economic disparities arising from inflation, global recessions, and cross-border trade constraints, unemployment, migration, weak and underdeveloped social protection systems; including unequal access to resources, services, gender disparities, marginalisation of certain social or ethnic and opportunities affecting individuals' and communities' ability to recover from shocks and stresses. Governance and policy gaps characterized by weak institutions, corruption, and inadequate policy responses, leave vulnerable populations without essential support and protection. Political instability, including recurring conflict and violence, weak rule of law and rights violations, and weak governance structures further entrench vulnerabilities by disrupting livelihoods and displacing populations. Often these different drivers of displacement interact with the effects of climate change and the increasing frequency and severity of disasters. Climate change engenders an intersecting set of security risks that intensifies these challenges by increasing the frequency and severity of extreme weather events, degrading ecosystems, and causing long-term climatic changes that impact food security and human health.

This situation is further worsened by weak institutional capacities**.** These include gaps in early warning systems for anticipating and responding to extreme weather events, and the lagging integration of conflict and climate early warning mechanisms. In many parts of Eastern and Southern Africa, these systems are either underdeveloped or poorly implemented. This gap leaves communities with insufficient time to prepare for the impacts of El Niño, such as droughts or floods. For instance, in Mozambique, Cyclone Idai in 2019 highlighted the lack of robust early warning systems. Despite some forecasts, the response was insufficient to mitigate the impacts on vulnerable communities, resulting in significant loss of life and property. Even though early warning systems have greatly improved, responding to early warning related to ENSO, continue to be a challenge due to limited resources, stretched capacities, financial constraints, and difficulties around cross-sectoral and inter-agency coordination. Existing capacities are further constrained by increasing cumulative recovery deficits, which is diminishing countries' systems to be better prepared and to respond to new events, leaving them increasingly vulnerable to ongoing and future shocks and crises. The compounding effects of repeated disasters prevent full recovery between events. When communities are hit by successive El Niño events, their ability to recover and rebuild is diminished over time, leading to increased vulnerability. For example, Somalia experiences frequent droughts exacerbated by El Niño events. Repeated droughts strain limited resources, leading to chronic food insecurity and displacement as communities cannot fully recover before the next crisis hits. Similarly in Zimbabwe following the 2015-2016 El Niño-induced drought, Zimbabwe faced severe water shortages and crop failures.

[13] https://www.un.org/en/desa/why-multidimensional-vulnerability-index-mvi-matters

Subsequent droughts in 2018 and 2019 compounded the recovery deficit, leaving many communities in a persistent state of vulnerability. These overlapping crises make recovery and resilience efforts even more challenging. Therefore, the complexity and interrelated nature of these risks further exacerbate the situation.

Rapid population growth further drives vulnerability pressure on natural resources, infrastructure, and services. In regions affected by El Niño, higher population density increases the impacts of climate events by straining already limited resources and making it more difficult to provide adequate relief and recovery support. The growing population further add pressure on natural resources. Depleting natural resources, worsened by overexploitation and environmental degradation, further weaken the resilience of communities, reducing their capacity to cope with and recover from climatic shocks.

The increased incidence of disaster events further increases intergenerational poverty. Families stuck in poverty have fewer resources to cope with and recover from El Niño-induced shocks, perpetuating a cycle of vulnerability. For example, in Malawi and Lesotho, in rural areas, many families live in chronic poverty, relying on subsistence farming. When El Niño events cause crop failures, these families lack savings or alternative income sources to fall back on, deepening their poverty and reducing future resilience. High levels of poverty and limited economic opportunities mean that the impacts of El Niño, such as food shortages and economic losses, disproportionately affect the poorest households. This does not only affect the current generation but also limits the prospects for their children, perpetuating the cycle of poverty.

In addition, whilst there are many policies and frameworks on the continent that guide resilience work, there needs to be a corresponding ‘transformation’ in systems for recovery and resilience building. This shift in systems will enable changes in approaches from a singular to multi-hazard focus; reactive towards more anticipatory approaches; and from siloed to integrated approaches. These approaches are already being applied through a conceptual framing for resilience programming in the African context by UNDP, UNRISD and the AUC through a concept of ‘Roots of African Resilience’ (ROAR), and the UNDP Guidance Note on Community-based Resilience Building.

II. STRATEGY (1/2 PAGE - 3 PAGES RECOMMENDED)

The development of the CRRF was a consultative process, gathering input from country offices, which engaged relevant government departments and ministries in their respective countries. Various UNDP thematic teams were also involved. Key engagement steps included:

- **Concept Note**: A concept note was created with substantial input from technical focal points in country offices and UNDP thematic experts.
- **Online Consultation**: An online session was held with active participation from technical experts at country offices, focusing on community resilience and regional programming. A problem tree analytic tool guided discussion, which later shaped the theory of change.
- **Data Collection**: Data collection sheets were distributed to country offices to map ongoing resilience and recovery initiatives across agencies and stakeholders. The data informed the initial draft of the Facility.
- **Draft Review and Validation**: The draft project document was shared with technical focal points, followed by a series of consultation sessions to gather additional input and validate the document.

Figure 1 below shows inputs from a consultation session with country offices, that helped inform the CRRF design.

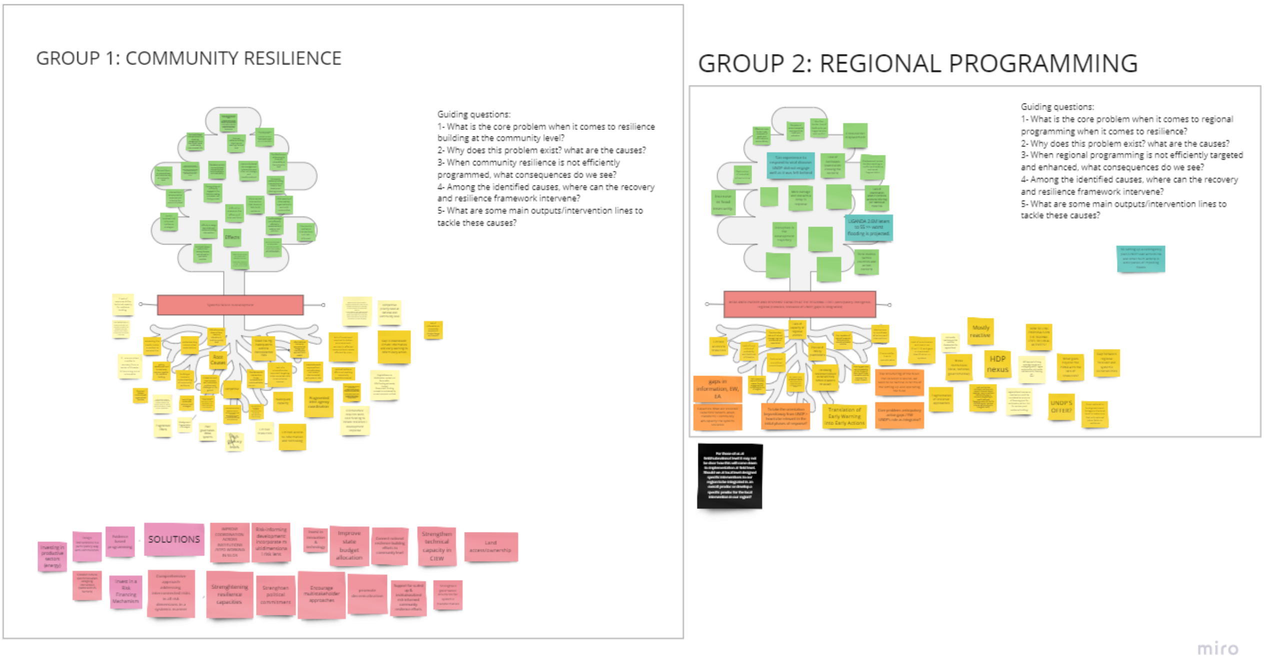

Figure 1 Miro board from the problem tree consultative session.

Theory of Change

Vicious cycles of crises and disasters force countries on the African continent to remain locked into persistent state of humanitarian needs where the key action is a "response, followed by recovery that is interrupted by the next response intervention". This must change. Recent crises in the region indicate a critical need to transition from crisis management and recovery to prospective risk management and risk-informed development. This shift aligns with the Sendai Framework for Disaster Risk Reduction 2015-2030. The Sendai Framework emphasizes the need to "prevent new and reduce existing disaster risk through the implementation of integrated and inclusive economic, structural, legal, social, health, cultural, educational, environmental, technological, political, and institutional measures that prevent and reduce hazard exposure and vulnerability to disaster, increase preparedness for response and recovery, and thus strengthen resilience." This recovery facility attempts to adopt two pathways for change, using recovery from 2023/2024 ENSO phenomenon in ESA regions as an entry point for building resilience.

Pathway I – *If African institutions at all levels are capacitated to adopt agile and contemporary tools and manage systems that can address systemic risks which are undermining development and people's wellbeing, then they will be able to (i) build community resilience – enabling communities, and eventually - states, to adapt, absorb and cope up during and after shocks ; and (ii) ensure development processes are not interrupted and do not create new risks but build resilient communities.*

Resilience building requires ownership and sustainability. It is worth acknowledging that while development and humanitarian actors, for decades have been supporting humanitarian actions and development assistance, albeit progress, these efforts are yet to enable institutions in Africa to ensure resilience among the community through practice and infusing preventive and preparedness strategy to adequately respond to multi-faceted risk and polycrisis. This facility aims to focus on five areas of change in which institutional capacities can be strengthened to foster resilience.

First, states and regional institutions need to embrace opportunities in data science to enhance their capacities in collecting, analysing, managing, and utilizing risk data for response, recovery, and development planning. There are still significant gaps in the entire value chain of data management systems across the African continent – from collection, analysis, and management to intervention and impacts. However, there has been some improvement in collection of risks data through a plethora of risk profiles. While this is encouraging, such risk profiles are often not comprehensive (i.e. multidimensional), are static (not relevant in a changing risk context), and not well understood by those who should use them, or, and paradoxically – underutilised. Another gap in data for development in Africa is the top-down approach to knowledge generation and management, where often, indigenous knowledge and practices are not accounted for, despite their optimization potential. On the early warning and preparedness, improvements are still required in addressing uncertainty pertaining to hazard observation and monitoring capabilities. Hazards are becoming more frequent and their compounding effects less predictable. This calls for increased improvement in hazard monitoring and observations. In Comoros, Cyclone Kenneth led to death of people due to inaccuracy in the forecast. Similarly, an accurate forecast also depends on accurate data on impacts. Overall, data pertaining to resilience, including on the elements (e.g. Population, assets, systems, inter alia) to be exposed, the vulnerability status of the population and assets to be potentially affected, and the coping capacities of the populations that would be affected remain a critical gap that must be addressed. On response and recovery, improvement in data collection for search and rescue and disaster loss accounting remain a critical gap. UNDP will work with observation centres in Africa, employing its tools in early warning systems, preparedness, and crisis anticipation to support institutional capacities on data management. Linkages to other relevant data sets, such as displacement (including anticipation of potential movement patterns), can be established as relevant. Building on its prowess in post-disaster need assessment processes, UNDP, through this facility will build capacity of states and regional organizations on Post Disaster Needs Assessment (PDNA), strengthen their capacities in adopting new generation of disaster loss accounting systems/databases, and institutionalization of loss accounting systems while further advancing the integration of disaster and conflict early warning mechanisms. Building on the RoAR indicators and relevant indices such as the MVI, this project will support state to develop, implement, and monitor comprehensive resilience indicators, which are fundamental for building state and community resilience to shocks and stresses.

Second, there is a need for a paradigm shift in anticipating and responding to increasing risk levels. Years of investments in early warning have led to the establishment of myriads of early warning systems across Africa and at all levels. This has led to some improvements in early warning but without much early action. The forecasts for recent events including Cyclone Idai, Freddy and ENSO 2023/2024 were accurate; however, the disasters and related impacts that followed stemmed from the insufficient translation of warning into action. While there are still gaps in early warning systems that must be improved - what requires the most urgent attention is the ability of institutions to ensure that the last mile populations are prepared and supported to undertake adequate anticipatory actions and response properly. For example, with exception of Mozambique, some countries suffered 'unexpectedly' massive losses from Cyclone Freddy's impact in 2023. During Cyclone Freddy in 2023, Mozambique, despite some limitations, acted on the warning that was issued and despites being hit three times by the cyclone, the impacts might have had far graver consequences if the government had not order pre-emptive evacuations[1]. While the response to Freddy was, to some extent, a success in Mozambique, clear gaps in the response were also identified. Some communities did not respond to the evacuation orders, and those that did respect the orders would later witness precarious living conditions in temporary camps that were deprived of essential services. Additionally, the growing multiplicity of often fragmented early warning systems has been found to pose a significant challenge in the delivery of effective response services. Often, the existence of uncoordinated early warning systems creates more harm than good and further undermines anticipatory action and response. Without a cohesive institutional arrangement, this breeds duplication and chaos. Challenges such as these only reinforce lack of trust in the institutions, and further undermine anticipatory actions, preparedness and response. With the aim of leveraging existing efforts at regional and national initiatives, this facility aims to bolster the complete value chain of multi-hazard early warning systems, ensuring timely predictive analysis and proactive response from a systemic standpoint. Leveraging technological innovation and regional collaboration, the facility will strengthen multi-stakeholder approaches to enhance anticipatory and response capabilities. This may also include capacitating national and local authorities in addressing population movements as part of contingency planning, service delivery structures, and social cohesion in areas that are prone to frequent displacement, in some context both due to disaster, conflict and other triggers. The approach will include engaging an entire system from communities to private sector, academia, government, international organizations, civil societies among others, in the co-production of risk information, warning, preparedness, anticipatory action and response. This Facility will pool resources and expertise from different UNDP thematic teams working on Climate Security, Disaster Risk Reduction, Crisis Response, Governance and peacebuilding, Water, Human mobility, Health, Inclusive Growth, Gender, Climate and Nature, inter alia, to support an integrated approach to risk prevention, anticipation, preparedness, response and recovery.

Third, evolving crisis trends, which frequently transcend borders, necessitate flexible regional and transboundary arrangements. By their very nature, ENSO events are amongst those that transcend borders and often affect more than one state at a time. Yet, states across the African continent are ill-prepared to address not only the current ENSO impacts both at home and across borders, but also the future ENSO-related events that are projected to increase exponentially due to climate change. In an increasingly integrating continent amidst ongoing efforts to establishing one of the largest free trade areas in the world – the Africa Free Trade Area (AFCTA)- the impacts of ENSO events and other related hazards including epidemics are likely to have significant impacts on trade and regional stability. In times of scarcity such as those witnessed in the Southern African region in the ongoing ENSO-induced droughts, movements of goods and services as well as people across borders could significantly reduce the impact of droughts on the population. Efforts to increase the capacity to predict and identifying hazards require an approach that reinforces precisely those regional capacities that come into play when states' individual capacities are overwhelmed. This Facility will strengthen regional actions for risk anticipatory intelligence and support the operationalization of transboundary risk management protocols and exchange of knowledge and best practices. The Facility will engage with the African Union to support establishment of a Pan African Civil Protection Mechanism for Disaster Preparedness and Response. The Pan African Mechanism will ensure rapid deployment of resources from AU member states.

Fourth, recognizing that development is both a major driver of risk and a seminal opportunity, there is a need to empower relevant institutions to integrate risk reduction, enforce and monitor resilience indicators in policy decisions and development planning processes. This will ensure development processes do not create new risk, are resilient to existing and future risk, and build resilience. Development planning in many African states is often not informed by comprehensive risk data and assessments. Consequently, people and assets are exposed to multi-hazard – both physical (e.g. climate related, geophysical, pests and diseases inter alia) and socio-economic – risk (conflict, displacement, inequalities, among others). The lack of planned development in Africa is at the centre of many recent urban disasters on the African continent. Cities that have witnessed recent disasters are either infrastructurally vulnerable to cyclone impacts, built on floodplains obstructing natural drainage, on areas prone to mudslides, areas susceptible to volcanic and seismic hazards. Oftentimes, the concerned settlements host low-income and vulnerable communities, comprising of both local and displaced populations. In addition to intrinsic factors as mentioned above, exogenic factors, including geopolitical tensions, economic shocks and stresses are not usually analysed and addressed in a wholistic manner in resilience indices, and their application thereof. The lack of application of the existing, albeit limited risk data for development planning points to governance deficits. Often, the lack of building codes, regulations and proper land use planning for resilient development planning and their enforcement poses a significant challenge. The lack of application of codes can also be deeply rooted in political instability and cultural realities of different contexts. States that are tolerant to anarchy face rampant unsafe urbanization practices. Other factors that also hinder the proper planning of development stem from constitutionalism and rule of law, particularly in relation to land governance. Social cohesion can also be an important factor particularly, for instance in case of longer-term displacement or in the face of changing mobility patterns due to the effect of climate change when the traditional livelihoods of farmers and herders risk clashing. Development planning is mostly undermined in settings where there is tension over land governance (e.g., governments versus traditional authorities). There are two major problems that are engendered by poorly planned development. This Facility will support risk-informing development planning, including strengthening and enforcement of legal/policy frameworks and enhancing the institutionalization of community-based resilience building interventions in local and national development processes. The Facility will also work with relevant institutions at all levels to advocate for increased political commitment.

Fifth, achieving resilience involves creating enabling environment for the most vulnerable communities to have increased access to risk financing solutions that provide flexible and timely disbursements. A wide range of insurance solutions, (individuals and SMEs) both traditional insurance, which provides actual reimbursement for actual losses to the insured, and parametric insurance, which is based on pre-determined triggers and payouts based on objective thresholds are critical for building community resilience. While insurance solutions are some of the vital solutions to reducing impact of shocks and stresses, they are ineffective in addressing long-term resilience building needs of communities. There is a need, in addition to insurance solutions, to explore development financing solutions for resilience. The need for supporting communities and local authorities to have access to climate finance in disaster- and displacement-prone contexts is even greater in the changing climate. This facility will support capacity building interventions that will enable the targeted communities to access climate and disaster risk financing. The facility will work with wide ranges of financing facilities to support community groups/enterprises to have access to loans and or grants.

Pathway II – *if the communities in the ESA region, who have been repeatedly hard-hit by recurrent ENSO-related events are supported with sustainable resilience building interventions that also increase their coping capacity to systemic risk, then they will be able to recover from the cumulative impacts of recurring shocks, have increased adaptive capacities and withstand future crises.*

The increased frequency and intensity of ENSO events in ESA regions pose a significant challenge in building community resilience in the two regions. Considering increased ENSO events, gone are the times when droughts and floods took place every five to ten years. At the same time, the numbers of forcibly displaced, especially internally displaced persons both due to conflict and disasters, have constantly increased across the continent, as captured for instance by IDMC and UNHCR. Today, the reality is that resilience building must take place during and within crises, including early and structured coordination between humanitarian and development actors. To build community resilience to current and future events, this Facility intends to focus on the following areas, with attention to both local and displaced populations affected by disasters, as relevant:

First, there is a need to expedite actions that will significantly reduce cumulative recovery deficits while responding to ongoing ENSO events with the aim of creating an enabling environment for long-term resilience building. Recent ENSOs events have displaced thousands of communities many of whom lost their homes and incomes. Some of the affected communities were also affected by previous events. For example, the same communities that have been hard-hit by droughts in southern Africa were the same communities that were affected by recent cyclones, and flood events. Similarly in Kenya's Tana River County, while communities were recovering from protracted droughts with support of development actors who were supporting them to develop irrigation facilities, recent ENSO flood washed those facilities away. Yet, observed forecast of La Nina towards the end of 2024 mean that recovery from the ongoing ENSO impacts remains underachieved. There is a sense of urgency in planning immediate actions to reduce the current recovery needs. Immediate short-term actions will include livelihood recovery interventions to address the current crisis and prevent a further deterioration of conditions. In a short-term and as a mean of addressing the recovery deficits, the facility will support crop and livestock production, improve water availability for people and livestock, support health and nutrition centres, schools, and introducing income-generation activities to support people's self-recovery, and social protection mechanisms for the most vulnerable. In the medium term the facility aims to support interventions that will include economic activities aimed at diversification, employment creation, asset accumulation, and improved social and human capital. It will also include major sectors such as agriculture, particularly climate-smart agricultural actions but will also include off-farm activities such as vocational training for women and youth on entrepreneurship, support to small businesses, agro-processing and building resilient infrastructure in both agriculture and non-agriculture sectors. The affected communities will be supported in scaling up viable value chains, financial inclusion, and market linkages with a focus on agro-processing to promote local business development along with bringing markets to the communities. The facility will support economic empowerment of youth and women for resilience, leveraging the UNDP Timbuktoo initiative.

Second, one of the key pathways for building community resilience is to embrace nature-based resilience solutions for ongoing ENSO responses and in response to the changing climate. Human activities, including deforestation and other development activities on flood plains further exacerbate ENSO impacts. The impacts of ENSO events are felt most in areas with less vegetable cover and urban areas. Nature-based actions such as planting of trees do not only enhance environmental health but have proven effective in reducing impacts of floodings as well as droughts. Leveraging on the Great Green Wall Initiative and SADC Great Green Wall Strategy, this facility will support investment in, and scale up, nature-based practices and inclusive landscape approaches to sustainable land, water and biodiversity restoration and management to support resilient value chains. The Great Green Wall Initiative aims to restore 100 million hectares of degraded land, create 10 million jobs, and sequester 250 million tonnes of carbon by 2030[1]. As part of long-term efforts to build absorptive and adaptive capacities of communities, the facility aims to support initiatives that are primarily focused on sustainable access to water, renewable energy, and land use planning. Sustainable access and use of water is intrinsically linked to vulnerability patterns. Interventions in this area will include water smart irrigation schemes, adequate access to groundwater sources. and livelihood options based on nature-based solutions.

Third, the ability of communities to thrive in a changing risk paradigm depends on their capacities to absorb shocks and stresses and maintain social cohesion during shocks and stresses. Frequent events, including those emanating from ENSO related droughts and floods have decreased the ability of communities to absorb increasing shocks – forcing them to depend on humanitarian assistance and in many cases triggering new displacement. This facility will support shock responsive actions that will be directed at the most vulnerable households to enable them to build their capacity to cope with shocks and stresses, including in a future climate. Depending on context, the facility will forge partnership with humanitarian actors to support social protection interventions such as cash transfers as well as community-based safety nets such as savings schemes, credit or micro-finance groups and support groups and access to remittances and productive investment of the remittances.

Fourth, in a changing climate, there is a sense of urgency to ensure emergency services, critical infrastructures, community infrastructure and basic services adapt and remain operational during shocks and stresses. The ENSO events and recent cyclones have led to massive destruction of homes and public infrastructures. In Kenya alone, over 2000 schools and more than 20 critical bridges were destroyed by the flooding. The devastating impacts of climate events are even direst in south-eastern African states. In Malawi, an entire neighbourhood in the city of Blantyre was buried in rubble because of mudslides in 2023 that destroyed more than 15,000 homes. These examples, and the manner in which they were found to exacerbate the complex range of preexisting social, economic, and political vulnerabilities, demonstrate the magnitude of impacts that these types of events are likely to have on communities. Ample research has shown that the magnitude of such losses will be even greater if conflict-sensitive climate and disaster-resilient actions are not rendered a priority. Small scale climate resilient infrastructure, including homes and ensuring resilient critical and emergency infrastructure (ensure redundancy), community infrastructure, would enable the most vulnerable communities to recovery sustainably and become resilience to future ENSO impacts.

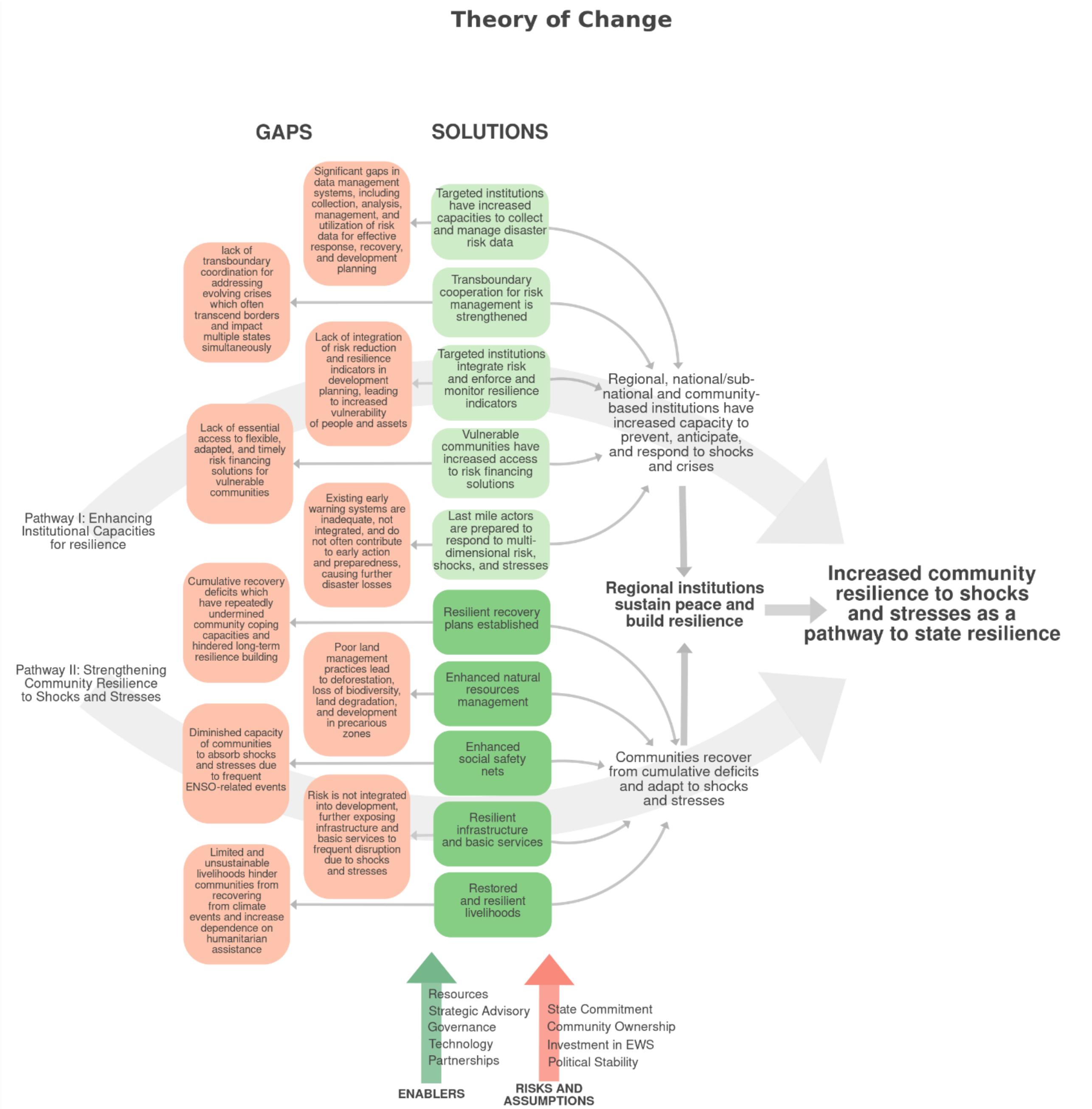

Figure 2 Theory of Change Diagram

Approach

The facility will initially target 17 countries in East and Sothern Africa: Malawi, Madagascar, Mozambique, Zimbabwe, Zambia, Lesotho, Botswana, Angola, Namibia, Eswatini, Ethiopia, Kenya, Burundi, Uganda, Rwanda, Tanzania. These countries were selected based on the frequency of disaster occurrence, the multidimensional vulnerability, and the 2023/2024 ENSO impacts. Based on available resources, there are plans to expand to North and West Africa, as these regions are also significantly affected by disasters.

This Facility will complement ongoing efforts within UNDP and partners, working closely with national and sub-national governments through the ministries of local government/relevant designated authorities, local communities, and international organizations, private sector, CSOs and other UN Agencies to address multifaceted challenges at the nexus of climate, peace and security and the myriad ways these exacerbate and reinforce pre-existing socio-economic vulnerabilities.

Inception/Recovery Phase: A significant milestone to the achievement of this project's outcomes is the **12-month inception phase**, focusing on setting up the project structure, consolidating evidence, determining priority interventions for each country, customizing work plans for targeted countries, and establishing a solid baseline for indicators to monitor progress and impacts. Multi-layered partners across public, private and civil society, including donors, think tanks and academia will be engaged to co-design the interventions, including considerations on measuring their impact over time. Community members will be engaged through the country offices to ground truth what was planned as well as co-design the implementation of the activities on the ground drawing from their experiences in implementing resilience activities. Targeting for community level interventions will be done during this phase based on agreed criteria with national government counterparts at national and subnational levels and other stakeholders for each country. This will foster co-creation and ensure ownership of the initiatives within the target countries, moving away from a top-down approach. This phase will also strengthen and concretize existing partnerships and identify new ones, ensuring sustainability and coherence (Fig.3).

During the inception phase, technical expertise and management capacities will be established at the regional and country levels. This includes office setups and necessary equipment to initiate project implementation. The phase will refine the project to account for any changes in partnerships arrangements. Planning and sequencing of tasks across East and Southern Africa will be fine-tuned in collaboration with UNDP Country Offices and national counterparts, aligning with available resources and country priorities. UNDP in collaboration with government counterparts will then convene an inception workshop to bring together all responsible parties, donors, representatives of other on-going initiatives in the ESA region and other stakeholders to validate the project's expected results. This phase will produce a detailed project work plan and budget, culminating in the first Project Steering Board meeting to approve these documents.

The Inception Phase will focus on the following key areas: **i) evidence generation**: this includes developing terms of reference, recruiting consultants, and conducting essential studies and analysis to refine the project's theory of change and priorities; **ii) Partnership building**, including country level and cross boarder collaboration; **iii) Implementation of catalytic activities for community immediate recovery and resilience building**: this involves the development of recovery plans, implementation of key and immediate recovery interventions, implementation of rapid livelihood support, and **iv) implementation of the 2024/2025 La Nina preparedness** activities. The inception phase will serve as a **piloting** phase for community resilience interventions and systems which will be scaled up in the 2nd phase (execution/scale up phase). UNDP will utilise internal resources as seed funding for the inception phase, while also engaging in resource mobilization for the execution/scale up phase.

Scale Up/Execution Phase (4 years): The scale up/execution phase will roll out and scale up the implementation of the planned and piloted activities using the detailed workplans and budgets approved by the project board in the inception phase as well as utilising lessons learned from the inception phase. The activities will focus on strengthening the adaptive, absorptive, anticipatory and transformative capacities of institutions and communities aimed at building resilience at all levels. The facility will leverage on a process of continuous and systematic governance, learning, and adaptation of activities to ensure strategic flexibility and adaptation to the changing context over time (Dynamic Portfolio Management). Although the project will primarily target Eastern and Southern Africa, the project may be expanded to North and West Africa, in this phase depending on available resources, as these regions are also significantly affected by disasters.

Across the selected countries, UNDP will work closely with national and local governments, other UN agencies, Civil Society Organizations (CSOs) and communities to ensure risk proofing in the implementation of relevant initiatives such as rebuilding infrastructure, enhancing livelihoods, improving agricultural productivity, and strengthening disaster preparedness through early warning systems and community-based interventions. These efforts are crucial to the broader goals of conflict prevention and the mitigation of the disproportionate impact of disasters and climate change on those already experiencing socio-economic vulnerability.

UNDP also commits to employing human rights approaches in the implementation of the interventions by empowering people to fully participate and make decisions in their own development (co-designing,); ensuring accountability to the target institutions and communities (information sharing); and promoting equal treatment (non-discrimination).

UNDP's risk-informed approach to development aims to reduce risk, avoid the creation of new risk, and build resilience by strengthening capacities and governance processes to prevent, mitigate and respond to crisis, conflict, disasters, climate, social and economic shocks. This approach involves risk governance, systems thinking, area-based approaches, agile and dynamic processes, risk management, and context-specific solutions, leading to reduced vulnerability and hazard exposure. This comprehensive approach ensures that recovery and development address immediate needs while building long-term resilience, reducing vulnerabilities, and safeguarding development gains against future shocks and stresses (Fig.3).

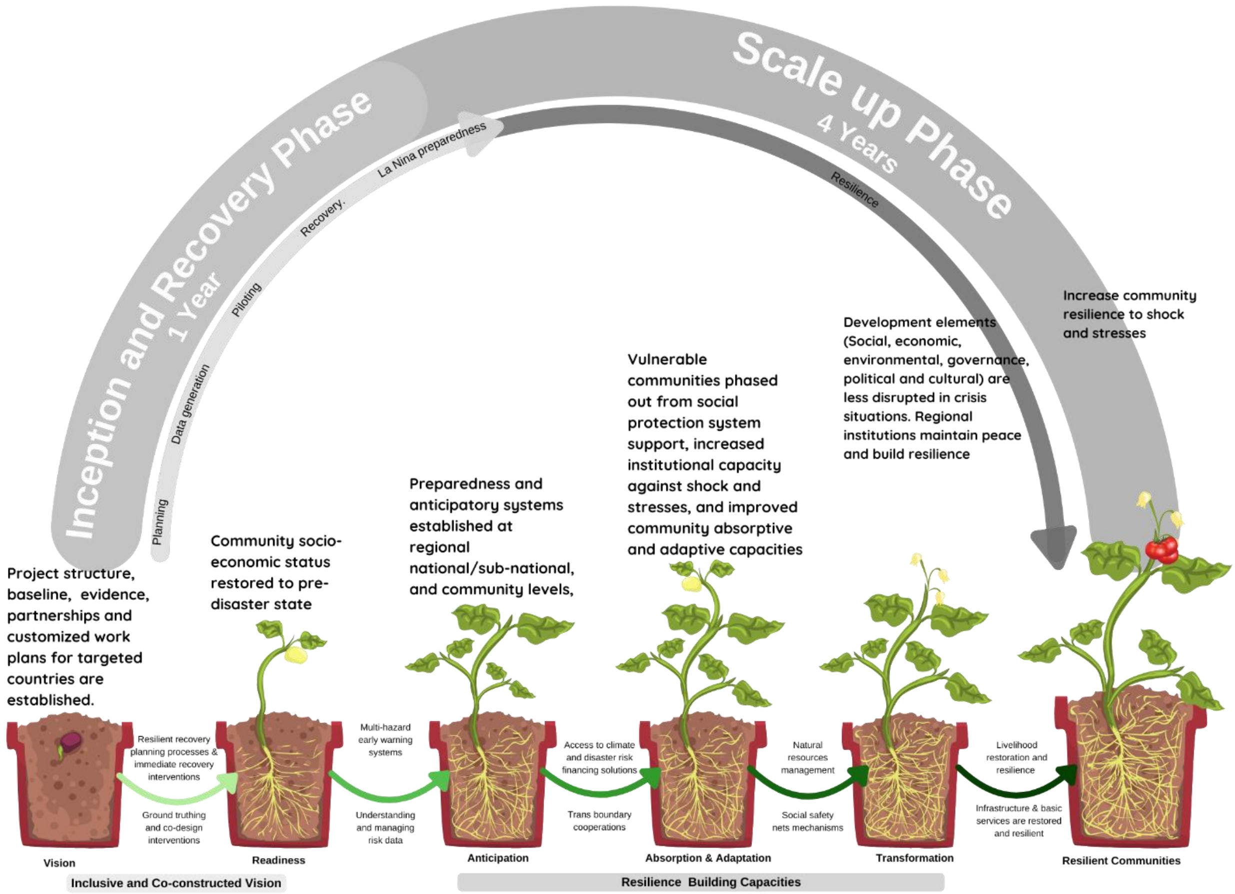

Figure 3:Implementation phases towards building resilience.

Crisis Modifier

Building resilience is a gradual process, and during the project period, extreme events may arise that could undermine progress, requiring immediate crisis management. The Facility will embrace the 'crisis modifier' model as a means to respond to new and emerging crises that may occur during the project cycle. A crisis modifier is a flexible operational model under which a certain percentage of a project's budget is allocated not only to ensure the capacity to launch a response to 'unexpected' events that might otherwise derail the implementation of the project but also to ensuring that the project remains agile and responsive to the evolving risk context. Up to 10%of the CRRF total budget will be dedicated to this crisis modifier model. A crisis modifier mechanism aims to protect development and resilience building gains and allows communities do bounce back rapidly from a crisis. As the resilience of the communities is built through the facility, the the use of the crisis modifier will become less as communities will be able to withstand the shocks. This Crisis Modifier model will draw from the Zimbabwe Resilience Building Fund that has implemented this model over the last 7 years of ZRBF 1 implementation

Nexus and Underlying Assumptions

To transition from crisis management to resilience and to reduce dependency on humanitarian assistance, states need to enhance their preparedness for disasters. This enhancement will lead to improved effectiveness in disaster response, climate-sensitive conflict analysis, crisis management, and recovery processes, ultimately mitigating the impact of future disasters at both national and local levels. The following assumptions must materialize to achieve this change:

States' Commitment: States recognize the need for and are committed to reducing the impacts of disasters through stronger conflict-sensitive preparedness and recovery capabilities. Nations take ownership of the interventions and drive the efforts of building resilience.

Investment in Early Warning Systems: The African Union (AU), Regional Commissions (e.g., IGAD and SADC), States, and other actors (CSOs, NGOs) continue to increase investments in integrated, conflict-sensitive end-to-end warning systems and early actions, and demonstrate political commitment to response, recovery, and enhanced resilience.

Strengthening Legal and Institutional Frameworks: States are actively seeking to enhance their legal, institutional, and operational response and recovery capabilities by adopting comprehensive contingency plans, standard operating procedures, and recovery preparedness plans.

Collaborative Efforts: The AU, IGAD, SADC, UN agencies, funds governments (national), and sub-national), NGOs, CBOs and other actors are willing to cooperate on strengthening recovery preparedness, preparedness for response, and, by extension, response to disasters.

Community Ownership: Communities take ownership of the interventions and are active participants in the implementation of the activities for their own resilience under the leadership of their governments. This will be informed by the Community-based approach to resilience building (CBRB), a UNDP guidance note to foster scaled-up strategic and comprehensive community-grown efforts for transformative and sustainable change in development, climate change adaptation, disaster risk reduction/management, and peacebuilding.

Enablers

Technical and Strategic Advisory Services: UNDP's personnel are expected to play a central role in achieving the programme's objectives. To this end, addressing staffing and upskilling requirements is essential to meet the demands of the complex, multi-dimensional, and constantly changing environment that Disaster Risk Reduction and Management (DRRM), Disaster Preparedness, climate risk management and Governance and Peacebuilding, and human mobility constitute. The project team should be adequately staffed to serve the regions, agile, diverse, and committed. Team members should possess complementary skills to address various requirements and exhibit strong, dedicated leadership throughout the programme's duration.

Partnerships: Today's global challenges, and specifically the cumulative recovery deficits are too great for any organization to tackle alone. Therefore, partnerships are crucial to fortify the ownership and endorsement of governments, regional organisations, and bring together UN agencies and other international organizations, networks, Civil Society Organizations (CSOs), academia, IFIs NGOs, and cooperation with the public and private sectors. Both SDG 17 and the Sendai Framework recognize that partnerships between actors are essential for achieving societal goals related to sustainable development and Disaster Risk Reduction. To meet the programme's objectives, leveraging partnerships in line with the UNDP "Managing Partnerships" Guidelines is essential to enhance the impact and visibility of the programme strategically and consistently. A mapping of potential partners and the types of partnerships that could be envisaged is provided in the partnership section.

Resources: Building resilience is a long-term effort requiring political and financial commitment. A strategic approach to resource mobilization aligned with the programme's requirements is essential for success. Multi-year funding will be critical to achieving the programme's objectives over its lifetime. While internal resources from UNDP are expected to serve as seed funding for this project, there is a need to expand funding sources by developing a compelling, evidence-driven value proposition to attract donors and engineering various funding mechanisms/modalities to ensure stable and predictable financing. A resource mobilisation strategy for the facility will be developed to guide resource mobilisation.

Technology and Innovation: Digital technology is a fundamental driver of change in this century, reshaping economies, governments, civil society, and their interactions. Leveraging on its Digital Offer for Africa, which is led by the Resilience Hub, UNDP will support digital solutions that drive long-term impact by offering tools that enable better understanding of the context and are ready to address complex development challenges related to strengthening recovery and resilience building efforts. These solutions include digital maturity assessments, digitizing disaster management processes, digitizing disaster recovery assessment processes, remote sensing, and leveraging innovative technologies such as artificial intelligence (AI) and machine learning (ML). Social engagement tools like social media, crowd sourcing, and chatbots can also be repurposed or customized for preparedness and recovery requirements, alongside collective intelligence tools that promote access to information at all levels and across all sectors to ensure decisions are well-informed. UNDP's ongoing investment in digital solutions, along with those of other partners, is expected to provide the programme with the necessary expertise and technological capabilities to achieve its objectives.

The proposed recovery facility will also draw on lessons learned primarily from the UNDP Sahel resilience project (SRP) as well as other recovery and resilience building initiatives that will serve as a basis for this proposed initiative, including Mozambique Recovery Facility, Zimbabwe Resilience Building Fund (ZRBF), 11th EDF Intra-ACP Natural Disaster Risk Reduction Programme's Africa's component 'Strengthening Disaster Risk Governance and Recovery Capacities' jointly implemented with UNDRR, ongoing actions supported through Track 3 resources, and health, climate actions, and other resilience building efforts by UNDP in the respective countries.

Figure 4 Thematic convergences with different ongoing initiatives regionally and nationally

III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

The Recovery Facility is aligned with *UNDP's Renewed Strategic Offer in Africa: Africa's Promise* and will contribute directly to the Regional Programme for Africa's outcome i.e., regional institutions sustain peace and build resilience to shocks and crises. Thereby, its central aim is to contribute to building community resilience and sustainable development in Eastern and Southern African regions. To achieve these ambitions, the Facility aims to achieve two key overarching outcomes.

Outcome 1. Regional, national, and community-based institutions have increased capacities to prevent, anticipate and respond to shocks and stresses.

Existing institutional capacities do not match the unprecedented level of crisis and the accumulation of risk across interdependent systems. In Eastern and Southern Africa, ENSO events will continue to occur with increased frequency. This calls for the need to strengthen institutional capacities to adequately address current and future challenges. To this end, the facility aims to deliver four key outputs:

Output 1.1. Targeted institutions (regional, national/subnational) have increased capacities to collect and manage disaster risk data including loss and damage data. This output will be achieved through a series of key intervention areas that include capacity building on Post Disaster Needs Assessment (PDNA), recovery planning, and development of recovery frameworks. Conflict sensitivity lens will be applied throughout the PDNA process utilising the PDNA Guidance on integrating conflict sensitivity, that was developed by UNDP, EU and the World Bank. This provides guidance on how to integrate a conflict-sensitive approach into the key steps of the PDNA and look at related areas, such as displacement triggers and consequences and how data can be used to anticipate and respond to these. Targeted institutions will also be supported to adopt a new generation of disaster loss accounting systems/databases, and to institutionalise loss accounting system. This will position countries to access resources from the disaster loss and damage fund established at COP 27. The facility will work with SADC to operationalise INFORM Sub-national model in SADC member states to enhance data quality and availability. Key Activities include:

- 1.1.1. Develop/update risk profiles in target countries.
- 1.1.2. Institutionalise disaster loss and damage accounting systems/databases in target countries.
- 1.1.3. Capacitate institutions (countries and regional bodies) on Post Disaster Needs Assessment (PDNA) and Recovery Planning, including capacitating for displacement preparedness and response and coordination between relevant national and local authorities in capacity building measures where relevant.
- 1.1.4. Strengthen integrated data analysis that consider multiple factors e.g., conflict analysis, epidemics intelligence, environmental and social safeguards.

Output 1.2 Last mile actors are prepared to respond to multi-dimensional risk, shocks, and crises. Interventions under this output will include wide ranges of conflict and climate-sensitive, people -centred, multi-hazard early warning systems that are interoperable across sectors and vertically with regional early warning systems. The facility will support strengthening of anticipatory and preparedness actions that will have impacts on the last mile connectivity. Specific interventions will address gaps in people’s participation in decision-making by empowering local actors, including on utilisation of local knowledge systems and various anticipation measures, including disaster-relater related displacement triggers. A broad-based dialogue will be supported to facilitate effective risk communication and dissemination, and to address challenges around risk perception among the communities. Efforts will be made to ensure better integration between different early warning and preparedness actions to enhance coordination between natural hazard early warning systems with health, food systems and conflict. UNDP will leverage on the opportunities and learning under the Early Warning for All Initiative (EW4All), and the Africa Multi-hazard Early Warning and Early Action System (AMHEWAS) where UNDP is a key partner in both initiatives. Key Activities are as follows:

- 1.2.1. Establish and/or strengthen countries' people centred multi-hazard Early Warning Systems (EWS) that are interoperable and downscaled to subnational and community level.
- 1.2.2. Develop sub-national and community (urban and rural) preparedness and anticipatory action plans that take into account potential displacement and population movements (or immobility), as relevant.
- 1.2.3. Develop the capacity of national, sub-national and community level actors on Early Warning and Early Action
- 1.2.4. Strengthen traditional knowledge systems and practices for multi-hazard early warning systems and early action.

Output 1.3. Transboundary cooperation for risk management is strengthened. Actions under this output will encompass support on human mobility interventions, with a focus on activities that will enable operationalisation of transboundary protocols for response and cross-border resilience building actions. Support will also be provided to regional actors to enhance coordination, strengthening the coordination platforms on exchange of learning and best practices on transboundary risk management including the health risks, climate risks and conflict risks, as well as displacement and population movements. This can include supporting and sharing adaptable practices on inter-ministerial and inter-sectoral approaches, as relevant. This output will include support to the African Union and the Regional Economic Communities (RECs) to operationalise regional capacities on anticipatory action and preparedness, and response, including supporting operationalisation of the pan African civil protection mechanism. UNDP and the African Union Commission are reinforcing their collaboration on human mobility, with a particular focus on climate change and mobility, with synergies to be leveraged under this Facility. The facility will also leverage on existing regional protocols/strategies/guidelines e.g. the SADC Disaster Preparedness and Response Strategy and Fund (2016 to 2030) which aims at enhancing coordination for effective disaster preparedness, response and resilience in the SADC region; the SADC protocol on health (1999) which promotes cooperation among key members states on key health issues; Early Warning for All Initiative (EW4All), and the Africa Multi-hazard Early Warning and Early Action System (AMHEWAS). Key Activities include:

- 1.3.1. Develop and operationalise regional protocols and Mechanisms for transboundary risk management, including harnessing synergies in collaborative efforts with the African Union and RECs on the interphase between resilience-strengthening, addressing the effects of climate change, and human mobility.
- 1.3.2. Develop regional coordination platforms on exchange of learning and best practices on transboundary risk management.
- 1.3.3. Operationalise the Pan African Civil Protection, and regional response mechanisms.
- 1.3.4. Conduct transboundary/regional simulation exercises on ''Consequence Management’’.

Output 1.4. Targeted institutions integrate risk, enforce and monitor resilience indicators in policy decisions and development planning processes. The facility aims to strengthen the capacity of institutions (national and sub-National level) to develop and enforce codes and standards for resilient development, and to integrate risk into planning and financing processes. This will broadly include providing support in risk-informing development planning and budgetary processes, including legal/policy frameworks, while enhancing the institutionalization of community-based resilience building interventions in local and national development processes. Political engagement and advocacy will form part of this output. The attainment of this output is expected to lead to risk-informed, conflict-sensitive, climate-proofed, scaled-up, and strategic community-based resilience approaches as well as an increased political commitment to put people first in development processes. Key activities:

- 1.4.1. Develop overarching resilience strategy/legal and accountability frameworks including the adoption of harmonized resilience markers in countries and regional institutions.
- 1.4.2. Integrate risk informed development in planning processes at national and subnational levels.
- 1.4.3. Integrate risk into national financing and budgetary strategies, through the integrated national financing frameworks (INFFs) to better access public and private sources of finance.
- 1.4.4. Develop, review, and enforce building codes and guidelines for resilient infrastructure in target countries and municipalities E.g. bridges, housing, public facilities, evacuation centres, dams, levees, wave breakers, etc.
- 1.4.5. Build capacity of local governments to institutionalise community resilience approaches.

Output 1.5: Targeted institutions (Governments and Communities) have increased access to climate and disaster risk financing solutions that are sustainable. Activities under this output involve supporting targeted communities to increase their access to finance. Not all resilience projects can rely solely on public resources due to budget limitations and competing priorities, which poses challenges to their sustainability. Through the facility, countries will receive support in exploring new and innovative financing models, including private sector contributions towards risk reduction and resilience building, such as blended financing and impact investments. Additionally, respective institutions will be assisted in developing frameworks and policies that broaden their access to a wide range of risk financing instruments that go beyond humanitarian relief, including traditional and parametric insurance mechanisms, contingency budget and credit, national disaster preparedness funds, carbon trading, forecast-based financing (linked to output 1.2) and risk insurance particularly access to micro-insurance. UNDP has been supporting several countries on the capacities for the development of carbon markets which also offers a finance source for the governments to invest in resilience building. Key Activities:

- 1.5.1. Strengthen government capacity to develop and manage comprehensive resilience and risk financing frameworks that include contingency budget and credit mechanisms, national disaster preparedness funds, carbon trading, and insurance-based[14] sovereign risk transfer instruments. as part of the Integrated National Financing Frameworks (INFFs) ongoing in the eastern and southern regions. This includes design, development, and implementation of innovative financial solutions that provide coverage for identified climate and disaster related risks while supporting country efforts in accessing financing to respond and recover from climate related damage by securing premium financing to increase accessibility of these solutions by affected vulnerable communities.
- 1.5.2 Build the capacity of governments and communities to access climate and disaster financing e.g. Loss and Damage Fund, Adaptation Fund, GCF, GEF, micro-insurance etc. This effort is closely linked to Output 1.1, which focuses on strengthening institutions' capabilities in collecting data on disaster loss and damage.
- 1.5.3. Establish forecast-based finance mechanism for anticipatory actions (linked to output 1.2).
- 1.5.4. Develop national financial inclusion strategies for expanding and deepening access to finances for individuals and small businesses, especially those unbanked and underserved, as part of the INFFs implementation

Outcome 2. Communities recover from 'cumulative recovery deficits' and adapt to shocks and stresses. This outcome represents the tangible part of the recovery facility for community resilience. It is comprised of two parts. The first part will support actions that will enable countries and communities to reduce cumulative recovery deficits whilst building

[14] This activity can draw on the UNDP Insurance and Risk Finance Facility (IRFF) that is already active in the Southern and Eastern Africa (Tanzania, Ethiopia, Madagascar and Mozambique)

their capacities to respond to ongoing ENSO impacts. This first part is to be achieved through output 2.2 and output 2.3. The second part of the outcome aims to strengthen the adaptive capacities of the communities (output 2.3, 2.4, 2.5, and 2.6).

Output 2.1. Resilient recovery planning processes for community resilience are established. As part of the initial phase of the facility, a baseline assessment will be commissioned. In parallel, recovery planning processes, including development of recovery strategies and plans will be supported. During this period, coordination mechanisms for the recovery and resilience activities will be strengthened. The selection of the communities will be determined during the inception phase given the outcomes of the baselines and realities in every country/community. Key activities:

- 2.1.1. Baseline assessment in target countries
- 2.1.2. Develop and operationalise resilient recovery strategies and plans.

Output 2.2. Livelihood of the affected communities is restored and resilient to shocks and stresses. Interventions will include economic activities aimed at livelihood diversification, employment creation, asset accumulation, and improved social and human capital. Major sectors will include agriculture, in particular climate-sensitive agricultural products but will also include off-farm activities, promoting local business development, and support to the development of relevant value chains. Given that sustainable and climate-adaptive livelihoods interventions are pivotal both in terms of responding to the needs of displaced persons and increasing their self-reliance, but also to strengthen communities' resilience and shock absorption to mitigate displacement effects of slow- or rapid-onset disasters, the approach of the Facility and its activities under Outputs 2.2 and 2.3 in particular will holistically consider local and displaced populations, both from a preparedness and response perspective. Most of disaster-related displacement is internal but in some cases refugees, or persons already internally displaced due to conflict, may also be affected. Activities will target special groups i.e. slum dwellers, persons with disabilities (PwDs), youth and women for resilience - leveraging the UNDP Timbuktoo initiative and the Resilience Impact Fund for the Horn of Africa (RIFHA). The type of activities and approach will be co-designed with the community members depending on different contexts. Key activities:

- 2.2.1. Technical vocational training for slum dwellers, including displaced persons, persons with disabilities (PwDs), women and youth in entrepreneurship and small/medium businesses, agro-processing and building resilience infrastructure in both for income diversification.
- 2.2.2. Support small businesses (MSMEs) in the agriculture and non-agriculture sectors through acceleration programs, grants and connections to potential investors benefitting local and displaced populations. Activities will include Ecosystem mappings, investment-readiness programmes and capital raising, building on existing work in South Africa, Angola and Zambia[15]
- 2.2.3. Scale-up of viable value chains through financial inclusion and market linkages with a focus on agro-processing to promote local business development along with bringing markets to the communities. Activities will include the economic empowerment of youth and women for resilience, taking into account the needs of displaced but also for instance female cross-border traders whose livelihoods maybe affected by the effects of disasters. The Facility will leverage the UNDP Timbuktoo initiative and its different thematic streams (including mobility), as well as training in value chain development, provision of catalytic grants (building on the UNDP Food Systems Programme)[16], and advancement of green jobs. UNDP will collaborate with other UN agencies, such as FAO, WFP, and IFAD, to build a resilient food system.
- 2.2.4. Scaling up climate smart and nutrition sensitive agriculture (Crop and Livestock) including provision of inputs, setting up smart water irrigation systems, food storage units, food processing and extension services etc.

[15] Currently, UNDP ASFH is implementing a similar initiative in three countries (South Africa, Angola, and Zambia), linking startups to venture capitalists in Japan

[16] UNDP ASFH has implemented the Resilient Food Systems (RFS), a Food value chains program for 4 years (2019-2023) in 3 three countries Burkina Faso, Malawi and Tanzania. See link to the toolkit: Resilient and Sustainable Food Value Chain Development Training Toolkit | United Nations Development Programme (undp.org)

Output 2.3. Enhanced community resilience through social safety net mechanisms. Initiatives under this output will be directed at the most vulnerable households and help build their capacity to better cope with shocks (for improved absorptive capacity). This can occur through various social protection interventions such as cash transfers as well as community based financial safety nets such as savings schemes, credit or micro-finance groups and support groups e.g. self-help groups, youth and women groups to access remittances and productive investment of the remittances. In times of crisis, livelihood recovery interventions will be required to address the current crisis and prevent a further deterioration of conditions. It includes the rehabilitation of crop and livestock production, water sources to improve water availability and accessibility for people and livestock, health and nutrition centres, basic infrastructure, schools, and introducing income-generation activities to support people's self-recovery, social protection mechanisms for the most vulnerable. It will also consider social cohesion and peaceful coexistence, particularly in contexts of displacement, including for protracted durations.
Key Activities:

- 2.3.1. Identify and deploy appropriate financing instruments that help highly vulnerable communities be better prepared before future crisis such as, cash-transfers, gender responsive social protection schemes, microinsurance, social impact bonds, catastrophe bonds, and contingency funds (also linked to output 1.5 above but tailored specifically to highly vulnerable communities).
- 2.3.2. Develop and implement exit strategies for individuals who achieve self-sufficiency, gradually reducing their dependence on social protection schemes.
- 2.3.3 Conduct community-based training programs on disaster preparedness, risk reduction, and adaptive strategies to enhance coping capacities.
- 2.3.4. Carry out or adapt interventions contributing to social cohesion, peaceful co-existence between communities, and community-led conflict resolution and mitigation measures in contexts in which displacement or changing mobility patterns due to slow- or rapid-onset disasters risk creating tensions, including in contexts of protracted displacement.

Output 2.4. Enhanced climate smart natural resources management for community resilience. Initiatives are primarily focused on sustainable access to water, renewable energy and land use planning. Sustainable and affordable access and use of water is intrinsically linked to vulnerability patterns. Interventions in this area will include irrigation schemes, and access to groundwater sources. Energy initiatives are to be focused on renewable sources such as biogas, solar power (for instance for cooking and water pumping) and efforts to link these to productive livelihood opportunities. Sustainable land use and natural resource management are critical in addressing deforestation, erosion and poor farming practices and will form the basis for economic activities as outlined above. Interventions under this output will also include private sector engagement on options for private sector investments in nature-based resilience enterprises.
Key Activities:

- 2.4.1. Implement sustainable water use and conservation measures, including water harvesting for productive use and protection of water sources from pollution, advisories on water resources adaptation using nature-based solutions, such as managed aquifer recharge (water security)
- 2.4.2. Implement Climate smart renewable energy solution such as biogas systems and solar for household use as well as productive use e.g. solar powered small businesses.
- 2.4.3. Build capacity of communities on sustainable land management practices including land restoration, soil conservation, and catchment management practices.
- 2.4.4. Promote carbon sequestration and carbon markets through forest and ecosystem management including blue economy.

Output 2.5. Infrastructure and basic services are restored and resilient to shocks and stresses. Interventions are targeted at risk-informing small-scale infrastructure at the community level to protect from future disasters. These are identified from ongoing and future analysis (as in *Output 1.1*) as well as through community consultations, and will include: access roads, schools, medical centres, community centres, and water and waste management related infrastructure. This can include physical reconstruction of infrastructure such as houses, schools and health centres, roads, bridges, government offices, telecommunication, and other damaged infrastructure as well as basic services such as schools, health facilities, waste management systems and irrigation facilities. These will be backed by national level interventions which will focus on supporting governments in the development/review/enforcement of building codes and standards, which impacts the quality of infrastructure at community level (both rural and urban areas), under output 1.4. Key Activities:

- 2.5.1 Identify and develop bankable pipeline of risk-informed community and infrastructure projects with feasibility studies across key sectors impacted by disasters.
- 2.5.2. Reconstruct community infrastructure e.g. housing, schools, power, health facilities, community centres, evacuation centres, schools, redundant household water supply and waste management using the approved country specific building codes and resilience markers for resilient infrastructure, including in contexts marked by frequent or recurring displacement due to disasters.
- 2.5.3. Strengthen the capacity of communities on building back better, low-cost resilient housing standards/techniques and country specific building codes.
- 2.5.4 Strengthen regulatory frameworks for risk-informed infrastructure financing mechanisms, such as PPP, blended finance, asset recycling, asset-backed securities, and sustainable bonds (as covered under the INFFs).

Resources Required to Achieve the Expected Results

Partnerships

UNDP is a key partner for long-term resilience building as it connects immediate recovery work with sustainable, long-term development. Within the UN system, UNDP partners with humanitarian agencies in the immediate response to crisis and in recovery, such as UNICEF, WFP, FAO, WHO, for building long-term resilience, partnerships with UNEP or UN-Habitat are key. On behalf of the UN system, UNDP anchors the Post Disaster Needs Assessment Practice with the World Bank and European Union and conducts assessments and develop recovery frameworks lending support to National Governments for recovery. The UNDP Resilience Hub works with countries through UNDP Country Offices in the Eastern and Southern African region. As the only hub of its kind in Africa and the world, it takes an integrated, whole system approach to resilience. The Resilience Hub’s approach is cross-sectoral, producing tangible programmatic support. As such a main partner for resilience building is the African Union Commission (AUC). The Roots of African Resilience research represents a collaborative effort between AUC and the UNDP Resilience Hub in Nairobi, in partnership with the United Nations Research Institute for Social Development (UNRISD) and has received support from NORCAP. The primary objective is to redefine the concept of resilience within the African context, identify dimensions of resilience relevant to this context, and develop guidance on operationalizing and measuring resilience on the continent.

At the national level, UNDP, along with other relevant partners, is actively supporting local governments and communities to achieve resilience. In Mozambique, UNDP has played a pivotal role through initiatives like the Mozambique Recovery Facility (MRF), established in response to cyclones Idai and Kenneth, and which has benefitted a significant portion of internally displaced persons. This mechanism focuses on restoring livelihoods, rebuilding infrastructure, and enhancing resilience in Sofala and Cabo Delgado provinces. By integrating disaster risk management (DRM) and climate change adaptation (CCA) into recovery efforts, UNDP aims to build back better, ensuring sustainable development and preparedness for future shocks.

Similarly, in Madagascar, UNDP's interventions span various projects aimed at strengthening climate resilience and disaster risk governance. Projects such as the Early Warning System for Drought and the PACARC initiative highlight UNDP's efforts to enhance national and local capacities for disaster preparedness and response. These initiatives leverage partnerships with national meteorological agencies, UN agencies, and other stakeholders to improve early warning systems, enhance community resilience, and support sustainable livelihoods amidst climate variability and natural hazards.

In Burundi, UNDP focuses on integrating DRM and CCA into national development planning and budgeting processes. This includes scaling up community-based DRR initiatives and strengthening national risk information systems. The ongoing projects also address economic recovery from the COVID-19 pandemic, supporting vulnerable communities through access to financial services and psychosocial support.

In Kenya, UNDP is leading the MPTF (Multi Partner Trust Fund) - Drought Response and Recovery Project in partnership with UNICEF. This initiative, funded by the Government of Sweden with nearly US$ 2 million, focuses on enhancing climate resilience to mitigate the severe impacts of drought. The project aligns with Kenya's national priorities by transitioning from short-term humanitarian aid to sustainable development solutions. Despite initial funding, there is a critical need to upscale recovery interventions due to budget limitations, underscoring ongoing challenges in securing sufficient resources for comprehensive resilience-building efforts. Additionally, UNDP is actively involved in the Floods Emergency Response Project in Kenya, collaborating closely with the Ministry of Interior. This project, supported by UNDP funding, addresses the aftermath of floods by assessing impacts and developing resilient recovery frameworks for affected communities. However, the project's recovery phase remains unfunded, highlighting significant gaps in financing critical post-disaster recovery activities. Efforts are underway to secure additional resources to ensure comprehensive support for affected populations.

In Malawi, UNDP is engaged in a range of initiatives aimed at bolstering resilience and sustainable development across different regions and sectors. These initiatives include projects like the "Empowering Women and Youth in Agriculture Project," which seeks to enhance agricultural productivity and market access for vulnerable groups, thereby improving food security and income stability. Despite these efforts, challenges persist in securing adequate funding for essential infrastructure and providing comprehensive capacity building for sustainable agriculture practices and disaster preparedness. UNDP's initiatives in Tanzania focus on enhancing financial resilience and mitigating risks from climate and disaster shocks. The "Financial Resilience to Agriculture" project, supported by the Belinda and Gates Foundation, aims to institutionalize innovative agricultural insurance programs to protect smallholder farmers. Despite initial funding, scaling up these initiatives to a national level remains a challenge, requiring sustained financial support and institutional capacity building to effectively safeguard assets, lives, and livelihoods across Tanzania.

In Zambia, UNDP leads a comprehensive agricultural resilience initiative in collaboration with various partners. Spanning multiple provinces and districts, this project, supported by the Green Climate Fund, aims to strengthen the adaptive capacity of smallholder farmers against climate risks throughout the agricultural value chain. Despite substantial funding, challenges persist in escalating the irrigation component of the project, crucial for supporting farmers grappling with adverse climate variability. Additional investments are essential to ensure sustainable agricultural practices and secure livelihoods amidst ongoing drought conditions.

UNDP's efforts in Zimbabwe emphasize resilience-building and sustainable development across diverse regions and sectors. Projects like the ZRBF 2, "Enhanced Resilience for Vulnerable Households" and Building Climate Resilience of Vulnerable Agricultural Livelihoods in Southern Zimbabwe focus on improving local food production and enhancing nutrition among vulnerable communities. With funding from partners such as the EU, GCF and support from local partners, these initiatives has successfully strengthened community resilience against socio-economic challenges exacerbated by climate impacts. However, ongoing challenges in securing sustainable funding and scaling these initiatives highlight the need for continued international cooperation and strategic investment to achieve lasting positive impacts across Zimbabwe.

In Angola, UNDP and its partners are actively addressing humanitarian and development challenges. Efforts in Huíla Province focus on enhancing education preparedness through critical supplies, benefiting over 10,000 students. Meanwhile, in Cunene Province, FAO is leading emergency responses to mitigate agricultural losses and enhance community resilience. However, persistent funding gaps hinder comprehensive implementation, emphasizing the need for sustained international support to achieve lasting impact.

In Uganda, UNDP and partners are actively strengthening disaster preparedness and response, focusing on integrating SRH (Sexual and Reproductive Health) services in emergency plans across districts like Mbale and Isingiro. Meanwhile, WFP's efforts in Karamoja include food security assessments and contingency planning to mitigate risks from drought and floods, emphasizing proactive measures to enhance community resilience. However, ongoing challenges in funding and capacity limit the scale of these vital interventions, highlighting the need for sustained support to achieve effective disaster resilience and food security outcomes. This initiative will aim to build on these initiatives and identify convergences with local efforts to maximise the impact.

Resource mobilization strategy

UNDP will engage with relevant partners on UNDP’s offer for immediate disaster response, recovery, and preparedness work, but at the same time on long-term resilience building. Through its partnership strategy UNDP aims to strengthen the bridge between response and recovery as well as building a solid bridge between recovery and resilience building for reducing vulnerabilities towards a sustainable future.

A partnership and resource mobilization strategy will be two-fold: Immediate response and recovery phase: 2024-2026, and long-term, sustainable resilience building: 2027-2032.

Immediate response and recovery phase (2024-2026):

UNDP will work with key partners to support country offices in bridging the immediate response and recovery needs. OECD-DAC donors can be partners to focus their support on the disaster response but also on accelerating recovery to prepare for more long-term engagement. Such partnerships will be essential for rapid action and can kick start immediately in 2024. This might focus on baseline assessments, resilient recovery planning, including data analysis and vulnerability assessments, cash transfer, repair of housing and community infrastructure as well as strengthening disaster preparedness. This partnership can further focus on the regional level, enhancing the preparedness of RECs, strengthening sub-regional anticipation and preparedness as well as regional assessments and data analysis that prepare the ground for accelerated work done at the country level. Knowledge management and cross-country as well as inter-continental learning and South-South collaboration will underpin this partnership. Any partnership with OECD-DAC donors aims to complement UNDP corporate seed funding made available.

Long-term, sustainable resilience-building (2027-2032):

UNDP will engage with key partners that accompany affected countries in the long-term, building the bridge between recovery and resilience. Such partnerships will continue to include OECD-DAC donors. To widen the resource base and for broader impact, a joint UNDP corporate approach, will pursue engagements with vertical funds, International Finance Institutions (IFIs) and the private sector on resilience building, aiming to address the root causes of vulnerabilities to disasters and crises. Interested country offices will lead on this and benefit from close technical support from the Resilience Hub and UNDP's GPN (Global Policy Network) for technical advice and corporately for IFI (International Financial Institutions) and vertical fund engagement.

Given that IFI and vertical fund engagement is a long-term approach and multi-year preparatory work is required, the immediate response and recovery phase will help lay the groundwork through feasibility studies and close networking with respective national governments. In this timeframe, the Resilience Hub will ensure knowledge management and mutual learning across the region to underpin the cross-regional approach. A detailed resource mobilisation strategy for the CRRF will be developed.

Aligned with the localization agenda, UNDP is committed to collaborating with local government and community structures to co-design and implement interventions. Local organizations, such as NGOs and community-based organizations (CBOs), will also play a key role in delivering community resilience activities and managing crises through the crisis modifier. UNDP will consult with local partners on critical decisions through their participation in local coordination structures for the project. Local councils will lead and support activity implementation at the community level. In addition, local councils and partners will receive capacity-building support through the facility. Where feasible, resources may be channelled through local NGOs or CBOs to execute the crisis modifier.

Risks and Assumptions

RISKS	***MITIGATION***
Conceptual framework and theory of change may be overtaken by emerging issues in rapidly changing development environment in Eastern and Southern region of Africa.	The recovery facility has a robust Monitoring and Evaluation (M&E) plan and will also employ dynamic portfolio management to ensure that the Project remain relevant.
Potential coordination challenges dealing with multiple partners implementing different components of the Project	UNDP will hold regular monitoring and reporting of facility activities to ensure coherence, and all partners are on the same page
Lack of adequate resources will present a challenge in achieving the results of the regional Project and its component.	UNDP Resilience Hub will work with Partnership Unit to secure additional funding for the facility

DRR and more specifically Preparedness do not stay a government priority and therefore, the latter's political, financial, and technical support to these areas and particularly, to the project is reduced	The recovery facility will have consultations with high-level government representatives for country selected and will carry out lobbying and advocacy campaigns in support of Disaster Preparedness.
Assumptions	
Political stability and continued commitment and ownership will provide enabling environment for resilience building.	
International processes on resilience prioritise community-driven actions in a conflict sensitive manner.	
Emerging technologies will be incorporated in the project implementation.	

Stakeholder Engagement
The recovery and resilience facility will engage with a range of stakeholders at all levels – local, national, regional, continental, and global. Key stakeholders that will be central to success of the facility include, UN Agencies, Envoys & Platforms, African Union/RECs, National governments, National and regional civil society / non-government organizations (CSOs/NGOs), Private sector organizations, academia, media, development partners and international financial and trade institutions, community members and leaders, Faith Based Organizations who will be instrumental in resilient recovery within the selected countries. The stakeholders will be engaged in the design, implementation, monitoring of facility project activities. For coordination, at the regional level, UNDP Resilience Hub will be responsible for overall coordination, oversight, and management, and will coordinate with UNDP country offices and national government counterparts which will provide technical and operational support during implementation. In addition to the core facility management team, any additional capacity or staffing constraints will be bridged through technical advisory and backstopping through national, regional, continental, and global teams of UNDP DRT team and Country Offices.

Based on the technical approach, the facility will include direct beneficiaries at multiple levels; regionally, it benefits region through additional capacity, technical and financial resources to address disaster resilience challenges, using it as an opportunity to strengthen resilience building; nationally, it addresses challenges arising from constrained, fragmented and inadequate disaster risk information systems, governance, and capacities by strengthening its vertical and horizontal linkages, benefitting ministries such as those responsible for finance and economic planning, gender and social inclusion, those most impacted by disasters. Community-level locations and target beneficiaries within selected countries will be determined during facility appraisal along with other implementing partners.

South-South and Triangular Cooperation (SSC/TrC)
The Recovery Facility is aligned with Africa's Promise and directly contributes to the Regional Programme for Africa's outcome: 'regional institutions sustain peace and build resilience to shocks and crises. This facility also recognizes that a key strength of the Africa Resilience Hub is its ability to facilitate both South-South and Triangular Cooperation across the African continent. This facility aims to build community resilience and promote sustainable development in Eastern and Southern African regions. The facility will utilize South-South and Triangular Cooperation (SSC/TrC) to achieve and sustain the above outlined outcomes by leveraging the strengths, knowledge, and experiences from across the African continent. The SSC/TrC approach will facilitate the sharing of best practices and successful models of resilience indicators from other African countries. Support peer learning and capacity-building workshops to develop and enforce codes and standards for resilient development. Engage in political advocacy and policy dialogue across borders to ensure risk-informed development approaches. The SSC/TrC will also promote interoperable multi-hazard early warning systems and support anticipatory actions by learning from successful early warning systems implemented in other regions. Foster community-based dialogues to enhance risk perception and communication, ensuring local knowledge systems are integrated into decision-making processes. Engage regional actors, including the African Union and Regional Economic Communities (RECs), to enhance coordination and operationalize regional capacities for anticipatory action and preparedness. As well as support livelihood recovery interventions, by leveraging expertise from similar projects in Africa.

The facility will adopt a flexible and adaptive approach to tailor SSC/TrC strategies to the specific characteristics and challenges of each community or region. UNDP Resilience Hub convening power will be critical in facilitating these exchanges in collaboration with UNDP Country Offices and other African inter-governmental partners. UNDP's extensive network of offices across the continent will also be leveraged to ensure that innovative, effective programming is identified, shared, and implemented for the benefit of local communities.

Digital Solutions[17]

The Resilience and Recovery Facility will leverage on digital technologies to enhance the experiences of selected countries and partners and address the identified development challenges effectively. Digital solutions will play a key role in increasing the resilience of communities, improving institutional capacities, and facilitating knowledge exchange and cooperation across the region.

There are a range of digital approaches that could be valuable in the context of disasters, recovery and resilience building, including:

- **Multi-Hazard Early Warning Systems**: Advanced weather monitoring technologies, such as satellites, sensors, and modelling systems, can provide accurate and timely information for early warning systems. This helps communities prepare for extreme weather events like El-Nino, floods, and droughts. As well as enabling last mile actors to receive timely alerts and information, improving their preparedness and response to shocks and stresses.
- **Climate Data Analytics**: Big data analytics can be used to analyse climate data, provide insights into long-term climate trends, identifying vulnerable regions, and informing decision-making for climate adaptation strategies, early warning and early action.
- **Remote Sensing and Geographical information system**: Satellite technology and remote sensing tools can be employed for risk mapping, monitoring environmental changes, and assessing vulnerabilities. This will provide accurate and up-to-date information on risk patterns and environmental conditions, supporting targeted and effective resilience interventions.
- **Digital Financial Solutions**: Promote the use of digital financial solutions, such as mobile banking, digital wallets, and parametric insurance mechanisms, to provide flexible and timely disbursements to affected communities. This will increase access to risk financing solutions, enable rapid response and recovery, and support the economic empowerment of vulnerable populations.
- **Social media and Communication Tools**: Leverage social media platforms and digital communication tools to disseminate information, raise awareness, and engage with stakeholders. Social media will enhance transparency, increase stakeholder engagement, and ensure that critical information reaches a broad audience in a timely manner.
- **Community Engagement Platforms**: Technology can facilitate communication and collaboration among communities, allowing them to share knowledge, experiences, and best practices for adapting to climate change. Online platforms and mobile apps can be used to raise awareness and engage citizens in resilience-building efforts. The project team will ensure that these platforms are user-friendly, culturally sensitive, and available in local languages to facilitate widespread engagement.

Knowledge

The Facility team will generate a range of knowledge products to document, share, and disseminate the insights, best practices, and lessons learned throughout the implementation. These knowledge products will serve as valuable resources for communities, institutions, and policymakers, facilitating broader adoption and replication of successful resilience-building strategies across the region. In support of strengthening the evidence base on which resilience programming should be grounded, the facility will develop comprehensive databases that include disaster loss and damage data, resilience indicators, a climate security matrix, and information on resilience-building initiatives. These databases will provide detailed, organized, and accessible data to support decision-making and planning processes. Various publications and project documents will also document best practices, innovative approaches, and outcomes of resilience-building interventions. Provide evidence-based recommendations for policymakers and practitioners. Publications will be available through UNDP Facility website, regional and national government portals. The many convenings facilitated by the Facility team will also produce reports that capture the discussions and outcomes agreed by stakeholders, for the benefit of future regional and national policymaking.

[17] *Please see the Guideline "Embedding Digital in Project Design".*

Sustainability and Scaling Up
The facility is designed to ensure long-term sustainability and the potential for scaling up successful resilience-building interventions. This will be achieved by integrating project activities with relevant national systems, strengthening national capacities, and promoting national ownership. Activities within the Facility will be designed to promote sustainability and where possible, to promote implementation which leaves behind sustainable policy frameworks, programmes and capacities amongst countries and partners as it is not expected that this 5-year programme of work will ensure complete sustainability. To sustain and scale up the results of the project, activities will be closely aligned with national development plans and policies. The Facility will work with local and national governments to ensure that resilience-building strategies are embedded within existing frameworks and processes. This integration will ensure that the interventions align with national priorities and benefit from the support and resources of government agencies.

The Facility will also implement a phased transition arrangement to ensure continuity of activities beyond the 5-year cycle. This involves providing comprehensive training and technical assistance to local institutions, government officials, and community leaders to equip them with necessary skills and knowledge. Additionally, the facility will explore and establish sustainable funding mechanisms, such as public-private partnerships and donor engagements, to support ongoing and future resilience-building activities. National capacities will be enhanced through training, technical assistance, and knowledge exchange, with progress monitored via performance indicators, regular assessments, and stakeholder feedback. Ensuring national ownership will involve engaging stakeholders in all phases, advocating for supportive policies, and promotion of continuous dialogue. These efforts will ensure the facility's sustainability and enable the scaling up of successful resilience-building interventions.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness
The Recovery Facility will support a mix of immediate recovery actions and resilience interventions that will protect life and livelihood. Specific actions, such as rehabilitation of Community infrastructure will consider comprehensive and conflict sensitive risk assessment, including future climate projections, and this will lessen the economic and social impacts of crises on the communities. Economic and social safety net actions are envisaged to increase coping capacities of the communities and institutions – further enabling communities to recover when hit by adverse events. The combination of policy strengthening and investment in community resilience will contribute to substantial reduction of disaster losses and subsequently increase resilience of communities.

Resilience building is a multi-stakeholder agenda. As such, UNDP recognizes that a wide range of actors comprising of the Regional Inter-governmental organisations, UN system, governments, and NGO sector, have distinct mandate, capacities and expertise on recovery and resilience building. The proposed facility will leverage on these comparative advantages to foster learning, coordination, and partnership. At regional level, UNDP will engage with the African Union, Southern African Development Community (SADC), Inter-Governmental Authority on Development (IGAD), international and UN agencies to strengthen implementation of regional frameworks and policies. Consequently, these regional actors will have capacity to build resilience beyond the scope of the project.

The need for the recovery facility is necessitated by the increased ENSO events in Eastern and Southern Africa, which often lead to widespread regional impact. The facility will therebefore support countries in Eastern and Southern Africa through UNDP Country Offices in the two regions. UNDP Country Offices will engage with government and communities and work with them to strengthen their capacities to anticipate and respond to shocks and crises. The Country offices will work closely with the government stakeholders in the selection of appropriate equipment and supplies in line with UNDP procurement guidelines. UNDP will ensure value for money in the procurement of supplies and services. Wherever possible, goods and services will be procured locally so that local economies can benefit. Gender-responsive procurement will also be employed, where possible, as an avenue for empowering women, youth, and other vulnerable groups. Should the context or situation require, UNDP has solid established market reaching capacity in the region, so materials are acquired according to the technical specifications defined by the relevant authorities at the best possible value for money. All processes will adhere to UNDP rules and regulation to ensure transparency and accountability at each step of the process. The costs incurred in a recipient country and in a third country shall be in accordance with the standards of the donor country where appropriate.

UNDP will leverage activities and partnerships with other initiatives/projects in the region. In Mozambique, UNDP is leading the implementation of the Mozambique Recovery Facility, funded through a UNDP-led multi-donor Basket Fund. The facility has so far supported the reconstruction of 1,900 community infrastructure and enhanced the income of over 15,000 households. In Zimbabwe, through the implementation of the Zimbabwe Resilience Building Fund (ZRBF), UNDP improved the resilience of 83% (945 458) people against a set target of 830 000 people. The programme reduced food insecurity severity by 8% from a baseline of 22% to 14% at endline based on the household hunger scale. About 95.9% of beneficiaries adopted climate smart agriculture production technologies and 84.9% adopted value chain activities promoted by the project. In term of fund management, the report noted that UNDP Zimbabwe Country Office has ensured management, good governance and fiduciary oversight of the ZRBF. This facility will leverage on these experiences and lessons to establishment robust governance arrangement.

UNDP is also actively enhancing urban resilience through various initiatives on the community level. In Malawi, urban resilience programs in cities like Lilongwe and Mzuzu are taking shape under the guidance of UNDP, aiming to restore urban ecosystems and enhance climate resilience. These initiatives, funded by GEF (Global Environment Facility) and ECHO, strive to transform urban landscapes into greener and more resilient environments. In Tanzania, urban greening and e-mobility projects aim to improve environmental sustainability and urban living conditions. Ongoing projects in Madagascar, such as the GCF-funded Strengthening Climate Resilience of Water Resources project, led by UNDP, address water supply and climate resilience in Southern Madagascar, emphasizing weather forecasting and integrated water management. Another project, UNDP's “Renforcement de la Résilience” project in Madagascar, aims to enhance institutional and community resilience to climate hazards, prioritizing adaptation and disaster risk management. More initiatives on are being elaborated and will focus on strengthening urban infrastructure and early warning systems. These efforts build on UNDP's successful track record in recovery and resilience, ensuring robust governance and community support in urban areas.

Project Management

The facility will be implemented under the UNDP Direct Implementation Modality (DIM). UNDP will also monitor quality assurance for the effective application of required inputs to achieve the expected project’s results. Where applicable, UNDP will sub-contract implementing partners and or regional organisations in line with UNDP procurement and grant management rules and procedures. All contracted parties will be directly accountable to UNDP in accordance with the terms of the signed responsible party agreement or contract. In terms of management and mobilisation of resources for the project, this will be twofold. Project resources are to be mobilised both at regional and country level. With this expected budget (approximately 200 million USD), funding might flow from sources that might directly invest at country level (IFIs, vertical funds). This might be particularly relevant for outcome 2 of the facility (community resilience). In this scenario, funding might not be managed at the regional level but potentially at UNDP Country offices’ level and will follow the country level governance structure. In a situation where funding is mobilised at regional level, resources will be channelled to UNDP countries offices.

The facility will be hosted at the Resilience Hub for Africa and will contribute to the Hub’s Resilience Portfolio project under Outcome 2: “Enhance the adaptive capabilities and resilience of Africa’s most vulnerable populations and habitats against climate change induced natural hazards and multi-dimensional vulnerabilities, with special focus on women, youth and persons of concern”. In addition to the existing UNDP Disaster Risk Reduction and Recovery team at the Resilience Hub for Africa, an additional project team members will be recruited to manage day-to-day activities of the facility. The Regional Coordinator for Disaster Risk Reduction (DRR) and Recovery will over the project implementation. He/she will be assisted by the Disaster Risk Reduction and Resilience Specialist who will ensure day-day management of the project. A new Partnerships and Communication Specialist, Monitoring and Evaluation Analyst, a Recovery and Resilience Analyst, and a Programme Associate will be recruited. The Regional DRR Coordinator who will oversee the project management function be responsible for:

- Oversight of the project implementation, reporting and accountability.
- Working with Country Offices and other UNDP teams to mobilise resources for the implementation of the project.
- Managing the project team and mobilising relevant UNDP thematic teams to support the project implementation, e.g. Climate and Nature teams, Governance and Peacebuilding, Human mobility, water, health, partnership and communications teams, inter alia.

- Coordinating with partners at different levels, notably with RECs, the AUC, UN agencies, and other partners.

The Project Lead (DRT Africa Regional Coordinator) works under the overall supervision of the Director of Resilience Hub with secondary reporting line to the Head of Global DRT.

A technical committee for the facility shall be established to ensure coordination of the implementation of the facility. This will include different thematic teams in relevant UNDP's Bureaus, and the technical focal points from the targeted Country Offices. The technical committee shall meet once a year.

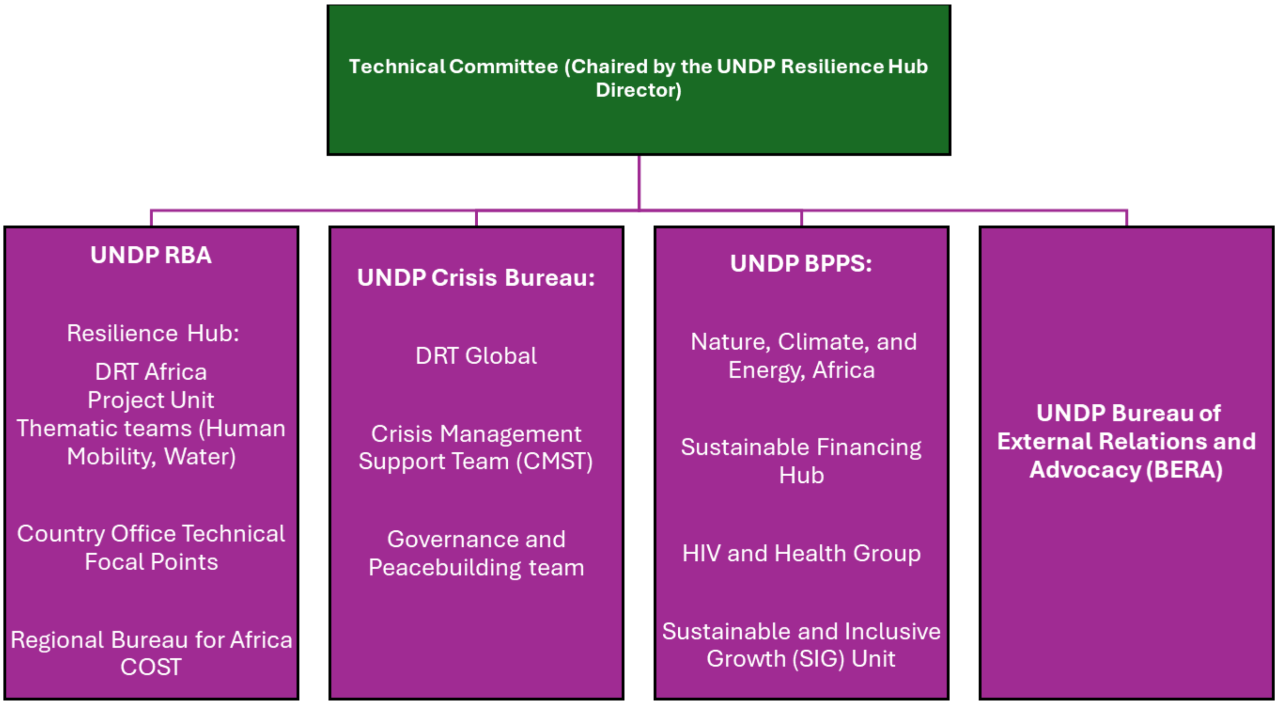

Figure 5 Project Technical Committee

In addition to the regional management architecture, participating UNDP country offices will be responsible for the direct implementation of the identified contextualized activities within their host country. This will be possible through the recruitment of additional national resources within a project implementation team, to report directly to the technical focal points within the respective UNDP country offices. The decision to identify and employ additional capacities will fall under the leadership of the country technical focal point. The COs will also work with the relevant government agencies, departments and ministries.

The project will establish a robust monitoring mechanism to track the project's progress towards intended outputs; and track appropriate use of resources entrusted to UNDP and partners. UNDP will provide the following reports:

- A consolidated baseline report to be developed in the first 6 month. This report will be used to further improve the project's results framework and track the project's impact.
- Quarterly (narrative and financial) briefing reports will be developed on regular basis.
- Final narrative report within six (6) months of the completion of the Project, expiry or termination of this agreement including an interim financial report, detailing activities undertaken and outlining the development progress, and results achieved in relation to the Project.
- An independent mid-term evaluation and final evaluation (to draw lessons learned) will be conducted.
- A final certified financial report to be submitted within twelve (12) months of the completion of the Project/Programme. Once a project is operationally closed, in line with UNDP practice, it is financially closed within 12 months.

In case of any extensions or otherwise, the standard operating procedures of UNDP for project extensions and closures will apply. That ideally requires an agreement within the Governance Board and the approval of financing partners. All project oversight and evaluation components will comply with UNDP rules and regulations as outlined in the POPP

(Programme & Operations Policies and Procedures) in the section on programme and project management. UN entities are audited under their own audit arrangement, following the 'Single Audit' principle.

Audit results are publicly available, and donors will receive audit reports in a timely manner. The UNDP Office of Audit and Investigation's (OAI) main mission is to support the organization to perform effectively in its critical work to fight global poverty and promote development. OAI is responsible for the internal audit of all of UNDP's activities. It is also responsible for assessing and investigating allegations of fraud, corruption and other wrongdoing. OAI provides assurance on the use of UNDP's resources to the Administrator and senior managers as well as to Member States and donors. OAI supports UNDP in fostering a culture of accountability and transparency. It helps UNDP in enforcing zero tolerance for misconduct, thus safeguarding the integrity and reputation of the organization. Additionally, the Independent Evaluation Office (IEO) reports to the UNDP Executive Board. The IEO is governed by the organization's Evaluation Policy and the UNDP Executive Board is the custodian of the policy. The core function of the Independent Evaluation Office is to conduct independent thematic and programmatic evaluations. The Independent Evaluation Office also prepares the Annual Report on Evaluation, sets standards and guidelines on evaluation, monitors compliance on evaluation and shares lessons for improved programming.

V. Results Framework[18]

Intended Outcome as stated in the Africa promise [or Regional] Programme Results and Resource Framework: Regional institutions sustain peace and build resilience to crises and shocks											
Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets:											
Applicable RPD Output: **Output 3.1. Regional institutions capacities enhanced to advance effective climate adaptation, disaster risk reduction, early warning and resilience-building policies, institutions and programmes.** **Applicable Output(s) from the UNDP Strategic Plan:** **Output 1.3.1** National capacities and evidence-based assessment and planning tools enable gender responsive and risk informed development investments, including for response to and recovery from crisis. **Output 2.3.1** Data and risk informed development policies, plans, systems and financial incorporate integrated and gender-responsive solutions to reduce disaster risks, enable climate change adaptation and mitigation, and prevent risk of conflict. **Output 3.1.1** Core government functions and inclusive basic services restored post-crisis for stabilization, durable solutions to displacement and return to sustainable development pathways within the framework of national policies and priorities. **Output 3.3.1** Evidenced based assessment and planning tools and mechanisms applied to enable implementation of gender sensitive and risk informed prevention and preparedness to limit the impact of natural hazards and pandemics and promote peaceful, just and inclusive societies. **Output 3.6.1** Women's leadership and participation ensured in crisis prevention and recovery planning and action											
Project title and Atlas Project Number: Recovery Facility for Community Resilience in Eastern and Southern Africa											
EXPECTED OUTPUTS	**OUTCOME/OUTPUT INDICATORS** [19]	**DATA SOURCE**	**BASELINE**[20]		**TARGETS**[21] **(by frequency of data collection)**						**DATA COLLECTION METHODS & RISKS**
			Value	**Year**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**FINAL**	
Outcome 1: Regional, national, and community-based institutions have increased	% reduction in the number of people affected by disasters (disaggregated by	Project reports, government/ ministries reports, regional and country	TBD	2024	0% reduction	10% reduction	20% reduction	40% reduction	15% reduction	85% reduction	Interviews, Survey, Desk review & Questionnaire,

[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.

[19] The project uses output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators are disaggregated by sex or for other targeted groups where relevant

[20] Baseline values are to be determined (TBD) after the baseline has been undertaken, currently there are no values.

[21] Indicator targets are presented cumulatively for each subsequent year.

capacities to prevent, anticipate and respond to shocks and stresses.	age, sex displaced persons and persons with disabilities)	databases (historical disaster data, risk profiles, impact assessments)										- Limited Access to Data - Variations in the quality and accuracy of data across different sources
Output 1.1. Targeted institutions (regional, national/subnational) have increased capacities to collect and manage disaster risk data including loss and damage data.	# of countries with updated risk profiles.	Project reports, government ministries (national risk assessments, policy documents, strategic plans), regional and country databases (historical disaster data, risk profiles, impact assessments),	TBD	2024	-	4	6	8	10	10		Document review, Survey &Questionnaires -Discrepancies in data quality and accuracy across different sources -Limited up-to-date data from national agencies
	# of countries with established or institutionalised disaster loss accounting systems/ databases, which include the entire process, from data collection to data analysis for decision making.	Accounting system/ Databases, official records related to disaster management, Project reports and assessments, Global and Regional Databases (e.g., EM-DAT, DesInventar)	TBD	2024	-	2	4	8	10	10		Online databases, Survey &Questionnaires -Security and privacy of disaster risk data - Quality and comprehensiveness of data collected. -Limited access to Data
	# of countries with recovery	National Disaster Management Agencies (NDMAs), Global and Regional Databases	TBD	2024	10	10	10	10	10	10		Interviews, Survey, Desk review & Questionnaire,

	frameworks and plans	(e.g., Prevention Web, GFDRR), Government Ministries (Policy documents, strategic plans, and national recovery frameworks), assessments, and support programs									- Limited Access to Data - Variations in the quality and accuracy of data across different sources
	# of regional institutions supporting their member states with recovery planning and development of recovery projects	Regional Intergovernmental Organizations (e.g., African Union, IGAD, SADC, EAC), International Organizations and Donor Agencies (e.g., World Bank, EU)	TBD	2024	3	3	3	3	3	3	-Desk review, workshops and FGDs with representatives from regional organizations, member states, and other stakeholders - Challenges in accessing up-to-date data from regional organizations or member states - Insufficient resources (financial, technical, human) to collect and manage data

Output 1.2. Last mile actors are prepared to respond to multi-dimensional risk, shocks, and crises.	# of sub-national structures (district or counties or provinces) with locally led preparedness and anticipatory actions plan.	Local Government Offices (District, County, Provincial Disaster Management Offices), National Disaster Management Agencies (NDMAs), Project reports, community assessments, and evaluations related to locally led preparedness and response plans, Studies and research on sub-national disaster preparedness and response initiatives.	TBD	2024	40	60	80	100	100	100	-Systematic review of official reports, policy documents, strategic plans from local governments and from last mile actors - Conduct semi-structured interviews with key informants from local governments, community leaders. - Challenges in accessing up-to-date data from local governments and community organizations. - Low levels of community engagement and participation in the planning process
	# of community structures (including urban, rural centres and villages) with locally led preparedness	Local Government Offices (Municipal, District, Village Councils), Reports on community capacity-building programs,	TBD	2024	100	100	200	200	0	500	-Site visits, Community Workshops, Surveys Document Review

	and anticipatory actions plans	evaluations, and assessments (NDMAs, CSOs, NGOs, International organisations and donor agencies).									- Challenges in accessing up-to-date data from community organizations or local governments.
	# of countries with functional interoperable, people-centred multi-hazard early warning systems.	National Meteorological and Hydrological Services (NMHS) (Reports and documentation on early warning systems), National Disaster Management Agencies (NDMAs), Government Ministries, Regional Early Warning Centres (e.g., IGAD Climate Prediction and Applications Centre (ICPAC), SADC Climate Services Centre)	TBD	2024	0	2	4	8	10	10	Desk review, Surveys and Questionnaires, Site Visits - Limited technological infrastructure for data collection and management
	# of community-based muti-hazard early warning systems that integrate traditional knowledge systems and practices.	Reports and, minutes from community-based organisations, Local Government Offices (Municipal, District, Village Councils), Indigenous and Traditional Knowledge opinion leaders	TBD	2024	0	50	100	150	200	500	Desk review of reports from workshops and trainings, Focus Group Discussions - Data Inaccuracy/ Inconsistency - Cultural Sensitivity and Misunderstanding

Output 1.3. Transboundary cooperation for risk management is strengthened.	# of regional protocols and mechanisms for transboundary risk management developed	Regional bodies e.g. SADC, IGAD and EAC records. Records from ABCABC (Africa Borderlands Centre) programme	TBD	2024	-	-	2	2	2	2	Desk review - Reports from government, ABC programme, workshops - Difficulties in coordinating efforts among multiple member states and regional organizations.
	# of multi-countries and/ or regional projects designed to operationalise transboundary risk management protocols.	Records from regional institutions (SADC, IGAD and EAC), intervention progress report	TBD	2024	-	1	2	3	1	7	Desk review Reports from IGAD, SADC and EAC, Project reports. -Difficulties in coordinating efforts among multiple member states and regional organizations
	% (increase) of number of countries supported through Pan African Civil Protection mechanisms, and or regional response mechanism	Pan African Civil Protection Organizations (e.g., AUC's Humanitarian Affairs, Refugees and Displaced Persons Division), Regional Intergovernmental Organizations; (SADC, IGAD, EAC)	TBD	2024	0	3%	5%	10%	20%	20%	Document Review - Coordination Challenges

		Government Ministries (e.g., Ministries of Interior, Foreign Affairs, and Humanitarian Affairs):									
	Transboundary and or regional consequence management simulations conducted	Regional Intergovernmental Organizations (SADC, IGAD, EAC), Government Ministries (e.g., Ministries of Interior, Defence, and Foreign Affairs)	TBD	2024	Yes	Yes	Yes	Yes	Yes	Yes	Document Review, Co-production workshops - Coordination Challenges
Output 1.4. Targeted institutions integrate risk, enforce and monitor resilience indicators in policy decisions and development processes	# of countries with an overarching resilience strategy/legal and accountability framework developed	National Governments (Official documents, policy papers, legal frameworks, and strategic plans), Parliamentary Records and Legislative Bodies (enacted laws, and legal frameworks related to resilience.) Regional Policies/ Reports from regional institutions (SADC, EAC, IGAD)	TBD	2024			2	6	10	10	Surveys, Document review Project reports - Variations in the quality and accuracy of data across different sources - Difficulties in coordinating efforts among multiple government ministries and legislative bodies.
	# of countries with harmonised resilience markers adopted	National Governments (Reports on national resilience initiatives, evaluations, and assessments),	TBD	2024	-	2	2	6	10	10	Surveys, Document review Project reports

		Legislative records (Records of legislative processes, enacted laws, and adoption of resilience markers)									
	# of regional institutions (RECs) with harmonised resilience markers adopted	Regional Intergovernmental Organizations (AUC, EAC, IGAD, SADC) National Governments (Member States of the RECs), Reports on regional initiatives (International organisations, donor agencies)	TBD	2024	-	-	1	2	3	3	- Document Review, Surveys and Questionnaires - Limited Access to Data - Difficulties in coordinating efforts among multiple regional organizations and member states.
	# of regional projects or programmes that incorporated harmonised resilience markers	Regional Intergovernmental Organizations (AUC, EAC, IGAD, SADC) National Governments (Member States of the RECs)	TBD	2024	-	-	2	2	4	4	Document Review, Surveys and Questionnaires, stakeholder engagement. - Variations in the quality and accuracy of data across different sources
Output 1.5: Targeted institutions (Governments and	# of households accessing risk financing from disaster risk	Insurance Companies and Providers, National and Local Government Agencies (e.g.,	TBD	2024	-	125,000	125,000	125,000	125,000	500,000	Community mapping, Survey, document review

Communities) have increased access to climate and disaster risk financing solutions that are sustainable.	financing instruments.	Ministries of Finance, Social Welfare, and Disaster Management									
	# of countries with risk financing frameworks	Financial Institutions and Development Banks, Government Agencies (e.g., Ministries of Finance, Disaster Management, and Planning):	TBD	2024	-	2	4	6	10	10	Document Review, Monitoring and Evaluation Reports - Changes in legislation or regulatory frameworks may affect the implementation of risk financing strategies.
	# of bankable projects developed and financed for community resilience	Financial Institutions and Development Banks, Government Agencies (e.g., Ministries of Finance, Disaster Management, and Planning):	TBD	2024	-	1	2	3	3	10	Document Review, Monitoring and Evaluation Reports - Legislative and Regulatory Challenges
EXPECTED OUTPUTS	**OUTCOME/OUTPUT INDICATORS[22]**	**DATA SOURCE**	**BASELINE[23]**		**TARGETS[24] (by frequency of data collection)**						**DATA COLLECTION METHODS & RISKS**
			Value	**Year**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**FINAL**	

22 The project uses output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators are disaggregated by sex or for other targeted groups where relevant

23 Baseline values are to be determined (TBD)after the baseline has been undertaken, currently there are no values

24 Indicator targets are presented in 2 ways i.e. cumulatively and yearly targets

Outcome 2: Communities recover from 'cumulative recovery deficits' and adapt to shocks and stresses in a future climate.	% of target communities achieving resilient recovery and adaptation capacities to shocks and stresses	Project reports, Questionnaire/survey results	TBD	2024	0%	25%	25%	25%	15%	90%	Interviews, Survey, Desk review & Questionnaire, - Limited Access to Data - Variations in the quality and accuracy of data across different sources
2.1. Resilient recovery planning processes for community resilience are established	# of countries with resilient recovery strategies and plans	National Governments, Local Government Authorities (Local needs assessment reports, beneficiary identification record)	TBD	2024	10	10	10	10	10	10	Desk review - Intervention progress reports - Coordinating efforts among multiple government ministries and local authorities.
2.2 Livelihood of the affected communities is restored and resilient to shocks and stresses	Number of persons with diversified sources of income (more than 2 sources)	National and Local Government Agencies (e.g., Ministries of Labor, Social Welfare, and Agriculture), National Statistical Offices (Labor force surveys,	TBD	2024	480,000	480000	480,000	480,000	480000	2,400,000	Monitoring and evaluation report - disasters could disrupt the implementation of recovery plans.

	Proportion of target communities reporting their livelihood is restored back better (which is not only restored to pre-disaster situation but resilient to shocks and stresses)	National Governments, Local Government Authorities (Municipalities, Districts)	TBD	2024	90%	90%	90%	90%	90%	90%	Monitoring and evaluation report - disasters could disrupt the implementation of recovery plans.
	# of people provided with employment opportunities, (disaggregated by age, sex displaced persons and persons with disabilities).	National and Local Government Agencies (e.g., Ministries of Labor, Social Welfare, and Employment Services, National Statistical Offices	TBD	2024	100,000	100,000	100,000	100,000	100,000	500,000	- Surveys and Questionnaires, Document Review, Monitoring and Evaluation Reports - Difficulty in accurately disaggregating data by age, sex, and disability status.
	# of enterprises or community groups provided with start-up capital/inputs.	National and Local Government Agencies (e.g., Ministries of Trade, Industry, and Small Business Development), National Development Banks	TBD	2024	0	250	400	300	300	1,250	-Surveys and Questionnaire, Document Review, Monitoring and Evaluation Reports - Limited Access to Data

		and Financial Institutions									- Mismanagement of funds allocated for start-up capital/inputs may lead to inaccurate reporting.
2.3. Enhanced community resilience through social safety nets mechanisms.	# of persons benefiting from social protection schemes through the initiative (Cash/non-cash) disaggregated by age, sex displaced persons and persons with disabilities).	National Social Protection Agencies, Microfinance Institutions and Credit Unions, National Statistical Offices, National and Local Government Agencies (e.g., Ministries of Social Welfare, Labor)	TBD	2024	600,000	900,000	900,000	0	0	2,400,000	Monitoring and Evaluation Reports, Document Review, Surveys - Inflation may affect the availability and value of social protection benefits.
	# of persons phased out of social protection schemes disaggregated by age, sex displaced persons and persons with disabilities).	National Social Protection Agencies, Microfinance Institutions and Credit Unions, National Statistical Offices, National and Local Government Agencies (e.g., Ministries of Social Welfare, Labor)	TBD	2024	0	0	500,000	500,000	1,400,000	2,400,000	Monitoring and Evaluation Reports, documents review -Limited access to data

	Proportion of target communities reporting increased coping capacity.	National Disaster Management Agencies (NDMAs), (community resilience programs, disaster preparedness plans, and community capacity-building initiatives)	TBD	2024	0	30%	50%	70%	90%	90%	Annual reviews, Midterm review, end oy project review
2.4. Enhanced climate smart natural resource management for community resilience	# with access to clean and sustainable water resources	National and Local Government Agencies (e.g., Ministries of Water Resources, Environment, and Health), Water Utilities and Service Providers, National Statistical Offices	TBD	2024	0	500,000	1,000,000	900,000	0	2,400,000	Document review – intervention progress report. Site visits, Monitoring and Evaluation Reports - Water Quality Issues
	Proportion of target households adopting sustainable water use and conservation measures as a result of the intervention	National and Local Government Agencies (e.g., Ministries of Water Resources, Environment, and Health), Water Utilities and Service Providers, National Statistical Offices	TBD	2024	0	20%	50%	70%	80%	80%	Document review – intervention progress report. Site visits, Monitoring and Evaluation Reports - Water Quality Issues

	Number of households adopting renewable energy solutions promoted by the programme	National and Local Energy Utilities and Service Providers, Renewable Energy Companies and Suppliers, National Statistical Offices	TBD	2024	60,000	150,000	150,000	120,000	120,000	600,000	Surveys, Document Review, Monitoring and Evaluation Reports - Data Inaccuracy or Inconsistency
	Hectarage of degraded land under improved land management expected to reduce GHG emissions.	National and Local Government, Departments of Forestry, Ministries of agriculture	TBD	2024	-	10,000	30,000	40,000	50,000	50,000	Monitoring and Evaluation Reports Data Inaccuracy or Inconsistency
2.5 Infrastructure and basic services are restored and resilient to shocks and stresses	# of community infrastructure restored/ reconstructed with resilience standards.	National and Local Government Agencies (e.g., Ministries of Public Works, Infrastructure, and Urban Development	TBD	2024	TBD	TBD	TBD	TBD	TBD	TBD	Document Review, Monitoring and Evaluation Reports - Limited Access to Data
	Percent increase in people in areas of intervention that report that they have better services and consider themselves more resilient to shocks		TBD	2024	-	5%	10%	20%	30%	30%	Monitoring and Evaluation Reports
	# of irrigation infrastructure for	National and Local Government	TBD	2024	50	150	100	100	100	500	Document Review,

	drought resilience restored/constructed in drought affected communities	Agencies (e.g., Ministries of Agriculture, Water Resources, and Rural Development), National Disaster Management Agencies (NDMAs), Agricultural Cooperatives										Monitoring and Evaluation Reports - Difficulty in ensuring that all irrigation projects adhere to resilience standards
	# of houses reconstructed and rebuilt back better	National and Local Government Agencies (e.g., Ministries of Housing, Urban Development, and Disaster Management)	TBD	2024	1000	1000	1000	1500	1500	5000	Document Review, Monitoring and Evaluation Reports

VI. Monitoring And Evaluation

The project will institute coordination mechanisms at regional, national and community level through which different project stakeholders will be engaged to provide feedback on project implementation (government, donors, CSOs, and communities to ensure transparency). At community level, project grievance redress mechanisms will be instituted to allow communities to freely report on issues concerning the project. In accordance with UN programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans. A detailed and progressive monitoring and evaluation plan will be drafted by the CRRF Monitoring Specialist.

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 and outcomes.	Regularly, Quarterly, or in the frequency required for each indicator.	Data collected will be used to inform timely decision-making and short-term corrective action of the project. Slower than expected progress will be addressed by project management.	UNDP and Partners	30,000
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP and Partners	20,000
Progress report (Learning and Accountability)	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Regularly and/or quarterly	Progress report detailing relevant lessons are captured by the project team and used to inform management decisions as well as stakeholders on the progress of the project.	UNDP and Partners	20,000
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management 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.	UNDP and Partners	80,000
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UNDP and Partners	0
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		UNDP and Partners	10,000
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance	Bi-annually	Any quality concerns or slower than expected progress should be discussed	UNDP and Partners	10,000

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.		by the project board and management actions agreed to address the issues identified.		

Evaluation Plan[25]

Evaluation Title	Partners (if joint)	Related UNDP Strategic Plan Output	Africa promise /Regional Programme Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	SADC, IGAD, EAC	Output 1.3.1 Output 2.3.1 Output 3.1.1 Output 3.3.1 Output 3.6.1	Regional institutions sustain peace and build resilience to crises and shocks	At the mid-point of project implementation	UNDP COs, UN partners, Host Govts, Inter-Govt Orgs, CSOs, NGOs, CBOs, Community Beneficiaries	30,000
End-Term/Final Evaluation	SADC, IGAD, EAC	Output 1.3.1 Output 2.3.1 Output 3.1.1 Output 3.3.1 Output 3.6.1	Regional institutions sustain peace and build resilience to crises and shocks	At least three months before the end of project implementation	UNDP COs, UN partners, Host Govts, Inter-Govt Orgs, CSOs, NGOs, CBOs, Community Beneficiaries	50,000

[25] Optional, if needed

VII. Multi-Year Work Plan [26][27]

OUTCOME	EXPECTED OUTPUTS		PLANNED BUDGET BY YEAR ($)					RESPONSIBLE PARTY	PLANNED BUDGET		
		Activities	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**		**Funding Source**	**Budget Description**	**Amount $ US**
Outcome 1 Regional, national, and community-based institutions have increased capacities to prevent, anticipate and respond to shocks and stresses.	**1.1. Targeted institutions (regional, national/subnational) have increased capacities to collect and manage disaster risk data including loss and damage data.**	1.1.1. Develop/update risk profiles in target countries.	30,000	1,235,000	1,235,000	-	-	UNDP	UNDP, Donors	10 risk profiles for 10 countries, include risk assessments, analysis) @ average of $250,000 per each risk profile.	2,500,000
		1.1.2. Institutionalize disaster loss and damage accounting systems/databases in target countries	-	150,000	150,000	100,000	100,000	UNDP	UNDP, Donors	10 risk databases established, including on loss and damage, and training of stakeholders, and provision of equipment) at average of $50,000 each	500,000
		1.1.3. Capacitate institutions (countries and regional bodies) on Post Disaster Needs Assessment (PDNA) and Recovery Planning, including capacitating for	100,000	35,000	35,000	35,000	35,000	UNDP	UNDP, Donors	PDNA Trainings for 10 countries. 10 person per country @ $15,000 per each country 3 regional institutions trainings at $30,000 each	240,000

[26] 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

[27] 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.

		displacement preparedness, response and coordination.									
		1.1.4. Strengthen integrated data analysis that consider multiple factors e.g., conflict analysis, epidemics intelligence, environmental and social safeguard	-	45,000	45,000	45,000	45,000	UNDP	UNDP, Donors	Consultation and workshops for 10 countries @ $15,000 per each Consultancy fee- $30,000	180,000
	1.2. Last mile actors are prepared to respond to multi-dimensional risk, shocks, and crises	1.2.1. Establish and/or strengthen countries' people centres multi-hazard Early Warning Systems (EWS) that are interoperable, and downscaled to subnational and community level	-	5,000,000	5,000,000	5,000,000	5,000,000	UNDP	UNDP, Donors	Equipment, workshops (trainings) to strengthen 10 national MHEWS (Multi Hazard Early Warning Systems) @ $2,000,000 each	20,000,000
		1.2.2. Develop sub-national and community (urban and rural) preparedness and anticipatory action plans that take into account potential displacement and population movements (or immobility) as relevant	250,000	600,000	550,000	500,000	500,000	UNDP	UNDP, Donors	Workshops and training for 500 community-based preparedness plans (400 targeting rural centres, and 100 at urban centres), each at an average of $4,800.	2,400,000

		1.2.3. Develop the capacity of national, sub-national and community level actors on Early Warning and Early Action	30,000	30,000	30,000	30,000	30,000	UNDP	UNDP, Donors	Trainings and workshops on Early Warning and Early Action for 10 countries @$15,000 each	150,000
		1.2.4. Strengthen traditional knowledge systems and practices for multi-hazard early warning systems and early action	206,000	206,000	206,000	206,000	206,000	UNDP	UNDP, Donors	Consultations and workshops - Targeting 200 rural communities, support mapping, recording and integration of traditional knowledge and practices @ $5,000 per community Consultancy fee – $30,000	1,030,000
	1.3. Transboundary cooperation for risk management is strengthened	1.3.1. Develop and operationalise regional protocols and Mechanisms for transboundary risk management including harnessing synergies in collaborative efforts with the African Union and RECs on the interphase between resilience-strengthening, addressing the effects	-	200,000	200,000	200,000	200,000	UNDP	UNDP, Donors	Seed funding to two RECs for implementation, dissemination, advocacy @$400,000 for each region	800,000

		of climate change, and human mobility.								
		1.3.2. Develop regional coordination platforms on exchange of learning and best practices on transboundary risk management	-	50,000	50,000	25,000	25,000	UNDP	UNDP, Donors	3 exchanges learning/conferences supported for 50 participants each @$50,000	150,000
		1.3.3. Operationalize the Pan African Civil Protection, and regional response mechanisms	-	300,000	300,000	200,000	200,000	UNDP	UNDP, Donors	Support the AUC and RECs to operationalise Pan African Civil Protection Mechanism by providing seed funding, including recruitment of consultants, and development of related political instruments, at lumpsum value of $1,000,000	1,000,000
		1.3.4. Conduct transboundary/regional simulation exercises on ''Consequence Management''	-	312,500	312,500	312,500	312,500	UNDP	UNDP, Donors	2 annual simulation exercises for RECs (10 total) @ $125,000 each	1,250,000
	1.4. Targeted institutions integrate risk, enforce and monitor resilience indicators in policy decisions	1.4.1. Develop overarching resilience strategy/legal and accountability frameworks including the adoption of harmonized resilience	-	500,000	500,000	250,000	250,000	UNDP	UNDP, Donors	10 resilience policy frameworks/markers, and implementation of markers lumpsum @ 1,500,000	1,500,000

	and development planning processes.	markers in countries and regional institutions									
		1.4.2. Integrate risk-informed development in planning processes at national and subnational levels		45,000	45,000	45,000	45,000	UNDP	UNDP, Donors	Consultations, technical advisory services for 10 countries @ $18,000 per country	180,000
		1.4.3. Integrate risk information into national financing and budgetary strategies, through the integrated national financing frameworks (INFFs) to better access public and private sources of finance		45,000	45,000	45,000	45,000	UNDP	UNDP, Donors	Consultations, technical advisory services for 10 countries @ $18,000 per country	180,000
		1.4.4. Develop, review, and enforce building codes and guidelines for resilient infrastructure and construction in target countries and municipalities E.g. bridges, housing, public facilities, evacuation centers, dams, levees, wave breakers, etc.	-	125,000	125,000	75,000	75,000	UNDP	UNDP, Donors	Trainings, workshops, stakeholder engagements, and technical support for 10 countries @ $40,000 per each	400,000
		1.4.5. Build capacity of local governments to institutionalize	30,000	30,000	30,000	30,000	30,000	UNDP	UNDP, Donors	Trainings and workshops on community resilience	150,000

		community resilience approaches								approaches for 10 countries @$15,000 each	
	1.5. Targeted institutions (Governments and Communities) have increased access to climate and disaster risk financing solutions that are sustainable	1.5.1. Strengthen government capacity to develop and manage comprehensive resilience and risk financing frameworks	36,000	36,000	36,000	36,000	36,000	UNDP	UNDP, Donors	Trainings, workshops, stakeholder engagements, and technical support for 10 countries @ $18 ,000 per each	180,000
		1.5.2. Build the capacity of governments and communities to access climate and disaster risk financing e.g. Loss and Damage, Adaptation Fund, GCF, GEF, micro-insurance etc. This effort is closely linked to Output 1.1		90,000	90,000	90,000	90,000	UNDP	UNDP, Donors	Trainings and technical support for 10 countries @ $36,000 per each	360,000
		1.5.4. Establish forecast-based finance mechanism for anticipatory actions (linked to output 1.2)	-	45,000	45,000	45,000	45,000	UNDP	UNDP, Donors	Stakeholder engagements and technical support at @ $18,000 per country	180,000
		1.5.5. Develop national financial inclusion strategies for expanding and deepening access to finances for	-	54,000	54,000	36,000	36,000	UNDP	UNDP, Donors	Consultations and workshops for 10 countries @ $18,000 per each	180,000

		individuals and small businesses									
			Sub-Total for Output 1								33,510,000
OUTCOME	**EXPECTED OUTPUTS**		**PLANNED BUDGET BY YEAR ($)**					**RESPONSIBLE PARTY**	**PLANNED BUDGET**		
		Activities	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**		**Funding Source**	**Budget Description**	**Amount $ US**
Outcome 2 Communities recover from 'cumulative recovery deficits' and adapt to shocks and stresses	**2.1. Resilient recovery planning processes for community resilience are established**	2.1.1. Baseline assessment in target countries	500,000	-	-	-	-	UNDP	UNDP, Donors	Consultancy fees, consultations, and related publication cost Lumpsum @ 500,000	500,000
		2.1.2. Develop and operationalize resilient recovery strategies and plans	36,000	36,000	36,000	36,000	36,000	UNDP	UNDP, Donors	Consultations and workshops, consultancies, stakeholder engagements and implementation of key activities from the plans for 10 countries @ $18,000 each	180,000
	2.2 Livelihood of the affected communities is restored and resilient to shocks and stresses	2.2.1. Technical vocational trainings for slum dwellers, PwDs, displaced persons, and women and youth in entrepreneurship, and small/medium businesses, agro-	250,000	750,000	500,000	500,000	500,000	UNDP	UNDP, Donors	Learning Costs (training) for 5000 beneficiaries @ $500 each	2,500,000

		processing and building resilience infrastructure in both for income diversification									
		2.2.2. Support small businesses (MSMEs) in agriculture and non-agriculture sectors through acceleration programmes, grants and connections to potential investors benefiting local and displaced populations.	705,000	2,750,000	2,545,000	2,000,000	2,000,000	UNDP	UNDP, Donors	Provision of grants/ startup capital for 1250 enterprises (groups of 30) Lumpsum @ 10,000,000	10,000,000
		2.2.3. Scale-up of viable value chains, through financial inclusion and market linkages with a focus on agro-processing	100,000	100,000	100,000	40,000	40,000	UNDP	UNDP, Donors	Market engagement sessions, market information platforms/systems, formation of cooperatives @ $38,000 each (10 countries)	380,000
		2.2.4. Scaling up climate sensitive and nutrition sensitive agriculture (Crop and Livestock) e.g. setting up smart water irrigation	500,000	2,895,000	2,395,000	2,395,000	2,395,000	UNDP	UNDP, Donors	Provision of inputs, services, and Agricultural infrastructure (irrigation schemes, etc.) @ $1,058,000 per country	10,580,000

		systems, cold storage units, food processing, inputs, and extension services, etc.									
	2.3 Enhanced community resilience through social safety nets mechanisms.	2.3.1. Identify and deploy appropriate financing instruments including gender responsive social protection schemes that help highly vulnerable communities be better prepared before future crisis (also linked to output 1.5 above but tailored specifically to highly vulnerable communities).	1,500,000	7,000,000	6,850,000	0	0	UNDP	UNDP, Donors	Training Workshops, Cash and In-Kind Assistance, Cash Transfers, In-Kind Support Lumpsum @ 15,350,000	15,350,000
		2.3.2. Develop and implement exit strategies for individuals who achieve self-sufficiency, gradually reducing their dependence on social protection schemes.	0	120,000	120,000	120,000	120,000	UNDP	UNDP, Donors	Trainings of beneficiaries on financial independence for 10 countries @$48,000 each	480,000

		2.3.3 Conduct community-based training programs on disaster preparedness, risk reduction, and adaptive strategies to enhance coping capacities	0	625,000	625,000	625,000	625,000	UNDP	UNDP, Donors	500 community-based trainings @$5000 each	2,500,000
		2.3.4. Carry out or adapt interventions contributing to social cohesion, peaceful co-existence between communities, and community-led conflict resolution and mitigation measures in contexts in which displacement or changing mobility patterns due to slow- or rapid-onset disasters risk creating tensions	0	625,000	625,000	625,000	625,000	UNDP	UNDP, Donors	500 community-based workshop and trainings @$5000 each	2,500,000
	2.4. Enhanced natural resource manageme nt for community resilience	2.4.1. Implement sustainable water use and conservation measures including, water harvesting for productive use,	180,000	2,100,000	2,100,000	2,100,000	2,078,700	UNDP	UNDP, Donors	Training and technical workshop for 10 countries @ $15,000 per each Infrastructure Development: $1,000,000/coun	8,588,700

		protection of water sources from pollution, advisories on water resources adaptation							try x 10 countries = $8,408,700 Technical support @$30,000	
		2.4.2. Implement Climate smart renewable energy solution such as biogas systems and solar for household use as well as productive use e.g. solar powered small businesses	0	5,000,000	5,000,000	5,000,000	5,000,000	UNDP	UNDP, Donors	Infrastructure development, maintenance and capacity building Lumpsum @ 2,000,000 per country	20,000,000
		2.4.3. Build capacity of communities on sustainable land management practices including land restoration, soil conservation, and catchment management practices	250,000	750,000	500,000	500,000	500,000	UNDP	UNDP, Donors	Trainings for 500 communities on sustainable land management practice @$5000 per community	2,500,000
		2.4.4. Promote carbon sequestration and carbon markets through forest and ecosystem management	0	362,500	262,500	262,500	262,500	UNDP	UNDP, Donors	Trainings and workshops on carbon markets for 10 countries @15,000 each Reforestation and Afforestation:	1,150,000

		including blue economy							$100,000/country x 10 countries = $1,000,000	
	2.5 Infrastructure and basic services are restored and resilient to shocks and stresses. Interventions	2.5.1 Identify and develop bankable pipeline of risk-informed community and infrastructure projects with feasibility studies across key sectors impacted by disasters	0	235,000	235,000	235,000	235,000	UNDP	UNDP, Donors	Mapping, Technical assistance, Participatory workshops, Consultations, Feasibility studies, for the 10 target countries @$94,000 each	940,000
		2.5.2. Reconstruct community infrastructure using the approved country specific building codes and resilience markers for resilient infrastructure including in contexts marked by frequent or recurring displacement due to disasters.	300,000	14,000,000	14,000,000	6,000,000	6,000,000	UNDP	UNDP, Donors	Needs assessment, Community Engagement and Capacity Building for the 10 countries @ $30,000 each =$300,000 Reconstruction of Infrastructure for the 10 countries @ $4,000,000= 40,000,000	40,300,000
		2.5.3. Strengthen the capacity of communities on building back better, low-cost resilient housing standards/techniq	36,000	36,000	36,000	36,000	36,000	UNDP	UNDP, Donors	Trainings per country @ $18,000 per each (10 countries)	180,000

		ues and country specific building codes									
		2.5.4. Strengthen regulatory frameworks for risk-informed infrastructure financing mechanisms, such as PPP, blended finance, asset recycling, asset-backed securities, and sustainable bonds (as covered under the INFFs).	36,000	36,000	36,000	36,000	36,000	UNDP	UNDP, Donors	Consultation and workshops per country @ $18,000 per each (10 countries)	180,000
Sub-Total for Output 2											**118,778,700**
	Programme Management Cost	Project Staff Salaries, including UNDP direct project costing of support staff	1,060,619.70	3,165,625.55	3,165,625.55	3,165,625.55	3,165,625.55	UNDP	UNDP, Donors	Staff costing (Prog.Analyst-P2, M and E Analyst-P2, Prog. Associate- G6, Partnerships and communication Specialist-P3, 10x CO Analysts (10)-10x NPSA 8, 10x CO Associate (G-6)	13,723,121.90
		Office operation cost	250,000	391,250	391,250	391,250	391,250	UNDP	UNDP, Donors	Office operation cost	1,815,000
		Monitoring and Evaluation	10,000	20,000	100,000	20,000	100,000	UNDP	UNDP, Donors	Monitoring visits, Midterm and	250,000

										End-term evaluation	
		Communication and Visibility	50,000	50,000	50,000	50,000	50,000	UNDP	UNDP and Donors	Communication and visibility	250,000
Sub-Total for Programme Management Cost											**16,038,121.90**
Crisis Modifier (10 % of total outcome 1 and 2)											**15,228,870.00**
Total Programme cost											**183,555,691.90**
UNDP TRAC Resources											**20,000,000.00**
Donor											**163,555,691.90**
General Management Support (8%)											**13,084,455.35**
TOTAL	**196,640,147.25**										

VIII. Governance and Management Arrangements

The initiative will be managed by the UNDP Resilience Hub leading on the regional level activities, while the UNDP Country Offices (COs) will be responsible for the country level and community work. The facility will utilise the existing Steering Committee for the Resilience Hub Portfolio as its regional governance structure. Resident Representatives from the selected COs will be invited to the project board meetings. The Project Board shall meet once a year. Figure 6 below shows the Resilience Hub Portfolio Steering Committee structure which will also serve as the project board for the facility.

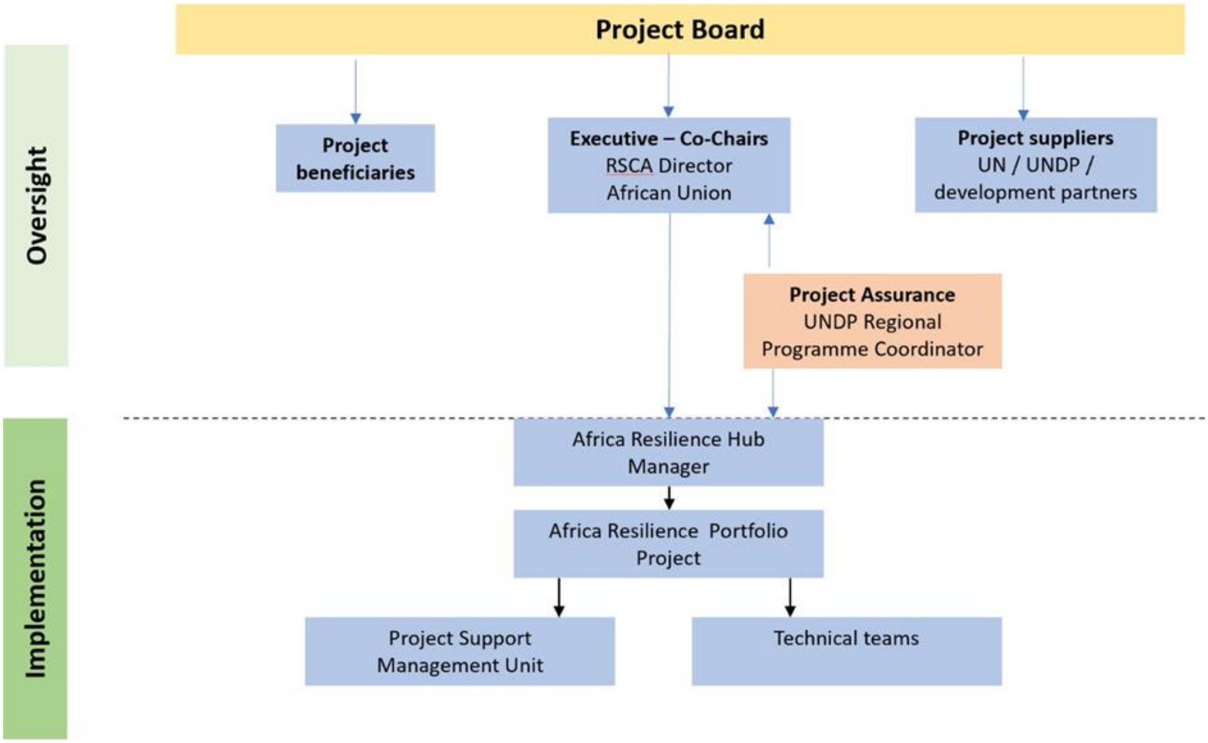

Figure 6 Project governance structure

The overall responsibilities of the Project Board shall be providing policy and strategic guidance.

The specific functions are:

1. Provide strategic guidance on current and emerging development issues (economic, political, social) which could be addressed by the Project.
2. Make consensus decisions for the management of the project, including the approval of Annual Work Plans (AWP), and review donor contributions as well as proposed disbursements.
3. Review past year's annual report on achievements, challenges, lessons learned and innovations and eventually reports from mid-term reviews/evaluations, and provide strategic advice on corrective actions, future direction, substantive scope and focus of the Project.
4. Ensure quality assurance and implementation of the evaluation process and products, using such results for performance improvement, accountability, and learning.
5. Ratify the recommendations of the technical committees
6. Support mobilization of financial, human, and material resources necessary to support and sustain the project
7. Actively promoting and supporting the project's objectives by engaging with stakeholders, influencing policy, and raising public awareness.

The core project implementation team will comprise of a Project Manager responsible for the overall coordination of the project; a Partnership Specialist, responsible for overall partnership management and resource mobilisation; a Recovery and Resilience Specialist; an M and E Officer to lead on knowledge management, monitoring and evaluation; and a Programme Analyst for program support

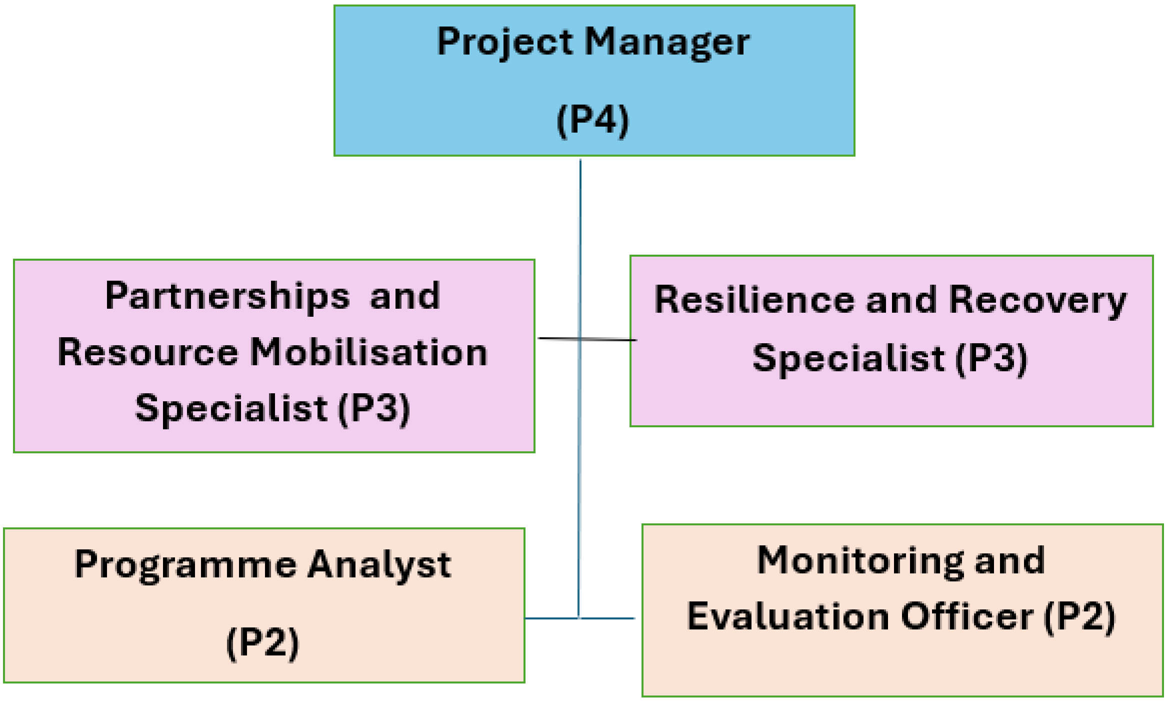

Figure 7: Project Implementation Team

IX. LEGAL CONTEXT: FOR GLOBAL AND REGIONAL PROJECTS

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 SBAAs (Standard Basic Assistance Agreement) for the specific countries; or (ii) in the Supplemental Provisions to the Project Document attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

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

X. RISK MANAGEMENT

UNDP (DIM)

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][28] [UNDP funds received pursuant to the Project Document][29] 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 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

[28] To be used where UNDP is the Implementing Partner

[29] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:

a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible parties, 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 parties, 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 parties, 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 or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the 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.

   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 Board Terms of Reference and TORs of key management positions.
2. Draft ToR's of key project Personnel
3. Resource Mobilization and Partnerships Strategy and Action Plan
4. Risk Register
5. Project Quality Assurance Report
6. Social and Environmental Screening Template
7. Preliminary procurement plan for CCRF Inception Phase

ANNEX 1: PROJECT BOARD TERMS OF REFERENCE

DRAFT TERMS OF REFERENCE
PORTFOLIO BOARD
RESILIENCE HUB FOR AFRICA (SERVING AS THE CRRF BOARD)

I. BACKGROUND

In recent decades, Africa's increasing progress has had a positive impact on its ranking on numerous development indices, including economic growth, human development, and governance and security. This progress has also significantly improved the quality of life for many of its citizens, despite its heterogeneity. The continent has gained a greater understanding of the significance of incorporating resilience building into all aspects of its development agendas as it has pursued the ambitious vision outlined in the African Union's (AU) Agenda 2063. This is necessary to prevent the erosion of hard-fought development gains by the multi-dimensional, frequently recurring crises that are so prevalent throughout Africa.

These intricate crises frequently jeopardise and impede development progress, preventing countries and communities from completely leveraging economic opportunities that would enhance their well-being. Traditional coping mechanisms and creative pernicious cycles of fragility and risk are frequently overwhelmed by recurrent shocks and stresses, which are caused by conflict, climate variability, disease, and natural disasters across the continent. In response to these challenges, the UNDP Resilience Hub for Africa has developed a Portfolio Project (The Portfolio).

The Portfolio endeavours to disrupt the vicious cycle of crises caused by exclusion and multiple, intersecting vulnerabilities by facilitating gender-sensitive, people-centred, inclusive resilience building in accordance with Agenda 2063, the AU Climate Change and Resilient Development Strategy and Action Plan (2022-2032), the UN Agenda 2030 and Sustainable Development Goals, and the UNDP Strategic Plan. The Portfolio endeavours to dismantle silos and promote integrated approaches that motivate African stakeholders to collaborate on multiple issues simultaneously to optimise the utilisation of scarce resources.

The Portfolio aims to accomplish its overarching objective by achieving two reinforcing outcomes:

- Outcome 1 is to enhance the capacity of governments to establish, prioritise, implement, and monitor gender-responsive and inclusive climate and disaster resilience pathways. This will be achieved by supporting law reform, policy development, and planning at the national and regional levels. The objective is to fortify the evidence base to inform both policy and programming, leveraging data collection and analysis, and supporting existing early warning initiatives throughout the region.
- Outcome 2 is designed to improve the adaptive capabilities and resilience of Africa's most vulnerable populations and habitats in the face of climate, multi-hazard disturbances, and other adverse events. Women, adolescents, and vulnerable groups, who are frequently disproportionately affected, will be prioritised for engagement as well.

The recovery and resilience facility is one of the key projects that will contribute to the achievement of both outcomes within the portfolio.

To achieve the outcomes of the portfolio, the Project Document makes provision for the establishment of a Project Board, which provides the overall decision-making functions, in line with UNDP's policies and procedures. The Portfolio Board will oversee various thematic areas and projects within the UNDP Resilience Hub, including the Community Recovery and Resilience Facility (CRRF). Decisions made by the Project Board will be based on recommendations from the technical committees of each thematic area or project. For CRRF, the Chairperson of its technical committee, who is also the Africa Resilience Hub Director, will present recommendations to the board for decision-making. This Terms of Reference (TOR) outlines the responsibilities of the Portfolio Project Board, particularly concerning CRRF, within the broader scope of its mandate. The TOR specifies information on its members, size and composition, membership, meetings and reporting procedures. It also designates a secretariat for the coordination of the board meetings.

II. RESPONSIBILITIES OF THE PROJECT BOARD

The overall responsibilities of the Project Board shall be providing policy and strategic guidance.

The specific functions as it relates to the CRRF are:

a. Provide strategic guidance on current and emerging development issues (economic, political, social) which could be addressed by the Project.
b. Make consensus decisions for the management of the project, including the approval of Annual Work Plans (AWP), and review donor contributions as well as proposed disbursements.
c. Review past year's annual report on achievements, challenges, lessons learned and innovations and eventually reports from mid-term reviews/evaluations, and provide strategic advice on corrective actions, future direction, substantive scope and focus of the Project.
d. Ensure quality assurance and implementation of the evaluation process and products, using such results for performance improvement, accountability, and learning.
e. Ratify the recommendations of the technical committees
f. Support mobilization of financial, human, and material resources necessary to support and sustain the project
g. Actively promoting and supporting the project's objectives by engaging with stakeholders, influencing policy, and raising public awareness.

III. SIZE AND COMPOSITION

The Project Board will be chaired by the Director of the Regional Bureau for Africa (RBA). Membership of the Board will include the following:

CO-CHAIR

1. Director, Regional Bureau for Africa (RBA)- UNDP
2. Commissioner, Department of Agriculture, Rural Development, Blue Economy and Sustainable Environment (AUC)

SENIOR SUPPLIERS

3. 2 slots for each thematic area of the portfolio; UNDP and Donors invited based on contribution to the portfolio. For example, UNDP and CRRF Donors, CB will serve a Senior suppliers
4. 3 different departments of the AUC

SENIOR BENEFICIARIES

5. Slots for beneficiaries in each of the thematic area of the portfolio; need to be multisectoral and to include youth, women, people with disability, RECs, private sectors, academia. For the CRRF, SADC SHOC, SADC DRR Unit, IGAD, ICPAC will be invited. Also, CO Resident Representatives (At least 2 in every session)

IV. RESPONSIBILITIES OF THE CHAIRPERSON

The responsibility of the Chair of the Project Board shall include:

a. Authorize the convening of the board meetings.
b. Set the agenda of the board meetings.
c. Ensure that the agenda and working document for the project board meetings are delivered to the members by the secretariat in good time.
d. Coordinate the conduct of the project board meetings.

V. SPECIFIC RESPONSIBILITIES OF THE MEMBERS

Individual Project Board members shall have the following responsibilities

a. Understand the goals, objectives, and desired outcomes of the project.
b. Understand and represent the interests of the project stakeholders.
c. Take genuine interest in the project's outcomes and overall success.
d. Act on opportunities to communicate positively on the project.
e. Ensure that the project makes the right financial decisions- especially in procurement and in line with issues, risks, and specific dynamics.
f. Actively participate in meetings through attendance, discussion, and review of minutes, papers and other critical documents.

VI. MEETINGS OF THE PROJECT BOARD

a. Frequency: The Board will meet twice a year (every six months) but may convene more regularly as may be deemed necessary. It shall be possible to participate in meetings via video link. Ad hoc meetings of the board may be called to address specific issues concerning project governance and may be convened by the Chair after consultation with the members.

b. Decision Making Process: The decision of the project board shall be made on the basis of consensus among members. However, such a decision must be consistent with UNDP policies and procedures.

VII. REPORTING AND DELEGATION OF AUTHORITY

The Project Board may delegate a sub-committee, drawn from the membership, to carry out any of its specific functions, whenever required.

VIII. SECRETARIAT OF THE PROJECT BOARD

The Africa Resilience Hub Project Management Unit (PMU), located in the Nairobi UNDP shall serve as the Secretariat for the project board. It shall provide technical, operational and administrative support to the board and maintain all records of meetings. The Secretariat shall compile and provide project progress reports to the board as might be required. Guidance and overall coordination of the Secretariat shall be provided by the RBA's Regional Programme for Africa, based in Addis Ababa, Ethiopia.

Annex 2: ToR's of key personnel

Programme Manager – P4

I. Position Information		
Job Title: **Programme Manager, Community Recovery and Resilience Facility (CRRF)** Department: UNDP Resilience Hub for Africa Reports to: Regional Coordinator for Africa, Disaster Risk Reduction and Recovery	Grade Level: P4 Bureau: Direct Reports:	Position Number: Position designation: with mobility requirement, non-rotational Duty Station: Nairobi, Kenya
Career Track: Professional/Expert Career Stream: Contract Modality: FTA International Contract Duration: 1 year (with possibility for extension)		

II. Background and Organizational Context
The "Community Recovery and Resilience Facility" (CRRF) is a strategic initiative designed jointly by the UNDP Crisis Bureau and the UNDP Regional Bureau for Africa to address the multifaceted and recurring crises that significantly impact African communities. These crises, often described as a 'polycrisis,' are driven by the intersecting factors of climate change, economic shocks, protracted conflict, geopolitical fragmentation, rising epidemics, weak governance systems, and increasing poverty. These factors, combined with weak institutional capacities to manage multidimensional and systemic risks, have perpetuated a cycle of vulnerability and insecurity while undermining community resilience across the continent. The CRRF focuses on strengthening recovery from the current El Nino Southern Oscillation (ENSO) episodes and building resilience against the recurrent devastating impacts of shocks in Eastern and Southern African regions. The economic toll of hazard events in East and Southern Africa from 2000 to 2024 is estimated at USD 540 billion and is expected to increase with the recent ENSO episodes, which have been particularly devastating. The 2023/2024 ENSO episodes have affected more than 60 million people in East and Southern Africa, with disproportionate impacts on vulnerable populations, including women, children, youth, slum dwellers, and persons with disabilities. The affected vulnerable groups, including those displaced or at risk of displacement, require substantial financial resources to meet immediate humanitarian needs, recover from years of recovery deficits, and build resilience to increasing shocks and stresses. In response to these challenges, the project, which will be led by UNDP in partnership with national governments, regional organisations, and donors, aims to enhance community resilience through a multi-pronged approach.

III. Position Purpose
❑ Summary of key functions: ❑ Ensure direction of programme activities and achievement of programme targets and results ❑ Ensure day-to-day management of the programme

- ❑ Ensure provision of high-quality technical advice and build partnerships
- ❑ Lead coordination with Development Partners and support resource Mobilization:
- ❑ Facilitate knowledge building and management

IV. Key Duties and Accountabilities	
In this section list up to five primary functions/accountabilities of the position (Typically one sentence each) and examples of duties that must be performed to successfully accomplish key responsibilities.	
1.) Ensures the direction of Facility activities and the achievement of programme targets and results, by focusing on the following results:	
	• In accordance with the Project Document and in close coordination with the Responsible Parties, plan and develop project Annual Work Plans (AWPs), procurement plan and human resource plan and establish Annual Targets. • Coordinate and ensure timely updates of all planning instruments • Ensure implementation of activities as per AWP and agreed deadlines as well as according to detailed procurement and HR plans. Identify bottlenecks and develop solutions. Regularly meet with IPs and other project counterparts. • Assess project impact and oversee the appropriateness and accuracy of methods used to verify progress and results. • Establish adequate monitoring procedures and systems in line with the adaptive project approach throughout project activities. Ensure that adequate systems are in place to gather data and information for project monitoring and that systematic monitoring of project progress against targets is undertaken • Manage accurate and timely high-quality results reporting on the progress of the project and achievement of annual targets to the Project Board and donors. Ensure that reports are prepared according to UNDP's SOPs, quality standards and in line with the contractual obligations to project donors. Ensure that all internal and external reports are submitted by deadlines. • Coordinate and prepare ad hoc thematic and substantive reports/analysis/briefs. • Implement project communications activities • Organize and participate in project level coordination meetings and/or technical working groups as per project document and AWP. Share information on technical project-related issues with donors, other partners and stakeholders. • Ensure internal project level regular meetings take place. • Implement project governance arrangements. Oversee organization of Project Board meetings and ensure timely preparation of agenda, background materials to agenda items and minutes. • Ensure compliance with UNDP procedures for partnerships including development of all required legal documents for partner implementation including letters of agreement, memorandums of understanding, etc. monitoring compliance with agreements and ensure value for money.
2.) Ensures day-to-day management of the Facility, by focusing on the following results:	
	• Ensure compliance of all actions and activities with organizational rules, regulations, policies, strategies and internal control mechanisms. • Mobilize personnel, goods, services and training to initiative activities, including drafting and reviewing terms of references and work specifications and overseeing all contractors' work. Oversee effective provision of services to Responsible Parties as required. • Oversee the appropriate use of project funds as well as the consistent application of UNDP rules and regulations.

	• Monitor project budget implementation and accounting to ensure accuracy and reliability of project expenditure. Coordinate preparation of financial reports to UNDP, as required. • Supervise and manage all project personnel and consultants. Develop ToRs for project staff positions. Oversee recruitment processes. Establish performance objectives and standards and ensure timely and appropriate feedback, guidance and support to ensure optimum performance. Undertake performance evaluation according to UNDP´s policies and deadlines. • Manage and monitor project risks. In collaboration with the technical programme staff, IP's and donors identify new risks and update risk frameworks for consideration of the Project Board for consideration and decision on possible actions if required. Update the status of these risks by maintaining the programme risks log. • Ensure appropriate management of programme assets, attendance records, filing system. •
3.) Ensures provision of high-quality technical advice and build partnerships, focusing on achievement of the following results:	
	• Coordinate the advisory activities of the project technical staff, consultants and IPs • In close cooperation with the Partnerships Specialist, establish, maintain and facilitate strategic dialogue between project staff and Government officials at central and local levels, NGOs, partners, donors and other stakeholders in project´s area of work. • Identify areas of cooperation and coordination with other UN agencies for implementation of joint activities within the area of the project. Implement joint activities with UN agencies • Identify resources mobilization opportunities in close collaboration with the Programme Team. Develop funding proposals and concepts as requested.
4.) **Lead coordination with Development Partners and support resource Mobilization**	
	• Coordinate with donor and partner assistance to better integrate UNDP's and others' interventions to avoid duplication of assistance including through participation in relevant donors & implementing coordination groups; • Actively communicate area of work results and impact to partners, donors and stakeholders; • Identify opportunities for collaboration within the UN system within the area of work. • Support Partnerships and RM Specialist in advocacy efforts and capacity building
5.) **Facilitates knowledge building and management, focusing on achievement of the following results:**	
	• Ensure that the Facility systematically builds capacities of Implementing Partners through introduction of innovation and best practices, access to knowledge and expertise and promote its application to project implementation. • Promote teamwork, information sharing and collaboration within the Programme Team • Ensure capturing and dissemination of lessons learnt during project implementation. • Facilitate the Programme's representation and/or participation in international knowledge networks to draw on and share best practice and lessons learned from and for application in Africa
Supervisory/Managerial Responsibilities: TBC	

V. REQUIREMENTS:
In this section, describe the qualification requirements of the position.
Education
• Advanced University Degree in Project Management, Business or Public Sector Administration, International Relations, Political Science, Development Studies, or other relevant discipline.
Experience, Knowledge, and Skills

- Minimum of 7 years' experience in project management work, with 4 years in a management position of a project team.
- Excellent knowledge of project management principles and best practices. Project Management Certification, either Prince2 or PMP/PMI would be a distinct advantage.
- Experience in planning, monitoring, reporting, and stakeholder and team coordination in international development organizations;
- Technical knowledge in democratic governance and parliamentary strengthening;
- Experience in designing and implementing technical assistance for parliamentary strengthening is an asset;
- Prior experience of development work in governance in South-East Asia and/or countries in transition.
- Experience in development partner coordination and resource mobilization.
- Excellent organizational skills, excellent writing skills
- Experience in effective knowledge management
- Computer literacy – advanced knowledge of MS office applications, and web-based information management systems.
- Fluency in English

Expected Demonstration of Competencies

Core

Achieve Results:	LEVEL 3: Set and align challenging, achievable objectives for multiple projects, have lasting impact
Think Innovatively:	LEVEL 3: Proactively mitigate potential risks, develop new ideas to solve complex problems
Learn Continuously	LEVEL 3: Create and act on opportunities to expand horizons, diversify experiences
Adapt with Agility	LEVEL 3: Proactively initiate and champion change, manage multiple competing demands
Act with Determination	LEVEL 3: Think beyond immediate task/barriers and take action to achieve greater results
Engage and Partner	LEVEL 3: Political savvy, navigate complex landscape, champion inter-agency collaboration
Enable Diversity and Inclusion	LEVEL 3: Appreciate benefits of diverse workforce and champion inclusivity

People Management (Insert below standard sentence if the position has direct reports.)

UNDP People Management Competencies can be found in the dedicated

Cross-Functional & Technical competencies (insert up to 7 competencies)

Thematic Area	***Name***	***Definition***
Governance	Local Governance	Support to community and sub-national governance and development.
Governance	Parliamentary Institutions	Support to Parliamentarians and Parliamentary institutions to execute legislative development and oversight function.
Business Development	Results-based Management	Ability to research and turn information into useful knowledge, relevant for content, or responsive to a stated need

Business Development	Project Management	Ability to plan, organize, priorities and control resources, procedures and protocols to achieve specific goals
Business Development	Knowledge Generation	Ability to research and turn information into useful knowledge, relevant for content, or responsive to a stated need
Gender	Gender and Institutional Development	Ability to promote and mainstream gender equality and women empowerment in institution development and reform
Communications	Advocacy strategy and implementation	Ability to create and implement advocacy strategies which lead to impactful change

VI. Keywords
Project Management, Institution Building, Parliamentary Development, Political Participation

Partnerships and Resource Mobilization Specialist – P3

I. Position Information		
Job Title: **Partnerships and Resource Mobilization Specialist** Department: UNDP Resilience Hub for Africa Reports to: Regional Coordinator for Africa, Disaster Risk Reduction and Recovery	Grade Level: **P3** Bureau: Direct Reports: n/a	Position Number: Position designation: with no mobility requirement Duty Station: Nairobi
Career Track: Career Stream: Contract Modality: FTA International Contract Duration: 1 year (with possibility for extension)		

II. Background and Organizational Context
The "Community Recovery and Resilience Facility" (CRRF) is a strategic initiative designed jointly by the UNDP Crisis Bureau and the UNDP Regional Bureau for Africa to address the multifaceted and recurring crises that significantly impact African communities. These crises, often described as a 'polycrisis,' are driven by the intersecting factors of climate change, economic shocks, protracted conflict, geopolitical fragmentation, rising epidemics, weak governance systems, and increasing poverty. These factors, combined with weak institutional capacities to manage multidimensional and systemic risks, have perpetuated a cycle of vulnerability and insecurity while undermining community resilience across the continent.

The CRRF focuses on strengthening recovery from the current El Nino Southern Oscillation (ENSO) episodes and building resilience against the recurrent devastating impacts of shocks in Eastern and Southern African regions. The economic toll of hazard events in East and Southern Africa from 2000 to 2024 is estimated at USD 540 billion and is expected to increase with the recent ENSO episodes, which have been particularly devastating. The 2023/2024 ENSO episodes have affected more than 60 million people in East and Southern Africa, with disproportionate impacts on vulnerable populations, including women, children, youth, slum dwellers, and persons with disabilities. The affected vulnerable groups, including those displaced or at risk of displacement, require substantial financial resources to meet immediate humanitarian needs, recover from years of recovery deficits, and build resilience to increasing shocks and stresses. In response to these challenges, the project, which will be led by UNDP in partnership with national governments, regional organisations, and donors, aims to enhance community resilience through a multi-pronged approach.

III. POSITION PURPOSE

The Partnerships and Resource Mobilization Specialist is responsible for managing, strengthening and expanding resource mobilization and partnership building initiatives mainly with funding partners and provides partner coordination support for the Community Recovery and Resilience Facility (CRRF). She/he serves as the focal point and interface in expanding and consolidating CRRF-related partnerships and spearheading resource mobilization efforts.

IV. KEY DUTIES AND ACCOUNTABILITIES

1. Management of donor relations

- Maintain effective and quality funding partner relations management through active engagement;
- Coordinate and organize strategic dialogues with partners to expand and diversify collaborative engagements and increase resource mobilization;
- Coordinate and consult with internal and external stakeholders;
- Scan the potential for expanding collaboration with partners and any other relevant new potential partner under the respective portfolio (including Government, private sector, individual donations, foundations, academia and other civil society stakeholders) to foster further interest in the CRRF;
- Ensure high quality and timely reporting to partners, both financial and substantive;
- Negotiate agreements with funding partners as per applicable policies;
- Monitor the use of partner funds and alert on any discrepancies for corrective actions for programme/projects implementers;
- Submit timely financial and activity reports on partner-funded initiatives based on the terms of corporate agreements.

2. Internal resource mobilization planning and fund-raising and conclusion of financing agreements with partners

- Provide support in the articulation of funding proposals to cater for partners' policies and for new strategic priorities to enable effective resource mobilization;
- Support the formulation and implementation of marketing plans and associated partner outreach for fundraising;
- Facilitate internal consultations and coordination that are needed at different stages of the partnerships management cycle to strengthen, diversify and expand partnerships;
- In collaboration with the Communications team, conceptualize and develop targeted partner communications materials and marketing tools to enable effective partnership-building and resource mobilization;

	• Lead negotiation processes and conclusion of financing agreements with partners, including Government, private sector, foundations, academia and other civil society stakeholders, etc.;
3. High-level outreach and partner engagement	
	• Organize and coordinate strategic dialogues, partner engagements, and high-level outreach and advocacy events; • Identify and recommend opportunities to present CRRF in key forums of corporate significance (e.g. conferences, national/global/regional fora) and coordinate participation; • Support and contribute to the organization of corporate partnership engagement activities and events; • Prepare potential missions to partner countries/institutions, including agenda, briefing notes, mission reports, coordination of follow up, etc.
4. Partnerships and partner-related support and coordination for resource mobilization opportunities	
	• Identify opportunities for expanding the partner base for the CRRF, including Government, private sector, foundations, academia, and other civil society stakeholders; • Provide input to internal stakeholders in the development of the CRRF-related concept notes and outreach material; • Working closely with UN partners and Resilience Hub Teams to maximize joint collaboration for resource mobilization; • Develop selected outreach material and briefs on CRRF interventions and related impact.
5. Management of partnership knowledge and intelligence	
:	• Ensure partnership tracking tools are updated with the relevant information (UNITY, Sharepoint, etc.); • Analyze global trends, produce a central partner intelligence mapping and other intelligence resources, and provide advice to CRRF on partnership opportunities; • Develop relevant guidance notes, standard operating procedures, tools, templates, best practices, lessons learned, brochures; • Regularly identify partnerships and resource mobilization opportunities from regular dialogues with partners to enable expansion of collaborative engagements;

V. Requirements
Education
• Master's degree in social sciences, political science, public or business administration, or related fields.
Experience, Knowledge, and Skills
• 5 years of relevant experience, with at least 3 years at an international organization related to partnerships and resource mobilization; • Work experience in multi-stakeholder partnership building dealing with public and private sectors, with international or intergovernmental organizations. • Fluency in English; • Proficiency in another official UN language.

Expected Demonstration of Competencies	
Core	
Achieve Results:	LEVEL 3: Set and align challenging, achievable objectives for multiple projects, have lasting impact
Think Innovatively:	LEVEL 3: Proactively mitigate potential risks, develop new ideas to solve complex problems
Learn Continuously	LEVEL 3: Create and act on opportunities to expand horizons, diversify experiences
Adapt with Agility	LEVEL 3: Proactively initiate and champion change, manage multiple competing demands
Act with Determination	LEVEL 3: Think beyond immediate task/barriers and take action to achieve greater results
Engage and Partner	LEVEL 3: Political savvy, navigate complex landscape, champion inter-agency collaboration
Enable Diversity and Inclusion	LEVEL 3: Appreciate benefits of diverse workforce and champion inclusivity

People Management

UNDP People Management Competencies can be found in the dedicated

Cross-Functional & Technical competencies

Thematic Area	**Name**	**Definition**
Business direction and strategy	Effective Decision Making	• Ability to take decisions in a timely and efficient manner in line with one's authority, area of expertise and resources
Business development	Knowledge Facilitation	• Ability to animate individuals and communities of contributors to participate and share, particularly externally
Business management	Partnerships Management	• Ability to build and maintain partnerships with wide networks of stakeholders, Governments, civil society and private sector partners, experts and others in line with UNDP and UNV strategy and policies
Communications	Online fundraising and appeals	• Ability to plan and use online and mobile technology and software to engage audiences and raise funds
Partnership management	Private sector engagement	• Ability to identify, conduct outreach, and manage relationships with the private sector
Partnership management	Multi-stakeholder engagement and funding	• Knowledge and ability to forge multi-stakeholder partnerships, and remove any obstacles to resource mobilization and multi-stakeholder funding platforms

VI. Keywords

- Partnership building
- Relationship management
- Resource Mobilization

Resilience and Recovery Specialist – P3

I. Position Information		
Job Title: **Resilience & Recovery Specialist** Department: UNDP Resilience Hub for Africa Reports to: Regional Coordinator for Africa, Disaster Risk Reduction and Recovery	Grade Level: **P3** Bureau: Direct Reports: n/a	Position Number: Duty Station: **Nairobi**
Career Track: Career Stream: Contract Modality: FTA International Contract Duration: 1 year (with possibility for extension)		

I. Background and Organizational Context

The "Community Recovery and Resilience Facility" (CRRF) is a strategic initiative designed jointly by the UNDP Crisis Bureau and the UNDP Regional Bureau for Africa to address the multifaceted and recurring crises that significantly impact African communities. These crises, often described as a 'polycrisis,' are driven by the intersecting factors of climate change, economic shocks, protracted conflict, geopolitical fragmentation, rising epidemics, weak governance systems, and increasing poverty. These factors, combined with weak institutional capacities to manage multidimensional and systemic risks, have perpetuated a cycle of vulnerability and insecurity while undermining community resilience across the continent.

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II. Position Purpose

The Resilience and Recovery Specialist will support the implementation of the CRRF by designing and delivering resilience-building programs, coordinating recovery activities, and enhancing institutional capacities across targeted countries in Africa, focusing on Eastern and Southern African nations. This role is essential for developing strategies to address multidimensional risks and supporting vulnerable communities impacted by climate events, conflicts, and socio-economic challenges.

III. Key Duties and Accountabilities

Lead Community Resilience and Recovery Initiatives	
Example of Duties:	-Lead initiatives to enhance community resilience to recurring shocks (e.g., ENSO events), focusing on adaptive strategies for affected communities, including the restoration of critical infrastructure and livelihood support -Implement targeted recovery interventions in crisis-affected communities, focusing on restoring livelihoods, social protection, and rebuilding resilient infrastructure. -Develop and implement resilience-building measures aligned with local conditions, addressing diverse crises from climate impacts to conflict-induced disruptions.
Program Planning and Strategy Development	
Example of Duties:	-Coordinate with regional and national authorities to create resilience and recovery plans aligned with the Community Resilience and Recovery Facility (CRRF) strategy. -Contribute to the theory of change by identifying and integrating multi-sector resilience indicators.
Capacity Building and Knowledge Sharing	
Example of Duties:	-Support institutional capacity-building efforts at regional, national, and community levels for risk-informed planning and proactive disaster preparedness. -Facilitate workshops and training sessions on resilience metrics, disaster preparedness, and early warning systems to enhance stakeholder engagement.
Coordination and Partnerships	
Example of Duties:	-Identify opportunities for expanding the partner base for the CRRF, including Government, private sector, foundations, academia, and other civil society stakeholders. -Provide input to internal stakeholders in the development of the CRRF-related concept notes and outreach material. -Build and maintain partnerships with governments, UN agencies, NGOs, and community organizations to ensure a coordinated and sustainable approach to resilience and recovery. -Act as the main liaison with national and regional bodies to drive transboundary cooperation on risk management and recovery.
Monitoring, Evaluation, and Reporting	
Example of Duties:	-Establish monitoring systems to track progress, gather data on recovery outcomes, and assess the effectiveness of resilience measures. -Generate reports on project impact, lessons learned, and best practices, supporting adaptive management and strategic adjustments to the CRRF interventions.

IV. Requirements

Education

- Advanced degree (MSc) in disaster risk management, climate resilience, or a related field.
- Proven experience in resilience and recovery planning, particularly in multi-hazard environments.
- Expertise in community-based resilience approaches, especially in vulnerable and high-risk regions.
- Strong skills in capacity-building, data analysis, and interagency coordination

Experience, Knowledge, and Skills

-7 years of relevant experience, with at least 5 years at an international organization related to Resilience and Recovery
-Competence in handling multi-stakeholder engagements and partnership management, especially in diverse and complex environments
-Proficiency in English and a working knowledge of another official UN language.
-Proficiency in another official UN language.

Expected Demonstration of Competencies	
Core	
Achieve Results:	LEVEL 3: Set and align challenging, achievable objectives for multiple projects, have lasting impact
Think Innovatively:	LEVEL 3: Proactively mitigate potential risks, develop new ideas to solve complex problems
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People Management

UNDP People Management Competencies can be found in the dedicated

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Thematic Area	**Name**	**Definition**
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VI. Keywords
Community Resilience Multi-Hazard Early Warning Institutional Capacity Building

Social Protection Mechanisms Inclusive Recovery Approach

Monitoring and Evaluation Officer (P2)

I. Position Information		
Job Title: Monitoring and Evaluation Officer Department: UNDP Resilience Hub for Africa Reports to: Regional Coordinator for Africa, Disaster Risk Reduction and Recovery	Grade Level: **P2** Bureau: Direct Reports: n/a	Position Number: Duty Station: **Nairobi**
Career Track: Career Stream: Contract Modality: FTA International Contract Duration: 1 year (with possibility for extension)		

I. Background and Organizational Context

The "Community Recovery and Resilience Facility" (CRRF) is a strategic initiative designed jointly by the UNDP Crisis Bureau and the UNDP Regional Bureau for Africa to address the multifaceted and recurring crises that significantly impact African communities. These crises, often described as a 'polycrisis,' are driven by the intersecting factors of climate change, economic shocks, protracted conflict, geopolitical fragmentation, rising epidemics, weak governance systems, and increasing poverty. These factors, combined with weak institutional capacities to manage multidimensional and systemic risks, have perpetuated a cycle of vulnerability and insecurity while undermining community resilience across the continent.

The CRRF focuses on strengthening recovery from the current El Nino Southern Oscillation (ENSO) episodes and building resilience against the recurrent devastating impacts of shocks in Eastern and Southern African regions. The economic toll of hazard events in East and Southern Africa from 2000 to 2024 is estimated at USD 540 billion and is expected to increase with the recent ENSO episodes, which have been particularly devastating. The 2023/2024 ENSO episodes have affected more than 60 million people in East and Southern Africa, with disproportionate impacts on vulnerable populations, including women, children, youth, slum dwellers, and persons with disabilities. The affected vulnerable groups, including those displaced or at risk of displacement, require substantial financial resources to meet immediate humanitarian needs, recover from years of recovery deficits, and build resilience to increasing shocks and stresses. In response to these challenges, the project, which will be led by UNDP in partnership with national governments, regional organisations, and donors, aims to enhance community resilience through a multi-pronged approach.

II. Position Purpose

The M&E Officer will play a critical role in supporting the Community Recovery and Resilience Facility (CRRF) by establishing a comprehensive Monitoring and Evaluation (M&E) framework. This includes leading knowledge management initiatives, providing data-driven insights, and guiding adaptive learning to enhance resilience interventions across the region

III. Key Duties and Accountabilities

Monitoring and Evaluation System Development

Example of Duties:	• Develop and implement a robust M&E framework tailored to CRRF objectives, ensuring alignment with UNDP's Strategic Plan, the SDGs, and resilience-building targets for the African region. • Define key performance indicators (KPIs), impact metrics, and data collection processes to track project outcomes, particularly in disaster preparedness, social safety nets, and sustainable infrastructure.
Data Collection and Analysis	
Example of Duties:	Lead the design and management of data collection tools and systems to capture quantitative and qualitative project data. Conduct field visits for verification of data and quality assurance, assessing community recovery and resilience initiatives. Synthesize collected data into actionable insights, producing regular reports that inform project adjustments and strategic planning.
Knowledge Management and Capacity Building	
Example of Duties:	Oversee knowledge-sharing initiatives to document lessons learned and best practices in resilience-building and crisis recovery. Facilitate training workshops and capacity-building sessions for national and local project stakeholders on M&E protocols, data management, and adaptive learning techniques. Promote collaboration with external partners, including research institutions, to integrate emerging resilience insights into project designs.
Reporting and Stakeholder Engagement	
Example of Duties:	• Prepare and submit periodic progress and impact reports, ensuring compliance with donor requirements and UNDP reporting standards. • Generate reports on project impact, lessons learned, and best practices, supporting adaptive management and strategic adjustments to the CRRF interventions. • Actively engage with stakeholders to present findings, provide recommendations, and support evidence-based decision-making across program activities.
Risk Management and Adaptive Learning	
Example of Duties:	• Establish monitoring systems to track progress, gather data on recovery outcomes, and assess the effectiveness of resilience measures. • Monitor and report on program risks and challenges, particularly in high-impact areas affected by climate and socioeconomic vulnerabilities. • Foster an adaptive learning culture within the team, recommending adjustments based on M&E findings to enhance resilience outcomes

IV. REQUIREMENTS
Education
· Master's degree in Monitoring and Evaluation, Social Sciences, Development Studies, or a related field.
Experience, Knowledge, and Skills
• At least 5 years of experience in M&E and knowledge management, preferably within resilience, disaster recovery, or community development projects. • Proficiency in data analysis tools and software, such as SPSS, STATA, or equivalent. • Strong report-writing, communication, and stakeholder engagement skills. • Demonstrated knowledge of resilience frameworks, SDGs, and climate-adaptive interventions • Proficiency in English and a working knowledge of another official UN language. • Proficiency in another official UN language.
Expected Demonstration of Competencies
Core

Achieve Results:	LEVEL 3: Set and align challenging, achievable objectives for multiple projects, have lasting impact
Think Innovatively:	LEVEL 3: Proactively mitigate potential risks, develop new ideas to solve complex problems
Learn Continuously	LEVEL 3: Create and act on opportunities to expand horizons, diversify experiences
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Partnership management	Multi-stakeholder engagement and funding	Knowledge and ability to forge multi-stakeholder partnerships, and remove any obstacles to resource mobilization and multi-stakeholder funding platforms

VI. Keywords

Data Collection and Analysis
Progress Reporting
Risk Management
Knowledge Sharing
Stakeholder Engagement

Programme Analyst (P2)

I. Position Information

Job Title: **Programme Analyst (P2)** Department: UNDP Resilience Hub for Africa Reports to: Regional Coordinator for Africa, Disaster Risk Reduction and Recovery	Grade Level: **P2** Bureau: Direct Reports: n/a	Position Number: Duty Station: **Nairobi**
Career Track: Career Stream: Contract Modality: FTA International Contract Duration: 1 year (with possibility for extension)		

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The "Community Recovery and Resilience Facility" (CRRF) is a strategic initiative designed jointly by the UNDP Crisis Bureau and the UNDP Regional Bureau for Africa to address the multifaceted and recurring crises that significantly impact African communities. These crises, often described as a 'polycrisis,' are driven by the intersecting factors of climate change, economic shocks, protracted conflict, geopolitical fragmentation, rising epidemics, weak governance systems, and increasing poverty. These factors, combined with weak institutional capacities to manage multidimensional and systemic risks, have perpetuated a cycle of vulnerability and insecurity while undermining community resilience across the continent.

The CRRF focuses on strengthening recovery from the current El Nino Southern Oscillation (ENSO) episodes and building resilience against the recurrent devastating impacts of shocks in Eastern and Southern African regions. The economic toll of hazard events in East and Southern Africa from 2000 to 2024 is estimated at USD 540 billion and is expected to increase with the recent ENSO episodes, which have been particularly devastating. The 2023/2024 ENSO episodes have affected more than 60 million people in East and Southern Africa, with disproportionate impacts on vulnerable populations, including women, children, youth, slum dwellers, and persons with disabilities. The affected vulnerable groups, including those displaced or at risk of displacement, require substantial financial resources to meet immediate humanitarian needs, recover from years of recovery deficits, and build resilience to increasing shocks and stresses. In response to these challenges, the project, which will be led by UNDP in partnership with national governments, regional organisations, and donors, aims to enhance community resilience through a multi-pronged approach.

II. Position Purpose

The Programme Analyst (P2) will play a critical role in supporting the implementation and management of the Community Recovery and Resilience Facility (CRRF) project. This role focuses on strengthening resilience in communities across Eastern and Southern Africa affected by multiple crises, with special attention on vulnerable groups such as women, youth, and displaced persons. The Programme Analyst will coordinate and provide technical support across various project activities, liaise with stakeholders, and ensure project alignment with UNDP’s strategic objectives and resilience-building frameworks.

III. Key Duties and Accountabilities

Programme Coordination and Implementation

Example of Duties:	Lead the coordination of CRRF project activities to support institutional resilience, including the management of disaster risk and climate adaptation strategies. Ensure smooth collaboration with country offices and regional partners for effective project delivery. Engage in the development and application of resilience-based tools and frameworks tailored to regional and national needs

Monitoring, Evaluation, and Knowledge Management

Example of Duties:	▯ Oversee the collection, analysis, and dissemination of data to assess project impact and identify lessons learned. ▯ Implement knowledge-sharing practices that highlight best practices and innovations within the resilience sector, fostering a learning culture. ▯ Support the integration of monitoring systems with resilience indicators to track the project's progress and impact
Partnerships and Resource Mobilization	
Example of Duties:	▯ Identify and establish partnerships with regional and international stakeholders to strengthen the resource base for CRRF activities. ▯ Develop funding proposals and mobilize resources to address identified resilience needs, with a focus on engaging donors in resilience initiatives. ▯ Facilitate high-level dialogues and stakeholder meetings to secure support and align CRRF efforts with partner priorities
Reporting and Compliance	
Example of Duties:	▯ Ensure timely and accurate reporting on CRRF activities, both internally and to donors, ensuring adherence to UNDP guidelines. ▯ Coordinate with UNDP's regional resilience team to provide regular updates, manage donor agreements, and oversee fund utilization to meet project objective
Risk Management and Adaptive Learning	
Example of Duties:	• Establish monitoring systems to track progress, gather data on recovery outcomes, and assess the effectiveness of resilience measures. • Monitor and report on program risks and challenges, particularly in high-impact areas affected by climate and socioeconomic vulnerabilities. • Foster an adaptive learning culture within the team, recommending adjustments based on M&E findings to enhance resilience outcomes

IV. Requirements

Education	
▯ Advanced university degree in Social Sciences, International Relations, Development Studies, or a related field	
Experience, Knowledge, and Skills	
-At least 5 years of relevant professional experience, preferably in partnership management, resource mobilization, or program coordination. -Strong analytical, communication, and coordination skills; proficiency in project management and monitoring tools -Proficiency in English and a working knowledge of another official UN language. -Proficiency in another official UN language.	
Expected Demonstration of Competencies	
Core	
Achieve Results:	LEVEL 3: Set and align challenging, achievable objectives for multiple projects, have a lasting impact
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VI. Keywords

Project Implementation
Stakeholder Engagement
Knowledge Management
Policy Development
Strategic Communication

ANNEX 3: RESOURCE MOBILIZATION AND PARTNERSHIPS STRATEGY

Partnerships, resource mobilization and communications strategy for the Community Recovery and Resilience Facility (CRRF) for Eastern and Southern Africa

I. Context

El Niño events in Eastern and Southern Africa have historically had significant impacts on weather patterns, agriculture, and livelihoods, affecting millions of people across the two sub-regions and increasing the risk of disease. The magnitude of El Niño events varies, but they are generally characterized by below-average rainfall, higher temperatures, and drought conditions in some areas, while others may experience above-average rainfall and flooding. El Niño Southern Oscillation (ENSO) is a natural climatic phenomenon involving fluctuating ocean temperatures in the central and eastern equatorial Pacific, coupled with changes in the overlying atmosphere ENSO-related climate variability is especially important in Southern and Eastern Africa, where agriculture is the main economic sector; contributing to 17% of regional GDP and 60% of the region's population rely on the sector for their livelihood. ENSO patterns can significantly stunt economic growth and countries should plan to mitigate its effects.

The current ENSO events and related cascading impacts built on years of un-resolved recovery deficits in the sub-region from Covid-19, high cost of living crisis, debt crisis [e.g. Kenya, Zambia and Zimbabwe] and in some cases [e.g. Zimbabwe] prolonged unilateral sanctions. Recovery and resilience building efforts in the sub-region to the past and current adverse events are expected to cost billions of US dollars. New sources of funding and global partnerships will be crucial to build a response that will address long-term resilience building, as the frequency of these climatic events increases.

Despite having preparedness plans in place, most countries in Eastern and Southern Africa have stretched capacities, financial constraints, and challenges around cross-sectoral and inter-agency coordination to respond effectively. There are demands for capacity building on anticipatory action, preparedness and strategic response to help the affected countries at high risk minimize the impact of El Niño. Experience from past events has highlighted challenges, including limited preparedness measures, delayed emergency declaration by governments, inadequate access to affected areas due to damaged infrastructure, low financial and technical capacities to respond effectively; poor connectedness among early warning systems, forecasting and disaster preparedness tools; and limited focus on building community resilience. This is where the Community Recovery and Resilience Facility (CRRF) will come in to provide a whole system approach to resilience building.

II. UNDP strategy

To build current and future resilience in the face of growing shocks and stresses and to reduce vulnerability emanating from years of unresolved recovery needs (the 'recovery deficit'), UNDP is designing a Community Recovery and Resilience Facility (CRRF) in East and Southern Africa. The objective of the proposed Facility is to build resilience to current and future crises by (i) ensuring that the affected communities recover from 'cumulative recovery deficits' and adapt to shocks and stresses even in future climate settings; and (ii) strengthening institutional capacities to anticipate and respond to shocks and stresses.

The facility is anchored in the UNDP crisis offer's key tenet: breaking the cycle of fragility, getting ahead of the crisis curve, and building hope in times of crisis. The facility is an integral part of the UNDP Regional Programme for Africa and contributes directly to the priority 3 of the programme which aims to ensure that African citizens, supported by the African Union and Regional Economic Communities and Regional Mechanisms, build a resilient Africa. Rooted in the 'Roots of African Resilience' (ROAR) principles, the facility will operationalize the ROAR and deepen resilience in African context. The facility builds on the vision of the Nairobi resilience hub that aspires to become a centre of excellence that seamlessly integrates the various thematic areas to build resilience across communities and ecosystems sustainably by fostering inclusive growth, enhancing nature-based solutions, and ensuring peace and security, ultimately contributing to SDG and agenda 2063.

Recent crises in the region indicate a critical need to transition from crisis management to risk management and risk-informed recovery. Today, resilience building must be done within a crisis. This shift aligns with the philosophy of the Sendai Framework, which emphasizes the need to "prevent new and reduce existing disaster risk through the implementation of integrated and inclusive economic, structural, legal, social, health, cultural, educational, environmental, technological, political, and institutional measures that prevent and reduce hazard exposure and vulnerability to disaster, increase preparedness for response and recovery, and thus strengthen resilience."

The CRRF will adopt two pathways for change, identifying recovery from 2023/2024 ENSO phenomenon in ESA regions as regions as an entry point for building resilience.

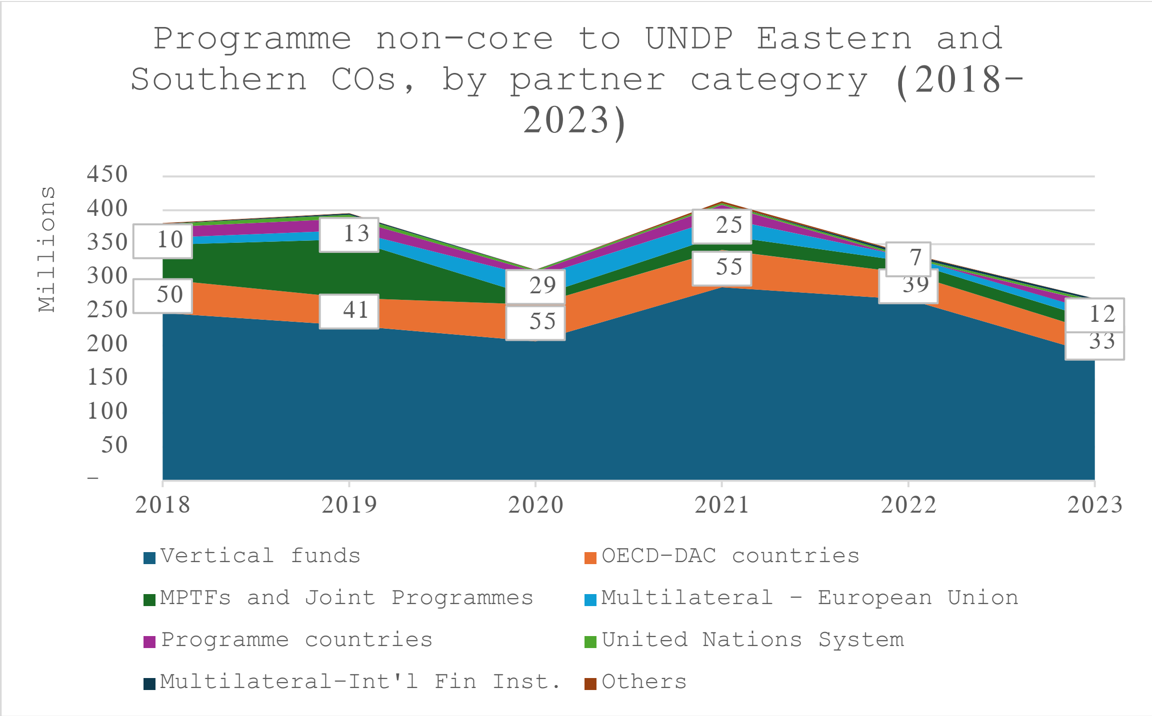
1. Enable national and regional institutions to respond to multifaceted risks and crisis, increasing their ability to respond early and ahead of a risk or shock, support the operationalization of transboundary risk management, enhance data management systems, as well as include risk management in development planning for coherent policy making. **Outcome 1. Regional, national, and community-based institutions have increased capacities to anticipate and respond to shocks and stresses, and community-based institutions have increased capacities to anticipate and respond to shocks and stresses.**
2. Building community resilience by reducing cumulative recovery deficits, enhancing nature-based solutions, strengthen community infrastructure and services to withstand shocks and stresses and increase capacities to absorb shocks and stresses as well as maintain social cohesion through this. **Outcome 2. Communities recover from 'cumulative recovery deficits' and adapt to shocks and stresses in a future climate.**

III. Funding situation for the Eastern and Southern African region

The Eastern and Southern African region drew most of its recent funding base from Vertical Funds. After peaking in 2021, the total contributions have steadily declined between 2021-23 by 35%.

The contributions from OECD-DAC partners constituted 13% of the total funding portfolio (between 2018-2023). Contributions from OECD-DAC partners witnessed a steady peak until 2021 and witnessed a decline of 39% between 2021-2023. The Eastern and Southern African region received a sizable value of contributions from the European Union (EU) between 2018 – 2023 constituting 4.6% of the total portfolio. Notably, contributions from the EU peaked in 2020 at US$ 29 mil and dropped significantly in 2022 (US$ 7m).

Main OECD-DAC contributors in the region and in the thematic area of resilience building are: Sweden, UK, Japan. The Netherlands and Germany have been consistent contributors to the region between 2018-2023, whose relevant funding areas are water and climate change adaptation.



Notwithstanding the amount of support received from the above stakeholders in terms of financial support to recovery, the region is witnessing an exponentially increasing rate of damage while climate events become more frequent and intense. This facility suggests a pragmatic shift from a focus on response to disaster to looking at the drivers of vulnerability and risk alleviation.

IV. Partnerships and resource mobilization

The UNDP Resilience Hub for Africa in Nairobi works with countries in the Eastern and Southern African region to provide programmatic, coordination, and technical advisory on an array of resilience-related issues. The Hub is best placed to respond to complex resilience-building challenges such as the context of the CRRF due to its integrated, whole system approach to resilience. The approach is cross-sectoral, producing tangible programmatic support while offering policy support to continental and regional bodies. The main partners for the Resilience Hub are the African Union Commission (AUC), the Regional Economic Communities (RECs), UNDP country offices, and national governments. The Hub is built on knowledge and networks in many thematic areas: borderlands, human mobility, governance, disaster risk reduction, groundwater access, urban resilience, climate and digitalisation.

The Roots for African Resilience, a collaborative effort between AUC and the UNDP Resilience Hub in Nairobi, redefines the concept of resilience within the African context, identifies dimensions of resilience relevant to the African context, and develops guidance on operationalizing and measuring resilience on the continent. This Africa-specific approach gives the Hub an advantage in understanding the needs and intricate challenges of the communities.

Regional collaboration and initiatives:

- UNDP is co-creating the facility with IGAD and SADC, building long-term joint engagements on strengthening early warning, and scaling up response capacities. The regional authorities are essential partners for multi-country initiatives, as they strengthen the reach to communities and governments. With their buy-in, the Facility is further capacitated to provide long-term support and scalability to other countries affected by ENSO.

- EU-OACPS: The Strengthening Disaster Risk Governance and Recovery Capacities project, funded by the European Union, is a collaborative effort between UNDP, the EU, the UN Office for Disaster Risk Reduction (UNDRR), and the Organisation of African, Caribbean and Pacific States (OACPS). This joint program is dedicated to enhancing disaster risk governance, strengthening recovery capacities, and building resilience in vulnerable communities. By scaling-up community-based disaster risk reduction, enhancing capacity building activities, and conducting post-disaster needs assessments, the project aims to pave the way for a safer and more resilient future for communities facing disaster.

- January 2022 – October 2026, EU contribution: USD 21,264,402, Countries: Kenya, Ethiopia, Burundi, Togo, Cameroon, Chad

The facility will also integrate other initiatives, such as a multi-country early warning systems project, the urban resilience portfolio, the PDNA rollout project, and the ongoing work on community resilience. It will also focalize relevant ongoing projects within the participating country offices, such as the Zimbabwe Resilience Building Fund, the Mozambique Recovery Facility, etc.

To strengthen the bridge between response and recovery, the partnership and resource mobilization strategy for the CRRF will be two-fold:

1. **Immediate response and recovery phase: 2024-2026**
2. **Long-term, sustainable resilience building: 2027-2032**

Immediate response and recovery phase (2024-2026):

The UNDP Resilience Hub will work with key partners on bridging the immediate response and recovery needs, laying the groundwork for building resilience. OECD-DAC donors are planned partners for accelerating immediate recovery to prepare for more long-term engagement. Such partnerships are essential for rapid action and can kickstart immediately in 2024. This includes addressing the immediate recovery deficits through social protection interventions and livelihood rehabilitation (crop, livestock, water) and diversification (employment creation, asset accumulation). These partnerships further support frameworks and mechanisms to enhance the ability to respond at the national level while closely linking early warning and preparedness to the regional level. This includes enhancing the preparedness of RECs, strengthening sub-regional anticipation and preparedness as well as supporting regional assessments and data analysis that prepare the ground for accelerated work done at the country level. Knowledge management and mutual learning and South-South collaboration will underpin this partnership.

The Resilience Hub aims to create co-financing opportunities for OECD-DAC donors throughout the phases of the programme. This will solidify the commitment to long-term resilience building of the most vulnerable communities.

UNDP will jointly work with the partners in the facility and co-create the specific initiatives going forward. OECD DAC partners might be interested to complement UNDP' seed funding based on their thematic or regional priorities. Much donor focus is currently geared towards climate change adaptation and food security, indicating potential interest in the long-term initiatives under the facility. However, funding is categorized based on these thematic areas and not resilience-building as such. Facility co-creation will allow for aligning thematic priorities and identifying suitable funding opportunities. UNDP can underscore the key trajectory of recovery as an entry point for resilience building.

It is also important to work with civil society organizations, as they are often the best source of information on the ground. Especially women's' organizations can be the best way to access and strengthen structured response on the ground.

Think tanks on resilience can also be an important partner on through leadership and knowledge management, often supporting data collection and research. Building the brand of Resilience Hub as a leading entity on resilience knowledge and research can be strengthened through the data collected within the CRRF, with collaboration with think tanks.

Potential partners

- IFIs: World Bank, Nordic Development Bank, African Development Bank, Green Climate Fund
- European Union – Resilience Window: Linked to the funding provided under the EU-OACPS program, explore further collaboration with the EU for the facility to expand the thematic and geographic reach. Reprogramming an envelope for resilience building and to pursue engagement at the regional level.

- ECHO – Resilience Hub to connect with ECHO at the regional level in Kenya.
- The Netherlands – Are supporting the humanitarian response and interested in working in the water sector. The facility could address initiatives on resilience building from a water angle and offer a partnership to the Dutch Ministry for proposed facility outcome 2 on community resilience. Such work could be related to the rehabilitation of crop and livestock production, water sources to improve water availability for people and livestock.
- Saudi Arabia - Becoming an important player on drought. Hosting CoP 16 on drought and will likely make some announcement towards the end of this year.
- Sweden- History of supporting resilience building. Engage them in facility development for potential support.
- United Kingdom – History of supporting resilience building Made a 2023 announcement for Climate and Resilience programs across Africa. Engage them in facility development for potential support.
- Canada – Made a 2023 announcement for Climate and Resilience programs across Africa. Await the electoral outcomes for proceeding.
- Germany – Interested in risk informed development, resilience and climate change adaptation, including early warning. Engage them in facility development for potential support.
- Denmark – Engage them in facility development for potential support.
- Japan – Interest in advancing food security. Focus JSB proposals on the facility objectives.
- Republic of Korea – KOICA is reviewing a call for proposals with a few affected COs eligible to apply (Kenya, Madagascar, Ethiopia, South Sudan).

- Think tanks working on resilience, either globally, regionally or nationally in CRRF countries

- CSOs (especially women's organizations) working on community resilience

Country offices are also expected to contribute to identifying and mobilizing resources for their respective activities, through their pre-estbalished partnerships and relevant projects. Optimally, host countries will also be encouraged to allocate funds from their national and local resources to the execution of the context-specific activities.

<u>Long-term, sustainable resilience-building (2027-2032):</u>

UNDP is engaging with key partners that accompany affected countries in the long-term, building the bridge between recovery and resilience. Such partnerships will continue to include OECD-DAC partners. For broader and large-scale impact, a joint UNDP corporate approach, will pursue engagements with vertical funds, International Finance Institutions (IFIs) and the private sector on resilience building, aiming to address the root causes of vulnerabilities to natural disasters. UNDP is closely working with national governments for contributions in government cost-sharing.

Respective country offices will lead on this and benefit from close technical support from the Resilience Hub and UNDP's GPN for technical advice and corporately for IFI and vertical fund engagement. The Sustainable Finance Hub in Pretoria will engage in INFF processes. Close coordination will ensure proposed work for resilience building across pillars, related to the two pathways of the facility's work for building institutional responsiveness and community resilience.

Engagement in the long term with IFIs for supporting loan or grant implementation mostly focuses on the national level. The engagement and relationship development will happen at country level with RBA support. Where entry points exist, country offices develop proposals aligned to the envisaged outcomes of the facility. Where possible, country offices further align vertical fund engagement to envisaged facility outcomes. Vertical funds are encouraged when noting that co-investors are foreseen in planned interventions. Given that IFI and vertical fund engagement is a long-term approach and multi-year preparatory work is required (2-3 year timeframe), the immediate response and recovery phase will help lay the groundwork through feasibility studies and close networking with respective national governments. In this timeframe, the Resilience Hub will ensure knowledge management and mutual learning across the region to underpin the cross-regional approach.

Funding modalities

Many funding modalities by IFIs and MDBs must be applied for by country governments or country offices. The CRRF will leverage these funds by working closely with national authorities and UN country offices in the regions where CRRF operates.

Many donors prioritize co-creation efforts, and the structure of the CRRF takes that into account by allowing flexibility within its response capacity and ways of working to accommodate funding partner priorities.

A potential modality to explore could be te United Nations Central Emergency Response Fund (CERF):

The CERF is one of the fastest and most effective ways to support rapid humanitarian response for people affected by disasters and armed conflict. There are two funding window in CERF: rapid response and underfunded emergencies. CERF is managed by OCHA within the UN system. CERF allocations are designed to as seed funding and to stimulate the kick start of other humanitarian funding sources, such as country-based pooled funds and bilateral funding.

Other funding modalities and partnerships will be explored through a donor mapping as part of the programme activities.

Current Funding Pipelines for the CRRF

Current pipelines for the CRRF include the China Development Cooperation (CIDCA) with a possibility of USD 8,000,000 towards early warning systems support and the Kingdom of Saud Arabia- Islamic Development Bank, with the possibility of USD 100,000,000 towards resilience building interventions. The current pipelines are soft pipelines.

V. Communications strategy

For successful partnership and resource mobilization, showcasing the impact of UNDP's work and support on peoples' lives, during the crisis and after the crisis, is key. The strength of the Resilience Hub is the knowledge and thought leadership, which is built on robust research and data in various areas of resilience. UNDP has a proven track record of reaching the most vulnerable communities and exercising the principle of no one left behind. The CRRF will allow the Resilience Hub to bring the stories and voices of disaster-affected communities to a wide audience. It is essential to concretely show the road to building resilience and what can be achieved post-crisis through the experiences of communities. As climate-induced disasters become more frequent, data and knowledge become more crucial in informing response.

Specific to CRRF, the strategic communications must complement the resource mobilisation strategy, which aims to influence a robust blended development financing mechanism. The CRRF and Resilience Hub as brands will demonstre and illustrate possible mitigation pathways based on the lived experiences of communities through storytelling and targeted advocacy. The communications approach should demonstrate the impact of the crisis but also strongly spotlight local ingenuity and innovation to attract investment in lasting solutions that move away from the perspective of the gaps to one that infuses agency and enables dignity. Since the multiple crises around the world have also created a shift in priorities and crisis fatigue - the communications approach will need to build a compelling narrative that triggers responsiveness and catalyses both domestic resourcing and ODA. Given the magnitude of this crisis, UNDP must consider a collective approach, focusing on support from a subregion(s) context rather than individual countries. The Resilience Hub, as a regional centre of excellence, can use its channels and reach to bring attention to the Facility. A targeted subregion(s) campaign for East and Southern Africa informed by multiple contexts –with CO communications officers in the impacted countries and RBA-- will be critical to supporting resource mobilisation efforts. BERA can support this and co-design it under the Resilience Hub and reflect the communications activations and public advocacy efforts on country, regional and global platforms.

VI. Next steps

UNDP is engaging with partners on the ongoing humanitarian response. Beyond addressing humanitarian needs, the CRRF is created to address existing recovery deficits and enhance resilience building for better preparedness and reduced vulnerabilities. The facility thus acts as a bridge between immediate humanitarian relief and long-term sustainable development, which in turn will contribute to the alleviation of humanitarian dependency.

A roundtable of partners is planned in Nairobi for end of 2024 or beginning of 2025. The objective is to co-create and jointly build the facility with interested partners. UNDP aims to firm up its thought leadership on resilience building and showcase the knowledge gained to inform planned initiatives. The roundtable will present an opportunity for partners to engage with UNDP and to jointly build the recovery facility for community resilience for Eastern and Southern Africa.

Co-creation opportunities will be created for the initial phase with selected donors who share the CRRF's priorities in community resilience building. Co-financing opportunities will be identified and publicized in the later phases, following proof of concept and initial results.

Further donor intelligence will be gathered through direct meetings with potential donors and UNDP Bureaus as well as other relevant stakeholders, such as country-specific facilities and global/regional/national think tanks, for example.

Action Plan

Outcome	Output	Activities	Indicator	Timeline
Increased engagement with partners and donors	Roundtable for development partners and donors	Identify and invite donors	Roundtable organized and follow up planned	Continuous
		Procure venue		
		Draft agenda		
	Stakeholder/donor mapping informs strategic partnerships	Create a document for donor info	Donor mapping done and up to date	First year of programme, continuously updated
		Identify sources for donor info		
		Map out stakeholders and donors based on alignment of priorities		
	MoU's signed	Prepare MoU's based on partner engagements	Number of MoUs	Continuous
Increased capacity for RM	RM and Partnerships Knowledge Sharing	Create internal platform for knowledge sharing and updates	Platform created	Continuous
	Partnership pipeline established in UNITY	Upload MoU's, meetings and relevant discussions on UNITY	Pipeline is online and up to date	First year of programme, continuously updated
	Capacity building workshop/training on RM & partnerships conducted for programme team and relevant partners	Develop agenda	Annual workshop conducted	One per year
		Identify trainer and relevant attendees		
Enhanced visibility and donor engagement through strategic communications	Communications materials developed	CRRF brochure for donors and partners is developed	Number of brochures developed and disseminated	First year of programme
		Annual report on CRRF is developed	Report sent timely	Every year
		Newsletter developed	Newsletters sent timely	Quarterly
	Increased engagement on social media	Success stories shared on UNDP RH social media channels	Number of posts shared	Continuous