

CaDRi
Partnership
Capacity for Disaster
Reduction Initiative



ANNUAL
REPORT

The Capacity for Disaster Reduction Initiative (CADRI) is a global partnership committed to leaving no one behind and achieving the 2030 Agenda by strengthening countries' capacities to reduce disaster and climate risks.

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United Nations, Palais des Nations, Geneva

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With the support of the
Grand Duchy of Luxembourg

Design:
Strategic Agenda

Foreword

2020 has been a year like no other. The COVID-19 pandemic has seriously challenged the way the global development and humanitarian community delivers services to client countries and affected populations. It has taken a toll on the CADRI Partnership's country work and we cannot escape the fact that our results in 2020 look very different from the achievements of 2019. However, it has also pushed us to rethink the way we work and we were able to improve our tools and processes. This annual report looks at the progress made and results achieved during 2020 and includes an interim financial report.

DELIVERING COUNTRY RESULTS

The busy mission schedule of our inter-agency teams was brought to a halt by the travel restrictions imposed by both the spread of the COVID-19 pandemic and increased pressure on CADRI Partners to reorient their activities towards COVID-19 response and recovery. As a result, the boundaries of our country support model were pushed into the virtual realm. Virtual advisory support was provided to Mauritius and Togo, while the capacity diagnosis process in Iran and Senegal was partially supported through virtual consultations with national stakeholders. While countries have embraced this new "virtual first" way of working, our comparative advantage remains the powerful combination of country and global expertise and face-to-face interaction, the latter of which is required to build trust and facilitate our unique government-led collaborative model. Looking forward, hybrid country missions with a stronger reliance on UN and humanitarian country teams will become our modus operandi.

POSITIONING THE SERVICE OFFER WITHIN THE COVID-19 PANDEMIC

In August, the CADRI Partners conducted a review of the CADRI service offer in the context of COVID-19 to assess the need to adapt it or change the way we deliver services to countries. The review concluded that the CADRI offer remains relevant, since governments and UN country teams are becoming increasingly receptive to services that can support a comprehensive approach to manage multidimensional risk across sectors. A key recommendation was to leverage existing tools to support capacity development for systemic risk management and, in particular, to capitalize on the CADRI Digital Capacity Diagnosis and Planning Tool to develop service offers in preparedness and risk information. The review also recommended diversifying the CADRI deliverables to propose "quick wins" that could complement the traditional offer of comprehensive capacity diagnosis and plans.

UPDATING OUR CADRI TOOL

Throughout the year, the CADRI Partners worked tirelessly to jointly develop a public-domain digital tool with a bold ambition: to help countries identify the capacities required for multi-hazard and multidimensional risk management in the public and private sector. The tool helps countries identify the right policies, financing mechanisms, methodologies and skills, and technology and equipment to tackle challenges arising from disaster and climate risk, covering a range of issues including food security, human mobility, the environment, infrastructure, cultural heritage, health, nutrition, education, water, and hygiene and sanitation. It also features new content on climate change adaptation (CCA) and centres around the principles of conflict sensitivity and leaving no one behind. This unique joint initiative of the UN and International Federation of Red Cross and Red Crescent Societies (IFRC) system was made possible with the support of the Luxembourg Government.

We would like to extend special thanks to the agencies that have led the development of the nine capacity diagnosis modules: FAO, IOM, OCHA, UN Environment, UNDP, UNICEF, UNESCO, WHO, WMO; to IFRC and UNFPA, who have guided the integration of the "leave no one behind" principle throughout the modules, and to all partners who contributed through the CADRI Tool Reference Group.

LOOKING FORWARD

We are excited about what is in store for 2021, not least because CADRI Partners will launch the CADRI Digital Tool. Digital functionalities to be developed in 2021 are intended to foster inclusive, participative dialogue on disaster risk reduction (DRR) and CCA priorities and investment needed in different sectors. The Tool will be customized to deliver targeted services to support disaster preparedness and risk information systems. We are counting on the continuous commitment of our community of CADRI experts in all regions to roll out our renewed service offering.

I would like to conclude by thanking our outgoing Board Co-chair, Dominique Burgeon, for his thought leadership over the past five years and by welcoming Jeff Labovitz, who will take over the co-chairmanship of CADRI in January 2021.

We are also bidding farewell to our dear colleague, Ioana Creitaru, whom we would like to thank most sincerely for her commitment and extremely valuable contribution to the growth of the CADRI Partnership over the past nine years.

Sophie Baranes
CADRI Partnership Coordinator



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Acronyms

CADRI	Capacity for Disaster Reduction Initiative
CCA	climate change adaptation
DMT	disaster management team
DRR	disaster risk reduction
ECHO	European Civil Protection and Humanitarian Aid Operations
FAO	Food and Agriculture Organization
GETI	Global Education and Training Institute
GNDR	Global Network of Civil Society Organisations for Disaster Reduction
IFRC	International Federation of Red Cross and Red Crescent Societies
IOM	International Organization for Migration
M&E	monitoring and evaluation
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
PAG	Programme Assurance Group
UN	United Nations
UNDRR	United Nations Office for Disaster Risk Reduction
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNPAF	United Nations Partnership Framework
UNSDCF	United Nations Sustainable Development Cooperation Framework
WASH	Water, Sanitation and Hygiene
WFP	United Nations World Food Programme
WHO	World Health Organization
WMO	World Meteorological Organization



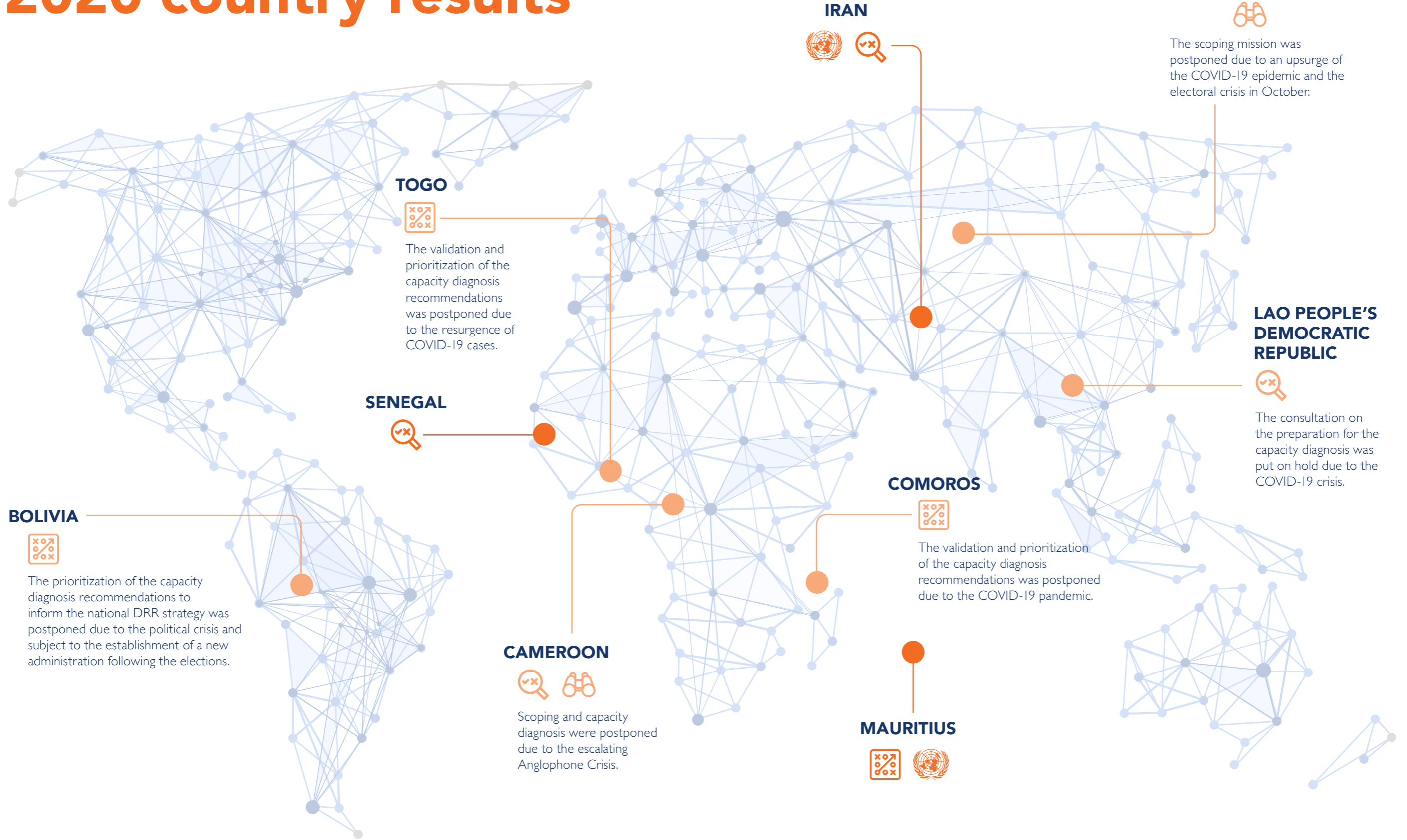
**UGOCHI DANIELS, FORMER UN
RESIDENT COORDINATOR FOR THE
ISLAMIC REPUBLIC OF IRAN**

“The clear added value of the CADRI Partnership is its inter-agency process and multisectoral approach. The CADRI Partnership brought expertise and experience in DRR that the UN country team lacked. The CADRI team was able to focus on holding comprehensive discussions with national stakeholders with a level of time commitment and attention that would not have been possible for the UN country team. Their follow-up in providing advisory support in the form of compendia of good practices was very professional and drew on substantive expertise from the CADRI partners.”

One year at a glance



2020 country results



Capacity Diagnosis
 Scoping
 National DRR Strategy/Plan
 UN Programme Framework

Countries in which our work has been delayed due to either political crisis (Bolivia, Cameroon, Kyrgyz Republic) or COVID-19 (Comoros, Lao People's Democratic Republic, Togo)

Mauritius



In 2020, the far-reaching consequences of the COVID-19 pandemic and the Wakashio oil spill on tourism and trade challenged the Republic of Mauritius to rethink its approach to disaster risk reduction. This was a driving force for the validation of the capacity diagnosis facilitated by the CADRI Partnership in 2019, which covered seven sectors: agriculture, tourism, infrastructure, environment, water and sanitation, health, and education. Following a thorough review of the findings and recommendations from the Ministry of Finance, Economic Planning and Development and various sector ministries, the capacity diagnosis was endorsed by the Cabinet under the leadership of the Deputy Prime Minister.

Like many higher-income countries, Mauritius faces a twofold challenge when it comes to structural transformation: creating an environment that allows it to remain competitive and continue to attract foreign direct investment, and enforcing a regulatory framework to protect its people, natural resources, ecosystem services and the economy from the impact of climate change and disasters. Prioritizing investment in disaster risk reduction (DRR) often involves trade-offs in decision-making.

The capacity diagnosis became the basis for a prioritization and planning exercise that resulted in the inclusion of the CADRI recommendations in the National DRR Strategy and Action Plan 2020–2030. The Government established a steering committee to drive and monitor the implementation of recommendations to strengthen DRR across socio-economic sectors and integrate prioritized recommendations into the national budget exercise.

The COVID-19 pandemic and the Wakashio oil spill emergency gave an impetus to the implementation of two recommendations: updating the national oil-spill contingency plan, and enhancing the national epidemic surveillance system, with increased laboratory investigation capacity.

To complement the Government's National DRR Strategy and Action Plan, the CADRI Partnership supported the UN country team to develop a DRR Programming Framework covering the period 2021–2023. The Framework prioritizes support for health-system strengthening (e.g. real-time surveillance systems and climate information products for the health sector), land-use planning (e.g. urban master plan and national spatial data infrastructure), nature-based solutions (e.g. wetland protection through coastal zone GIS surveillance), and early warning for agriculture.

3

experts (virtual):
IOM, UNDP/CADRI



Policy Maker's Digest
May 2020



Validation
8 October 2020



Prioritization and planning
(National DRR Strategy and Action Plan)
4-5 November 2020



UN country team
Programming Framework
9-22 December 2020

Islamic Republic of Iran



The Islamic Republic of Iran, the second-largest economy and population in the Middle East, is a disaster-prone country frequently exposed to earthquakes, floods and drought, sand and dust storms and desert locust outbreaks. The devastating floods of 2019 were a driving force for strengthened engagement among the Government, the UN system, and the wider development and humanitarian community.

Consultations with key Government counterparts and the Iran Red Crescent Society, facilitated by the CADRI Partnership, identified several entry points for strengthened collaboration with the UN system on DRR across several sectors: agriculture; environment; infrastructure; water, sanitation and hygiene (WASH); cultural heritage, and social protection.

The capacity diagnosis informed the design of a coherent UN DRR Programming Framework in four mutually reinforcing areas to support the implementation of the newly approved disaster management law: risk information, planning and budgeting, people-centered preparedness, and community-based DRR.

The UN DRR Programming Framework was endorsed by the Ministry of Foreign Affairs, the National Disaster Management Office, and relevant line ministries. It laid the foundation for the establishment of a platform for Government-UN system collaboration.

The CADRI Partnership made technical contributions to the finalization of the national DRR strategy. To support its implementation, CADRI consolidated six compendia of good practices to respond to issues raised by the Government: integrated risk information systems, community-based disaster risk management, harmonized needs assessment methodology, transboundary water resource management, resilient infrastructure, and urban water supply and wastewater infrastructure. The FAO subsequently facilitated country-to-country experience-sharing between Mongolia and Iran on frost early warning systems.

As part of the Disaster Management Team capacity development plan, the CADRI Partnership initiated the design of a training offer in collaboration with the UNDRR Global Education and Training Institute (GETI), which will be rolled out in 2021.

In 2021, the capacity diagnosis is expected to inform the development of the next UN Sustainable Development Cooperation Framework (UNSDCF), and the development of a funding proposal for the European Commission's Humanitarian Aid and Civil Protection department (ECHO).

7

experts deployed:
FAO, UNFPA, UNICEF,
UNDP/CADRI, and
UNDRR (virtual)



Rapid capacity diagnosis
23-26 February 2020



**UN country team
Programming Framework**
12 August 2020



**Validation of the Government-UN
Cooperation Framework**
26 August 2020



Senegal



Some 50 experts from the Government, the UN country team, and UN regional offices covering the West and Central African region, were trained on the CADRI methodology to facilitate the national capacity diagnosis for the Republic of Senegal, which will inform the development of the national DRR strategy. The capacity diagnosis, led by the Senegalese Government, was initiated with interviews held with 20 State and non-State institutions, out

of the approximately 80 institutions foreseen to be interviewed. In January 2021, five sub-teams will continue to hold meetings with the remaining institutions at the central level, and with subnational Government representatives in four selected regions. Due to a surge in COVID-19 cases in December, most of the meetings were and will continue to be held virtually, providing an opportunity for CADRI to test an innovative virtual approach to capacity diagnosis.

Kyrgyz Republic



Working closely with the Ministry of Emergency Situations, the CADRI Partnership developed a Scoping Guide and Questionnaire in Russian, and prepared a series of virtual thematic consultations with relevant ministries (economic, social and environmental). The CADRI Partnership mapped

out the UN country team DRR programming in preparation for the capacity diagnosis. The scoping mission was postponed twice due to an upsurge of the COVID-19 epidemic, and the electoral crisis in October.



Namibia



The Government, through a Cabinet decision, has endorsed six CADRI recommendations for implementation. The Deputy Prime Minister's Office reports annually to Parliament on progress made on implementing CADRI recommendations. The UN country team has integrated activities linked to CADRI recommendations into the UN Partnership Framework (UNPAF) joint work plan.

Togo



Following the capacity diagnosis facilitated by the CADRI Partnership in 2019, the Government and the UN mapped out projects related to the recommendations of the capacity diagnosis report. This will inform a resource mobilization strategy for Togo. Due to a resurgence of COVID-19 cases, the validation and prioritization of recommendations and the CADRI induction training planned for November were postponed.

The Digital Capacity Diagnosis and Planning Tool for disaster risk reduction (DRR) and climate change adaptation (CCA)

The COVID-19 pandemic of this year saw an unexpected repurposing of the CADRI Capacity Diagnosis and Planning Tool for virtual assessments, inspiring the creation of a fully digital country support service and business model.

WHY GO DIGITAL?

The CADRI Digital Tool customizes the capacity diagnosis experience and outputs. A system of filters applied to a 10,000-question bank generates tailor-made questionnaires to guide the capacity diagnosis process. Gender, age, diversity and conflict sensitivity have been mainstreamed throughout the question bank, ensuring that analysis results systematically reflect the integration of these principles into national policies, strategies, and operational plans and capabilities.

The digitalization of the CADRI Tool also enables automated visualization of results, with scoring presented as spiderweb diagrams. These diagrams are

also comparable across a selected period, allowing, for instance, a comparison of a country's level of capacity achieved over several years.

The CADRI Digital Tool has been designed to foster periodic updates of the assessment and its associated set of recommendations and actions.

WHAT'S NEW?

CADRI Partners have extensively revised the question bank. The changes respond to three aims:

- *increasing coverage*—the question bank features new content specifically focused on the capacities of the private sector;



- *increasing relevance*—the questions integrate the principles of conflict sensitivity, leaving no one behind, gender, age and diversity, and look at capacities required for multi-hazard and multidimensional risk management;
- *increasing scope*—the question bank has been expanded to include CCA.

HOW WILL IT BE USED?

The CADRI Digital Tool can be used in various contexts. It will guide on-site capacity diagnosis missions facilitated by CADRI experts, and teams will be able to tailor the questionnaires to governments and record findings while on mission. The tool also

lends itself to virtual assessments, whereby teams conduct interviews online and interact virtually to consolidate findings and recommendations.

The virtual teamwork space will enable storage of documents, facilitate exchanges and support the visualization of inputs in real time.

The CADRI Digital Tool will be available to governments and their in-country partners to conduct capacity diagnosis without external facilitation support.

CADRI digital tool functionalities



CADRI companion guides

The CADRI Partnership developed two guides to support regional agencies, governments and UN country teams in delivering CADRI capacity development services at the country level: the Scoping Guide and the Prioritization and Planning Guide.



THE SCOPING GUIDE

Before any country engagement, consultations with national stakeholders are required to clarify the expectations of all concerned parties. The Scoping Guide and Questionnaire were developed to frame these consultations and help define the focus, priority sectors, geographical scope and time-frame of the CADRI country engagement, and determine the expertise required by the CADRI partner agencies.

The Scoping Guide describes the preparatory steps and gives practical guidance on conducting interviews with key government stakeholders (the national disaster management office, the national DRR platform, the national climate change committee, the

Ministry of Planning, relevant line ministries), the UN country team, the national Red Cross/Red Crescent Society, bilateral and multilateral partners and the Chamber of Commerce and Industry. The scoping process is essential to contextualize the CADRI methodology and services within the country's needs and governance.

The Scoping Guide includes various templates such as the CADRI Country Compact, which describes roles and responsibilities for the UN country team and government; a communications plan for CADRI country engagement; a list of documents to be collected; and a list of the private sector and civil society stakeholders to be engaged in the capacity diagnosis, prioritization and planning process.



The guide describes the steps to take and roles and responsibilities of the government and UN country team, and proposes a prioritization methodology. The CADRI prioritization methodology was developed based on a review of various prioritization methods.

The guide was translated into French, Russian and Spanish.

THE PRIORITIZATION AND PLANNING GUIDE

Following a country capacity diagnosis, the CADRI Partnership supports governments in selecting and sequencing recommendations for implementation, with a view to building synergies between sector DRR and CCA interventions. The Prioritization and Planning Guide provides guidance on how to prepare and facilitate a government-led prioritization and planning exercise through a participatory and inclusive process, engaging local government, civil society and private sector actors.

The guide describes the steps to take and roles and responsibilities of the government and UN country team, and proposes a prioritization methodology. The CADRI prioritization methodology was developed

based on a review of various prioritization methods. It enables country stakeholders to prioritize recommendations by measuring and comparing the likely "impact" of a recommendation (its probability of achieving a national strategic objective) versus its feasibility, considering criteria like political will, technical capacity and available financing. Recommendations are ranked as first-priority if they are assessed as having "high impact" and "high/moderate feasibility", or "moderate impact" and "high feasibility".

The planning process entails a prioritization of recommendations by sectors and across sectors, which are later consolidated by area of intervention into an implementation plan. This plan can then become an input for a national DRR strategy or national development plan.

The guide also gives guidance on a virtual prioritization and planning process. The prioritization methodology was contextualized to be tested in Mauritius.

Expanding the CADRI service offer

In response to requests from client countries for CADRI services to be more responsive to evolving country demand, the CADRI Partnership Joint Programme 2019–2023 increases the scope of services to cover both disaster and climate change risk and includes service lines in disaster preparedness and risk information systems. The proposed offer capitalizes on the customization opportunities offered by the CADRI Digital Capacity Diagnosis and Planning Tool.

A TARGETED SERVICE OFFER TO SUPPORT COUNTRY RISK INFORMATION SYSTEMS

With the combined expertise of agencies specialized in risk information, the CADRI Partnership can help reduce the fragmentation of risk information across sectors, institutions, and between development and humanitarian actors by laying the foundations for the establishment of country collaborative platforms on risk information.

A diverse service offer is being considered, which includes:

- Application of the CADRI capacity diagnosis tool to assess national and local capacities to **generate actionable risk information across sectors**. The CADRI tool content places special emphasis on the conduciveness of the policy framework to risk information, the methodologies, technical skills to support knowledge generation on risk, the efficiency of institutional arrangements

and collaboration between stakeholders or the application of information technology and digital infrastructure for risk information. Such diagnosis would inform a road map to develop a more effective and efficient multi-hazard risk information system.

- **An inventory of risk information products and services available at the national level, and institutions producing information on climate and disaster risk.** Such an inventory was consolidated in the Bolivia, Jordan and Mauritius capacity diagnosis reports.
- Other services, including **a mapping of user needs through an online collaborative platform**, support for the establishment of an agile risk information platform bringing together users and producers of risk information for a variety of hazards across different sectors and institutions, and **skill development in vulnerability and risk analysis**, building on existing CADRI Partners tools and modules.

A RENEWED DISASTER PREPAREDNESS SERVICE LINE

This service offer was reviewed in the context of the COVID-19 pandemic. A renewed service offer is being considered, which includes:

- Application of the CADRI capacity diagnosis tool **to assess national and local disaster preparedness capacities across sectors**. The CADRI tool content was updated in 2020 to deepen analysis of the legal and policy framework on preparedness, the methodologies and technical skills, and the equipment and technologies required for preparedness and early warning, including digital solutions.
- Drawing on the CADRI capacity diagnosis tool, **development of a public domain After-Action Review methodology that will be made available to governments** to conduct internal reviews of disaster response across socio-economic sectors.

- Other services, including the consolidation of **good practices documented by CADRI Partners at the country level**, and an **e-catalogue of selected CADRI Partners training** modules, methodologies, tools and templates.

CADRI monitoring and evaluation: Client satisfaction survey



At the request of the Board of Directors, CADRI Partners co-designed a monitoring and evaluation (M&E) plan to regularly assess the uptake of CADRI capacity development recommendations by the government and UN country teams, and the quality and relevance of the services delivered jointly by the agencies. As part of the M&E plan, a client feedback survey was rolled out in Comoros, Iran, Mauritius and Togo.

	Resident Coordinator, Comoros	Resident Coordinator, Togo	Resident Coordinator, Iran	Resident Coordinator, Mauritius and Seychelles
Overall, how satisfied are you with CADRI services?	Very satisfied	Very satisfied	Very satisfied	Very satisfied
Did CADRI deliver the agreed deliverables as per the mission and meet your expectations?	Yes	Yes	Yes	Yes
How satisfied are you with the CADRI approach of actively engaging key stakeholders in the CADRI mission team?	Very satisfied	Very satisfied	Very satisfied	Very satisfied
How satisfied are you that CADRI services have contributed to strengthening coordination and coherence among partners in disaster risk reduction and climate change adaptation?	Very satisfied	Satisfied	Very satisfied	Very satisfied
How satisfied are you with the alignment of CADRI service delivery with other ongoing planning processes in the country?	Very satisfied	Satisfied	Very satisfied	Very satisfied
How satisfied are you that CADRI services have provided clear and realistic recommendations that can strengthen the targeting and coherence of UN activities in risk-informed programming?		Very satisfied	Satisfied	Very satisfied
In your opinion, how could CADRI improve?	Provide support in the implementation of recommendations.	Resource mobilization support to enable effective implementation of the recommendations.	To remain relevant in the context of the COVID-19 crisis, the CADRI Partnership should investigate alternative delivery modalities. For instance, to develop an interactive virtual platform for engagement with UNCT/DMT and government partners. Another recommendation to consider is to ensure that CADRI products developed for the UNCT (incl. mission report, UNCT Programming Framework) are brief and accessible to ensure that they can be read and absorbed by the largest number of colleagues.	Appoint country-specific focal point to ensure appropriate follow up.

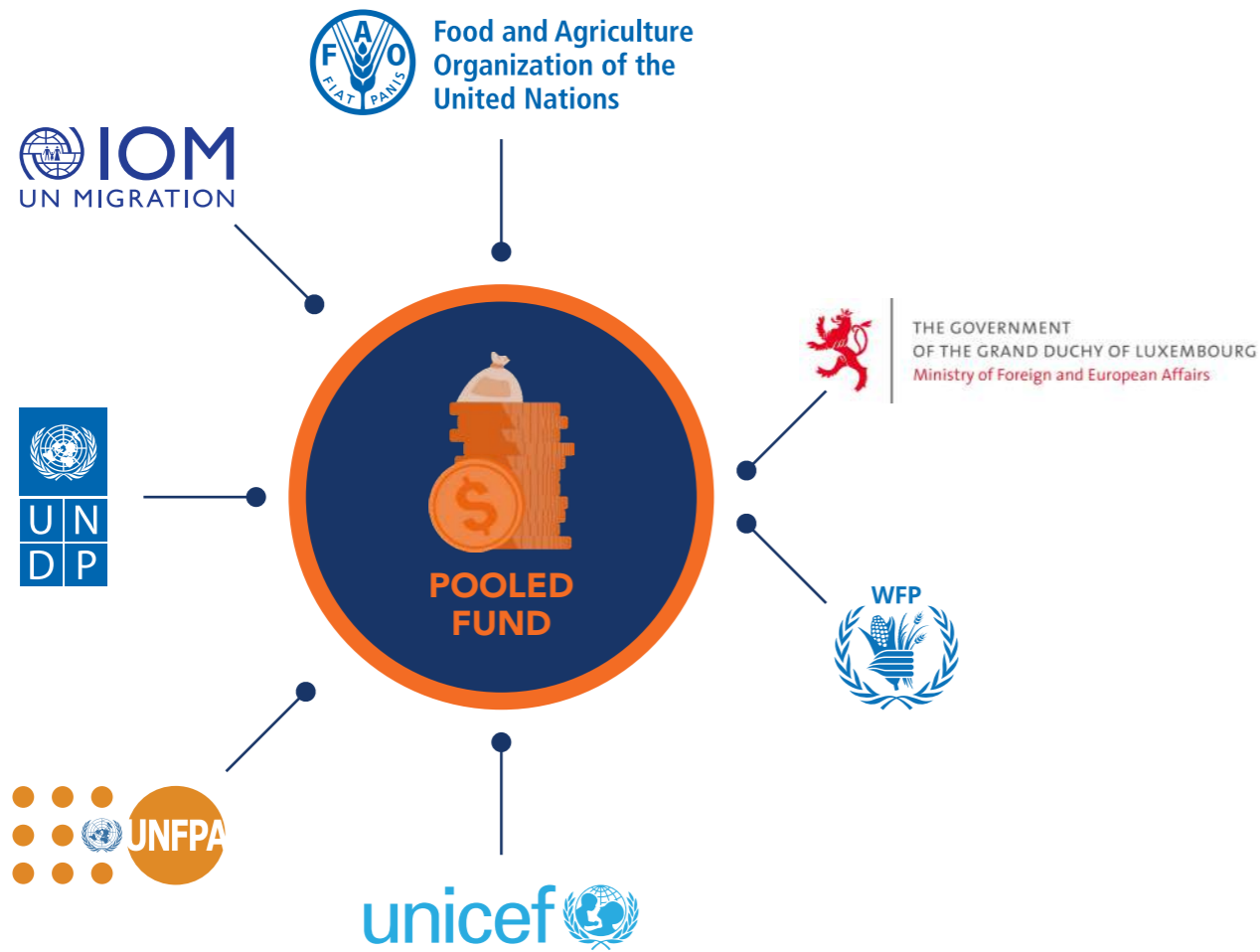
CADRI Partnership resources

2020 FINANCIAL CONTRIBUTIONS

To support the implementation of the CADRI Joint Programme 2019–2023, the CADRI Partners established a Pooled Fund and designated UNDP as Managing Agent. In 2020, the five executive partner agencies—FAO, IOM, UNDP, UNFPA and

UNICEF—met their annual commitment to the Pooled Fund, which was complemented by a special contribution from WFP.

The generous contribution of US\$574,052 received from the Luxembourg Government in 2018 covers several years of the Joint Programme.



2020 in-kind contributions

Throughout the year, CADRI Partner agencies contributed staff time and expertise to support CADRI activities and results.

DEPLOYMENT OF EXPERTISE TO COUNTRIES

Due to the travel restrictions imposed by the global pandemic, inter-agency deployments have been limited in 2020 and only 14 experts were seconded by nine agencies to engage in CADRI country work in Iran and Senegal (two of them through remote support). For the first time, the Global Network of Civil Society Organisations for Disaster Reduction (GNDR) seconded an expert to participate in a capacity diagnosis.

REGIONALIZATION

Seven regional agencies—FAO, IOM, UNDP, UNDRR, UNFPA, UNICEF and WHO—have supported the coordination of CADRI Partnership activities in the

region. FAO and IOM have recruited three part-time regional facilitators who have been instrumental in enhancing communication flows, visibility and impact monitoring in Africa.

CADRI SECRETARIAT

Throughout the year, six agencies—FAO, IOM, UNDP, UNFPA, UNICEF and WFP—have seconded their technical experts to directly support the implementation of CADRI Secretariat activities. Furthermore, for the fifth consecutive year, FAO co-chaired the CADRI Partnership Board and Programme Assurance Group (PAG) with UNDP. Finally, in its capacity as Manager of the Pooled Fund, UNDP seconded two full-time professional positions to the CADRI Partnership Secretariat.

The CADRI Secretariat would like to extend special thanks to OCHA for providing office space to host the CADRI Partnership Secretariat at the Palais des Nations in Geneva.

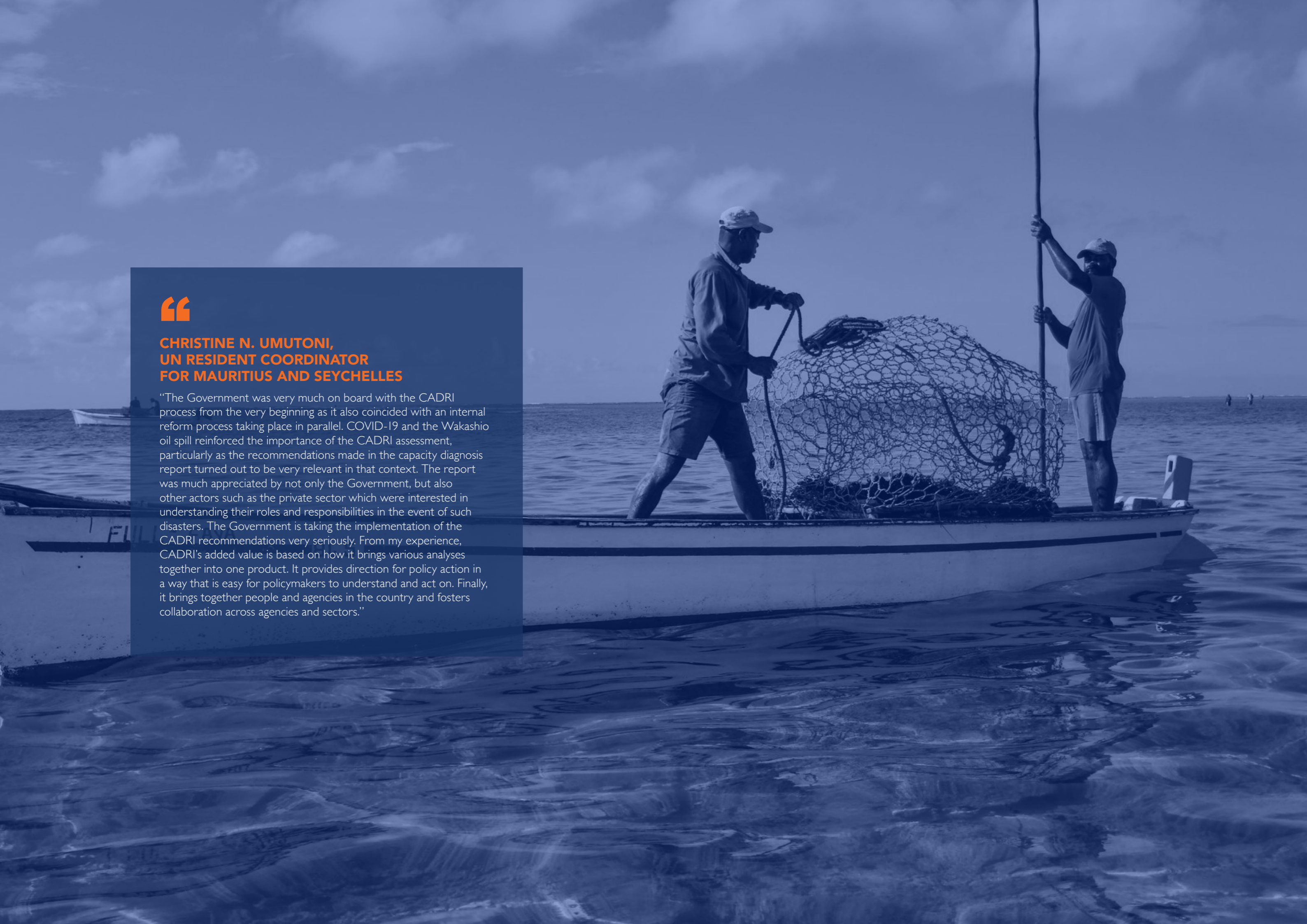


EXPERTS DEPLOYED TO COUNTRIES



**CHRISTINE N. UMUTONI,
UN RESIDENT COORDINATOR
FOR MAURITIUS AND SEYCHELLES**

“The Government was very much on board with the CADRI process from the very beginning as it also coincided with an internal reform process taking place in parallel. COVID-19 and the Wakashio oil spill reinforced the importance of the CADRI assessment, particularly as the recommendations made in the capacity diagnosis report turned out to be very relevant in that context. The report was much appreciated by not only the Government, but also other actors such as the private sector which were interested in understanding their roles and responsibilities in the event of such disasters. The Government is taking the implementation of the CADRI recommendations very seriously. From my experience, CADRI’s added value is based on how it brings various analyses together into one product. It provides direction for policy action in a way that is easy for policymakers to understand and act on. Finally, it brings together people and agencies in the country and fosters collaboration across agencies and sectors.”



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