CaDRi Partnership
Capacity for Disaster
Reduction Initiative

GUIDE TO
COUNTRY
SERVICES

2025

GUIDANCE

Food and Agriculture Organization of the United Nations · IOM UN MIGRATION · UNDP · UNFPA · unicef

+CIFRC · WORLD METEOROLOGICAL ORGANIZATION · OCHA · UNOPS · World Health Organization · World Food Programme

GFDRR · GNDR · ODI · OECD · redr australia · UNDRR · unitar · UN WOMEN

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ACRONYMS

ANPC	Agence Nationale de la Protection Civile (Togo)
BNGRC	Bureau National de Gestion des Risques et des Catastrophes (Madagascar)
CBDRM	Community-Based Disaster Risk Management
CBO	Community-Based Organization
CCA	Climate Change Adaptation
CNE	Comisión Nacional de Prevención de Riesgos y Atención de Emergencias (Costa Rica)
CPA	Civil Protection Authority (Timor-Leste)
CSO	Civil Society Organization
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
EPR	Emergency Preparedness and Response
FAO	Food and Agriculture Organization
GEF	Global Environment Facility
GCF	Green Climate Fund
GFDRR	Global Facility for Disaster Reduction and Recovery
GNDR	Global Network of Civil Society Organizations for Disaster Reduction
HC	United Nations Humanitarian Coordinator
IFI	International Financial Institution
IFRC	International Federation of Red Cross and Red Crescent Societies
IOM	International Organization of Migration
LNOB	Leave No One Behind
MES	Ministry of Emergency Situations of the Kyrgyz Republic
MIRA	Multi-Sector Initial Rapid Assessment
NDC	Nationally Determined Contribution
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ODI	Overseas Development Institute
OECD	Organisation for Economic Co-operation and Development
RC	United Nations Resident Coordinator
RCO	The Office of the United Nations Resident Coordinator
SOP	Standard Operating Procedure
TOR	Terms of Reference
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNDRR	United Nations Office for Disaster Risk Reduction
UNDSS	United Nations Department of Safety and Security
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations International Children's Emergency Fund
UNITAR	United Nations Institute for Training and Research
UNOPS	United Nations Office for Project Services
UNSDCF	United Nations Sustainable Development Cooperation Framework
WFP	World Food Programme
WHO	World Health Organization
WMO	World Meteorological Organization

ABOUT THE CADRI PARTNERSHIP

Who We Are

The Capacity for Disaster Reduction Initiative (CADRI) is a global partnership of humanitarian and development organizations dedicated to helping countries reduce disaster and climate risks through integrated, multi-sectoral capacity development. The CADRI Partnership (hereafter CADRI) connects governments, UN Country Teams (UNCTs), and partners with a suite of proven tools, methodologies, and a unique pool of multidisciplinary expertise across socio-economic sectors. Together, we support countries in achieving the 2030 Agenda and ensuring no one is left behind.

Since its launch in 2007, CADRI has steadily expanded its network and refined its capacity development services. As of 2025, CADRI's members include:

- **Implementation partners**: FAO, IOM, UNDP, UNICEF, UNFPA, IFRC, OCHA, UNESCO, UNOPS, WFP, WHO, WMO, UNDRR, and UN Women. These agencies provide advisory support for applying CADRI's tools and methodologies and can deploy specialized expertise in response to country needs.
- **Advisory partners:** GFDRR, GNDR, ODI, OECD, RedR Australia, and UNITAR. These institutions contribute to shaping CADRI's strategic direction and enhancing the development of its products and services.

Members may change over time. For the most up-to-date list of members and details on how each member supports CADRI's service offer, visit cadri.net under Our Members.

What We Do

The CADRI Partnership provides customizable capacity development services in disaster risk reduction (DRR) and climate change adaptation (CCA). Our approach empowers governments and UNCTs to lead risk-informed development and humanitarian action across sectors, by providing practical tools and expert guidance to support:

- Capacity diagnosis
- Prioritization and planning
- Programming review
- Training and referral

How We Work

From 2025, CADRI operates through a UNCT-led service model that empowers governments and development partners to access and apply CADRI's tools and methodologies independently. This model is anchored in national leadership, coordinated by UNCTs, and supported by regional and global expertise when required.

- **Government leadership.** CADRI-supported processes are owned and led by national governments through a designated lead institution. Ideally, this institution has a cross-sectoral mandate for DRR, CCA, risk governance, or sustainable development planning, and is positioned to convene both sectoral ministries and subnational authorities.
- **UNCT coordination.** On the UN side, the Resident or Humanitarian Coordinator (RC/HC) designates a lead agency to coordinate CADRI engagement on behalf of the UNCT. Technical focal

points are appointed from across relevant UN agencies to contribute to each stage of the process. The lead agency appoints or recruits a dedicated consultant (hereafter the "CADRI Team Leader") to manage preparation, facilitation, and follow-up of CADRI-supported missions. Alternatively, the UN Resident Coordinator's Office (RCO) may host a consultant to support coordination on behalf of the entire UNCT. This consultant plays a central role in liaising with government counterparts, facilitating interagency collaboration, and consolidating findings and recommendations.

Together, the government lead institution and the UNCT agree on a *Country Compact*, which defines shared roles and responsibilities, confirms government ownership, and ensures UNCT coordination and support throughout the process. The Compact provides assurance that the enabling environment is in place—formal government request, UNCT endorsement, security clearance for in-country work—and that priorities, outputs, and expectations are clearly documented. It also establishes a commitment to follow-up on recommendations and mobilize resources for implementation.

Regional and Global Support

When specialized or multisectoral expertise is not available locally, UNCTs may request support from CADRI's regional and global focal points, hosted by CADRI partner agencies.

- **Regional focal points**, serve as the first line of support. They provide advisory guidance, help align CADRI services with regional priorities, and ensure sustained follow-up on CADRI-supported actions. This regional anchoring reinforces continuity and maximizes impact.
- **Global focal points** complement this by mobilizing expertise from across the CADRI network and sharing lessons learned between countries.

Our focal points all have hands-on expertise in supporting the delivery of CADRI services worldwide and can assist with:

- **Information and orientation**: Guidance on CADRI services and their relevance to country needs.
- **Training and capacity building**: Access to materials, templates, and expert training.
- **Digital Tool training**: Practical instruction on applying the CADRI Digital Tool.
- **Mobilizing expertise**: Support in assembling the right mix of specialists for a capacity diagnosis.

CADRI focal points are hosted by different partner agencies across regions. As focal points may change over time, you can find the most up-to-date list and connect with them by visiting cadri.net under Our Focal Points.

Impact and Country Experiences

Between 2010 and 2025, the CADRI Partnership mobilized over 700 experts to deliver services in 46 countries (**Figure 1**), including comprehensive capacity diagnoses in 40 countries. Throughout this guide, country examples are highlighted to demonstrate the practical application and results of CADRI's tools and methodologies across diverse contexts. The scope of these engagements has been diverse—from focused diagnostics on recovery systems (e.g., Costa Rica), to comprehensive multi-sectoral diagnoses (e.g., Madagascar).

CADRI services have laid the groundwork for national DRR and CCA strategies, capacity development roadmaps, and sectoral policies that shift systems from reactive disaster response toward risk-informed development and resilience. They have supported the establishment of new coordination mechanisms, the integration of disaster and climate risk into national development plans and United Nations Sustainable Development Cooperation Frameworks (UNSDCFs), and the design of preparedness and contingency plans at both national and local levels. In many cases, CADRI processes have also catalyzed agency-specific programming, resource mobilization, and investment in DRR/CCA.

The CADRI website (cadri.net) features testimonials and country experiences, including video stories showcasing national perspectives on the added value of CADRI support.

Figure 1. *Countries supported by CADRI services (2010–2025).*

ABOUT THIS GUIDE

This guide is designed for UNCTs and humanitarian and development partners seeking to strengthen national and local capacities for DRR and CCA. It provides step-by-step process guidance on how to apply CADRI's methodologies, alongside practical tools, templates, training resources, and case-based insights. The content builds on over 15 years of partnership experience, distilled from CADRI's work in more than 45 countries worldwide. Together, these methodologies provide a flexible, scalable framework for advancing risk-informed development. They can be applied individually or combined into a continuous cycle of capacity development, including:

- **Capacity diagnosis**: Identifies strengths, gaps, and opportunities across sectors and institutions to inform actionable, risk-informed strategies and plans.
- **Prioritization and planning**: Translates capacity diagnosis recommendations into sequenced, actionable priorities embedded in national plans and UN cooperation frameworks, guiding coherent programming and investment.
- **Programming review**: Maps and analyzes existing DRR and CCA initiatives to identify gaps, synergies, and opportunities, ensuring partner efforts are aligned with national priorities for greater coherence and impact.
- **Training and referral**: Provides governments and UNCTs with access to tailored learning opportunities and specialized expertise from CADRI's 20 partners, helping address capacity gaps and align external support with national priorities for sustainable impact.

Guiding Principles

CADRI's methodologies have been developed with five principles in mind. Governments and UNCTs are encouraged to consider these when deciding whether and how to apply CADRI services:

- **Complementarity:** Adding value to existing UNCT/HCT expertise
- **Facilitation:** Using the UN's convening power as a neutral broker
- **Cost-effectiveness:** Leveraging in-kind expertise from partner agencies
- **Coherence:** Promoting joined-up assessment and programming processes
- **Subsidiarity:** Avoiding overlap with agencies' direct implementation roles

CADRI Tools and Analytical Frameworks

All CADRI methodologies are supported by common tools and structured around internationally recognized frameworks:

- **CADRI Tool:** A digital, modular platform that guides the design and implementation of capacity diagnosis missions.
- **CADRI E-Catalogue:** An online repository of over 190 training modules developed by CADRI partners.
- **Sectoral coverage:** Services can be applied across ten socio-economic sectors, from agriculture and health to education and social protection (**Figure 2**).
- **Analytical dimensions:** CADRI services consider five dimensions of capacity: governance, implementation, financing, knowledge, and technology/equipment (**Figure 3**).
- **Global alignment:** CADRI methodologies are grounded in the four priority areas of the *Sendai Framework for Disaster Risk Reduction (2015–2030)* and linked to the SDGs, ensuring consistency with broader sustainable development and resilience objectives.

Figure 2. *CADRI's services and tools span ten socio-economic sectors, aligning with the priorities of the Sendai Framework and contributing to the achievement of multiple Sustainable Development Goals (SDGs).*
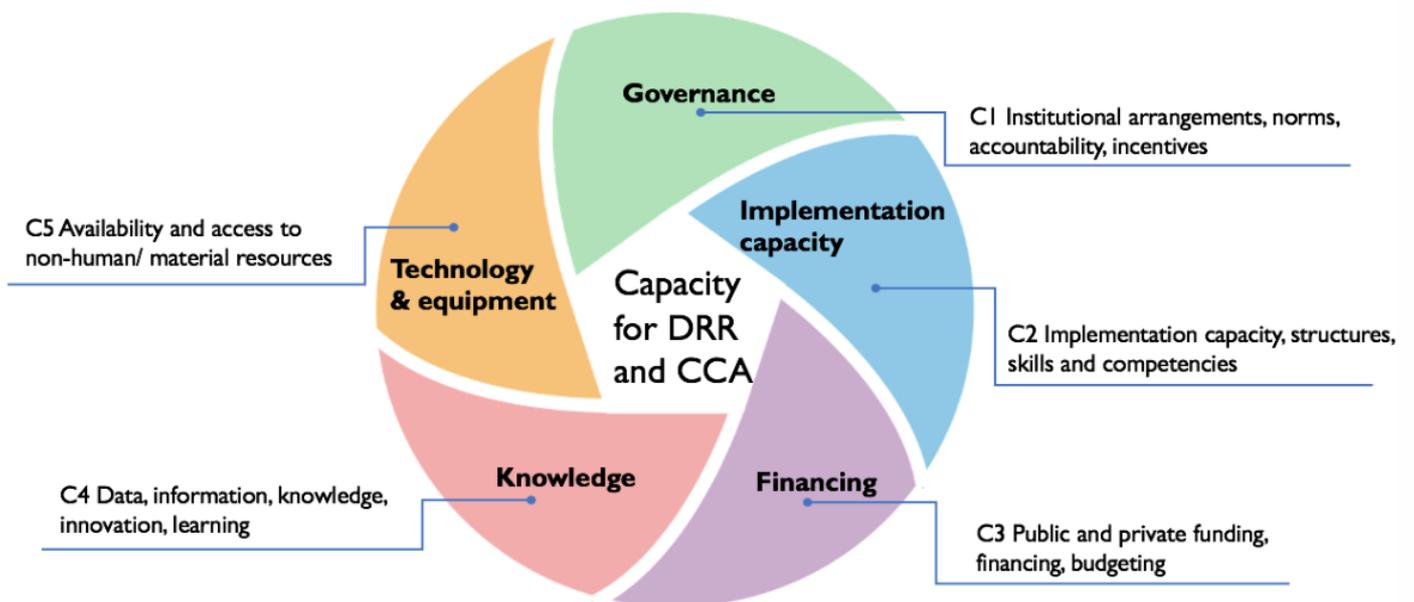

Figure 3. *Five capacity dimensions for DRR and CCA.*

CHAPTER I

CAPACITY DIAGNOSIS

1. CAPACITY DIAGNOSIS

DIAGNOSIS OF NATIONAL AND LOCAL CAPACITIES TO MANAGE CLIMATE AND DISASTER RISKS

1.1. Overview

The capacity diagnosis is the cornerstone of the CADRI Partnership's support to countries. Implemented in over 40 countries since 2010, it offers a structured, inclusive, and government-led process to assess national and local capacities for managing disaster and climate risks across sectors and institutions. The aim is not to map risks themselves, but to understand how well current systems, policies, and practices support risk reduction, preparedness, and resilience.

At the center of the process is the CADRI Tool—a digital, modular resource that guides the planning and implementation of both comprehensive and targeted assessments. The Tool provides a consistent analytical framework, grounded in the four priority areas of the Sendai Framework for Disaster Risk Reduction (2015–2030). It allows countries to tailor the methodology to their priorities, whether focusing on DRR, CCA, preparedness, risk information systems, or specific hazards and sectors, while integrating key principles of conflict sensitivity, gender equity and women's empowerment, and leaving no one behind.

Missions typically involve multi-disciplinary teams from CADRI's partner network who combine semi-structured interviews with desk reviews of legislation, policies, and plans. The primary focus is on the public sector at national and local levels, with secondary attention to the private sector and civil society. Diagnosing the adaptive capacities of communities or ecosystems lies outside the CADRI methodology.

The process enables governments, UNCTs, and partners to identify strengths, challenges, gaps, and opportunities across ten key sectors (**Figure 2**) and five capacity dimensions (**Figure 3**). The outcome is a validated set of actionable recommendations that inform risk-informed sectoral policies and plans, national development plans, national and local DRR and CCA strategies, programme proposals for vertical funds such as Green Climate Fund, Global Environment Facility, and Adaptation Fund, and national contingency plans.

By fostering national ownership and inter-sectoral coordination, the capacity diagnosis helps governments shift from response-focused approaches to risk-informed planning that emphasizes prevention and preparedness. It supports integration of DRR and CCA into sectoral planning, identifies gaps in policies, skills, technologies, and financing, and lays the foundation for more resilient development pathways.

For UNCTs, the capacity diagnosis provides a structured entry point for joint action. It informs Common Country Analyses, UNSDCFs, UNCT Results Groups, and Joint Programmes, while also strengthening staff capacity to apply risk-informed approaches within an integrated framework.

This chapter introduces the purpose, scope, and principles of the capacity diagnosis process, and provides practical guidance for designing and implementing a mission using CADRI's approach and tools.

1.2. Objectives

Main Objective

To assess national and local capacities for managing disaster and climate risks through an inclusive, government-led process that strengthens systems, enhances coordination, and generates actionable recommendations for risk-informed development and resilience.

Specific Objectives

- Identify existing strengths, gaps, and opportunities across sectors and capacity dimensions to inform DRR and CCA strategies, policies, and plans.
- Facilitate a whole-of-government and multi-stakeholder process that reinforces national ownership and inter-sectoral coordination.
- Provide a standardized yet flexible analytical framework, through the CADRI Tool, to conduct evidence-based assessments aligned with the Sendai Framework and national priorities.
- Generate a validated set of recommendations to guide national DRR and CCA strategies, development planning, preparedness and contingency plans, and sectoral investments.
- Offer UNCTs a structured entry point to advance joint needs analyses, joint programming, and capacity development for risk-informed programming.
- Lay the groundwork for effective joint resource mobilization and implementation through prioritized, actionable capacity development roadmaps.

1.3. Expected Outputs and Deliverables

- A comprehensive and government-validated capacity diagnosis report presenting detailed findings on strengths, challenges, and capacity gaps, with tailored recommendations across sectors and dimensions.
- A policymaker's digest synthesizing priority findings and high-level recommendations for decision-makers, structured by sector and theme.
- Inputs to the development, implementation, and review of national, regional, and local strategies and plans (e.g., National DRR Strategy, integrated DRR/CCA Strategy, National Adaptation Plan).
- Inputs to a national capacity development plan that reinforce and operationalize the National DRR Strategy, National Adaptation Plan, and/or the UNSDCF.
- Integration of DRR and CCA priorities into development planning and cooperation frameworks, including National Development Plans, sectoral development plans, the UNSDCF, and UN Joint Programmes.
- Inputs to multisectoral preparedness and contingency plans that strengthen coordinated readiness across institutions and sectors.
- An evidence base for risk-informed sectoral investments that supports prioritization, resource mobilization, and implementation planning.

1.4. Process and Methodology

Roles and Responsibilities

The capacity diagnosis process is led by the Government through its designated lead institution, which coordinates national engagement, appoints technical focal points, and facilitates access to data, stakeholders, and institutions at both national and local levels.

The UNCT, under the leadership of the RC/HC, supports the process by designating technical focal points across relevant agencies to contribute to the mission and document findings. The UNCT ensures overall coordination and coherence with ongoing UN programming frameworks and collaborates closely with national counterparts throughout the process, including follow-up on recommendations.

Day-to-day coordination is managed by the CADRI Team Leader—a dedicated consultant appointed by the lead UN agency or embedded within the RCO. The Team Leader is responsible for coordinating preparation,

facilitation, and follow-up of the mission, liaising with government counterparts, supporting interagency collaboration, managing the use of the CADRI Tool, consolidating findings, and ensuring quality of outputs. The Team Leader also works closely with nominated communications specialists to align communication activities with the overall process and integrate outputs into broader UNCT and government communication efforts.

The International Federation of Red Cross and Red Crescent Societies (IFRC) and the National Red Cross or Red Crescent Society play a key role in the process. They may help mobilize subject-matter expertise from within the Movement, provide critical logistical and operational support for missions, and contribute their unique knowledge of community-level risks, capacities, and vulnerabilities—ensuring that the diagnosis is grounded in local realities and inclusive of the most at-risk populations.

If required, the UNCT may liaise with CADRI regional or global focal points to request advisory support, training, or mobilization of additional technical expertise. CADRI focal points, in turn, facilitate the deployment of appropriate expertise and provide guidance on diagnostic tools and methodologies.

Other in-country partners—including NGOs, civil society, academia, and resource partners—are invited by the Government or UNCT to contribute data, insights, and technical expertise. Their participation ensures that findings reflect a broad range of perspectives and build on existing knowledge and local initiatives.

Assessment Criteria

A CADRI-supported capacity diagnosis is inherently multi-sectoral and multi-hazard in scope, but it can also be customized to focus on a single hazard (such as drought) or a single sector. It systematically evaluates five core capacity dimensions (see **Figure 3**) across ten socio-economic sectors—social protection, human mobility, nutrition, health, agriculture and food security, culture, infrastructure, environment, education, and water, sanitation and hygiene (WASH) (**Figure 2**)—to ensure that DRR and CCA capacities are assessed in a holistic and integrated manner.

The CADRI Tool and capacity diagnosis methodology can be applied in different ways:

- **Comprehensive assessments**, covering all sectors and hazards; or
- **Focused assessments**, targeting a specific sector(s), hazard(s), or policy issue(s).

At the core of the methodology is the CADRI Tool's question bank of over 6,500 questions. Sectoral experts select and apply the most relevant questions to guide interviews, desk reviews, and field visits. These questions help identify strengths, critical gaps, and underlying challenges in existing systems and capacities.

Selected questions are scored on a scale of 1 (low capacity) to 5 (high capacity). Final scores for each capacity dimension are calculated as the average of their corresponding questions and presented in a color-coded system for clear visualization in the diagnosis report.

STAGE 1. Request (1 month)

Purpose	To ensure that CADRI support is anchored in government demand or UNCT priorities, formally endorsed by the UN RC/HC, and aligned with collective UNCT engagement. This process secures national ownership, UNCT buy-in, and—where needed—access to additional technical expertise through CADRI regional and global focal points.

Steps / Process	The capacity diagnosis (or other CADRI country service) can be initiated in two ways: • Demand-driven: At the request of the government through its designated lead institution, with the endorsement of the UN RC/HC and the UNCT, to support national processes. • Priority-driven: Initiated by the UN RC/HC, UNCT, or individual agencies to inform planning, analysis, or programming. Government engagement and endorsement are sought as early as possible. A Joint Request and Endorsement Form is recommended to capture demand, clarify roles, and guide scoping and expert mobilization. After UNCT endorsement, a dedicated consultant ("CADRI Team Leader") is appointed to coordinate all stages of the engagement, liaise with government counterparts, facilitate interagency collaboration, and consolidate deliverables. The completed form is shared with CADRI regional and global focal points to ensure alignment, enable knowledge-sharing, and allow mobilization of additional expertise or guidance if requested.
Timeframe	Approximately one month from the initial request to complete the Joint Request and Endorsement Form, secure UNCT endorsement, appoint the CADRI Team Leader, and confirm the engagement.
Results / Deliverables	• Formal Government Request Letter (if demand-driven) – submitted by the designated lead institution to the UN RC/HC. • Joint Request and Endorsement Form – completed jointly by the government's lead institution and the UN RC/HC with UNCT input, confirming demand or priority, UNCT endorsement, and key enabling conditions. • Endorsement by the UNCT – documented through circulation, meeting minutes, or joint statement. • Appointment of CADRI Team Leader – by the lead agency or RC/HC Office to coordinate preparation, diagnosis, and follow-up. • Confirmation of Engagement (if demand-driven) – communicated by the UN RC/HC to the government and shared with CADRI focal points.
In-Country Partners	• Government lead entity • UN RC/HC • UNCT technical focal points and agency representatives • Dedicated UNCT consultant (appointed by the lead agency or hosted in the RC/HC Office) responsible for coordinating the CADRI engagement ("CADRI Team Leader")

STAGE 2. Scoping (6 weeks)

Purpose	To define the scope of the CADRI engagement—including focus areas, themes, sectors, methodology, expertise, resources, intended outputs and deliverables, and timeline—and to establish a clear and shared understanding of roles, responsibilities, and expectations among all parties.

Steps / Process	The scoping process includes a preparatory stage and a 3- to 5-day mission conducted by a small group of in-country technical experts (usually 2–3 CADRI member agencies). The CADRI Team Leader coordinates the scoping process, liaising with government counterparts and UNCT focal points to ensure smooth organization, information sharing, and follow-up. CADRI regional or global focal points may provide support if requested. **Step 1. Pre-Mission Preparation [3–4 weeks]** • Focal points from government, UN agencies, and the RC/HC Office are identified. • The CADRI Team Leader, in coordination with the government lead entity, develops the scoping mission schedule and confirms meetings with relevant government departments, UN agencies, and other stakeholders (NGOs, Red Cross/Red Crescent, donors, IFIs). • Key documents are compiled and shared with the scoping team. • Preparatory teleconferences are held with the scoping team and relevant partners. Guidance materials (e.g., list of institutions to be met, sample schedule, sample TOR) and expected deliverables are shared and discussed. • Communication specialists from relevant UN agencies and the government participate in preparatory teleconferences to inform and provide input on visibility and communication activities. **Step 2. Scoping Mission [3–5 days]** • Meetings with the UNCT or interagency coordination group for disaster risk management/ emergency preparedness and response (DRM/EPR), the government entity mandated for DRR/CCA, national DRR/CCA platforms (such as the National Platform or National Committee for DRR), key sectoral ministries, and relevant regional bodies. • The Country Compact is discussed and agreed upon by all parties. It outlines responsibilities of the government, UNCT, and scoping team. • The CADRI Team Leader ensures coordination during the mission, supports interagency collaboration, and helps consolidate preliminary findings. **Step 3. Post-Mission Follow-Up [2 weeks]** • The scoping mission report becomes the basis for the TOR for the CADRI engagement, outlining timeframe, priority sectors/thematic areas, required expertise, number of missions, and deliverables. • The report is developed by the scoping team with review and feedback coordinated by the CADRI Team Leader. • Planning for subsequent missions and preparation is discussed within one month of the scoping mission to maintain momentum.
Timeframe	Approximately six weeks, including a 3- to 5-day scoping mission (depending on the context).

Results / Deliverables	- Country Compact – detailing responsibilities of government, UNCT, and CADRI team (where requested). - Scoping Mission Report – including scope, timeframe, priority sectors/themes, priority locations, required expertise, number of missions, and deliverables. - Draft TORs for subsequent CADRI engagement missions (if applicable).
In-Country Partners	- Government lead entity - RCO coordination focal point - CADRI Team Leader - In-country technical staff of UN agencies (scoping team) - Communications specialists of UN agencies and government
Costs / Resources	- In-country costs: Borne or shared by the government and/or UN agencies. May include local transport (driver, petrol, vehicle), meeting rooms, catering, printing, and translation. - Mission costs: Flight tickets, DSA, and terminal expenses are borne by each CADRI member agency deploying staff. Funding sources (global budget, regional programme, or Country Office) are determined by each agency.

STEP 3. Capacity Diagnosis (3–9 months)

Purpose	To conduct an integrated, multi-sectoral assessment of national and local capacities for managing disaster and climate risks, identify key strengths, challenges, gaps, and opportunities, and generate actionable recommendations that are reviewed and validated by government to ensure ownership and legitimacy.
Steps / Process	The capacity diagnosis is initiated following the scoping mission, using the scope, priorities, and methodology agreed with the government and UNCT. The CADRI Team Leader coordinates the overall process, liaising with government counterparts, UNCT technical focal points, and CADRI regional/global focal points (if additional technical support is requested). **Step 1. Pre-Mission Preparation [~1 month]** - A core diagnosis team is assembled with sectoral experts (from UN agencies, NGOs, etc.). If expertise is lacking, CADRI focal points may mobilize technical experts from CADRI's partner network, including OCHA/UNDAC. - Teams are assigned according to sectoral/ thematic expertise and roles defined (sub-team leaders, team members). - Core coordination group (government lead entity, RCO focal point, CADRI Team Leader) compiles key documents for review. - Meetings confirmed with government entities, UN agencies, NGOs, donors, IFIs, academia, and private sector. 2–3 field locations identified based on scoping mission outcomes (different risk profiles, high vulnerability/exposure). - Field visits and workshops planned. - Preparatory teleconferences held with in-country partners. - Communication specialists (government + UN) engaged to plan visibility and communications.

- **Use of CADRI Digital Tool:** mission created; Country and User Analytical Frames customized; questions selected from the Question Bank for each interview.

Step 2. In-Country Mission [~2 weeks, may include shorter follow-up missions]

- Desk review and analysis of official documents (legislation, policies, plans, secondary sources).
- Semi-structured interviews with government, national coordination mechanisms, line ministries, UNCT (including cluster leads and thematic working groups), NGOs, donors, IFIs, academia, private sector.
- Field visits to hazard-prone / vulnerable areas, local government offices, and infrastructure (e.g. EOCs), conducted by selected sub-teams in parallel to central-level diagnosis. Red Cross/Red Crescent often facilitates community-level meetings.
- Working sessions to consolidate findings, develop preliminary recommendations, and prepare debriefing notes (1–2 days). These sessions should also include a first prioritization of recommendations, drawing from the structured methodology in Chapter 2. While a full prioritization and planning exercise usually takes several months, even a light version during the mission helps identify urgent priorities and builds momentum for follow-up.
- Workshop (half-day to one-day) presenting preliminary findings/recommendations to institutions involved.
- High-level debriefings with UN RC/HC, UNCT, and senior government representatives.
- Communications activities implemented (press releases, blogs, social media).
- **Use of CADRI Digital Tool:** findings scored (1–5 scale) for each sector/module/capacity dimension; triangulated analysis informs mission report.

Step 3. Post-Mission Report Drafting [~3 months]

- Sub-teams draft chapters for their sector/theme within 2 months of mission.
- CADRI Team Leader compiles inputs and ensures overall quality.
- Draft report circulated via RCO to government lead entity, UNCT, and other stakeholders. Government lead entity shares report with all interviewees for feedback.
- Comments integrated into final report by CADRI Team Leader (teleconferences may be held to clarify).
- Synthesis report / policymaker's digest prepared, highlighting key findings and high-priority recommendations.
- Report and digest designed per CADRI templates (photos, government and RC/HC forewords, etc.).

Step 4. Post-Mission Validation & Dissemination [~1 month]

- Validation workshop(s) organized by government lead entity and CADRI Team Leader or RCO coordination focal point, and convened by government and UN RC/HC. Options include:

	○ **Technical validation workshop** (all experts and stakeholders involved in the mission) ○ **High-level validation workshop** (senior government representatives) ○ **High-level debriefing session** (Prime Minister/President/Minister level) - Government issues invitations (signed by senior official). - Summary findings and recommendations presented, along with next steps and responsibilities. - Communication outputs (press releases, social media, stories, visuals) disseminated to highlight outcomes. - Validated final report and policymaker's digest submitted to CADRI focal points for publication on cadri.net. - Reports widely disseminated: government to national entities, RC/HC to UNCT, CADRI Team Leader to in-country stakeholders, CADRI focal points across regional and global networks. **Step 5. Prioritization and Planning** - Following the validation of the Capacity Diagnosis Report, stakeholders are encouraged to engage in a structured prioritization and planning process. - We recommend applying the detailed methodology outlined in Chapter 2, which provides a step-by-step approach to ensure recommendations are translated into focused, actionable plans. - This process helps determine priority actions, responsibilities, timelines, and resources required, and serves as the bridge between diagnosis and implementation.
Timeframe	Entire process typically spans 3–9 months depending on scope, number of sectors, consultations, and missions. Note that this timeline does not include in-depth prioritization and planning.
Results / Deliverables	- A government-validated Capacity Diagnosis Report detailing findings on strengths, challenges, and capacity gaps, with tailored recommendations across sectors and dimensions. - A Policymaker's Digest synthesizing high-priority findings and recommendations for decision-makers, structured by sector and theme. - Inputs to national, regional, and local strategies and plans, including DRR/CCA strategies, preparedness and contingency plans, and sectoral frameworks, as well as planning and cooperation frameworks, including the UNSDCF. - Evidence-based inputs to proposals for vertical funds such as the Green Climate Fund, Global Environment Facility, and Adaptation Fund. 10-point readiness for recovery capacity assessment - Communication outputs (press releases, blogs, social media posts, infographics, reports) disseminated nationally, regionally, and globally.

In-Country Partners	- Government lead entity - RCO coordination focal point - CADRI Team Leader - In-country technical staff of UN agencies (core diagnosis team) - Communications specialists of UN agencies and government - Other stakeholders including NGOs, Red Cross/Red Crescent, academia, private sector, media (as appropriate). **Optional CADRI Support** - CADRI regional or global focal points may mobilize additional technical experts from across CADRI's partner network to support the capacity diagnosis mission if requested.
Costs / Resources	- In-country costs: Borne or shared by the government and/or UN agencies. May include local transport (driver, petrol, vehicle), meeting rooms, catering, printing, and translation. - Mission costs: Flight tickets, DSA, and terminal expenses are borne by each CADRI member agency deploying staff. Funding sources (global budget, regional programme, or Country Office) are determined by each agency.

1.5. Communications

Objectives

Communication activities during the CADRI Partnership engagement aim to:

- Raise awareness among national partners (government, UN system, civil society, and other stakeholders) about the process and its expected outcomes
- Ensure broad dissemination of results to relevant stakeholders
- Generate momentum and support for resource mobilization toward implementation
- Contribute to global and regional knowledge sharing on risk-informed development planning

Roles and Responsibilities

During the scoping stage, communication objectives, tasks, and expected results are outlined and discussed. Focal points for communication activities are nominated by UN agencies in-country and, ideally, by the government. Remote support may also be provided by communication experts from headquarters and regional offices of CADRI member agencies.

During the capacity diagnosis stage, communication objectives set in the scoping process are implemented Communications focal points participate in preparatory meetings, organize communication-specific briefings during the mission(s), capture and promote mission activities and milestones, and coordinate closely with the CADRI Team Leader to align efforts with UNCT and government communication strategies.

Key Tasks

- Develop a communications plan outlining the timeline, key activities, expected outputs, and assigned roles

- Draft content for communication products (e.g. press releases, social media posts, blog stories, brochures)
- Coordinate with design teams to produce high-quality materials (e.g. flyers, reports, infographics)
- Disseminate outputs through relevant internal (UN agencies) and external networks at national, regional, and global levels
- Conduct interviews with key stakeholders and produce quotes and testimonials for use in various communications
- Capture or coordinate collection of high-quality photographs from workshops, field visits, and stakeholder interactions
- Capture or collate images from partner agencies (covering CADRI sectors such as human mobility, WASH, and agriculture) for inclusion in the capacity diagnosis report and policymaker's digest
- Engage media at central and local levels to ensure visibility of key events such as validation workshops or ministerial statements

Expected Communication Outputs

- Press releases
- Tweets, blog posts, and website stories featuring CADRI missions and outcomes, illustrated with quotes and images
- Brochures, flyers, summary reports, and infographics for dissemination
- A shared repository of high-quality photos accessible to in-country and global CADRI partners
- A curated set of stakeholder quotes to be used across communications products

These efforts should align with the overall communication strategy of the UNCT and promote visibility of the government's leadership in strengthening DRR and CCA capacities.

1.6. Country Examples

Costa Rica: In 2023, the CADRI Partnership supported the National Emergency Commission (CNE) in carrying out a capacity diagnosis focused on the national disaster recovery system, using the digital CADRI Tool. This demonstrates how the CADRI methodology can be tailored to address specific objectives. The process laid the groundwork for a national framework for disaster recovery, operationalized the recovery subsystem of the National Risk Management Policy (2016–2030), and activated the Recovery Subsystem Follow-up Committee as a coordination body within the National Risk Management System, enabling stronger alignment of national recovery agendas. The recommendations provided clear courses of action to ensure effective follow-up and quality assurance and are being considered as inputs for the National Risk Management Plan 2026–2030.

Kyrgyz Republic: In 2022, CADRI supported the Ministry of Emergency Situations (MES) in conducting a multi-sectoral capacity diagnosis that guided the update of the National Concept for DRR and the development of its implementation plan. The recommendations strengthened risk-informed programming and were integrated into the UNSDCF. UNICEF's leadership in developing a social protection module within the CADRI Tool enabled the diagnosis to later support the integration of emergency cash transfers into social protection schemes. CADRI's support also advanced the implementation of the Safer Schools and Pre-Schools Strategy, aligning DRR with education sector priorities. Together, these results demonstrate how the CADRI process can reinforce national frameworks while also advancing agency-specific mandates—in this case, UNICEF's work on child-sensitive social protection and safe learning environments.

Madagascar: In 2022, CADRI supported the National Office for Disaster and Risk Management (BNGRC) to conduct a comprehensive, multi-sectoral capacity diagnosis across eight sectors. The process established a consolidated strategic framework for disaster risk reduction, set up multi-sectoral coordination structures and contingency plans, and created foundational elements for structural resilience. The diagnosis represented a major step in implementing the Sendai Framework and provided strategic momentum for proactive,

integrated, and resilient risk management. It also provided an evidence base for a joint inter-agency funding proposal to the European Union, which was successfully funded to strengthen early warning systems in the country.

Tanzania: In 2022, CADRI worked with disaster management institutions in Tanzania and Zanzibar to undertake a comprehensive diagnosis covering five sectors. The support contributed to developing an integrated disaster management information system linked to early warning and response, preparing district-level emergency preparedness and response plans, reviewing and updating the National Disaster Management Policy, and reforming the disaster management sector to shift from a reactive approach to one focused on prevention and preparedness. The process also helped increase programming and investment in DRR for several UN agencies and civil society organizations (CSOs).

1.7. Supporting Documents

CADRI Templates & Guidance

For any templates and guidance not included in this Guide to Country Services, please contact CADRI regional or global focal points, listed on cadri.net.

Templates
- Joint Request and Endorsement Form (Annex 1)
- Government Request Letter Template (Annex 2)
- Country Compact Example (Annex 3)
- Scoping Mission TOR Template (Annex 4)
- Scoping Mission Schedule Template (Annex 5)
- Scoping Mission Report Template (Annex 6)
- Capacity Diagnosis Mission TOR Template (Annex 7)
- Capacity Diagnosis Mission Schedule Template (Annex 8)
- Capacity Diagnosis Mission List of Institutions for Consultation (Annex 9)
- Capacity Diagnosis Mission List of Documents for Review (Annex 10)
- Capacity Diagnosis Report Template (Available upon request)
- Technical Validation Workshop Template (Annex 11)
- High-Level Validation Workshop Template (Annex 12)

CADRI Tool
- CADRI Capacity Diagnosis and Planning Digital Tool [Link]
- Guide to the CADRI Digital Tool (Available on cadri.net)
    - Introduction to the CADRI Tool for DRR Capacity Diagnosis and Planning (YouTube link).
    - CADRI Tool Tutorial 1: Exploring the Question Bank (YouTube link).
    - CADRI Tool Tutorial 2: Creating a Mission (YouTube link).
    - CADRI Tool Tutorial 3: Planning for the Mission (YouTube link).
    - CADRI Tool Tutorial 4: Creating a User Analytical Frame (YouTube link).
    - CADRI Tool Tutorial 5: Working with the User Analytical Frame (YouTube link).

Country Examples
- Capacity Diagnosis Reports and Policymaker's Digests (see Publications on cadri.net)
- Country examples of Scoping Mission and Capacity Diagnosis Mission TORs (available upon request)

Additional Resources

- UNDRR (2018) Strategic approach to capacity development for implementation of the Sendai Framework for Disaster Risk Reduction: a vision of risk-informed sustainable development by 2030. Available here.

  Seeks to establish a common understanding of capacity development within the DRR context. By characterizing outstanding capacity development needs in light of common obstacles and constraints, presenting key principles, elements, and actions that together help guide planning discussions, providing targets and ideals, and normalizing practice across sectors, improvement of practical standards will occur.

- WHO International Health Regulations Monitoring and Evaluation Framework (IHR MEF). Available here.

  Provides an overview of approaches to review implementation of country core public health capacities under the IHR (2005). This framework includes the IHR States Parties Self-Assessment Annual Reporting (SPAR) Tool, which consists of 35 indicators for the 15 IHR capacities needed to detect, assess, notify, report, and respond to public health risks and acute events of domestic and international concern (available here).

- GNDR (2022) Risk-Informed Development Guide. Available here.

  This guide considers how we can integrate risk-informed development into all aspects of development, disaster risk management, climate adaptation and crises response work, building upon the work of GNDR in community-based disaster risk management.

- UNDP (2021) Risk-Informed Development: A Strategy Tool for Integrating Disaster Risk Reduction and Climate Change Adaptation into Development. Available here.

  This strategy tool addresses repeated calls for practical guidance on integrating disaster and climate related risks into development, and an approach that helps overcome policy siloes and fosters joined-up implementation and localization. It is a contribution to risk-informing the 2030 Agenda and risk-proofing development investments.

- Opitz-Stapleton *et al.* (2019) Risk-Informed Development: From Crisis to Resilience. Available here.

  This joint ODI and UNDP report highlights the limitations of risk-blind development and presents a framework for embedding risk information into policies, investments, and institutions. Drawing on case studies and empirical analysis, it provides practical recommendations for governments, development partners, and practitioners to mainstream risk-informed approaches that reduce vulnerabilities, protect development gains, and build long-term resilience.

- UNICEF (2018) Guidance for Risk-Informed Programming. Available here.

  Aims to help UNICEF and partners better assess and manage risks related to fragility, violent conflict, disaster, climate change, epidemics and economic instability. It brings a child-centred, risk-informed approach to humanitarian action and development programming.

- UNDRR (2020) Integrating Disaster Risk Reduction and Climate Change Adaptation in the UN Sustainable Development Cooperation Framework. Guidance Note on Using Climate and Disaster Risk Management to Help Build Resilient Societies. Available here.

  Intended to help Resident Coordinator Offices and UN Country Teams. It outlines the impacts of climate and disaster risks on progress towards achieving the SDGs and suggests appropriate actions for each phase in the UN Sustainable Development Cooperation Framework lifecycle to make them risk-informed.

PRIORITIZATION & PLANNING

2. PRIORITIZATION AND PLANNING

PRIORITIZATION OF RECOMMENDATIONS AND TRANSLATION INTO NATIONAL ACTION FOR DRR AND CCA

2.1. Overview

Following a capacity diagnosis (outlined in Chapter 1), national stakeholders and development partners face the critical task of translating a broad set of recommendations into focused, actionable plans. However, the volume and diversity of recommendations often present challenges for effective prioritization and coherent planning. Without a clear process to rank and sequence actions, efforts risk fragmentation and misalignment with national priorities.

The prioritization and planning process addresses this challenge by strengthening national ownership, leadership, and consensus around a shared set of DRR and CCA priorities through an inclusive, participatory approach. It supports governments, UNCTs, and partners in translating validated capacity development recommendations into actionable, sequenced priorities that guide coherent programming and investment. By embedding these priorities into national development planning frameworks, UN cooperation strategies, and partner programmes, the process maximizes coherence and collective impact, strengthening risk governance and resilience.

Prioritized actions are organized within a results-based logical framework that clarifies responsibilities, timelines, and expected outcomes, enabling risk-informed decision-making and practical implementation. This framework also facilitates coordinated partner engagement and joint resource mobilization, ensuring the most urgent and strategic priorities are elevated to guide investments and implementation. The outcome is a unified roadmap for risk-informed development, which may take the form of a National Plan of Action, an implementation plan for DRR and CCA strategies, or integration into broader frameworks such as the National Development Plan or UNSDCF.

This chapter offers a detailed, step-by-step guide for conducting the prioritization and planning process in a structured, inclusive manner to support impactful and coordinated DRR and CCA capacity development.

While prioritization is a valuable step in translating recommendations into actionable plans, it is important to recognize that prioritization may not always be necessary or applicable in every context. In some cases, recommendations may already be clearly sequenced or limited in number, making further prioritization redundant.

2.2. Objectives

Main Objective

To support national stakeholders and humanitarian and development partners in aligning efforts around a shared set of DRR and CCA priorities that strengthen risk governance, enhance resilience, and accelerate progress toward sustainable development.

Specific Objectives

- Ensure that the most urgent and strategic DRR and CCA priorities are identified and elevated to guide national and partner investments.

- Enable more coherent and coordinated implementation of risk-informed development by aligning DRR/CCA priorities with national development planning and budgeting processes.
- Strengthen national ownership and leadership in guiding DRR and CCA investments across sectors and levels of government.
- Foster greater integration of DRR and CCA priorities into UN cooperation frameworks and development partner programming to maximize collective impact.
- Lay the foundation for more effective resource mobilization by providing a clear, prioritized, and jointly owned results framework.

2.3. Expected Outputs and Deliverables

The prioritization and planning process should support the development, revision, or update of key strategic and programmatic documents. Specific deliverables, defined in advance, may include:

- A results-based logical framework consolidating prioritized DRR and CCA actions, responsibilities, timelines, and monitoring mechanisms.
- A national strategy, plan, framework, or action/implementation plan for DRR and/or CCA, aligned with national development priorities.
- Integration of DRR and CCA priorities into the National Development Plan, sectoral plans, and UN cooperation frameworks such as the UNSDCF and UN Joint Programmes.
- Enhanced coordination and planning tools, including partner mapping and monitoring plans, to support effective implementation and follow-up.

2.4. Process and Methodology

Roles and Responsibilities

The prioritization and planning process should be led by the Government lead entity, which is responsible for defining the overall objectives, validating the prioritization criteria, and ensuring alignment between national and sectoral priorities. The RCO/UNCT coordination focal point or designated consultant should support the government by coordinating the process, facilitating multi-stakeholder discussions, and assisting in the consolidation of prioritized recommendations into a coherent planning framework. Sectoral ministries and technical experts—preferably those involved in the capacity diagnosis—should contribute by assessing and ranking recommendations based on the agreed criteria and translating them into actionable activities. The IFRC and National Red Cross/Red Crescent Societies should be engaged as key partners to advise on the feasibility of recommendations and ensure that local perspectives and priorities are reflected in the prioritization process.

Assessment Criteria

The assessment of recommendations is guided by a set of agreed criteria that ensure alignment with national objectives and practical feasibility. Typically, two overarching dimensions are used: Impact and Feasibility (see Annex 13). *Impact criteria* assess the expected contribution of a recommendation to addressing identified gaps, achieving policy objectives, enhancing cross-sectoral coordination, and promoting inclusiveness. *Feasibility criteria* evaluate the enabling conditions for implementation, such as political will, governance and coordination mechanisms, technical and financial capacities, and other contextual factors (e.g., legal or scheduling constraints). These criteria are adapted to the country context and validated with stakeholders to ensure relevance and ownership. The results of the assessment help decision-makers rank recommendations and guide resource allocation, planning, and stakeholder engagement.

In addition, it is essential to ensure that sectoral recommendations are aligned with national-level priorities and objectives. This alignment reinforces policy coherence and promotes integrated planning across sectors.

Sector-specific actions (whether in health, agriculture, infrastructure, or environment) should directly contribute to the broader national development and risk reduction goals, avoiding fragmentation and duplication of efforts. By linking sectoral and national priorities, the prioritization and planning process supports the development of mutually reinforcing interventions and facilitates coordinated resource mobilization and implementation.

STAGE 1. Preparation (1 month)

The preparation stage for the prioritization and planning process closely mirrors that of the capacity diagnosis mission. The core coordination group will be responsible for:

- Compiling a list of key documents to be reviewed before and during the mission
- Confirming meetings with relevant institutions and stakeholders
- Planning stakeholder consultations and workshop(s)
- Facilitating the incoming mission(s)

This stage will involve a stock-taking exercise of all relevant initiatives in the country that support national capacities to achieve development targets from a climate and disaster risk perspective. These include:

- Existing or planned activities, projects, programmes, and investment plans by the Government, UN system, international financial institutions (IFIs), NGOs, private sector, and other humanitarian and development partners.
- Initiatives already under implementation or scheduled for implementation with allocated budget lines.

The scope includes both direct and indirect risk-related interventions, such as DRR, DRM, preparedness, and CCA, or programmes that reduce underlying risk drivers, such as environmental protection, food security, and livelihood diversification. All relevant documentation should be shared with the team prior to the mission.

In parallel, this stock-taking will complement the actions emerging from the diagnosis recommendations, which are expected to highlight gaps in capacities or resources. Together, these two inputs will provide a comprehensive snapshot of national priorities for climate and disaster risk-related implementation.

STAGE 2. Interagency Mission (2 weeks)

The purpose of the prioritization and planning mission is to:

- Collect additional information on existing or planned activities and their budgets
- Prioritize recommendations from the capacity diagnosis using a structured methodology (Annex 13)
- Define concrete activities, timelines, responsible parties, and resource requirements

These objectives are achieved through the following activities conducted during the two-week mission:

- Two-day stakeholder workshop (see Annex 14 for workshop template), convening Government entities, UN agencies, and stakeholders involved in the diagnosis mission to:
    o Review and prioritize the diagnosis recommendations (Annex 13 for detailed methodology)
    o Initiate the formulation of activities based on the selected recommendations
- Bilateral meetings with selected Government entities, UN agencies, and other stakeholders to:
    o Gather more detailed information on relevant ongoing or planned activities and budgets
    o Consult further on the recommendations prioritized during the stakeholder workshop
- Core group working meetings to:
    o Consolidate inputs and findings from the workshop and bilateral consultations
    o Refine the structure and content of the emerging results
- Final debriefing workshop, convening all stakeholders to:

- o Present preliminary outcomes
- o Align on next steps for follow-up consultations and framework finalization

The mission will result in a logical framework detailing:

- Defined activities with associated timelines
- Responsible institutions and supporting partners
- Allocated budgets for ongoing initiatives and required budgets for new actions derived from prioritized recommendations

The level of ambition will be adjusted to reflect the country's actual capacity to implement the proposed actions within a reasonable timeframe, and in alignment with national planning cycles such as the timeframe of the national DRR strategy or development plan.

STAGE 3. Sector-Specific Consultations (2 months)

To further complete and refine the logical framework developed during the planning mission, follow-up in-country meetings are required. These consultations should ideally be organized around sectors, thematic areas, or specific priority actions, engaging relevant stakeholders in focused discussions.

Consultations may take the form of bilateral meetings or sectoral/thematic workshops. These are typically led by the relevant Government entity or entities, with support from a UN agency, and focus on reviewing the content of specific sections of the logical framework. Meetings and workshops can be conducted sequentially or in parallel, depending on the number of sectors and the availability of stakeholders.

Where additional technical expertise is needed, UN agencies at the regional or headquarters level may organize support missions to participate in these consultations. When feasible, these missions should include a training component to strengthen the capacity of national partners and ensure a shared understanding of the issues under review.

The consultation process can be iterative and should continue until all activities in the logical framework have been adequately reviewed and revised.

STAGE 4. Finalization of the Logical Framework (timeframe depends on outputs)

The finalization of the logical framework is led by the designated Government entity, with support from the UNCT/RCO coordination focal point and the technical focal points from relevant UN agencies. Together, they are responsible for consolidating the outputs from sectoral meetings and workshops into a single, comprehensive logical framework.

This final framework integrates all revised and validated components and serves as the key reference for implementation planning. Depending on the country's priorities and planning context, the logical framework may take one of the following forms:

- A self-standing National Plan of Action for DRR (and/or CCA)
- The implementation plan for an existing DRR Strategy or Programme (and/or CCA framework)
- An input into the National Development Plan, highlighting DRR and CCA priority actions
- An input to the UNSDCF
- The foundation for a Joint UN Programme on DRR and/or CCA, aligned with national priorities
- The foundation for a programme proposal to vertical funds such as the Green Climate Fund, Global Environment Facility, or Adaptation Fund

STAGE 5. Validation (1 month)

Following the finalization of the outputs, a validation process may be undertaken to ensure national ownership and alignment with strategic priorities. This process can follow a similar format to the validation of the Capacity Diagnosis Report (refer to Chapter 1 for details).

The validation should involve the key stakeholders engaged throughout the process and serve as an opportunity to formally endorse the logical framework and its intended use.

2.5. Communications

Objectives

Communication activities during the CADRI Partnership engagement aim to:

- Raise awareness among national partners (government, UN system, civil society, and other stakeholders) about the process and its expected outcomes
- Ensure broad dissemination of results to relevant stakeholders
- Generate momentum and support for resource mobilization toward implementation
- Contribute to global and regional knowledge sharing on risk-informed development planning

Roles and Responsibilities

During the prioritization and planning stages, communication efforts identified in the scoping phase are operationalized by communication specialists nominated by UN agencies and, ideally, by a designated focal point from the Government. Remote support may be provided by communication experts from headquarters and regional offices of CADRI member agencies.

Communication specialists are expected to:

- Participate in preparatory meetings and virtual calls
- Convene communication-specific briefings during CADRI missions
- Coordinate closely with the in-country CADRI team to capture and promote mission activities and milestones

Key Tasks

- Develop a communications plan outlining the timeline, key activities, expected outputs, and assigned roles
- Draft content for communication products (e.g. press releases, social media posts, blog stories, brochures)
- Coordinate with design teams to produce high-quality materials (e.g. flyers, reports, infographics)
- Disseminate outputs through relevant internal (UN agencies) and external networks at national, regional, and global levels
- Conduct interviews with key stakeholders and produce quotes and testimonials for use in various communications
- Capture or coordinate collection of high-quality photographs from workshops, field visits, and stakeholder interactions
- Engage media at central and local levels to ensure visibility of key events such as validation workshops or ministerial statements

Expected Communication Outputs

- Press releases

- Tweets, blog posts, and website stories featuring CADRI missions and outcomes, illustrated with quotes and images
- Brochures, flyers, summary reports, and infographics for dissemination
- A shared repository of high-quality photos accessible to in-country and global CADRI partners
- A curated set of stakeholder quotes to be used across communications products

These efforts should align with the overall communication strategy of the UNCT and promote visibility of the government's leadership in strengthening DRR and CCA capacities.

2.6. Country Examples

Mongolia: During the preparation of the 2023 Capacity Diagnosis Report and Policymaker's Digest, the UN RCO led a light-touch prioritization process, based on a suggestion from the assessment team. This approach resembled a Delphi method, where the experts who participated in the capacity diagnosis used their professional judgment to rank recommendations based on three criteria: urgency, ease of implementation and cost. While this method helped provide an initial sense of priority, it did not involve broad stakeholder consultation and validation or apply a structured prioritization matrix. As such, it served more as a preliminary filtering tool than a full prioritization and planning process.

Jordan: Following the September 2017 capacity diagnosis — which focused on information management, risk governance, and disaster preparedness across eight sectors — the main findings and recommendations were presented in May 2018 to the National Security Council and sector ministries during a national validation and prioritization workshop. From an extensive list, six priority recommendations were endorsed by the government, but implementation was challenged by limited financial resources, high turnover among senior leadership and technical staff, and competing priorities related to the refugee crisis and host communities. In response, the CADRI Partnership refined its prioritization methodology to include feasibility considerations based on available resources. The recommendations informed Jordan's National DRR Strategy 2019–2022, and in 2020, CADRI supported the UNCT to select several recommendations for joint action under the UN Sustainable Development Cooperation Framework (2018–2022), resulting in a UN Joint Programming Framework on DRR.

2.7. Supporting Documents

CADRI Templates & Guidance

For any templates and guidance not included in this Guide to Country Services, please contact CADRI regional or global focal points, listed on cadri.net

- Methodology for Prioritization of Recommendations (Annex 13)
- Prioritization and Planning Workshop Template (Annex 14)
- High-level Validation Workshop Template (Annex 11)
- Capacity Diagnosis Mission List of Institutions for Consultation (Annex 9) – applicable to the prioritization and planning mission

PROGRAMMING
REVIEW

3. PROGRAMMING REVIEW

ANALYTICAL REVIEW OF CAPACITY DEVELOPMENT PROGRAMMING FOR DRR AND CCA

3.1. Overview

Humanitarian and development organizations have built extensive experience in capacity development for DRR and CCA. However, a recurring challenge is the limited national ownership and sustainability of these efforts—often due to fragmented and externally driven planning and implementation.

The programming review is a strategic, country-led process that assesses the landscape of DRR and CCA programming at national and local levels. It helps governments, UNCTs, and humanitarian and development partners examine existing initiatives, evaluate their alignment with national priorities, and identify opportunities for stronger integration, reduced duplication, and greater collective impact.

By providing a clearer picture of how resources are allocated and where synergies can be reinforced, the review supports the design of more coherent and risk-informed capacity development efforts. It serves as a tool for aligning partner support with national goals and informs implementation under the UNSDCF.

In this context, the review offers a timely opportunity to rethink how the UN system and development partners can better coordinate their efforts. It aims to support the government in transitioning from a response-focused approach to one grounded in prevention and anticipatory action, while taking into account country-specific capacity and institutional constraints.

The programming review can be conducted as a standalone exercise or integrated into a broader scoping process to inform the delivery of other CADRI services. The review should be led by the UN Resident Coordinator and the lead agency for the Result Group on Environment, DRR, and CCA. Strong consensus among UNCT members is essential to ensure collective ownership of a tailored, nationally anchored approach to DRR and CCA capacity development.

This chapter presents a step-by-step guide for conducting the review in a structured and participatory manner. It includes the Analytical Mapping of DRR and CCA Interventions—a standardized tool for systematically collecting and visualizing partner-supported initiatives across sectors, regions, and types of intervention.

3.2. Objectives

Main Objective

To strengthen the coherence, coordination, and alignment of DRR and CCA capacity development interventions among humanitarian and development partners, ensuring they are responsive to national priorities and contribute to risk-informed, resilient, and sustainable development.

Specific Objectives

- Enhance national and local systems for managing and reducing disaster and climate-related risks through more strategic and sustainable capacity development approaches.
- Improve alignment of partner-supported interventions with national policies, strategies, and planning frameworks, including the Sendai Framework, Paris Agreement, and UNSDCF.

- Foster greater coherence and complementarity across humanitarian and development actors to maximize collective impact and avoid duplication.
- Inform a shift from response-oriented programming to anticipatory, preventive, and risk-informed planning at national and sub-national levels.
- Leverage the comparative advantages of UNCT members and development partners to promote more effective and coordinated capacity development initiatives.
- Identify entry points, gaps, and synergies to guide joint programming and inform the development of a multi-partner capacity development framework.
- Strengthen national ownership and leadership in setting priorities, coordinating support, and sustaining DRR and CCA capacity development over time.

3.3. Expected Outputs and Deliverables

The review should result in a set of actionable outputs to support national planning, coordination, and enhanced impact of DRR and CCA capacity development efforts. These deliverables, defined in advance, may include:
- A consolidated database and visual maps of DRR and CCA capacity development interventions.
- A comprehensive stakeholder map identifying key actors engaged DRR and CCA implementation.
- A concise analytical report synthesizing lessons learned, bottlenecks, opportunities, and strategic recommendations to improve coherence and effectiveness.
- A tailored, multi-partner capacity development strategy aligned with national priorities.
- A collaborative programming framework to guide coordinated DRR and CCA interventions.
- UNCT programming guidance to support coordinated implementation under the UNSDCF.

3.4. Process and Methodology

Roles and Responsibilities

The programming review should be led by the UN Resident Coordinator and the lead agency for the Result Group on Environment, DRR, and CCA, and facilitated by capacity development experts mobilized by the UNCT. Where additional technical expertise is required, CADRI Focal Points can support the mobilization of regional and global experts from across the CADRI Partnership.

Assessment Criteria

To ensure a consistent and evidence-based assessment of DRR and CCA programming, the programming review applies a set of strategic criteria to guide the analysis and interpretation of findings gathered during the mapping (Step 1), desk review (Step 2), and stakeholder consultations (Step 3). These criteria help assess the quality, effectiveness, coherence, and sustainability of partner-supported interventions across sectors and levels of governance.

The main criteria include:

- **Alignment with National Priorities.** Extent to which interventions align with national DRR and CCA priorities outlined in key documents such as national strategies, adaptation plans, Nationally Determined Contributions (NDCs), and sector policies. Includes consideration of whether capacity development interventions are data-informed and responsive to the country's risk profile.
- **Institutionalization and Lasting Impact.** Degree to which interventions follow a sequenced, long-term approach to strengthen national and local systems, including through the use of country systems for planning, implementation, and monitoring. Also evaluates how interventions contribute to shaping the national agenda, enhancing understanding of the links between DRR/CCA and

sustainable development at both national and local levels, fostering cross-sector collaboration on DRR and CAA, supporting the implementation of relevant policies, and investing in institutional capacity development at the community level.

- **National Ownership.** Level of engagement of national and local stakeholders—including central and local governments, civil society, and private sector—in the design, implementation, and monitoring of programming.
- **Coherence and Coordination**. Extent to which interventions are coordinated across partners, avoid duplication, build on lessons learned, and contribute to collective outcomes.
- **Additional Strategic Considerations**. Depending on the scope of the review, other factors may be considered, such as:
  - Use of standardized indicators to track capacity development results
  - Balance of training vs. non-training approaches
  - Emphasis on sub-national capacity strengthening
  - Sustainability through skills transfer and reduced consultant dependence
  - Contribution to knowledge sharing and peer learning mechanisms

These criteria underpin the UNCT Self-Assessment Guide (Annex 15), which provides a structured set of questions to guide internal reflection and stakeholder consultations. The guide may be used to complement the exercises outlined in Steps 1, 2 and 3, or as a standalone exercise to facilitate joint UNCT analysis.

STEP 1. Analytical Mapping of DRR and CCA Interventions

The analytical mapping provides a structured overview of DRR and CCA-related capacity development interventions supported by humanitarian and development partners across key sectors. It offers a standardized method to visualize who is doing what, where, and how, enabling UNCTs, National Societies, and partners to assess the scope, distribution, and effectiveness of their programming.

The mapping helps stakeholders identify overlaps, gaps, and under-served sectors or regions; improve coordination among partners and sectors; and establish a baseline for tracking future investments and impacts. It can serve as the first step in a broader programming review, acting as a scoping tool that helps make the desk review (Step 2) more targeted and useful. Alternatively, it may be conducted as a standalone diagnostic tool to inform coordination, planning, or policy development, depending on objectives and time constraints.

To facilitate the mapping, humanitarian and development partners populate a standardized Excel template with information on ongoing or recent DRR/CCA projects. A lead consultant consolidates and analyzes the data to identify trends, gaps, and overlaps, and derive preliminary recommendations to strengthen coherence and collective impact.

Annex 16 provides detailed guidance on how to conduct the mapping exercise, including instructions for completing the Excel template. The template is available upon request from CADRI Focal Points, listed on our website at www.cadri.net.

STEP 2. Desk Review

Building on the foundational data collected through the analytical mapping, the desk review provides deeper contextual understanding and validation of DRR and CCA programming in the country. It enables an analysis of how interventions align with national priorities, sectoral strategies, and capacity development goals, while also identifying historical trends, systemic gaps, and lessons from previous efforts.

The desk review includes a targeted analysis of the following documentation:

- **Country Cooperation Frameworks and National Strategies**. Analysis of key strategic planning frameworks—including the UNSDCF, government–UNCT joint strategies, national

development plans, National Adaptation Plans (NAPs), and national DRR strategies. The review could include a comparison of past and current planning cycles to assess the extent and evolution of DRR and CCA mainstreaming across national and sectoral priorities.

- **Sectoral and Multi-sectoral DRR/CCA Projects.** Review of relevant project documents to examine how DRR and CCA are integrated across key sectors (e.g. health, agriculture, education, WASH, infrastructure, environment).
- **Progress Reports and Evaluations.** Rapid analysis of available progress updates, outcome assessments, and project evaluations to identify evidence of results, implementation challenges, and opportunities for scale-up or course correction.
- **Literature on Capacity Development.** Review of national or regional studies, policy briefs, and academic publications highlighting experiences, best practices, and bottlenecks in capacity development for DRR and CCA.
- **Use of Vertical Funds.** Examination of how countries access and utilize climate and disaster-related vertical funds (e.g. Green Climate Fund, Adaptation Fund) and implications for sustainability and national ownership.
- **National Policies and Strategies.** Review of core national development policies, sectoral strategies, and dedicated DRR/CCA plans to assess institutional and policy alignment with partner-supported interventions.
- **Previous Capacity Diagnoses.** Consideration of earlier diagnostic tools and assessments such as Joint External Evaluations (JEE) of core public health capacities under the International Health Regulations (IHR), and Mainstreaming, Acceleration and Policy Support (MAPS) mission reviews.

The desk review serves to triangulate and deepen the insights from Step 1, grounding the programming review in national context, historical trajectories, and institutional frameworks. It also helps identify systemic enablers or barriers that may not be evident from the project-level data alone.

STEP 3. Consultations with Implementation Partners

This step involves conducting interviews and consultations with key stakeholders actively engaged in DRR and CCA capacity development at national and local levels. Depending on stakeholder availability, consultations may include:

- Government agencies, such as civil protection or national disaster management authorities, as well as key sectoral ministries
- Local government entities and municipalities
- UNCT agencies, including resident and non-resident entities
- National Societies
- Implementing partners for vertical funds (e.g., Global Environment Facility (GEF), Green Climate Fund (GCF), Adaptation Fund)
- Multilateral agencies and development banks
- Bilateral partners
- Non-governmental organizations

During these consultations, the UNCT Self-Assessment Guide (see Annex 15) is a valuable tool to facilitate internal reflection among UN agencies. It provides a structured framework to review agency alignment with national DRR and CCA priorities, assess results and achievements in strengthening government and community systems, identify challenges and bottlenecks, evaluate coordination efforts, and reflect on project design and implementation approaches.

Subject to the scope of the review and government interest, this step can also include a preliminary capacity diagnosis following the CADRI Partnership methodology outlined in Chapter 1. This diagnosis covers various socio-economic sectors prioritized by the government, providing a deeper understanding of existing capacities and areas for improvement.

STEP 4. Validation and Planning Workshop

A national consultation workshop is convened with government counterparts and key partners to present, discuss, and validate the preliminary findings of the programming review. This includes reviewing gaps, duplications, comparative advantages of actors, and opportunities for enhancing coordination and impact.

The workshop aims to build a shared understanding of effective capacity development principles and generate consensus around priority outcomes. Discussions are guided by the following core principles:

- A common understanding of terms, concepts, standards, and norms
- National ownership and leadership, with coordinated partner support
- Coherence within and across sectors and levels of governance (whole-of-society approach)
- Demand-driven, needs-based, and value-added support
- Inclusiveness, gender-responsiveness, and conflict sensitivity

The workshop also serves as a platform to identify priority capacity development outcomes, align partner contributions, and lay the foundation for a joint roadmap or programmatic framework to guide collective action under the UNSDCF or other national planning frameworks.

STEP 5. Programming Guidance and Capacity Development Strategy

Following the review process, the UNCT or Resident Coordinator's Office may designate a dedicated consultant to lead the preparation of final deliverables based on the validated findings and priorities. These may include, for example:

- A capacity development strategy aligned with national DRR and CCA goals,
- A UNCT programming guidance note to inform collective action under the UNSDCF, or
- Other strategic outputs as agreed with national stakeholders.

These deliverables are flexible and should be tailored to the country's needs, vision, and planning cycle.

3.5. Country Examples

Timor-Leste: In 2022, the CADRI Partnership supported a programming review in Timor-Leste, which included a virtual scoping mission, an analytical mapping of DRR and CCA interventions, a review of UNCT programming, and a rapid capacity diagnosis in collaboration with the Civil Protection Authority (CPA). The exercise aimed to design a long-term, sequenced capacity development strategy for reducing disaster and climate-related risks, while strengthening coordination among humanitarian and development partners. The analytical mapping and stakeholder analysis helped identify gaps and overlaps in partner-supported interventions and served as a basis for developing a DRR Programmatic Framework and Capacity Development Guidance. The findings were used by UNDRR in the Midterm Review of the Sendai Framework and informed IOM's technical support to the CPA in drafting the national DRR strategy. The review also laid the groundwork for establishing a national DRR council.

Mongolia: In 2023, the UN RCO in Mongolia, with support from the CADRI Partnership, led an analytical mapping of DRR interventions. The exercise aimed to improve information sharing and coordination among humanitarian and development partners, enhancing the coherence of their efforts in DRM and DRR. The RCO began by populating the standardized Excel template with available project data, which was then reviewed and supplemented by partners, who contributed details on their ongoing DRR-related initiatives. The mapping identified over 120 projects, with consolidated findings and recommendations shared with the broader partner community. The results served as the foundation for a comprehensive multi-sector capacity diagnosis, conducted using the methodology described in Chapter 1.

3.6. Supporting Documents

CADRI Templates & Guidance

For any templates and guidance not included in this Guide to Country Services, please contact CADRI regional or global focal points, listed on cadri.net

- UNCT Self-Assessment Guide (Annex 15)
- Guide to Analytical Mapping of DRR and CCA Interventions (Annex 16)
- Excel Template for Analytical Mapping of DRR and CCA Interventions (Available upon request)

Additional Resources

- UNICEF (2018) Guidance for Risk-Informed Programming. Available here.

  Aims to help UNICEF and partners better assess and manage risks related to fragility, violent conflict, disaster, climate change, epidemics and economic instability. It brings a child-centred, risk-informed approach to humanitarian action and development programming.

- UNDRR (2020) Integrating Disaster Risk Reduction and Climate Change Adaptation in the UN Sustainable Development Cooperation Framework. Guidance Note on Using Climate and Disaster Risk Management to Help Build Resilient Societies. Available here.

  Intended to help Resident Coordinator Offices and UN Country Teams. It outlines the impacts of climate and disaster risks on progress towards achieving the SDGs and suggests appropriate actions for each phase in the UN Sustainable Development Cooperation Framework lifecycle to make them risk-informed.

- UNSDG (2022) Operationalizing Leaving No One Behind. Good Practice Note for UN Country Teams. Available here.

  Guidance for UNCTs and experts across the UN System for assisting countries in operationalizing the pledge to Leave No One Behind (LNOB). It includes guidance on integrating LNOB in the context of Common Country Analysis and Cooperation Frameworks.

- UNDRR (2024) Leaving No-One Behind: Inclusive disaster risk reduction addressing the varying risks for different groups. Available here.

  A compendium of good practices for inclusive DRR collected under the 2024 Progress Report of the United Nations Plan of Action on Disaster Risk Reduction for Resilience.

- UNDRR (2018) Strategic approach to capacity development for implementation of the Sendai Framework for Disaster Risk Reduction: a vision of risk-informed sustainable development by 2030. Available here.

  Seeks to establish a common understanding of capacity development within the DRR context. By characterizing outstanding capacity development needs in light of common obstacles and constraints, presenting key principles, elements, and actions that together help guide planning discussions, providing targets and ideals, and normalizing practice across sectors, improvement of practical standards will occur.

- GNDR (2022) Risk-Informed Development Guide. Available here.

This guide considers how we can integrate risk-informed development into all aspects of development, disaster risk management, climate adaptation and crises response work, building upon the work of GNDR in community-based disaster risk management.

- UNDP (2021) Risk-Informed Development: A Strategy Tool for Integrating Disaster Risk Reduction and Climate Change Adaptation into Development. Available <u>here</u>.

This strategy tool addresses repeated calls for practical guidance on integrating disaster and climate related risks into development, and an approach that helps overcome policy siloes and fosters joined-up implementation and localization. It is a contribution to risk-informing the 2030 Agenda and risk-proofing development investments.

- Opitz-Stapleton *et al.* (2019) Risk-Informed Development: From Crisis to Resilience. Available <u>here</u>.

This joint ODI and UNDP report highlights the limitations of risk-blind development and presents a framework for embedding risk information into policies, investments, and institutions. Drawing on case studies and empirical analysis, it provides practical recommendations for governments, development partners, and practitioners to mainstream risk-informed approaches that reduce vulnerabilities, protect development gains, and build long-term resilience.

TRAINING
& REFERRAL

4. TRAINING AND REFERRAL

TAILORED CAPACITY DEVELOPMENT SUPPORT FOR RISK-INFORMED PLANNING AND PROGRAMMING

4.1. Overview

CADRI's training and referral services complement capacity assessment and planning processes by providing national governments and UNCTs with tailored technical support and capacity development opportunities. These services leverage the collective expertise of CADRI's 20 partner organizations to address capacity gaps identified during country engagements. Emphasizing sustainability, training and referral services assist governments in integrating external support into national development plans and institutional frameworks, while guiding UNCTs to align expertise and resources with long-term national priorities, thereby enhancing ownership and impact.

The training service offers access to a curated e-catalogue of over 190 training modules developed by CADRI partners, spanning a broad spectrum of DRR and CCA themes. These modules are adaptable to country-specific contexts and can be delivered in-person or virtually. Referral services connect countries to specialized technical expertise, tools, methodologies, or funding partnerships to support the implementation of prioritized actions. These demand-driven services align with national development plans and institutional frameworks and may include requests for customized training beyond self-use of the e-catalogue.

4.2. Objectives

Main Objective

To strengthen national and local capacities for DRR and CCA through tailored training and targeted referral services that leverage the technical expertise, tools, and resources of CADRI partners, promoting sustainable, demand-driven, and coordinated capacity development aligned with national priorities and global frameworks.

Specific Objectives

- Strengthen national and local systems to manage disaster and climate risks by expanding access to high-quality, context-specific training and enhancing institutional technical capacity.
- Promote locally driven and sustainable solutions by aligning capacity development with nationally defined priorities and embedding support within national planning, budgeting, and implementation systems.
- Ensure tailored, demand-driven support responsive to country-specific needs, priorities, and institutional frameworks, including sectoral strategies and development plans.
- Foster collaboration and coherence among humanitarian and development partners to reduce fragmentation, avoid duplication, and maximize collective impact.
- Advance equity, inclusion, and gender-responsiveness across all sectors and stakeholder groups in capacity development.
- Enable continuous learning and institutionalization by connecting national actors to relevant tools, expertise, and communities of practice, and supporting the implementation of prioritized actions.

4.3. Expected Outputs and Deliverables

- Access to the CADRI e-Catalogue of training modules for DRR and CCA capacity development.
- Customized technical support packages addressing specific capacity gaps, including tailored training sessions and deployment of technical experts from CADRI partner agencies.
- Inputs to national strategies, plans, frameworks, or action/implementation plans for DRR and/or CCA, aligned with national development priorities.
- Capacity development plans or strategies to support risk-informed planning and integration of DRR and CCA into development planning.
- Strengthened partnerships to enhance implementation of recommendations and resource mobilization efforts.

4.4. Process and Methodology

Roles and Responsibilities

The delivery of training and referral services requires close collaboration among government stakeholders, UNCTs, CADRI focal points, and CADRI partner agencies. Governments and UNCTs are responsible for identifying capacity development and technical support needs, often based on assessment findings, and for ensuring alignment with national strategies and priorities. UNCTs coordinate formal requests for support, by reaching out to CADRI regional or global focal points via cadri.net. CADRI focal points provide advisory support, helping to match identified needs with relevant training modules, technical expertise, and tools drawn from the Partnership's resources, while also facilitating coordination among partner agencies. CADRI partner agencies contribute their specialized knowledge, training facilitators, and access to tools and methodologies, ensuring that the support delivered is tailored, timely, and responsive to country needs.

Assessment Criteria

Referral and training needs are determined based on:

- Identified capacity gaps in assessments or programming reviews.
- Alignment with national priorities and institutional mandates.
- Feasibility of delivery within the country's operational context.
- Potential for sustainability and long-term impact.

STEP 1. Identification of Needs and Request for Support

Training and referral needs emerge during or following capacity diagnoses or programming reviews and reflect gaps in knowledge, coordination, technical skills, or implementation capacity. These needs are prioritized collaboratively with national counterparts. UNCTs and national stakeholders can explore CADRI's e-catalogue of training modules and related resources to design tailored responses. When further assistance is required, they formally submit requests via CADRI's regional or global focal points listed on cadri.net, selecting partners best aligned with their mandates and needs.

STEP 2. Matching Needs with Support

Upon receiving a request, CADRI focal points engage partner agencies to identify the most appropriate technical expertise, tools, methodologies, and trainings. They facilitate coordination between partners and the UNCT (on behalf of the government), potentially assembling multi-agency expert teams to deliver comprehensive support.

STEP 3. Customization and Delivery of Support

Partner agency leads work closely with national and local stakeholders to tailor training, tools, and methodologies to the country's specific context. Support may include in-person training, virtual workshops, or missions to develop outputs such as capacity development plans or action frameworks, ensuring relevance and practicality.

STEP 4. Monitoring, Evaluation and Learning

CADRI partner agencies are responsible for sharing results and outcomes from training and referral services with CADRI focal points to evaluate impact, capture lessons learned and improve future service delivery. Continuous feedback supports adaptive learning and strengthens capacity development effectiveness.

4.5. Country Examples

Togo: In 2021, at the request of the Government, an inter-agency team from FAO, IOM, and OCHA facilitated the first training cycle for the newly established Agence Nationale de la Protection Civile (ANPC) to support implementation of 85 priority actions identified through a national capacity diagnosis. The introductory training covered DRR concepts, emergency preparedness basics, the Multi-Sector Initial Rapid Assessment (MIRA) approach, and displacement monitoring, combining theory and practical exercises. Forty ANPC personnel from central and local levels engaged in discussions on key DRR concepts and showed strong interest in the MIRA approach and its application. The CADRI Partnership also facilitated an exchange of good practices from Haiti, which generated interest in emergency operations center activation and legal frameworks. ANPC built on this first training cycle to articulate further capacity-building needs, in consultation with the UNCT, to advance the implementation of the National DRR Plan.

Iran: In 2020, following the devastating 2019 floods, the Government of the Islamic Republic of Iran requested support from the CADRI Partnership to strengthen risk-informed planning at national, sectoral, and local levels. In response, the Partnership developed a compendium of good practices covering urban water supply and wastewater infrastructure, transboundary water cooperation, resilient infrastructure, integrated risk information systems, community-based disaster risk management, and rapid needs assessment methodologies. The compendium leveraged the complementary technical expertise of several CADRI partner agencies, each contributing to different thematic areas. In addition, under the leadership of FAO, the Partnership facilitated a knowledge exchange between Mongolia and Iran, focused on early warning systems for Dzud events. This exchange enabled Iranian stakeholders to draw on Mongolia's practical experience to inform the development of more effective early warning and preparedness systems adapted to Iran's context.

Senegal: In 2015, the CADRI Partnership facilitated a three-day regional workshop in Dakar on integrating gender considerations into DRR interventions. The workshop brought together government representatives and practitioners from several Francophone African countries to share experiences, identify gaps, and strengthen institutional approaches to gender-responsive risk reduction. Sessions explored the differentiated impacts of disasters on women and men and emphasized the importance of incorporating gender analysis into national DRR policies, action plans, and programming. Country delegations presented examples of good practice, discussed challenges, and engaged in peer learning to enhance the gender sensitivity of their national DRR strategies. The event contributed to building a shared understanding of gender-responsive DRR and helped lay the groundwork for more inclusive and equitable risk governance in the region.

4.6. Supporting Documents

CADRI Templates & Guidance

For any templates and guidance not included in this Guide to Country Services, please contact CADRI regional or global focal points, listed on cadri.net

- CADRI Training E-Catalogue (linked here).
- CADRI Compendium of Good Practices on Community Based Disaster Risk Management (linked here).
- CADRI Compendium of Good Practices on Integrated Risk Information Systems (linked here).
- CADRI Compendium of Good Practices on Resilient Infrastructure (linked here).
- CADRI Compendium of Good Practices on Rapid Needs Assessment Methodologies (linked here).
- CADRI Compendium of Good Practices on Urban Water Supply and Wastewater Infrastructure (linked here).
- CADRI Compendium of Good Practices on Transboundary Water Resources Management and Cooperation (linked here).

Additional Resources

- UNDRR (2018) Strategic approach to capacity development for implementation of the Sendai Framework for Disaster Risk Reduction: a vision of risk-informed sustainable development by 2030. Available here.

  Seeks to establish a common understanding of capacity development within the DRR context. By characterizing outstanding capacity development needs in light of common obstacles and constraints, presenting key principles, elements, and actions that together help guide planning discussions, providing targets and ideals, and normalizing practice across sectors, improvement of practical standards will occur.

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  This guide considers how we can integrate risk-informed development into all aspects of development, disaster risk management, climate adaptation and crises response work, building upon the work of GNDR in community-based disaster risk management.

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  This strategy tool addresses repeated calls for practical guidance on integrating disaster and climate related risks into development, and an approach that helps overcome policy siloes and fosters joined-up implementation and localization. It is a contribution to risk-informing the 2030 Agenda and risk-proofing development investments.

- Opitz-Stapleton *et al.* (2019) Risk-Informed Development: From Crisis to Resilience. Available here.

  This joint ODI and UNDP report highlights the limitations of risk-blind development and presents a framework for embedding risk information into policies, investments, and institutions. Drawing on case studies and empirical analysis, it provides practical recommendations for governments, development partners, and practitioners to mainstream risk-informed approaches that reduce vulnerabilities, protect development gains, and build long-term resilience.

- UNICEF (2018) Guidance for Risk-Informed Programming. Available here.

Aims to help UNICEF and partners better assess and manage risks related to fragility, violent conflict, disaster, climate change, epidemics and economic instability. It brings a child-centred, risk-informed approach to humanitarian action and development programming.

- UNDRR (2020) Integrating Disaster Risk Reduction and Climate Change Adaptation in the UN Sustainable Development Cooperation Framework. Guidance Note on Using Climate and Disaster Risk Management to Help Build Resilient Societies. Available here.

Intended to help Resident Coordinator Offices and UN Country Teams. It outlines the impacts of climate and disaster risks on progress towards achieving the SDGs and suggests appropriate actions for each phase in the UN Sustainable Development Cooperation Framework lifecycle to make them risk-informed.

- WHO International Health Regulations Monitoring and Evaluation Framework (IHR MEF). Available here.

Provides an overview of approaches to review implementation of country core public health capacities under the IHR (2005). This framework includes the IHR States Parties Self-Assessment Annual Reporting (SPAR) Tool, which consists of 35 indicators for the 15 IHR capacities needed to detect, assess, notify, report, and respond to public health risks and acute events of domestic and international concern (available here).

- UNSDG (2022) Operationalizing Leaving No One Behind. Good Practice Note for UN Country Teams. Available here.

Guidance for UNCTs and experts across the UN System for assisting countries in operationalizing the pledge to Leave No One Behind (LNOB). It includes guidance on integrating LNOB in the context of Common Country Analysis and Cooperation Frameworks.

- UNDRR (2024) Leaving No-One Behind: Inclusive disaster risk reduction addressing the varying risks for different groups. Available here.

A compendium of good practices for inclusive DRR collected under the 2024 Progress Report of the United Nations Plan of Action on Disaster Risk Reduction for Resilience.

ANNEXES

ANNEXES

Annex I. Joint Request and Endorsement Form

Purpose

This form is to be jointly completed by the requesting government lead institution and the UN Resident/Humanitarian Coordinator (on behalf of the UNCT). It records the Government's formal demand (if a demand-driven process), confirms UNCT endorsement, and provides essential information to guide scoping and the mobilization of experts. If additional technical support is required, the form may be shared with CADRI regional or global focal points.

Request and Endorsement Form

PART 1. MANDATORY REQUIREMENTS	
Criteria	**Information Required**
Formal Government Request	Letter signed by a senior official of the designated lead institution (e.g. Ministry of Planning, Disaster Management Authority, Ministry of Environment, Prime Minister's Office, etc.) addressed to the UN RC/HC.
UNCT Endorsement	Confirmation of endorsement by the UN Country Team (e.g. minutes of UNCT meeting, written circulation, or joint statement).
Country Compact	Endorsed Country Compact outlining the respective responsibilities of the Government, UNCT, and CADRI Partnership. Attach signed document and/or meeting minutes where it was agreed.
Security Feasibility	Confirmation that the security situation permits in-country missions, in line with UNDSS guidance

PART 2. CRITERIA TO BE EVALUATED	
Criteria	**Questions to be Addressed**
Government Mandate	• Does a government agency/department have a mandate for DRR (or CCA, or both)? • Do other agencies/departments have specific supporting mandates in their own area of work?
Coordination Mechanism	• Is there a national coordination mechanism for DRR (or CCA, or both) (e.g. National DRR Platform, Climate Change Commission)? • Is it only established or is it fully functional? • Is it composed of various government institutions, including sector ministries?

Integration into Strategy	• What is the level of inclusion of DRR/CCA in the national development plan/strategy? Are these: (i) included as priority activities requiring implementation; (ii) only generically mentioned; (iii) non-existent? • Does the national development plan/strategy acknowledge the types of natural hazard risk the country is exposed to?
Resources	• Do the government institution(s) have allocated budget to implement DRR/CCA activities? • Are these resources: (i) sufficient; (ii) minimal/insufficient; (iii) non-existent? • Is investment accounted for in a national monitoring system?
UNCT Programming	• Are DRR, CCA, or risk-informed development programmes and/or humanitarian response interventions part of the UNSDCF, joint programmes, and/or agency-specific programmes? • At what level of detail?
UNCT Funding	• Are financial resources for multi-year country-level work: (i) available and sufficient; (ii) minimal/insufficient; (iii) non-existent?
UNCT Capacity	• Has the UN RC/HC designated a lead UN agency within the UNCT to coordinate the CADRI engagement? • Has the lead agency (or RCO) appointed or recruited a consultant to manage preparation, facilitation, and follow-up? • What is the level of human and technical resources on DRR/CCA in various UN agencies: (i) sufficient (dedicated programme officers); (ii) ad-hoc (consultants, part-time staff); (iii) non-existent? • Does the UN RCO have coordination specialists available to support the deployment of international missions? • Does the UNCT have the capacity to ensure interagency collaboration, liaison with government counterparts, and consolidation/analysis of deliverables?
Level of Risk	• What is the level of disaster and climate risk of the country as per INFORM, UN joint risk analysis, or national assessments?

Annex 2. Government Request Letter Template

[Date]

[Name]
UN Resident Coordinator / Humanitarian Coordinator
[Mailing Address]
[Country]

Subject: Request for CADRI Partnership support in Disaster Risk Reduction and Climate Change Adaptation

Dear Mr./Ms. [insert RC/HC name],

As you are aware, the Government of [insert country name] is in the process of [briefly explain the relevant process, e.g. developing a national DRR strategy, reviewing the National Adaptation Plan, strengthening preparedness capacities, etc.].

The Government of [insert country name], through the [insert lead institution name], wishes to formally request the support of the United Nations Country Team to coordinate and support the implementation of CADRI services in order to:

- [select from: conduct a capacity diagnosis of the national disaster risk management and climate change adaptation system; review and update the national DRR or CCA strategy; develop a prioritized national plan of action; strengthen preparedness and contingency planning; assess risk information systems; or other specific deliverables].

We kindly request your office to facilitate this process, including the mobilization of national and local expertise and, where additional capacity is required, to coordinate with CADRI regional or global focal points in order to draw upon technical expertise from the CADRI network of partners.

We look forward to your support in ensuring that this process is jointly owned by the Government and the UN Country Team, and that the outcomes contribute to strengthening national capacities for disaster risk reduction and climate change adaptation.

Yours sincerely,

[Name]
[Title, e.g. Minister / Head of Lead Institution]
On behalf of the Government of [country name]

Annex 3. CADRI Country Compact Example

Roles and Responsibilities

Government

- Assume overall leadership and ownership of the CADRI engagement.
- Designate a lead institution, ideally with a cross-sectoral mandate for DRR, CCA, risk governance, or sustainable development planning.
- Secure meetings at national and local levels with relevant ministries, agencies, and stakeholders.
- Provide data, documentation, and access to key actors.
- Cost-share in-country activities related to CADRI support.
- Commit to implementing prioritized recommendations and integrating them into national strategies, policies, and plans.
- Allocate or mobilize resources to support implementation.
- Agree to disseminate final deliverables to relevant national stakeholders.

UN Country Team (UNCT)

- Led by the UN Resident/Humanitarian Coordinator (RC/HC).
- Designate a lead agency to coordinate the CADRI engagement.
- Appoint technical focal points from relevant UN agencies to participate throughout the process.
- Appoint or host a dedicated consultant (CADRI Team Leader) to manage preparation, facilitate missions, and consolidate deliverables.
- Coordinate in-country mission preparation in collaboration with the government lead institution.
- Ensure alignment of CADRI engagement with UNCT priorities and programming.
- Commit to integrating recommendations into UN development and cooperation frameworks, including the UNSDCF.
- Cost-share in-country activities related to CADRI support.
- Disseminate final deliverables to in-country partners, UN agencies, and regional/global levels as appropriate.

CADRI Focal Points

- Facilitate deployment of technical expertise from CADRI partner agencies upon request.
- Provide guidance and training on methodologies, tools, and best practices to in-country stakeholders when requested.
- Support dissemination of final deliverables to regional and global partners.

Other In-Country Partners

- Include NGOs, civil society organizations, academic institutions, private sector, and bilateral/multilateral partners.
- Voluntarily participate in interagency teams during diagnosis, prioritization, and planning.
- Share relevant information and documentation.
- Support implementation of recommendations, including allocating or mobilizing resources when feasible.
- Disseminate final deliverables to relevant constituencies.

Annex 4. CADRI Scoping Mission TOR Template

Objective	Scoping mission to define the scope, modality, and timeline of the government-led, UNCT-coordinated CADRI engagement in [country]
Dates	[Insert Dates]
Location(s)	[City / Field Locations]
CADRI Team Leader	Name, function, agency, email address, mobile phone
UNCT / RCO Focal Point(s)	Name, function, agency, email address, mobile phone
Government Lead Institution Focal Point	Name, function, agency, email address, mobile phone

Context

Describe the country context, including:

- *Disaster risk profile and climate vulnerability.*
- *Relevant legislation, policies, strategies, and national plans (e.g., DRR laws, climate adaptation strategies, National Development Plan).*
- *Priority sectors for government and how climate and disaster risks are affecting them.*

Request for CADRI Services

- *Indicate date of the government request to the UN RC/HC and the lead institution.*
- *Provide brief introduction to the CADRI Partnership and the capacity development services offered.*

Scoping Mission Objectives

Outline the mission objectives. The following may be used as a guide.

The mission aims to:

a. Define the scope of CADRI engagement

- Overall focus (DRR, CCA, preparedness, risk information systems, recovery, etc.).
- Sectoral focus (priority sectors for assessment or support).
- Geographic scope (sample provinces, municipalities, or subnational units).

b. Define the modality and required expertise

- Identify expertise available in the UNCT and government.
- Determine where regional or global CADRI support is needed.
- Confirm methodology to be applied, including CADRI Tool, E-Catalogue, and other relevant resources.

c. Define timeline and sequencing

- Establish expected duration of engagement.
- Agree on milestones and sequencing of CADRI services (diagnosis, planning, review, training).

d. Agree on the Country Compact

- Confirm roles and responsibilities of government lead institution, UNCT (lead agency, technical focal points, RCO), and CADRI regional/global focal points.
- Ensure clarity on ownership, coordination, dissemination of outputs, and follow-up commitments.

e. Provide overview of CADRI services and methodology

- Present CADRI methodologies, tools, and resources tailored to country context.

Scoping Mission Deliverables

Outline the mission deliverables. The following may be used as a guide.

- Short debriefing note or PPT summarizing:
    - Overall focus, sectoral priorities, geographic scope.
    - Draft TOR for CADRI engagement, expected outputs, timeline, and stakeholder roles.
- Scoping mission report submitted within 2 weeks post-mission.
- Recommendations on use of CADRI Tool, training e-catalogue, and identification of support from regional/global focal points.

All deliverables are shared with UN RC/HC and RCO focal point for dissemination to UNCT, government lead institution, and CADRI regional and global focal points.

Mission Dates and Locations

- *Duration: [xxx working days]*
- *Dates: [start–end]*
- *Locations: [capital, provinces, municipalities]*

Scoping Team Composition

Agency and Office Location	Name	Function	Email	Phone

In-Country Focal Points

Agency and Office Location	Name	Function	Email	Phone

Proposed Schedule

See Annex X for a mission schedule template.

Annex 5. Scoping Mission Schedule Template

Day/Time	Activities
Day 1	
09:00–09:30	Courtesy meeting with UN RC/HC and mission members
09:30–11:00	Briefing with UNCT: mission objectives, country context, UNCT priorities, CADRI overview (CADRI focal point support if requested)
11:00–12:00	Courtesy meeting with senior government representative: confirm leadership, outline engagement scope
12:00–13:00	Lunch
13:00–15:00	Government-led meeting with lead institution / national coordination mechanism: define priority sectors, geographic and thematic scope
15:00–17:00	UNCT technical group meeting: internal coordination, identify expertise gaps, plan follow-up
Day 2	
08:00–12.00	Bilateral meetings (sub-team 1): sector-specific inputs with government and UNCT stakeholders Bilateral meetings (sub-team 2): parallel sector-specific inputs
12:00–13:00	Lunch
13:00–15:00	Continue bilateral meetings and consultations
15:00–17:00	Consolidation of findings by scoping team and UNCT, preparation for Day 3 debrief
Day 3	
08:00–10:30	Meetings with other stakeholders: NGOs, donors, Red Cross/Red Crescent, development banks
10:30–12.00	Consolidation session: review findings, draft scope and Country Compact inputs
12.00–13.00	Lunch
13.00–14.00	Continue consolidation session
14.00–15.00	Debrief with UN RC/HC: preliminary findings, validate draft Country Compact inputs
15.00–16.00	Debrief with government lead institution: confirm engagement scope, finalize draft Country Compact inputs

Annex 6. Scoping Mission Report Template

Scoping Mission Report
CADRI Partnership Engagement in [country]
Location, Date

Objective

This section outlines the objective of the scoping mission, mentioning the date and requesting institution having made the request and introducing the CADRI Partnership (use the section "Request" from the mission TORs). This section also includes information regarding the scoping mission team members (name, function, agency).

Context analysis and entry points

This section expands the "Context" section from the mission TORs by providing a brief analysis of information gathered from the scoping mission meetings and a quick analysis of secondary documentation provided before the mission.

Climate and disaster risk profile

Short overview of the disaster risk profile of the country, including the INFORM risk index ranking, and of key climate change projections. Include information regarding most recent/ major disaster impacts.

Institutional and policy environment

Short overview of the institutional structure for disaster management/ risk reduction (including prevention as well as response) and climate change adaptation. Include information regarding coordination structures, such as National Platform for DRR, inter-ministerial coordination body for DRR/ response, Climate Change Commission or similar structure, etc. Include information about sectoral ministries DRR and CCA mandates gathered from the scoping mission interviews.

UN System and partner programming opportunities

Short overview of the UN System programmes in DRR, humanitarian (disaster) response and CCA, including a short analysis of DRR and CCA integration into the UNSDCF, agency country programmes, UN joint programmes, etc. If the scoping mission team meets with international development partners beyond the UN System, such as donor countries and development banks, include a short overview of their programming and investment priorities.

Scoping mission findings

This section provides an analysis of the mission findings related to existing capacities, capacity gaps or limitations, and opportunities for capacity development. The analysis can be presented as a narrative with clear headings, or in the format below. The categories below can be capacity-specific, related to various components of DRR and CCA (generic or hazard-specific), based on sectors, or other categories emerging from the findings. The scoping mission recommendations need to emerge from and be directly linked to this analysis.

Category	Existing Capacities	Capacity Gaps	Opportunities for Capacity Development

Scoping mission recommendations

In line with the capacity gaps and opportunities identified, this section outlines what the CADRI Partnership can offer to support national counterparts and the UN Country Team (UNCT) in strengthening disaster and climate resilience. It highlights the substantive focus, required expertise, expected deliverables, and suggested timeline for CADRI engagement.

Focus for the CADRI engagement

Overall focus

This section outlines the overall focus of the engagement, as identified by the government and the UNCT, for example: disaster risk reduction (DRR), preparedness for disaster response, climate change adaptation (CCA), or integrated approaches.

Thematic and sectoral focus

This section enumerates the themes and sectors emerging as priorities to include in the multi-sectoral capacity diagnosis. Thematic areas could include, but are not limited to:

- *Risk information systems and processes*
- *Institutional development and coordination*
- *Gender-responsive and inclusive DRR/CCA planning*
- *Integration of DRR and CCA into national and sectoral development strategies*
- *Preparedness and early action mechanisms*
- *Mainstreaming DRR/CCA into the UNSDCF and SDG priorities*

Sectoral focus should draw on CADRI's 10 socio-economic sectors (e.g. agriculture, health, education, social protection, infrastructure, environment).

Geographical scope

This section outlines the geographical areas to be considered for the capacity diagnosis. Areas should be selected to reflect diverse risk profiles and socio-economic settings.

Engagement should cover both national and subnational levels (2–4 regions recommended), ensuring representation of different administrative levels (municipal, district, community). The participation of civil society, local authorities, and the private sector is strongly encouraged alongside national institutions.

Expertise required

In line with the thematic and sectoral priorities identified, this section specifies the type of expertise required.

Expertise should be mobilized primarily from the UNCT and CADRI partner agencies, with complementary support from other international and regional rosters where needed (e.g. UNDAC, Environmental Emergencies Roster, standby partners such as MSB, GenCap, CANADEM, NRC).

Deliverables and timeline

This section outlines the deliverables that CADRI services can support the government and UNCT with, based on an agreed timeline.

Next steps

Next steps should be agreed jointly by the government and the UNCT, with support from CADRI partner agencies as required. They should be tailored to the country context and aligned with the Country Compact.

Deadline	Responsible Party	Activity

Annex – Stakeholders consulted

Agency and Office Location	Name	Function	Email	Phone

Annex 7. Capacity Diagnosis Mission TOR Template

Objective	Capacity diagnosis of the [DRR / preparedness /CCA] system in [name of country], applying the CADRI Capacity Diagnosis Methodology and Digital Tool
Dates	[Insert Dates]
Location(s)	[City / Field Locations]
CADRI Team Leader	Name, function, agency, email address, mobile phone
UNCT / RCO Focal Point(s)	Name, function, agency, email address, mobile phone
Government Lead Institution Focal Point	Name, function, agency, email address, mobile phone

Objective

Briefly outline the objective of the capacity diagnosis mission.

Request for CADRI Services

This section indicates the date of the request and the identity of the government institution having made the request. This section also includes information regarding the scoping mission: date, team members (name, function, agency), link to the report. The section also briefly introduces the CADRI Partnership and its services. The following standard text should be tailored:

A request to mobilize the CADRI Partnership services has been submitted by the Ministry of xxx of the Government of xxx through the UN Resident Coordinator on [date].

A scoping mission to define the terms of reference of the CADRI Partnership engagement in the country took place [date, location]. An international mission was deployed to conduct the scoping mission and included [name, function, agency of mission members]. The scoping mission report [date] is available at [provide link]. The present terms of reference are developed based on the scoping mission findings and recommendations.

The Capacity for Disaster Reduction Initiative (CADRI) is a global partnership of 20 humanitarian and development organizations dedicated to helping countries reduce disaster and climate risks through integrated, multi-sectoral capacity development. The CADRI Partnership connects governments, UNCTs, and partners with a suite of proven tools, methodologies, and a unique pool of multidisciplinary expertise across 10 socio-economic sectors, to support countries in achieving the 2030 Agenda and ensuring no one is left behind.

The CADRI Partnership delivers customizable capacity development services in DRR and CCA. Our approach empowers governments and UNCTs to lead risk-informed development and humanitarian action across sectors, by providing practical tools and expert guidance to support:

- Capacity diagnosis
- Prioritization and planning
- Programming review
- Training and referral

Context Analysis and Entry Points

This section presents an abridged version of the same section from the Scoping mission report.

Climate and disaster risk profile

Short overview of the disaster risk profile of the country, including the INFORM risk index ranking, and of key climate change projections. Include information regarding most recent/ major disaster impacts.

Institutional and policy environment

Short overview of the institutional structure for disaster management/ risk reduction (including prevention as well as response) and climate change adaptation. Include information regarding coordination structures, such as National Platform for DRR, inter-ministerial coordination body for DRR/ response, Climate Change Commission or similar structure, etc. Include information about sectoral ministries DRR and CCA mandates gathered from the scoping mission interviews.

UN System and partner programming opportunities

Short overview of the UN System programmes in DRR, humanitarian (disaster) response and CCA, including a short analysis of DRR and CCA integration into the UNSDCF (UNDAF), agency country programmes, UN joint programmes, etc. If the scoping mission team meets with international development partners beyond the UN System, such as donor countries and development banks, include a short overview of their programming and investment priorities.

Scoping Mission Findings

This section presents an abridged version of the same section from the Scoping mission report.

This section provides an analysis of the mission findings related to existing capacities, capacity gaps or limitations, and opportunities for capacity development. The analysis can be presented as a narrative with clear headings, or in the format below. The categories below can be capacity-specific, related to various components of DRR and CCA (generic or hazard-specific), based on sectors, or other categories emerging from the findings. The scoping mission recommendations need to emerge from and be directly linked to this analysis.

Category	Existing Capacities	Capacity Gaps	Opportunities for Capacity Development

Focus for the Capacity Diagnosis

Overall focus

This section outlines the overall focus of the engagement: DRR; preparedness for disaster response; CCA.

Thematic and sectoral focus

This section outlines the themes or sectors emerging as priorities as defined by the Government and the UN Country Team (UNCT) to include in the multi-sectoral capacity development approach. These priorities guide the tailoring of the CADRI methodology and tools to the country context.

Thematic areas may include: risk information systems and processes; institutional development and coordination; gender-sensitive DRR planning; integration of DRR and CCA; integrating DRR (and/ or CCA) into the UNSDCF (UNDAF); preparedness; etc. The sectoral focus should include priority sectors as highlighted by the scoping mission

findings; these will be further prioritized or refined during the definition of the terms of reference of the capacity diagnosis. Alternatively, a priority list of SDGs could be identified.

Geographical scope

This section outlines the geographical areas to be considered for the capacity diagnosis. The selected areas should present different risk profiles and, if possible, different socio-economic settings. Two to maximum four regions should be considered in addition to the central/ national/ capital level. Regions to be visited should comprise various administrative levels, i.e. municipal, town/ village, consistency. The participation of the National Red Cross/ Red Crescent Society and/ or other national or international NGOs for the identification of the regions to be visited and for carrying out the visits is highly recommended. Representatives of national/ central government institutions for all field visits is required.

Deliverables and Timeline

This section outlines the expected deliverables of the capacity diagnosis.

Mission Dates and Locations

- *Duration: [xxx working days]*
- *Dates: [start–end]*
- *Locations: [capital, provinces, municipalities]*

Methodology

The capacity diagnosis will be conducted with a focus on national and sub-national capacities using the CADRI Capacity Diagnosis and Planning Tool. The CADRI Tool comprises a modular questionnaire that provides the basis for conducting an assessment based on face-to-face interviews. In preparation of the diagnosis, the assessors will review the questionnaire and will select the relevant questions for each interview. This means that each assessor will build his/ her own questionnaire by selecting the relevant questions he/ she needs to use during the interview. It is expected that the assessors have solid technical knowledge of their respective area of competence, as well as of the reality of the country/ region/ locality.

The methodology for data collection and information analysis includes:

Interviews and field visits

- Interviews with institutions of the DRM system at all levels (national and sub-national at all decentralized levels of administration) based on the CADRI questionnaire/ tool
- Field visits to municipalities of identified hazard-prone areas (at all decentralized levels of administration) – locations to be determined by in-country partners and communicated to assessment team ahead of the mission
- Visits to infrastructures of the national emergency management structure, if in place (at national and sub-national/ municipal level)

Analysis of documentation

The team will undertake documentation analysis made available by the in-country partners (national legislation, policies, strategies, action/ work plans, programme documents, various reports, etc.). During the mission, key national documents will be reviewed; secondary sources and other documents will be reviewed by team members after the mission, and findings will be included into their written contribution to the report.

In-country consolidation of preliminary findings

The mission includes one or two days for the consolidation of main findings from the diagnosis. These findings are presented during a half-day workshop convening the participants to the assessment to share the preliminary findings. In addition, or alternatively, preliminary findings will be presented on high-level debriefing meetings with the UNRC, UNCT and government representatives at the end of the mission. The mission team is thus required to prepare debriefing notes or key messages summarizing the preliminary findings from the assessment.

Team composition

In order to secure national ownership and sustainability of the support provided, the capacity diagnosis team will be carried out by a team composed of both national and international staff:

In-country team

The capacity diagnosis team will be led by the designated government coordinating entity [name here]. Representatives of this institution are expected to participate in all interviews and field visits, ensuring national ownership of the process.

The in-country team will draw expertise from:

- Government entities (national and sub-national)
- UN Country Team
- National Red Cross/Red Crescent Society and IFRC
- Universities and local research institutes
- NGOs and civil society organizations
- Bilateral or multilateral donors
- Communication specialist(s) from government and UN agencies

The in-country team will be trained on the CADRI methodology prior to the start of the assessment. They may convene regularly in advance of the mission to ensure preparation. The in-country team will be responsible for defining the day-to-day schedule, confirming meetings, organizing field visits, and handling logistics (vehicles, meeting rooms, etc.).

International team

International expertise may be mobilized upon request from the Government and UNCT to complement in-country capacities. Such expertise will be drawn from CADRI Partnership organizations at regional or global levels, in line with the specific thematic or sectoral needs identified for the assessment.

If deployed, the international team will work under the overall leadership of the in-country team, and support with targeted technical knowledge and facilitation of the CADRI methodology. Preparatory conference calls with all team members (in-country and international) may be organized prior to the mission.

Agency and Office Location	Name	Function	Email	Phone

Annexes

The government and UNCT should prepare the following documents (using CADRI templates) and include as annexes:

- Mission schedule
- List of institutions to be interviewed
- List of key documents to be reviewed
- CADRI Tool (questionnaire) and guidance note
- Proposed outline of the Report
- Confirmed team members with full contact details
- Accommodation and logistics note

Annex 8. Capacity Diagnosis Mission Schedule Template

		Week 1
Monday	08:30	Pick up from the guest house - International team arrives at the UN House
	09.00-09.30	**Courtesy call to UN RC** Participants: Mission team + RCO Purpose: Introduction to the mission Venue: UN compound
	10.00-11.00	**Mission briefing meeting with UN RC and UN Country Team** Participants: Mission team + UNRC + UNCT + RCO + assigned focal points from UN agencies + communication specialist(s) Purpose: Introduction to the mission Venue: UN compound
	12.00-13.00	**Courtesy call to the Office of the President/ Prime Minister/ Minister** Participants: Mission team + UN RC + RCO Purpose: Introduction to the mission Venue: Government premises
	14.00-17.00	**Working session of assessment team** Participants: Mission team + RCO + assigned focal points from UN agencies + assigned team members from government lead institution + communication specialist(s) Purpose: Review of mission schedule, division by sub-teams, agree with government lead institution, finalize daily meeting schedules and logistics Venue: UN compound
Tuesday	09.00-10.30	**Meeting with the government lead institution** Participants: Mission team + assigned focal points from UN agencies + RCO Venue: Government premises
	10.30-13.00	**Group meeting with the national coordination mechanism for DRR and/ or CCA** Participants: Mission team + assigned focal points from UN agencies Venue: Government premises
	14.30-16.30	**Meeting with the UN Resilience Group** Participants: Mission team + RG members + RCO Venue: UN compound
	From Wednesday to Friday, 3 to 5 sub-teams will be formed as follows. Please fill in schedule per team	

CENTRAL LEVEL ASSESSMENT
- • Team 1 Capital City
- • Team 2 Capital City

LOCAL LEVEL ASSESSMENT
- • Team 3 Region A
- • Team 4 Region B
- • Team 5 Region C

CENTRAL LEVEL ASSESSMENT

	Team 1 Capital City	**Team 2 Capital City**
Team composition	International member UN agency CO member(s) Gov representative	International member UN agency CO member(s) Gov representative
Logistics	Driver (name, phone number, plates)	Driver (name, phone number, plates)

Kindly book the following meetings for this team and insert confirmed meeting time. Please ensure a minimum of 1h is secured for each meeting excluding transport/ transfer time.

Wednesday	4 to 6 meetings daily for each sub team with institutions as per the guidance on institutions to be interviewed	4 to 6 meetings daily for each sub team with institutions as per the guidance on institutions to be interviewed
Thursday	Same as above.	Same as above.
Friday	Same as above.	Same as above.

LOCAL LEVEL ASSESSMENT

	Team 3 Region A	**Team 4 Region B**
Team composition	International member UN agency CO member(s) Gov representative	International member UN agency CO member(s) Gov representative
Logistics	Departure from Capital City to region: Arrival in Capital City: Driver (name, phone number, plates):	Departure from Capital City to region: Arrival in Capital City: Driver (name, phone number, plates):
List of institutions requiring meeting	*Fill in as per guidance*	*Fill in as per guidance*
Wednesday	4 to 6 meetings daily for each sub team with institutions as per the guidance on institutions to be interviewed	4 to 6 meetings daily for each sub team with institutions as per the guidance on institutions to be interviewed
Thursday	Same as above.	Same as above.
Friday	Same as above.	Same as above.
Saturday	Individual work on notes/ report writing	
Sunday	International team meeting at UN premises to consolidate initial findings	

On Monday and Tuesday, the team splits in 3 sub-teams in Capital City as follows:

- Team 1 Capital City
- Team 2 Capital City
- Team 3 Capital City

CENTRAL LEVEL ASSESSMENT (continued)

Team composition	**Team 1 Capital City** International member UN agency CO member(s) Gov representative	**Team 2 Capital City** International member UN agency CO member(s) Gov representative	**Team 1 Capital City** International member UN agency CO member(s) Gov representative

Kindly book the following meetings for this team and insert confirmed meeting time. Please ensure a minimum of 1h is secured for each meeting excluding transport/ transfer time.

Monday	4 to 6 meetings daily for each sub team with institutions as per the guidance	4 to 6 meetings daily for each sub team with institutions as per the guidance	4 to 6 meetings daily for each sub team with institutions as per the guidance
Tuesday	Same as above.	Same as above.	Same as above.

Wednesday	**Assessment team working meeting** <u>Participants</u>: International team + RCO + assigned team members from Gov and UN agencies + communication specialist(s) <u>Purpose</u>: Synthesis of preliminary assessment mission findings and preparation of Power-Point presentation & briefing document for debriefing meetings Venue: UN compound		

Thursday	09.00-10.00	**Debriefing session to Senior representative of Government lead institution**	
	11.00-12.00	**Debriefing session to UN RC** <u>Participants</u>: Mission team + RCO <u>Purpose</u>: Synthesis of preliminary assessment mission findings and preparation of the upcoming workshop Venue: Government premises	
	14.00-17.00	**Workshop to present preliminary capacity assessment findings** <u>Logistics</u>: Gov premises or hotel venue <u>Participants</u>: Minimum 1 representative from the institutions visited, government lead institution, UN agencies, other stakeholders (count about 40 - 50 pax), communication specialist(s) <u>Opening</u>: Senior representative of Government lead institution and UN RC	

Friday	09.00-10.00	**Debriefing session to Office of the President/ Prime Minister/ Minister** Participants: Mission team + UN RC + RCO + representatives of lead government institution Purpose: Synthesis of preliminary assessment mission findings and information regarding the upcoming workshop Venue: Government premises
	11.00-12.00	**Debriefing session to UN RC and UN Country Team** Participants: Mission team + UN RC + UNCT + RCO + assigned team members from UN agencies + communication specialist(s) Purpose: Key mission findings, next steps, follow-up actions of interest to the UN Venue: UN compound
	PM	**Mission feedback session**: Purpose: Mission feedback & lessons learned. Roles and responsibilities for report writing and next steps Venue: UN compound
Saturday	Departure of international team members	

Annex 9. Capacity Diagnosis Mission List of Institutions for Consultation

This list serves as a guide for selecting and confirming meetings with in-country institutions and stakeholders during the capacity diagnosis mission. The exact names of institutions and departments should be adapted for each country context.

Institution	Meeting Purpose
Regional Level – Coordination structures / technical bodies	
Regional Economic Communities or regional DRR/CCA bodies	Share regional DRR/CCA priorities, guidance, frameworks, and coordination mechanisms; understand alignment with national strategies; identify regional funding or technical support opportunities. **Regional bodies include:** African Union (AU) / African Ministerial Conference on the Environment (AMCEN); Economic Community of West African States (ECOWAS) – Disaster Risk Management Unit; Southern African Development Community (SADC) – Disaster Risk Reduction Unit; Association of Southeast Asian Nations (ASEAN) – Disaster Management Centre; Pacific Community (SPC) – Climate and Disaster Resilience Unit; European Union Civil Protection Mechanism (for European countries)
Central level – Government institutions	
Office of the President / Vice President / Prime Minister / Minister	Raise awareness on the thematic areas for the country engagement and build support for next steps in implementation.
Ministry of Finance or Ministry of Economic Development or Ministry of Planning and Budget	**Department of finance:** Raise awareness on DRR and CCA and build support for next steps in implementation; discuss issues of access and use of disaster and climate risk data in funding allocation; knowledge of financial losses due to drought and flash floods; financial instruments to protect investment against disaster and climate risks; insurance penetration; integration of CCA or DRR-related budget tracking or coding systems as a base for CCA and DRR-specific policy mainstreaming. **Department for public sector investment:** Discuss the use of climate and disaster risk information in the decision-making process and approval of public sector investment. **Department of planning:** Discuss issues of understanding of the mechanics of decision making and budget allocation; access to risk and vulnerability data from various sectors; access to and use of risk and vulnerability data in national plans and strategies; knowledge of socio-economic losses due to disasters.
Ministry of Territorial Affairs	Discuss issues of understanding of the changes induced by the decentralization reform in terms of devolution of responsibilities to local government and local administration (in land use planning, in urban planning; in coordination of emergency response); issues of access to and use of climate and disaster risk data and coordination between sectors at local level.
Ministry of Interior	Discuss issues of preparedness and response: institutional framework, legislative framework, operational capacities, coordination mechanism with sectors, contingency plans, decentralized structures for response; coordination for recovery; coordination health, WASH, food security; effectiveness of early warning systems; data collection periodicity for disaster loss and damages across sectors; access to and use of climate and disaster risk data; information management.
Ministry of Defence	Discuss issues of role of armed forces in emergency response in case of disasters, effectiveness of coordination mechanism; strengths and weaknesses of early warning system and communication systems.

Emergency services: Police Force, Fire and Rescue Service, Medical Emergency Service	Discuss operational issues related to emergency response in case of disasters, effectiveness of coordination mechanism; strengths and weaknesses of early warning system and communication systems.
Ministry of Environment	Department of environment: Discuss issues of information management systems (surveillance of forest cover; land degradation; biodiversity losses; marine and mangrove habitat destruction; coastal zone erosion); use of hazard maps and climate data to develop environmental management strategies; ecosystem-based DRR; forestry programmes; environment impact assessment (does the EIA methodology include hazard data; strength of the governance and accountability mechanism). Department of climate change: Discuss issues of CCA programs relating to natural resource management; forestry; coastal zone; effectiveness of the climate change national coordination forum; access to climate finance for DRR. Department of industrial or technological hazards (or environmental emergencies): Discuss issues of management of hazardous waste; preparedness for environmental emergencies (for instance preparedness plan for oil spill, mining accidents, etc.). Department of coastal protection: Discuss issues related to sea dykes, mangrove management and other measures related to coastal storm surges, tsunamis and sea-level rise.
Ministry of Agriculture or Rural Development	Departments in charge of climate change adaptation, veterinary services, livestock services, agricultural research and extension services, crop production, forestry or rangeland, fisheries and aquaculture, water and irrigation, land use planning, food safety and consumer protection. Discuss issues and programs of drought mitigation, land use planning; access to and use of climate and disaster risk data in food security, agriculture, livelihoods strategies; early warning system for food security; safety nets for farmers.
Ministry of Water Resource Management	Discuss issues of access to and use of climate and disaster data in plans and strategies; mitigation measures and programs in place for water scarcity; coordination with other sectors.
Meteorological Service Department	Discuss nature of information produced; periodicity and target audience; network of stations; use of information by public and private sector; effectiveness of early warning system for flash floods; access and use of climate data; collaboration and coordination with other sectors.
Ministry of Social Development / Affairs / Women's Affairs / Gender	Departments in charge of social affairs, gender equality, social welfare protection. Discuss issues of access to and use of climate and disaster risk data; documentation of differentiated impact of disasters on women and men, girls and boys; knowledge of disaster losses for social sectors; efficiency of early warning and early action system; early warning system for food security; vulnerability analysis and vulnerability mapping system; targeting of most vulnerable groups located in high risk zones like slums or slopes; safety nets; social protection system; coordination with other sectors in emergency response and recovery; caring for the needs of displaced populations.
Ministry of Health	Discuss issues of emergency preparedness for epidemics; epidemics surveillance and early warning; prevention of epidemics and waterborne diseases linked to floods or drought; access to and use of climate and disaster data in sector plans and strategies.
Ministry of Public Works and Housing	Departments of urban planning, water and sanitation services, drainage systems. Discuss issues of access to and use of climate and disaster data in planning public works and housing investment; enforcement of building codes with construction industry; prevention, preparedness and early action for various hazards; evaluation of financial losses and damages to infrastructures due to disasters; management of informal settlements.
Ministry of Primary and Secondary Education	Discuss issues of development and use of manuals on DRR and CCA for students; training of teachers on DRR and CCA; risk mapping of schools; guideline for safe schools; participation in early warning system; evaluation of number of days of school lost to disasters.

Ministry of Higher Education	Discuss issues of development of graduate and postgraduate modules on DRR and CCA, water resource management, natural resource management; research; strategy to link provision of educational opportunities with employment opportunities.
Ministry of Public Works / Infrastructure	Discuss issues of access to and use of climate and disaster risk information in the planning of investment in infrastructures (transport, ICT, social infrastructure); evaluation of losses and damages to transport sector due to past disasters; use of guideline for resilient infrastructure; public sector procurement guidelines.
Ministry of Transport	Discuss issues of access to and use of climate and disaster risk data in investment in transport infrastructures; evaluation of losses and damages to transport sector due to past disasters; use of guidelines for resilient infrastructure.
Ministry of Energy	Discuss issues of changes in seasonal and annual heating and cooling demands; risks and opportunities on energy production and supply conditions. Risks include modifications in power plant efficiency rates, problems with cooling water and damage to energy infrastructures caused by extreme weather phenomena.
Ministry of Information and Telecommunications	Discuss issues of access to and use of climate and disaster risk data in investment in telecommunications infrastructures; evaluation of losses and damages to telecom sector due to past disasters; use of guideline for resilient infrastructure; role in early warning system and public information on DRR.
Ministry of Tourism	Discuss issues of access to and use of climate and disaster risk data to plan investment in tourism industry; prevention and preparedness for seismic risks, landslides and flash floods in cultural heritage sites.
Ministry of Culture and Heritage	Discuss issues of access to and use of climate and disaster risk data to plan prevention and preparedness for disaster and climate risks in cultural heritage sites.
National Institute of Statistics	Discuss issues of production, access to, dissemination and use of climate and disaster risk data.
Central level – Coordination structures	
National Platform for DRR	Meeting with the institution responsible to assume the Secretariat of the Platform. Group meeting with the members of the Platform.
National Climate Change Commission (or similar)	Meeting with the institution responsible to assume the Secretariat of the Platform. Group meeting with the members of the Platform.
Central level – Non-state stakeholders	
Bilateral and multilateral partners (UN System, EU, WB, regional development banks, regional technical bodies, bilateral partners, donor countries)	Discuss their programming and investment priorities for DRR, CCA, sectors.
National Red Cross / Red Crescent Society	Discuss their programming priorities for DRR, CCA, sectors.
NGOs	Discuss their programming priorities for DRR, CCA, sectors.
Private sector entities (telecom, agro-business, construction, tourism)	Discuss access to and use of climate and disaster risk data in business development plan, and measures to protect their business from the impact of disaster, including business continuity plan, insurance etc.
Academia (universities, research institutions)	Discuss their programming priorities and research on DRR, CCA.
Local level	
Government decentralized structures (governor/mayor office, planning office, disaster management office, emergency operation center, local DRR platform, sector departments in land use, WASH, environment,	Discuss access to and use of climate and disaster risk data, preparedness and coordination responsibilities at local levels.

forestry, public works, agriculture, industry, social welfare, gender, youth)	
Red Cross / Red Crescent local office	Discuss their programming priorities for community preparedness.
Local / international NGOs and CSOs	Discuss their programming priorities for DRR, CCA, sectors.
Private sector entities (farmers associations, cooperatives, tourism, industry)	Discuss their programming priorities for DRR, CCA, sectors.

Annex 10. Capacity Diagnosis Mission List of Documents for Review

Owner	Documents for Review
Government	- National law for disaster management / disaster risk reduction - National law for climate change / environment - National disaster management / disaster risk reduction (DM/DRM/DRR) policy, strategy, or plan of action - National Communication to the UNFCCC - National Adaptation Plan (NAP) - National Development Plan / Strategy - National Economic / Growth Strategy - National sectoral policies, strategies, plans and programmes, including: - Environment (forestry, fisheries, biodiversity, etc.) - Agriculture - Gender / women's empowerment - Water management - Social protection - Education (all levels) - Land use / urban planning - Risk profile documentation (if available) - National Platform (or equivalent DRR coordination mechanism) documents - Standard Operating Procedures (SOPs) for disaster management structures / disaster response coordination mechanisms (national, district, local levels) - National and/or district disaster response plan - Post-Disaster Needs Assessment (PDNA) reports (if available) - Recovery plans or frameworks - Sendai Monitor report
UN System	- UNSDCF / UNDAF - UN Agencies' Country Programme Documents / Strategies - UN Agencies' project documents - UN joint programme documents - Humanitarian Response Plan
Other national partners	Current programme or project documents of: - NGOs (national and international) - Red Cross / Red Crescent National Societies, the International Federation of Red Cross Red Crescent (IFRC) - IFIs and bilateral donors - Private sector (insurance, industry, as relevant) - Mass media (coverage of disaster risk reduction and climate change issues, including issues linked to food security, health hazards and epidemics, etc.)

Annex 11. Technical Validation Workshop Template

TECHNICAL VALIDATION WORKSHOP OF THE [TITLE OF THE REPORT]
Date, Location

Workshop objective: The objective of the workshop is to review and prioritize the recommendations of the [title of the report]. The report is the result of the capacity diagnosis jointly conducted [dates] by the Government of [country] and the UN System in [country], supported through the use of CADRI Partnership methodologies and services.

This workshop is organized at technical level regrouping representatives of various units and departments of all institutions, public and private, central and local, involved in the capacity diagnosis process. The format of the workshop can be changed to span over two days.

After the workshop, the revised report comprising the prioritized recommendations may be submitted for a final round of consultation to all institutions involved. The Report is finalized and submitted for high-level validation (see High-level report validation workshop template).

Time	Session	Presenter
08.30–09.00	Arrival of participants	All participants
09.00–09.20	Official opening • Statement by Mr/Ms [Name, function of senior representative of government lead institution] • Statement by Mr/Ms [Name], UN Resident Coordinator	Senior government representative, UN RC, Master of Ceremony
09.20–09.30	Round of introduction of participants	All participants
09.30–10.00	Introduction • Objective, scope, methodology • Brief overview of the diagnosis process leading to the development of the Report • Brief overview of key sectors/themes of the Report for which recommendations have been developed	Representative of government lead institution for the diagnosis or CADRI Team Leader
10.00–10.10	Group photograph	Communications specialists, Media
10.10–10.30	Coffee break	Senior representatives leave the workshop
10.30–10.40	• Introduction to methodology for prioritization and validation of recommendations • Division of participants into groups	CADRI Team Leader
10.40–12.00	Group work • Participants review the recommendations and rank them in order of priority following the methodology presented	All participants
12.00–13.00	Lunch break	

13.00–15.00	Group work (continued) • Participants review the recommendations and rank them in order of priority following the methodology presented	All participants
15.00–15.20	Coffee break	
15.20–16.30	Plenary presentation • Each group presents the prioritized recommendations • Questions and answers after each group presentation	Facilitator: Representative of government lead institution
16.30–16.50	Final plenary discussion	Facilitated by CADRI Team Leader
16.50–17.00	Next steps for the finalization of the Report	Representative of government lead institution
17.00–17.10	Closing remarks	Senior representative of government lead institution

Annex 12. High-Level Validation Workshop Template

NATIONAL VALIDATION WORKSHOP OF THE [TITLE OF THE REPORT]
Date, Location

Workshop objective: The objective of the workshop is to validation the recommendations of the [title of the report]. The report is the result of the capacity diagnosis jointly conducted [dates] by the Government of [country] and the UN System in [country], supported through the use of CADRI Partnership methodologies and services.

Time	Session	Presenter
08.30–09.00	Arrival of participants	All participants
09.00–09.10	Welcome remarks	Master of Ceremony
09.10–09.20	Statement by Mr/ Ms [Minister/ VP/ Senior representative of President's Office/ Prime Minister's Office]	Senior government representative
09.20–09.30	Statement by Mr/ Ms [name], UN Resident Coordinator	UN RC
09.30–09.40	Round of introduction of participants	All participants
09.40–09.50	Introduction: • Objective, scope, key sectors/ themes of the Report • Brief overview of the diagnosis process leading to the development of the Report	Representative of government lead institution for the diagnosis
09.50–10.30	Presentation of the recommendations of the Report	Representative of government lead institution for the diagnosis
10.30–10.50	Questions and Answers	Facilitated by the Master of Ceremony
10.50–11.00	Vote of validation and next steps	Representative of government lead institution for the diagnosis
11.00–11.10	Closing remarks	UN RC
11.10–11.20	Closing remarks	Senior government representative
11.20–11.30	Group photograph	Communications specialists, Media

Annex 13. Methodology for Prioritization of Recommendations

Introduction

The prioritization of recommendations is a critical step in translating the capacity diagnosis into actionable outcomes. It helps identify interventions that can most effectively strengthen DRR and climate change adaptation CCA capacities at both national and sectoral levels. Ideally, the objectives for prioritization are defined during the diagnosis phase, but they can also be validated or refined at this stage. Before prioritization begins, sectoral recommendations should already be aligned with national (general) recommendations, as part of the capacity diagnosis process.

Prioritization Process

The prioritization of recommendations involves the following steps:
1. Define or validate overarching objectives against which recommendations will be assessed. Ideally, these objectives should be defined during the capacity diagnosis.
2. Sort recommendations by scope of intervention (strategic, tactical, or operational) to help structure the assessment and understand the level of intervention required.
3. Select the criteria that will guide the prioritization (e.g., feasibility, impact, urgency) and choose a method that aligns with the criteria and the country context (e.g., scoring, ranking, group consensus).
4. Implement the prioritization process by engaging stakeholders in applying the selected method and assessing each recommendation against the agreed criteria and objectives.
5. Review and validate the results and adjust based on feedback.
6. Prepare the final list of prioritized recommendations linked to concrete next steps in the planning and programming phase.

The following sections provide a detailed explanation of the recommended approach for prioritization within the CADRI process, including sample tools and templates to support implementation. Table 13.1 provides an overview of the prioritization process.

Table 13.1. Overview of the prioritization process

Step	Description	Lead	CADRI Process Phase
1. Define prioritization objectives	Define the general objectives of the Government lead entity and the specific objectives for each sector/area of intervention identified in the capacity diagnosis.	Government lead entity, UNCT	Scoping Mission, Capacity Diagnosis Mission
2. Set the prioritization framework	Present and agree on the prioritization methodology. Define the "impact" and "feasibility" criteria and the priority matrix.	Government lead entity, UNCT	Scoping Mission
3. Draft and compile initial recommendations	Drafted through interviews, group discussions, and consultations during the capacity diagnosis phase using a brainstorming approach.	Sector/area teams	Capacity Diagnosis Mission
4. Prepare recommendations for prioritization	Compile sector- and area-specific lists of final recommendations.	Sector/area team leads	Consolidation of Capacity Diagnosis Findings
5. Validate the prioritization criteria and matrix	Review and finalize the "impact" and "feasibility" criteria. Adjust the priority matrix for use in prioritization.	Government lead entity, supported by UNCT, with expert participation	Preparation for Validation & Prioritization Workshop

6. Prioritize by sector/area (if applicable)	Assess recommendations against impact and feasibility criteria per scope category. First, prioritize national priorities by area of intervention, then align and prioritize sector-specific recommendations.	Government lead entity, supported by UNCT; Sector/area teams	Validation & Planning Workshop
7. Prioritize across areas of intervention (optional)	First-priority recommendations across areas are compared using the impact/feasibility matrix to assess their contribution to overall national objectives.	Government lead entity, supported by UNCT; Sector/area teams	Validation & Planning Workshop
8. Unpack prioritized recommendations	Sector ministries and partners transform prioritized recommendations into concrete activities.	Government lead entity, with UNCT support	Validation & Planning Workshop
9. Consolidate planning instruments	Cross-sector groups review prioritized actions to identify synergies and develop a consolidated planning framework.	Government lead entity, with UNCT support	Validation & Planning Workshop

Preparation and Description of the Recommendations

The prioritization process can only be meaningfully undertaken if the recommendations are described in a way that allows for comparison and evaluation against clearly defined objectives and prioritization criteria.

Recommendations can be understood as proposals for action to address specific capacity gaps. The working assumption is that participants in the capacity diagnosis process possess the necessary expertise, contextual knowledge, and sectoral experience to formulate relevant and feasible recommendations.

During the capacity diagnosis, recommendations are initially generated by sector or area of intervention based on preliminary consultations with key stakeholders. This process may involve a brainstorming approach. However, during the consolidation of findings, the expert team refines this list, retaining only those recommendations that: are supported by the available information, are clear and easy to understand, directly address the capacity gaps and challenges identified.

For the purpose of prioritization, recommendations should be consistently described using a structured format (see Table 13.2), and classified according to their scope of intervention, as defined below:

- **Strategic level**: Recommendations aimed at the development or strengthening of policies around which DRR/CCA programs and projects are built.
- **Tactical level**: Recommendations related to the establishment or reinforcement of coordination mechanisms, institutional arrangements, or accountability systems for DRR/CCA policy implementation and monitoring.
- **Operational level**: Recommendations focused on concrete actions required for implementation, including the development and application of tools, instruments, and practices.

Table 13.2. Suggested elements for structuring recommendations

Elements	Description
Recommendation Number	Unique identifier, ideally linked to the relevant chapter/section or thematic area of the capacity diagnosis.
Recommendation	Clear, concise statement of the proposed action. Each recommendation (or bullet point within it) should include only one main actionable proposal.
Area of Intervention	Sector or thematic area where the recommendation applies, as identified during the scoping and diagnosis phases. This may follow: • CADRI capacity dimensions • Sendai Framework priorities • National frameworks or thematic clusters

Purpose	Brief explanation of how the recommendation addresses a specific gap or challenge identified during the diagnosis process.
Owner	Lead institution or department expected to drive the implementation of the recommendation.
Contributors	Supporting institutions, departments, or partners expected to be involved in the implementation.
Scope	Indicates whether the recommendation is: • Strategic – policy development or strengthening • Tactical – institutional mechanisms and coordination • Operational – concrete actions, tools, and implementation measures
Timeframe	Estimated implementation period: • Short-term: within 6 months to 1 year • Medium-term: 1 to 3 years • Long-term: more than 3 years *(Adjustable to national context)*

Prioritization Method

Prioritization is the process of determining the relative importance or urgency of various actions. In the context of the CADRI process, it enables alignment of recommendations with the specific objectives and intended outcomes of the planning process. The key challenge lies in selecting appropriate criteria to assess the relative "impact" or value of each recommendation.

Capacity diagnosis missions typically generate one or more of the following outputs, tailored to country-specific demands:

- A capacity development plan supporting an existing national DRR strategy
- Inputs to a national DRR plan of action
- Contributions to the development, revision, or mid-term review of the national development strategy
- Inputs to the revision of a national multisectoral preparedness or contingency plan

The criteria selected for prioritization should reflect the intended output(s) of the process and the country's strategic planning context.

Given the collaborative nature of CADRI processes, a qualitative, consensus-based approach is recommended for prioritization. The expertise and contextual knowledge of stakeholders are critical to ensuring meaningful and realistic outcomes.

While various qualitative methods can be applied, the impact/feasibility priority matrix is recommended. This method balances long-term impact with practical feasibility and allows a structured, yet flexible analysis aligned with CADRI's objectives.

Three-Step Prioritization Process

1. **Prioritization by Area of Intervention**. Recommendations are first grouped and prioritized by national priority areas. These may include the Sendai Framework priorities for action, CADRI Capacity Dimensions (considered in the CADRI Tool), or other nationally defined frameworks.
2. **Sectoral Prioritization within Areas of Intervention**. Sector-specific recommendations (e.g., health, agriculture, environment) are then prioritized within each area of intervention. These sectors are identified by the Government lead entity during the CADRI process. This step results in a list of prioritized recommendations for each sector within a given area of intervention.
3. **Cross-Cutting Prioritization (Optional)**. As a final step (optional depending on national context) recommendations ranked as top priority within each area of intervention may be assessed across areas. This helps identify the highest-impact actions contributing to overarching national objectives. This step does not apply to sector-specific recommendations.

The Government lead entity is responsible for selecting the appropriate method and guiding its implementation throughout the process.

Priority Matrix: Assessing Potential Impact vs. Feasibility

The priority matrix is a decision-support tool used to compare and rank recommendations based on two key dimensions: their potential impact and their feasibility. This matrix facilitates a transparent and consensus-driven process to determine which recommendations should be prioritized for implementation.

Assessing Potential Impact

"Impact" refers to the expected contribution of a recommendation to the achievement of national DRR/CCA objectives. It also considers the ability of the recommendation to influence processes or systems critical to success.

- A set of qualitative criteria is used to evaluate impact (see Table 13.3 for examples).
- Each criterion is scored on a scale from 1 (Low Impact) to 5 (High Impact).
- The total impact score is calculated by summing individual scores.
- Thresholds to categorize recommendations as Low, Medium, or High Impact can be established either before or after scoring.

Note: Criteria should be reviewed and adapted to reflect national priorities and the focus of the government lead entity.

Assessing Feasibility

"Feasibility" captures the extent to which a recommendation is realistically implementable under the current political, institutional, technical, and financial conditions.

- Feasibility is assessed using predefined qualitative criteria (see Table 13.4 for examples).
- Each criterion is rated qualitatively or scored, leading to an overall categorization of Low, Medium, or High Feasibility.
- As with impact, feasibility criteria should be adapted to the local context and agreed upon with national counterparts.

Using the Priority Matrix

- The priority matrix visually maps each recommendation by plotting its impact score against its feasibility rating (see Table 13.5, Table 13.6 and Figure 13.1 for templates and examples).
- Based on this comparison, recommendations can be assigned a priority ranking.
- Results can be summarized in a consolidated format (Table 13.7), showing how all recommendations have been categorized and ranked.

Interpreting and Adjusting Priority Rankings

While the matrix provides an initial ranking based on combined impact and feasibility, it should not be applied rigidly. Final prioritization should be reviewed by the Government lead entity and stakeholders, who may adjust rankings based on strategic considerations or national commitments. For example:

- A recommendation assessed as high impact but low feasibility may still be prioritized if the government is willing to invest in overcoming implementation barriers.
- Conversely, recommendations with moderate impact and high feasibility may be prioritized for quick wins and early implementation.

Applying an Inclusive and Empowering Approach

The prioritization process should also reflect principles of inclusive governance and empowerment, particularly for populations most exposed to risk. This involves:

- Creating formal spaces for the participation of vulnerable groups in public dialogue and decision-making.
- Ensuring their leadership and engagement across all phases—planning, implementation, and monitoring.
- Fostering transparency and collaboration among government, civil society, and the private sector.

This inclusive lens helps ensure that prioritized actions reflect the needs and perspectives of all stakeholders, enhancing legitimacy and effectiveness.

Table 13.3. Examples of possible criteria to assess impact

Criteria	Description	Impact Scale (1 = Low Impact, 5 = High Impact)
Contribution to Objective	Degree to which the recommendation directly supports the achievement of the stated objective	**High:** Strong and direct contribution **Medium:** Moderate or indirect contribution **Low:** Limited or no contribution
Cross-Sector Coordination	Extent to which the recommendation promotes or requires coordination across multiple sectors	**High:** Essential to and significantly enhances cross-sector collaboration **Medium:** Supports objective without requiring strong coordination **Low:** Neither requires nor promotes cross-sector coordination
Empowerment and Inclusiveness	Level of engagement, ownership, and participation promoted among stakeholders, especially those at risk	**High:** Strongly promotes inclusive ownership and stakeholder engagement **Medium:** Encourages involvement but not essential to success **Low:** Minimal or no promotion of inclusiveness or shared ownership

Table 13.4. Examples of possible criteria to assess feasibility

Criteria	Description	Feasibility Scale (1 = Low Feasibility, 5 = High Feasibility)
Political Context	Level of political will and commitment from relevant authorities	**High:** Strong commitment clearly expressed by relevant authorities **Medium:** Uncertain or inconsistent political support **Low:** Little to no interest or support from relevant authorities
Governance	Existence and effectiveness of coordination mechanisms among stakeholders	**High:** Functional government coordination mechanisms with strong stakeholder engagement **Medium:** Coordination exists but may be weak or fragmented **Low:** No effective coordination mechanisms in place
Technical Capacity	Government and partners' ability to plan, implement, and monitor interventions	**High:** Strong technical expertise and adequate resources available for successful delivery **Medium:** Some capacity limitations identified but implementation is still feasible **Low:** Major gaps in capacity likely to hinder implementation

Financial Resources	Availability and certainty of funding for implementation	**High:** Funding secured or clearly identified **Medium:** Funding is possible but specific sources not yet confirmed **Low:** Funding unlikely or unavailable
Additional Factors	Other contextual factors (e.g. legal, timing, risk) that may affect feasibility	**High:** No major obstacles identified **Medium:** Some concerns exist, but can be managed **Low:** Significant barriers or risks with no clear mitigation strategies

Table 13.5. Prioritization matrix template

Area of intervention	Sendai Priority; Capacity Dimensions, etc.					
Gap/Challenge						
Objective						
	Impact Prioritization Criteria 1 (Low) – 5 (High)				**Impact**	**Feasibility**
Recommendations	Contribution to Objective	Cross-Sector Coordination	Empowerment and Inclusiveness	Final Score	(L, M, H)	(L, M, H)
Recommendation 1						
Recommendation 2						
Recommendation 3						
Recommendation 4						
Recommendation 5						

Table 13.6. Mock example prioritization matrix

Area of intervention	Sendai Priority 1					
Gap/Challenge	Risk information is not available in the right format for decision makers (open access, digitalized, spatial data, at the right scale, targeted at users)					
Objective	Increase availability of risk information customized to user's needs					
	Impact Prioritization Criteria Low (≤6); Moderate (>6 to ≤11); High (>12)				**Impact**	**Feasibility**
Recommendations	Contribution to Objective	Cross-Sector Coordination	Empowerment and Inclusiveness	Final Score	Impact (L, M, H)	Feasibility (L, M, H)
R1: Mapping of needs for risk information for all actors	5	5	5	**15**	High	High
R2: Undertake comprehensive risk assessment responsive to the needs of all actors	5	5	5	**15**	High	Low
R3: Increase availability of geo spatial & digitalized data through investment in GIS capacity across government	2	2	2	**7**	Medium	Medium
R4: Standardize methodological guidance to conduct vulnerability analysis, hazard mapping, risk assessment that	5	4	5	**14**	High	Medium

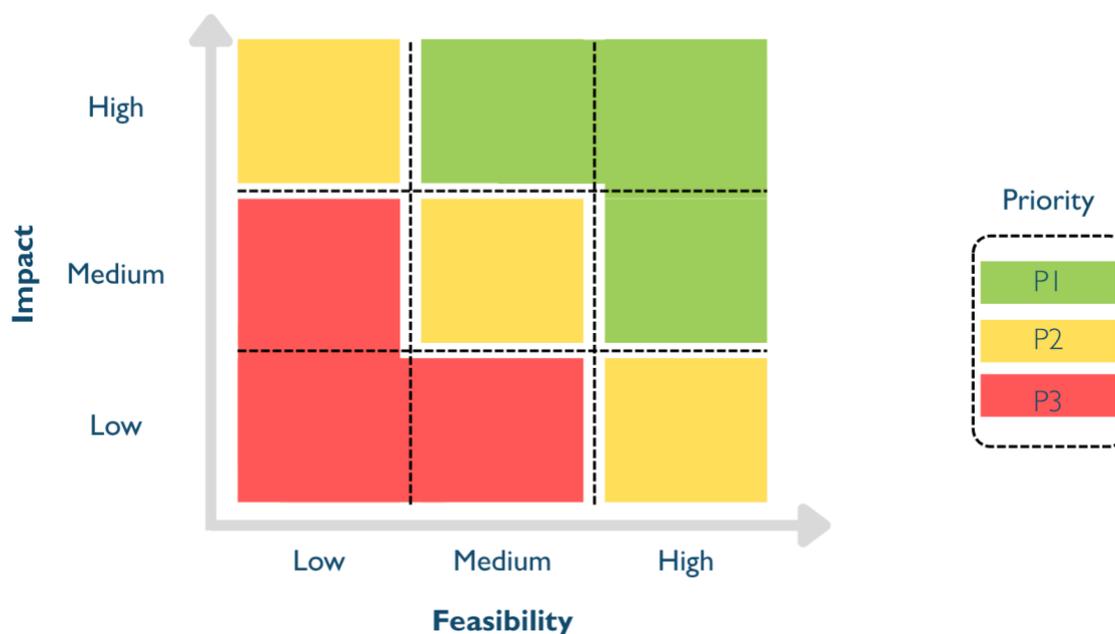|						
become part of a national guideline						
R5: Increasing investment in GIS software's and training	3	3	3	**9**	Moderate	Moderate
R6: Establish an information sharing framework to provide easy access to selected information	4	3	4	**11**	Moderate	Low

Figure 13.1. Example priority matrix for impact vs feasibility

Table 13.7. Summary of the prioritization process

Recommendations	Impact	Feasibility	Priority rank	Comments
Number	Overall Impact	Overall Feasibility	As defined in the priority matrix	

General Considerations

While prioritization is a valuable step in translating recommendations into actionable plans, it is important to recognize that prioritization may not always be necessary or applicable in every context. In some cases, recommendations may already be clearly sequenced or limited in number, making further prioritization redundant—particularly for certain sectors or areas of intervention.

The outcomes of the prioritization process should be reviewed and refined through strategic and institutional lenses, especially considering the distribution of responsibilities across implementing entities. This may

include adjustments based on the designated "owner" (i.e., the institution or agency expected to lead implementation of a recommendation). For example:

- If a disproportionately high number of first-priority recommendations are assigned to a single institution, there may be a need to reconsider the distribution of leadership roles. Other capable institutions could be designated as "lead" or "co-lead" to balance workload and ensure feasibility.
- Conversely, if certain institutions are only assigned second- or third-priority recommendations, their roles may be reviewed or elevated, especially if they possess relevant capacities or strategic mandates. This reassignment can help foster broader institutional engagement and ownership.

These considerations help ensure that the prioritization process is not only technically sound but also institutionally realistic and politically viable, supporting balanced implementation across stakeholders.

Planning Process

Using a logical framework approach, the prioritized recommendations are translated into concrete programs and/or projects. The resulting logical framework document provides a structured overview of the objectives, activities, required resources, responsible entities, and the implementation timeline.

The proposed actions are designed to align with the country's actual implementation capacity and within a realistic timeframe, taking into account national planning cycles, such as the timeframe of the national DRR strategy, policy, or National Development Plan.

The Government lead entity, supported by the UNCT/RCO coordination focal point and technical focal points from relevant UN agencies, is responsible for consolidating the inputs from sectoral and thematic workshops into a comprehensive logical framework.

The finalized logical framework may serve one or more of the following purposes:

- A stand-alone National Plan of Action for DRR (and/or CCA)
- The implementation plan of an existing DRR and/or CCA Strategy or Program
- A set of inputs to integrate DRR and CCA priority actions into the National Development Plan
- A contribution to the UNSDCF
- The foundation for a Joint UN Program on DRR and/or CCA, aligned with national priorities

Table 13.8 presents a template for developing a basic action plan based on the prioritized recommendations, while Table 13.9 provides a sample of a completed action plan for illustration.

Table 13.8. Template for an action plan towards risk-informed planning and programming

Strategic Outcome	Aligned with Sendai Priorities / CADRI Capacity Dimensions						
Result Impact Indicator	Describes the expected improvement related to the capacity gaps or challenges identified in the Capacity Diagnosis. Reflects the end-state or goal. May align with the National Development Plan.						
Outcome Objective (as defined in the Capacity Diagnosis)	Outcome Indicators	Priority Recommendations (Outputs)	Activities	Timeframe	Responsible	Estimated Budget	Budget Source
		Recommendation 1	Activity 1				

			Activity 2				
		Recommendation 2	Activity 1				
			Activity 2				

Table 13.9. Mock example unpacking recommendations for planning purposes using the action plan template

Strategic Outcome	Sendai Priority 1						
Result Impact Indicator	Users have access to reliable risk information adapted to their specific needs						
Outcome	Outcome Indicators	Priority Recommendations (Outputs)	Activities	Timeframe	Responsible	Budget estimate (USD)	Budget source
Increased availability of risk information customized to user's needs	Number of customized risk information products	Mapping of needs for risk information for all actors	Establish a working group on risk information	4 weeks	Ministry of Planning	5,000.00	Annual budget
			Define methodology, tools and work plan to conduct needs assessment	2 weeks	Working group on risk information	1,000.00	Annual budget – Ministry of Planning
			Workshop to validate methodology and work plan	2 weeks	Working group on risk information	5,000.00	Annual budget – Ministry of Planning
			Conduct needs assessment	10 weeks	Working group on risk information plus consultants	20,000.00	Annual budget – Ministry of Planning
			Prepare information needs assessment report	3 weeks	Working group	2,000,00	Donor A
			Validate and publish report	2 weeks	Ministry of Planning	10,000,00	Donor A

Annex 14. Prioritization and Planning Workshop Template

PRIORITIZATION AND PLANNING WORKSHOP OF THE
[TITLE OF THE OUTPUT]

Date, Location

Workshop objective: To review and prioritize the activities of the plan of action/ framework/ strategy developed based on the capacity diagnosis [title of the output here]. The [title of the output here] is the result of the capacity diagnosis jointly conducted [dates] by the Government of [country] and the UN System in [country] and facilitated by the CADRI Partnership. This workshop is organized at technical level, regrouping representatives of various units and departments of all institutions, public and private, central and local. After the workshop, the revised output comprising the prioritized activities will be submitted for a final round of consultation to all institutions involved. The [title of the output here] is finalized and submitted for high-level validation (see High-level validation workshop template).

DAY 1

TIME	SESSION	PRESENTER
08.30 – 09.00	Arrival of participants	All participants
09.00 – 09.20	**Official opening** • **Statement** by Mr/ Ms [Name and function of senior representative of government lead institution] • **Statement** by Mr/ Ms [name], UN Resident Coordinator	Senior government representative, UN RC, Master of Ceremony
09.20 – 09.30	**Round of introduction of participants**	All participants
09.30 – 10.00	**Introduction** • Objective, scope, methodology • Brief overview of the process leading to the development of the [title of the output here] • Brief overview of key sectors/ themes of the [title of the output here]	Representative of government lead institution or international team leader
10.00 – 10.10	**Group photograph**	Communications specialists
10.10 – 10.30	Coffee break (senior representatives will leave)	
10.30 – 11.00	**Introduction to the methodology** for the prioritization exercise. Division of participants into groups.	Representative of government lead institution or international team leader Facilitators from the government lead institution, UN System and/or international team will be assigned to each group
11.00 –12.00	**Group work** Participants review the activities listed and rank them in order of priority following the methodology presented.	Participants

12.00 – 13.00	Lunch break	
13.00 – 15.00	**Group work (continued)**	Participants
15.00 – 15.20	Coffee break	
15.20 – 16.45	**Group work (continued)**	Participants
16.45 – 17.00	**Wrap-up of the day**	

DAY 2		
TIME	**SESSION**	**PRESENTER**
08.30 – 09.00	**Welcome and introduction to Day 2**	Representative of government lead institution
09.00 – 10.15	**Group work** Participants finalize the prioritization exercise and prepare the plenary presentation for their group	Participants
10.15 – 10.30	Coffee break	
10.30 – 12.00	**Group work (continued)** Participants finalize the prioritization exercise and prepare the plenary presentation for their group	Participants
12.00 – 13.00	Lunch break	
13.00 – 15.00	**Plenary presentation** Each group presents the prioritized activities. Questions and answers are allowed after each group presentation.	Facilitated by the representative of government lead institution
15.00 – 15.20	Coffee break	
15.20 – 16.30	**Q&A Discussion**	Facilitated by the representative of government lead institution
16.30 – 16.50	**Next steps for the finalization of the output**	Representative of government lead institution
16.50 – 17.00	**Closing remarks**	Senior representative of government lead institution

Annex I5. UNCT Self-Assessment Guide

This self-assessment guide is intended to facilitate internal reflection within UNCTs to enhance the effectiveness, coherence, and sustainability of their DRR and CCA capacity development efforts. It can be used during programming reviews, joint reflection workshops, or strategic planning sessions.

1. Alignment with country strategies and frameworks

- How does your agency's country strategy or the UN Sustainable Development Cooperation Framework (UNSDCF) articulate contributions to national DRR and CCA priorities?
- Does your strategy set clear targets for strengthening national and local capacities, such as policies, institutions, skills, methodologies, financing mechanisms, risk information systems, and access to technology?

2. Review of results and achievements

a) Strengthening government systems

Over the past five years, what have been your agency's main results in strengthening central and local government systems to reduce vulnerability to disaster and climate risks? Consider achievements across any sector, including:

- National policies and leadership for DRR and CCA
- Institution building and coordination mechanisms for DRR and CCA
- Development and ownership of national DRR/CCA methodologies and standard operating procedures (SOPs)
- Capacity building for DRR/CCA, including training and mentoring on gender equity and leaving no one behind (LNOB)
- Enhanced understanding of hazards and vulnerabilities
- Integration of risk reduction into planning and budgeting
- Establishment or strengthening of monitoring systems
- Resource mobilization from vertical funds and the private sector
- Development and use of risk information and early warning systems
- Acquisition and use of technology and equipment

b) Strengthening community systems

Over the past five years, what have been your agency's main results in strengthening community capacities to reduce vulnerability to disaster and climate risks? Consider achievements such as:

- Community leadership development
- Establishment of village or community organizations
- Formation and strengthening of community-based disaster risk management (CBDRM) committees
- Building capacity of community-based organizations (CBOs) to access and manage funding
- Enhancing civil society organization (CSO) capacity in social mobilization
- Incorporation of community and indigenous risk knowledge
- Empowerment and participation of vulnerable population groups
- Implementation of community-based early warning systems
- Development of community shelters, search and rescue services, and stockpiling
- Establishment and strengthening of community safety nets

3. Project design and implementation

To what extent has your agency engaged central and local government and communities in the design and implementation of your projects?

- To what extent were government and communities involved in the identification of results, beneficiaries, and geographical areas?
- To what extent were they engaged during the definition of targets and activities?
- How involved have government and communities been in monitoring progress and assessing impact?
- Did your project include specific capacity development indicators?
- To what extent did your project rely on international consultants?
- Does your agency use country or government systems for procurement and recruitment in project implementation?
- Does your agency use country or government systems for monitoring and reporting?

4. Challenges and bottlenecks

What have been the main challenges affecting the sustained impact, skill retention, and handover of project outputs to government and communities? Consider factors such as:

- Staff turnover
- Incentives and motivation
- Leadership
- Education levels
- IT proficiency
- Availability of equipment

5. Coordination and synergies

To what extent has your agency actively created synergies between your projects and those of other agencies to enhance coordination and impact?

Annex 16. Guide to Analytical Mapping of DRR and CCA Interventions

This guidance note aims to:

- Clarify the objective of the analytical mapping of DRR and CCA interventions;
- Outline expected outputs;
- Provide step-by-step guidance for completing the Excel-based mapping tool.

An Excel template to complete the mapping exercise is available upon request from CADRI Focal Points, listed on our website at www.cadri.net.

Objectives

Humanitarian and development partners—including bilateral and multilateral cooperation agencies, UN entities, and NGOs—implement a wide range of interventions to reduce disaster and climate risks across sectors such as epidemic surveillance, resilient infrastructure, WASH, and coastal zone management.

This mapping exercise is part of a broader methodology (detailed in Chapter 3: Programming Review) to support UNCTs, National Societies, and partners in mapping and analyzing the scope and effectiveness of their DRR and CCA programs. It enables better coordination, information sharing, and alignment to strengthen the collective impact of capacity development efforts.

This exercise is designed to map current national, regional, and global projects that support DRR and CCA at the country level.

Process and Methodology

Step 1

Development and humanitarian partners input information on ongoing or recent DRR/CCA projects into the Excel template. This includes interventions across sectors and areas such as emergency response, planning, and preparedness.

Step 2

The lead expert/ consultant consolidates and analyzes the data to identify trends, gaps, and overlaps, and derive preliminary recommendations to strengthen coherence and collective impact.

Step 3

Findings and recommendations are presented to national coordination platforms (e.g., the National Platform for DRR), the Humanitarian-Development Partners Group, and the UNCT.

Expected Outputs

A series of maps and infographics based on partner inputs will illustrate:

- Geographic distribution of interventions by district, across sectors and DRR/CCA priorities;
- Classification of interventions by:

- o   Sector (e.g., WASH, Health, Agriculture);
- o   DRR/CCA priority (e.g., Governance, Early Warning);
- o   Type of intervention (e.g., Policy, Training);
- Target levels: central, local, or community;
- Focus on government systems vs. community-level;
- Inclusion of marginalized and vulnerable groups;
- Overview of implementing partners and funding sources.

How to Complete the Excel Template

What projects should be included?

Include projects related to:

- Disaster risk reduction/ disaster risk management, including preparedness for response;
- Climate change adaptation;
- Emergency response and humanitarian relief;
- Disaster/climate-sensitive WASH;
- Land use planning, coastal zone management, and resilient infrastructure;
- Natural resource management;
- Shock-responsive social protection and safety nets;
- Vulnerability analysis and mapping;
- Agriculture, food security, nutrition;
- Climate services;
- Health;
- Education;
- Human mobility and disaster-induced displacement;
- Any other development initiative that contributes directly or indirectly to DRR/CCA.

Note: Focus is on ongoing projects but recently completed or pipeline projects may also be included.

Key fields in the template

1. CCA-DRR priorities (select max. 2)

Please select maximum **two**[1] of the listed CCA-DRR priorities that best describe the primary focus of your project, i.e., accounting for more than 40% of allocated resources.

- **Climate and disaster risk analysis** e.g., risk assessment, analysis and monitoring, forecasting and Early Warning Systems, situation analysis (baseline / population / vulnerability data), and satellite imagery, GIS & remote sensing applications for risk analysis.
- **Risk governance** e.g., policy, legal, institutional aspects, financing, regulations, SOP, mainstreaming DRR/CCA in planning, budgeting, and coordination among others.
- **Investing in DRR and/or CCA for resilience** e.g., disaster-resilient public and private investments, particularly through structural, non-structural measures; mainstreaming risk assessment in land use planning, urban planning, and sectoral planning; shock responsive social protection; coastal zone management; eco-system based DRR; community-based DRR; and protection of livelihoods and productive assets.

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[1] Please ensure that you limit your selection to two of the available options because the data analysis will only consider the first two entries and disregard any additional selections.

- **Preparedness for response and recovery** e.g., disaster preparedness, contingency and business continuity planning, disaster risk and emergency communications mechanisms, telecommunications systems, strengthening operational capacities for disaster and emergency response, and building resilient infrastructure.
- **Humanitarian relief assistance** e.g., material resources for humanitarian aid such as drinking water, food, medicine, sanitation/hygiene products, shelter, as well as human resources for emergency response including medical aid and logistics.

2. **Type of capacity development support (select max. 2)**

Specify the main types of capacity development supported:

- **Normative capacity development** e.g., supporting DRR / CCA related policies, guidelines, SOPs, legislation, and regulations.
- **Skill development** e.g., building technical, managerial, and soft skills & competencies, training, and mentoring.
- **Operation system strengthening** e.g., emergency communication system, logistics, procurement, emergency operations center, early action mechanisms, forecast-based financing, simulations, After Action Review, stockpiling, medical aid, cash and voucher assistance system.
- **Knowledge generation** e.g., methodologies for data collection, analysis, database management, information management systems, and observatories, climate and disaster risk assessment, vulnerability analysis, climate services, disaster loss and damage accounting.
- **Technology and equipment** e.g., vehicles, radars, gaging stations, computers, satellite imagery, information and communication technology, etc.
- **Not applicable i.**e., your intervention/project is not centered on capacity development and country system strengthening (typically delivery of humanitarian assistance to affected populations).

3. **Sector (select max. 2)**

Choose the most relevant sector(s) that the project is supporting from the dropdown list. If applicable, select "cross-sectoral" for projects with multi-sector or systemic focus.

4. **Theme (select max. 2)**

Select thematic areas that best describe your project's focus, from the following options:

- Mainstreaming DRR and/or CCA into national/local/sector plans
- Strengthening country systems to access financing for DRR and/or CCA (accreditation etc.)
- Climate services and/or early warning systems
- Recovery, rehabilitation, reconstruction
- Community-based DRM
- Coordination
- Public education & awareness
- Information management and communication
- Risk assessment and/or vulnerability analysis
- Emergency response operations

5. **Key activities (optional)**

Briefly summarize the main activities. This helps illustrate the project's scope and approach to capacity development.

6. Focus on marginalized/vulnerable groups (if applicable)

Indicate which vulnerable group(s), if any, the project directly targets.

7. Geographical scope (select all that apply)

Specify the administrative level(s) where the project is implemented: central, regional/municipality, local, or community.

8. Geographical coverage (select all that apply)

List all municipalities or districts the project covers. If only working at the central level, select "not applicable" (do not select the capital).

9. Primary implementing partner (single selection)

Identify the lead implementing organization responsible for at least 50% of the project budget.

10. Implementing partners (list all)

Include all partners involved in implementation (e.g., ministries, NGOs, UN agencies). By providing this level of detail, the mapping further supports information sharing between partners.

11. Beneficiaries (select all that apply)

Select all relevant beneficiary groups (e.g., government, communities, CSOs, SMEs) outlined in the project objectives.

12. Financing partners

Indicate whether the project is supported by bilateral, multilateral, vertical, government, private, or NGO funds.

13. Source of financing

Indicate whether the source of funding is humanitarian/emergency (include defense) funds/credits or development funds/loans.

14. Average annual project budget delivery

Select the annual project budget category in USD.

15. Duration/ implementation period

Enter the start and end year in 'YYYY-YYYY' format.

16. Status

Specify whether the project is recently completed, ongoing, or in the pipeline.

17. Main results expected/ achieved

Briefly describe key outcomes or achievements to date.