

# Building Urban Climate Resilience in South-Eastern Africa

—  
Inception report | 23 July 2020

**UN HABITAT**  
FOR A BETTER URBAN FUTURE



ADAPTATION FUND



OXFAM



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**DiMSUR**  
Disaster Risk Management,  
Sustainability and Urban Resilience

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## Executive summary

The regional project “Building Urban Climate Resilience in South-Eastern Africa” aims at strengthening urban climate resilience in Madagascar, Malawi, Mozambique and the Union of Comoros: four countries which are all located in the south-eastern part of the African continent, and all vulnerable to common transboundary extreme climate-related events.

The project builds on the outcomes of the CityRAP participatory resilience planning process implemented between 2015 and 2017 in the cities of Morondava (Madagascar), Zomba (Malawi), Chokwe (Mozambique), and Moroni (Union of Comoros).

Based on participatory methods and consensus-building techniques to involve all concerned stakeholders in the identification of entry points for building urban resilience, CityRAP helped to identify the most pressing resilient infrastructure interventions at the city level, which now constitute one of the main components of this project, along with the development of tools/guidelines and training delivery at the national level, and the inter-country experience sharing, cross-fertilisation and dissemination of lessons learned at the regional level.

The project was approved by the Adaptation Fund Board at its thirty-third meeting which took place on 14-15 March 2019 in Bonn, Germany (Decision letter B.33/41).

The project’s Multilateral Implementing Entity is the **United Nations Human Settlements Programme (UN-Habitat)** and the Executing Entities are the following:

- The Technical Centre for Disaster Management, Sustainability and Urban Resilience (DiMSUR) and the Southern African Development Community Disaster Risk Reduction (SADC DRR) Unit at the regional level;
- National Government Entities at the national level as follows:
  - In Madagascar: Ministry of Territorial Planning and Public Works
  - In Malawi: Office of the Vice President/ Department of Disaster Management Affairs (DoDMA)
  - In Mozambique: National Disaster Management Institute (INGC)
  - In the Union of Comoros: Ministry of Interior, Information and Decentralisation/ General Directorate for Civil Security (DGSC)

### ➤ Oxfam Italia at the local/city level

On 23-24 June 2020 the Ceremonial Launch of the project, the Inception Workshop and the first Project Steering Committee were held as a two-day event which was organised as a hybrid in-person and virtual meeting in order to comply with the specific COVID-19 related restrictions in both travel and gathering of people in the involved countries.

This event officially marked the commencement of the project.

# Overview of the project

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## 1.1 | Background

Sub-Saharan Africa is one of the world's fastest urbanizing regions. This trend goes hand in hand with the population growth rate, in fact, according to the 2019 World Population Prospect Highlights by the United Nations Department of Economic and Social Affairs, of the eight regions featured in *The Sustainable Development Goals Report*, only sub-Saharan Africa is projected to sustain rapid population growth through the end of the century<sup>1</sup>. In this scenario, it is important to highlight that the fastest urban growth in the region is registered in secondary cities especially those with 500,000 to 1 million inhabitants<sup>2</sup>.

The fast pace of urbanisation is often accompanied by a lack of proper planning. Therefore, many new settlements have the characteristic of informality, with no or little access to basic services and infrastructure, usually located in areas exposed to natural hazards, and with the highest concentrations of urban poor populations.

Cities are more vulnerable to natural and human-induced hazards than rural areas because of the high concentration of people and assets in a relatively small and constrained area. The effects of climate change on natural hazards is exacerbating the vulnerability of cities. Events such as cyclones; floods; droughts; sea level rise and coastal erosion; and disease outbreaks are increasing in frequency and intensity, affecting a range of sectors from water supply to food and health systems. In many cases sub-Saharan African cities are not well prepared to withstand the impacts of such events, and the consequences are even more severe when it comes to marginalised and vulnerable groups.

In the south-eastern part of Africa, many countries share the same challenges in terms of hazards, as natural events such as cyclones and floods are often transboundary affecting more than one country at a time. These countries also often share similar vulnerabilities related, for example, to socioeconomic conditions, informality, and weak governance. A concrete manifestation of this characteristic, and of the effect climate change has on natural hazards, can be found in the examples of cyclones Idai and Kenneth which hit south-eastern Africa twice within a few weeks

<sup>1</sup> United Nations, Department of Economic and Social Affairs, Population Division (2019). World Population Prospects 2019: Highlights (ST/ESA/SER.A/423).

<sup>2</sup> United Nations, Department of Economic and Social Affairs, Population Division (2019). World Urbanization Prospects: The 2018 Revision (ST/ESA/SER.A/420). New York: United Nations.

in 2019, severely affecting Mozambique, Malawi, Zimbabwe and the Union of Comoros.

The project “Building Urban Climate Resilience in South-Eastern Africa” will strengthen urban climate resilience by working with various levels of government and stakeholders and ensuring strong participation, in particular, of the most marginalised and vulnerable groups, in all its phases. The main activities will take place in Madagascar, Malawi, Mozambique and the Union of Comoros, all located in the south-eastern part of the African continent, and all vulnerable to common transboundary extreme climate-related events.

The project, in-part, stems from the establishment of the Technical Centre for Disaster Risk Management, Sustainability and Urban Resilience (DiMSUR) at the request of the four countries targeted by this project and facilitated by UN-Habitat since 2010. The idea for DiMSUR, which is also the main reasoning behind the project, originated from the awareness of the four governments of the need to increase coordination and collaboration between neighbouring countries. DiMSUR, officially launched in 2013, aims at fostering the development and dissemination of knowledge and solutions as well as developing capacities for disaster risk management, climate change adaptation and urban resilience.

Among other activities and initiatives, UN-Habitat and DiMSUR developed the City Resilience Action Planning (CityRAP) tool with the objective of enabling local governments of small to intermediate sized cities (or urban districts of bigger cities) to better understand risks and plan practical actions to progressively build urban resilience. CityRAP is a bottom-up approach that is based on participatory methods and consensus-building techniques to involve all concerned stakeholders in the identification of entry points for building urban resilience. The final output of the process is the City Resilience Framework for Action (RFA) that is an instrument which allows existing and future plans to fit and create synergies for mainstreaming resilience by fostering ownership by local government and communities.

Between 2015 and 2017, CityRAP was implemented in a number of cities in sub-Saharan Africa, including Morondava (Madagascar), Zomba (Malawi), Chokwe (Mozambique), and Moroni (Union of Comoros), which are the four pilot cities targeted by this project. In each one of these cities, this participatory planning process helped to identify the most pressing resilient infrastructure

interventions which constitute the project’s activities at the city-level. CityRAP as a methodology and practical approach will also inform the capacity building and training components of the project at the national-level, as well as serving as a lens to ensure a streamlined exchange of best practices and experiences at the regional-level.

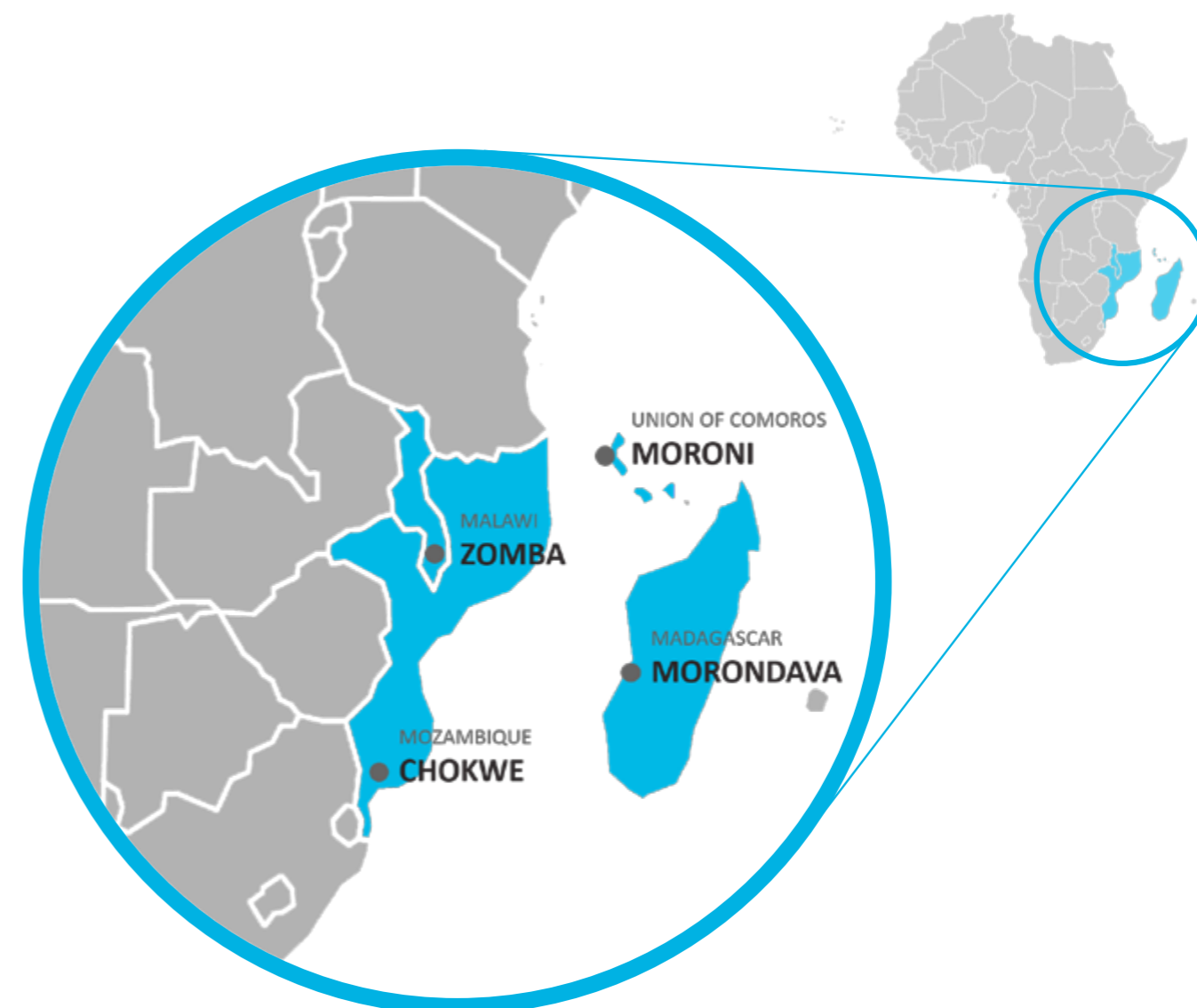


FIGURE 1 | Geographic location of the target countries

## 1.2 | Project objectives and components

The project has **two main objectives**:

1. To develop capacities and establish conditions to adapt to the adverse effects of climate change in vulnerable cities of Madagascar, Malawi, Mozambique and the Union of Comoros.
2. To promote inter-country experience sharing and cross-fertilisation regarding the adaptation to transboundary climate-related natural hazards and disseminate lessons learned for progressively building urban climate resilience in south-eastern Africa.

Objective 1 responds to the urban and national dimension needs, aiming at contributing to the creation of national guidelines in alignment with existing policies and legislation taking a cue from resilient infrastructure implementation in the four pilot cities, and creating the conditions for replication in other cities and towns in each country. This also entails the delivery of training activities to both central and local authorities.

Objective 2 encapsulates the regional approach of the project which aims at enhancing the collaboration between countries belonging to the same geographical region for the purpose of sharing best practices for addressing common transboundary climate-related natural hazards, and learning from each other. The regional impact could benefit more countries of the southern Africa sub-region besides the four directly involved in this project.

To reach the goals stated in the two objectives, the project is divided into **three components**:

1. Preparation, implementation and sustainable management of priority sub-projects at the **city level**.
2. Tools and guidelines development and training delivery at the **national level**.
3. Inter-country experience sharing, cross-fertilisation and dissemination of lessons learned at the **regional level**.



**Component 1** covers all the activities that will be undertaken at the **city level**, namely the implementation of 23 resilient infrastructure sub-projects identified, through CityRAP, as priority entry points to progressively build climate resilience in the four target cities and selected communities. Four to eight interventions will be executed in each city, for example the rehabilitation of mangroves in Morondava (Madagascar),

the construction and rehabilitation of bridges and dams on Likangala River in Zomba (Malawi), the construction of safe havens in Chokwe (Mozambique), and the improvement of solid waste management in informal neighbourhoods of Moroni (Union of Comoros).

Leveraging the practical implementation of the project at city level under Component 1, under



**Component 2** best practices and guidelines will be derived to create the conditions for replication in other cities and towns at the **national level**. Based on these guidelines, training and institutional capacity development activities for government and municipal officials will be delivered, taking the opportunity to establish partnerships and synergies with on-going initiatives and institutions at the national level. This will create the conditions for scaling-up and replication of activities.

**Component 3** represents the added value of adopting a **regional approach** compared to



implementing projects in individual countries separately. This project will set the basis for enhanced inter-country experience sharing and cross-fertilisation. The project will build the capacity of the Southern African Development Community's (SADC) Disaster Risk Reduction Unit and DiMSUR, as regional knowledge management platforms for all countries in southern Africa interested in promoting and working towards the achievement of the concept of climate urban resilience.

The total budget encompassing all three components of the project is **\$13,997,423**.

TABLE 1 | Expected outcomes and outputs of each project component

PROJECT COMPONENTS	EXPECTED OUTCOMES	EXPECTED OUTPUTS
1. Preparation, implementation and sustainable management of priority sub-projects at the city level	1. Municipal staff, communities and local stakeholders have successfully planned and implemented priority sub-projects for increasing the climate resilience of their city and have acquired the required capacity to manage and maintain the realised investments	<p>1.1. Sub-projects implementation plans fully developed with communities and municipalities, including detailed engineering studies</p> <p>1.2. Priority sub-projects are implemented in the four target cities mainly through community involvement as labour-intensive manpower</p> <p>1.3. Municipal staff and community members mobilised, trained and equipped for ensuring the sustainable management and/or maintenance of the implemented priority sub-projects</p>
2. Tools and guidelines development and training delivery at the national level	2. National governments have created enabling conditions for scaling up and replicating the same climate resilience approach in other urban settlements	<p>2.1. National tools, guidelines, policies and/or legislation for promoting urban climate adaptation developed</p> <p>2.2. National and local officers trained in urban climate adaptation techniques and approaches</p>
3. Inter-country experience sharing, cross-fertilisation and dissemination of lessons learned at the regional level	3. Local and national governments of the 4 countries have learned from each other good urban climate adaptation practices and are better prepared to face common transboundary climate-related natural hazards	<p>1.1. Lessons learned and best practices captured and disseminated through the SADC DRR Unit in partnership with DiMSUR as regional knowledge management platform</p> <p>1.2. Cross-fertilisation activities among the participating countries are discussed and prepared</p> <p>1.3. Regional workshops organized for experience sharing among the different countries, and participation to global events</p>

## 1.3 | Implementation arrangements

### Roles and responsibilities of Implementing & Executing Entities

The project will be implemented by UN-Habitat, working through different Executing Entities for each project component, as shown in the table below.

TABLE 2 | Roles and responsibility of implementing and executing entities

IMPLEMENTING AND EXECUTING ENTITIES	PROJECT ROLE AND RESPONSIBILITIES
<p><b>Multilateral Implementing Entity:</b></p> <ul style="list-style-type: none"> <li>➤ UN-Habitat</li> </ul>	Overall project supervision, oversight, support to implementation, monitoring and evaluation, fund distribution to Executing Entities
<p><b>Regional Executing Entities:</b></p> <ul style="list-style-type: none"> <li>➤ Technical Centre for Disaster Management, Sustainability and Urban Resilience (DiMSUR) and</li> <li>➤ Southern African Development Community Disaster Risk Reduction (SADC DRR) Unit</li> </ul>	Partial execution of Component 2 (Output 2.2) and full execution of Component 3
<p><b>National Executing Entities:</b></p> <ul style="list-style-type: none"> <li>➤ MADAGASCAR: MMinistry of Territorial Planning and Public Works</li> <li>➤ MALAWI: Office of the Vice President / Department of Disaster Management Affairs (DoDMA)</li> <li>➤ MOZAMBIQUE: National Disaster Management Institute (INGC)</li> <li>➤ UNION OF COMOROS: Ministry of Interior, Information and Decentralisation / General Directorate for Civil Security (DGSC)</li> </ul>	Partial execution of Component 2 (Expected Outputs 2.1)
<p><b>Local Executing Entity:</b></p> <ul style="list-style-type: none"> <li>➤ Oxfam Italia (providing oversight to local Oxfam affiliates in each city)</li> </ul>	Full execution of Component 1 through collaboration with municipalities, communities, local NGOs and sub-contractors

## Project governance

### Project Supervision Team (PST)

UN-Habitat, as Multilateral Implementing Entity for this project, has recruited and established a Project Supervision Team (PST) led by a Senior Human Settlements Officer (SHSO), and comprised of a dedicated Project Manager (PM), an Administrative, Financial and Knowledge Management Assistant and four (one per country) National Project Managers (NPMs).

### Project Steering Committee (PSC)

The Project Steering Committee (PSC) is the overall decision-making body in terms of project coordination and orientation. It meets once a year at the regional level. The PSC is essentially composed of the same members as the DiMSUR Executive Board<sup>1</sup> (DiMSUR being the umbrella institution of the project/ regional-level Executing Entity), plus representatives from the four target cities.

### National Project Coordination Teams (NPCTs)

In each target country, a National Project Coordination Team (NPCT) has been set-up, which meets twice a year to discuss the status of project implementation at the national level and provide guidance and recommendations for the next 6 months, including adaptive management decisions for all project activities occurring within the country. The National DiMSUR Focal Points acts as the Secretariat of the NPCT. The NPCTs reports to the PSC, including by attending the PSC annual meetings.

### National Project Managers (NPMs)

Based in the countries' respective capital cities, the four National Project Managers play a very critical role at both the national and local/city levels during project implementation. Working in close collaboration with the PM, among others, they carry out the following tasks: supervision of the work at the national level, monitoring of progresses at national and local level, reporting at the country level and, in representation of the PST, ensuring regular liaison with national/ municipal government and other stakeholders.

<sup>1</sup> Please refer to the DiMSUR MoU and Charter at: <http://dmsur.org/dmsur-mou-and-charter/>.

## City Project Teams (CPTs)

Considering that the greatest share of the project budget is allocated to Component 1 whose activities will take place in the four target cities, it is essential to establish proper coordination and implementation mechanisms at the city/local level. For this purpose, a City Project Team (CPT) is being established in each target city, which will meet quarterly or whenever judged necessary. Adaptive management decisions regarding city level activities will be taken in this forum.

### City Project Managers (CPMs)

Oxfam Italy being the main Executing Entity in each of the four target cities (through its local affiliates), is responsible for hiring the City Project Managers (CPM). The CPMs will work in close coordination with the municipalities and support local implementing partners (e.g. NGOs/ sub-contractors). The CPMs will support/oversee a detailed participatory design of the sub-projects to be implemented under Component 1. They will then be responsible for monitoring and supervising the implementation of the sub-project activities on a daily/weekly basis, in close coordination with the NPMs, making sure that they comply with the Environmental and Social Management Plan (ESMP), national standards/legislation and local by-laws.



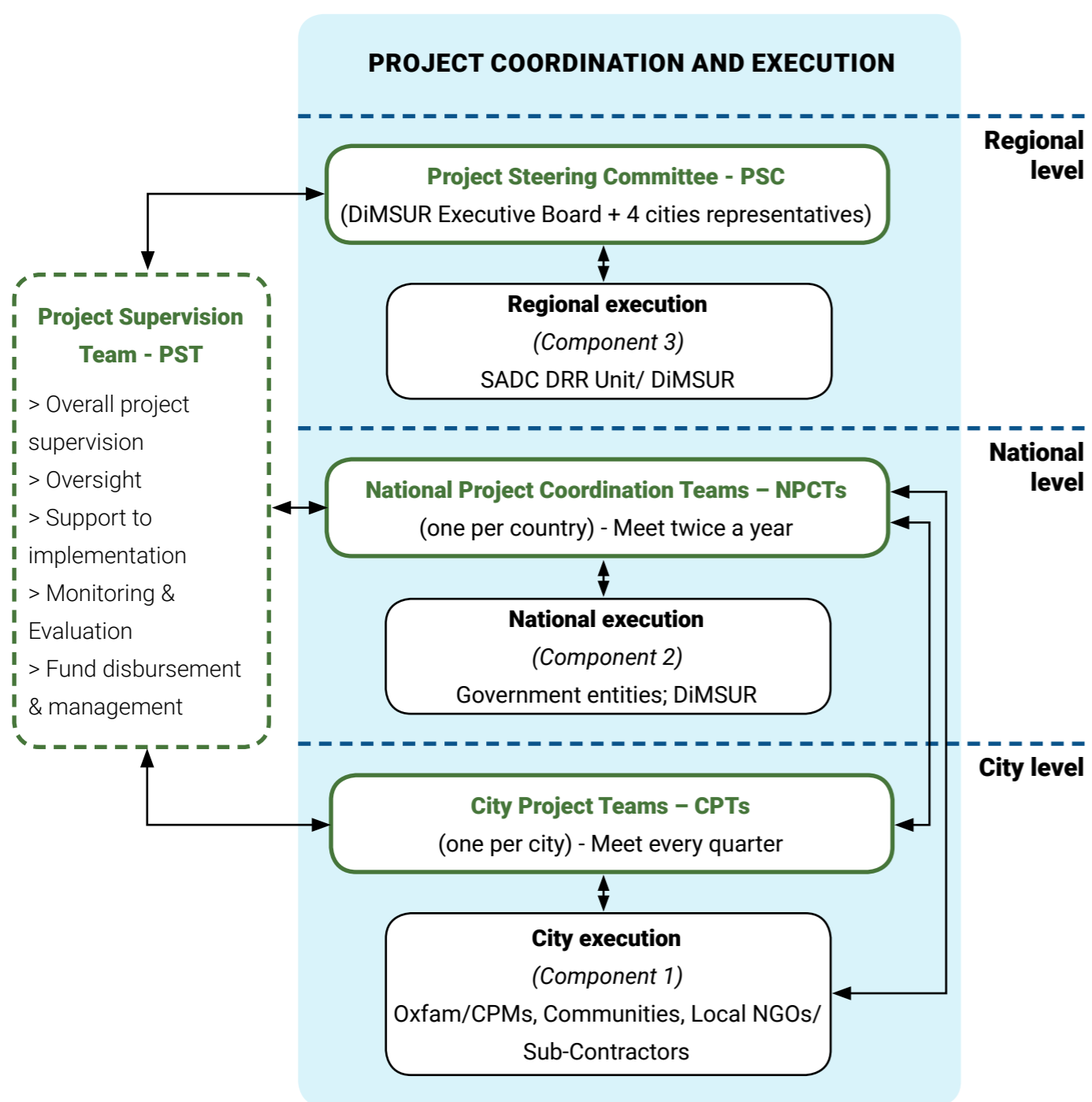


FIGURE 2 | Project's organisation chart

### Recruitment status

To date, UN-Habitat (through the Senior Human Settlements Officer) has recruited the Project Manager; the Administrative, Financial and Knowledge Management Assistant; and the National Project Managers (NPMs) in the four countries, ensuring a perfect gender balance. They are already working full speed and they played a crucial role in the organisation of the project launch event and inception workshop in their countries. Below are their profiles:

#### MATHIAS SPALIVIERO | Senior Project Manager



Mathias is an Environmental Scientist with a PhD in Geography, who has spent the last 17 years working for the United Nations Human Settlements Programme (UN-Habitat) in the African continent, dealing with approximately 20 countries cumulatively. Before joining UN-Habitat he was lecturer and researcher at the Geoinformation Science and Earth Observation Faculty (ITC) of Twente University in the Netherlands. He is currently Senior Human Settlements Officer in the Regional Office for Africa, task manager for 10 active country programmes, and the focal point for risk reduction, climate change adaptation and urban resilience for the region.

Importantly, he has been promoting the formulation of national urban policies and spatial development frameworks in a number of countries namely.

#### FRUZSINA STRAUS | Project Manager



Fruzsina has over 16 years of experience with the United Nations, international NGOs, and the private sector. Her background is multi-disciplinary, with a focus on socioeconomic development, public governance, post-conflict national development planning, institutional reform, urban resilience, disaster risk management and climate change adaptation. Having initiated and implemented multiple large-scale development cooperation projects involving a range of partners and donors, she has strong

professional experience in all aspects of programme management. Fruzsina joined UN-Habitat in 2018, where she is managing projects within the Regional Office for Africa in 16+ countries and supporting the Country Programmes in Rwanda and the Indian Ocean SIDS. Prior to joining UN-Habitat, she spent 5 years in the Middle East with the UN Regional Commission and a decade in New York working at the global level. She holds a BA in Political Science and an MA in Diplomacy and International Relations.

**MONICA GAKINDI | Administrative, Financial and Knowledge Management Assistant**



Monica holds a master's degree in Information and Knowledge Management and is currently undertaking a master's degree in Business Administration. She has over 8 years' experience in administration, finance and project management and is currently supporting over 8 countries in UN-Habitat's Regional Office for Africa (ROAf) in administrative and finance matters. She previously worked at the International Fund for Agricultural Development (IFAD) as an Information and Knowledge Management consultant supporting IFAD funded projects in East and Southern Africa and at the World Agroforestry Centre (ICRAF) as an administrative assistant.

**SANDRINE ANDRIANTSIMIETRY | NPM in Madagascar**



Sandrine has a PhD in Biology and Environment (University of Antananarivo, Madagascar), a Master in Environment and Sustainable Development - University of Versailles Saint Quentin, France - and trained in project management with Jhpiego, an affiliate of Johns Hopkins University and UNDP RBM Africa. She worked for projects on HIV/AIDS and maternal and child health from 2007 to 2016. In her previous position, she was the national project manager for a regional project of UNDP in Africa for best environmental practices on healthcare waste management

and phasing down the mercury in health sector.

**STERN MWAKALIMI KITA | NPM in Malawi**



Stern holds a PhD in Geography (disaster risk reduction and climate change adaptation) and MSc in Environment and Development and has worked in the fields of resilience, disaster risk reduction (DRR) and climate change adaptation (CCA) for eleven years. Much of his work experience has been with the national government where he has been responsible for coordinating various DRR, CCA and resilience programmes at national and sub-national level. He has also worked as the focal point for the Sendai Monitor and has been leading the processes of integrating disaster risk reduction, climate change adaptation and social protection, in line with the sustainable development goals in Malawi. One of his last assignments was as a Disaster Risk Reduction Consultant for UN-Habitat in Malawi. He has also worked as a lecturer in disaster risk management at the Malawi University of Science and Technology and has published on disaster risk governance, climate change adaptation, cash transfers, resettlement and climate migration.

**MARCIA GUAMBE | NPM in Mozambique**



Marcia has been working at the UN-Habitat in Mozambique since 2013. She has 10 years of professional experience in the field of urban and territorial planning, climate change adaptation, disaster risk reduction and resilience. She holds a master's degree in Geomatics and Natural Resources Evaluation from Florence University in Italy. Before joining the UN in Mozambique, she was University Professor at the Pedagogic University and worked with several International Organizations in the field of climate change and urban and metropolitan development, such as Green Resources and Japanese International Cooperation Agency (JICA).

### HAMIDI SOULÉ SAADI | NPM in Union of Comoros



Hamidi holds a Master of Advanced Studies in Environmental Geoscience from the University of Tunis and a master's degree in Environmental Impact Study from the University of Bordeaux IV. He has had a long career in national education as a teacher/researcher at the ISFR and then at the University of the Comoros, while also being responsible for the Karthala Volcanological Observatory where he carried out significant work on volcanic risks to Comoros. It is through this function that Mr. Hamidi has actively contributed to the establishment of the institutional framework for disaster risk management in the Comoros. He has thus become the Focal Point of the Sendai Framework for Action since 2017. Over the past few years, Mr. Hamidi has been Focal Point for UN-Habitat and consultant for urban resilience in Comoros.

As for the recruitment of the **City Project Managers**, vacancies were advertised by Oxfam in the four countries involved in the project to which many candidates responded. The selection includes a CV screening, a written test and an oral interview. The selection process times are slightly different in the various countries but the selected city project managers are expected to be operational from September 2020.

#### Legal status of the project partners

##### Donor agreement

The agreement between the Adaptation Fund Board and UN-Habitat, as the Multilateral Implementing Entity, was signed on 8 October 2019 and countersigned on 22 October 2019, entering into force on that day.

##### Regional level

Arrangements for the signing of an Agreement of Cooperation (AoC) between UN-Habitat, DiMSUR and the SADC Secretariat are ongoing. Since the AoC is yet to be signed, and based on

the fact that currently the SADC DRR Unit has limited capacity to implement the project activities at the regional level, after a prior notification to the Adaptation Fund Board Secretariat, it has been decided that Oxfam Italia, in collaboration with DiMSUR, as an existing Executing Entity for the project, would undertake some of the regional-level activities during the inception phase.

It is worth to mention that this arrangement has no budgetary implication and it does not entail any change to the project's workplan.

##### National level

The Executing Entities at the national level are the governmental agencies in the four countries, as specified in Table 2. Two-year Agreements of Cooperation (AoCs) are being drafted by the UN-Habitat team to be signed in Q3 of 2020 between UN-Habitat (as the Multilateral Implementing Entity) and the national Executing Entities.

##### City level

Oxfam is an international confederation of 20 organizations, working together with partners and local communities in more than 90 countries all over the world. For the specific purpose of this project, Oxfam Italia will ensure the overall coordination and will supervise the implementation of activities, holding the final accountability for the program. An AoC between UN-Habitat and Oxfam Italia as an Executing Entity was signed on 25 January 2020 and entered into force the same day.

Oxfam Italia in each city of the project will work through local Oxfam affiliates. Oxfam is already legally registered and operational in Malawi and Mozambique; it is therefore able to implement activities immediately in those countries. As for Madagascar and Comoros, the registration process was started in 2019 with support from UN-Habitat. The registration has been finalised in Comoros while in Madagascar it is expected to be finalised in Q3 of 2020.

TABLE 3 | Project activities and milestones (x)

ACTIVITY	YEAR 1				YEAR 2				YEAR 3				YEAR 4			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.1.1 Design of detailed sub-project documents, incl. technical specifications, roles and budgets		x														
1.2.1 Implementation of 23 priority sub-projects in the 4 targeted cities				x				x				x				x
1.3.1 Organisation of trainings for municipal staff and community members on the sustainable management and maintenance of the realised physical interventions								x				x				x
2.1.1 Development of national tools, guidelines, policies and/or legislation for promoting urban climate change adaptation												x				
2.2.1 Organisation of trainings of national and local officers to respond to, and mitigate impacts of climate-related events on urban areas												x				x
3.1.1 Share lessons learned and best practices online				x				x				x				x
3.2.1 Organise cross-country advisory and learning missions (by municipalities, ministries and/or communities)							x				x					x
3.3.1 Organise annual regional workshops for experience sharing	x				x			x				x				

# Project launch and inception workshop

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## 2.1 | Modality of delivery

To comply with the Board's requirement of officially starting the project within six months of the first cash transfer (Decision B.18/29) which was received on 6 November 2019, and taking into account that for concrete adaptation projects the Board decided to consider the start date the first day of the project's Inception Workshop, the inception Workshop for this project was scheduled for 24-27 March 2020. According to the original workplan the Inception Workshop was supposed to be a 4-day in-person event held at the United Nations compound in Nairobi, Kenya, and save-the-dates were duly issued at the end of January 2020, and preparations undertaken. However, due to the emergence of the COVID-19 pandemic in February/ March 2020, and subsequent and severe restrictions in travels and the gathering of people, the Inception Workshop was postponed to 23 June 2020 by submission of a "Notification of Delay of Project or Programme Inception (AFB/B.34-35/6)" from UN-Habitat to the Adaptation Fund Board Secretariat on 16 April 2020. By May 2020, given the persistent and increasing travel restrictions and considering the trend of the pandemic curve in Kenya and South-Eastern Africa in general, which is expected to peak around August/ September 2020, the option of an in-person event had to be dismissed. In order to avoid any further delays to project commencement, on 21 May 2020 UN-Habitat proposed to the Adaptation Fund Board Secretariat to hold a virtual Inception Workshop on the date indicated in the notice, 23-24 June 2020, which the Secretariat accepted.

After significant consultations internally and with all relevant partners and stakeholders and putting the health and safety of participants first and foremost, UN-Habitat arranged to hold the event as a hybrid in-person and virtual meeting. Due to problems with connectivity and network in some of the project cities/ countries, in some cases small in-person meetings were organized, respecting all necessary social distancing measures (e.g. in Morondava and Antananarivo, Madagascar; in Maputo, Mozambique; in Zomba in Malawi, and in Moroni, Comoros). Each of these meetings plugged into the virtual "global" meeting managed mostly out of Nairobi, Kenya.

In response to the need to adapt this event to the virtual modality, UN-Habitat re-organized the programme of the event from 4-days to 2-days, with a total of four two-hour sessions (the detailed agenda of the event can be found in Annex 2). It was established early on in the planning that simultaneous interpretation between English, French and Portuguese was unavoidable, and this greatly determined the choice of the UN Secretariat accredited platform Interprefy for hosting the event. Certified French-English interpreters from the United Nations Office at Nairobi

(UNON) were used, as well as local Portuguese-English-French interpreters in Mozambique.

The event was organized into three main parts:

1. Ceremonial launch of the project (2 hrs/ morning of day 1) for project partners and stakeholders and a general audience
2. Inception workshop in 2 sessions (2 hrs/ afternoon of day 1 and 2 hrs/ afternoon of day 2) for project partners and stakeholders only
3. First meeting of the Project Steering Committee/ Expanded DiMSUR Executive Committee (2 hrs/ morning of day 2) – for Secretariat, members and observers only

Prior to the event, digital invitations were sent to all relevant stakeholders of the project. Internally within the United Nations system, in particular UN-Habitat, a broadcast invitation email was sent to all colleagues for the launch event. Externally, a press release was prepared and shared with different media focal points within the region. Social media was used to compliment the communications effort in inviting as many interested participants as possible for the launch of the event. To facilitate tracking online conversations the hashtags #urbanresilience, #DiMSUR and #CityRAP were incorporated as the main word tag for use on social media.

Preparatory meetings with all four countries were organised in the lead-up to the event with UNON support to ensure that all selected venues and speakers had the necessary IT setups and a reliable internet connection. All chairs and moderators of the event were trained on the use of the Interprefy platform to allow them to manage each session as smoothly as possible, and all necessary information on the modality and a detailed guideline on how to use Interprefy were shared well in advance with the participants via e-mail.

This experience was a rich opportunity to learn more about the virtual conference modality, how to professionally manage online platforms, how to guide participants and how to ensure a reasonable level of interactivity throughout the different sessions. Furthermore, it was an opportunity to learn from the challenges faced especially with technical difficulties in managing remote places where it's difficult to have a stable internet connection and even the required equipment. It was also a highly useful exercise in minimizing the carbon footprint of an international event without significantly compromising on interactivity and outcomes. This point is particularly relevant given the nature of the project.

## 2.2 | Launch event

The ceremonial launch of the UN-Habitat project “Building Urban Climate Resilience in South-Eastern Africa” funded by the Adaptation Fund was held online on 23 June 2020, starting at 10 AM Eastern Africa Time. The event was organized by UN-Habitat in collaboration with Oxfam, as one of the main executing entities of the project.

The launch of this project was supposed to be the opening of the 4-day in-person event to be held at the United Nations Compound in Nairobi, but due to the change of delivery modality, the agenda of the event had to be substantively modified going from an entire day of activities to a two-hour condensed online event.

The objectives for the launch event were the following:

- Officially launch UN-Habitat’s first multi-country Adaptation Fund project “Building Urban Climate Resilience in South-Eastern Africa”.
- Discuss the multifaceted challenges and opportunities for resilience building using the examples of Madagascar, Malawi, Mozambique and the Union of Comoros.
- Build a community of practice to support the successful implementation and replication of the project.

While the alternative virtual modality of delivery required an extra effort to adapt the original agenda to the new time restrictions, it also made it possible to extend the invitation to more participants, whose number was around 200 during the moment of highest participation, and to inject more innovation into the event in general.

A short promotional video was produced for the launch with the support of a professional videographer, which will also serve future outreach and communications purposes for the project. The video can be viewed in its English version at this link: <https://www.youtube.com/watch?v=XqrGKmQcORo&t=29s>, and the French and Portuguese versions will be ready soon. Another activity which was specially conceived for this event, is an online participants poll to liven up the sessions with questions about urban resilience and fun facts about the four target countries of the project.

The event was attended by high-level officials from the city administrations of Morondava (Madagascar), Zomba (Malawi), Chokwe (Mozambique), Moroni (Union of Comoros), and from



FIGURE 3 | Participants from Mozambique attending the launch event from Polana Hotel, Maputo.

the respective national governments. Members of the DIMSUR Executive Board were also present along with the Adaptation Fund National Designated Authorities, and representatives from other international organisations.

The event was opened by Oumar Sylla, Regional Representative for Africa at UN-Habitat, followed by welcome remarks from Raf Tuts, Director of the Global Solutions Division of UN-Habitat on behalf of Victor Kisob, UN-Habitat Deputy Executive Director and Assistant Secretary General of the United Nations. They all expressed appreciation to the Adaptation Fund, the representatives from the four country governments and the four city administrations which are the centre of the project, and to all the participants, highlighting the importance of different

stakeholders contributions and collaboration at the city-, national-, and regional levels as the three components of this regional project. The many vulnerabilities and hazards threatening sub-Saharan Africa were acknowledged and framed in this peculiar historical moment when, along with the impact of climate change, a pandemic is creating a multi-layered hazard scenario, and contributing to weakening many communities and urban settlements. For that and more reasons, the speakers agreed that this collaboration between the Adaptation Fund, UN-Habitat, and the four countries and cities is very timely and strategic.

The Adaptation Fund Board Secretariat, through a video message from its Manger Mikko Ollikainen, also contributed to the opening session. Mr. Ollikainen highlighted that the intercountry experience sharing and cross-fertilization at the regional level is strategic in this project, which is one of the 15 regional projects approved so far by the Adaptation Fund. He also stated that the project “Building Urban Climate Resilience in South-Eastern Africa” has the potential to scale up its activities and expand its impact beyond the four-year term, and he encouraged a creative thinking approach in helping communities to be more resilient, also in the view of the new challenges posed by COVID-19.



FIGURE 4 | Participants from the Union of Comoros attending the launch event from Hotel Retaj, Moroni.

The next intervention was made by Fruzsina Straus, Project Manager together with Nellie Nyangwa, Oxfam Regional Director of Southern Africa, who jointly gave an overview presentation of the project, its background, evolution and main features (See presentation in Annex 13).

The highlight of the launch event was a roundtable discussion moderated by Mathias Spaliviero, UN-Habitat Senior Human Settlements Officer at the Regional Office for Africa (ROAf) and Senior Project Manager of this project, during which high-level representatives from the four country governments and the four city administrations were asked to give their views on key challenges and opportunities for urban resilience in South-East Africa.



FIGURE 5 | Participants from Madagascar attending the launch event from Ibis Hotel, Antananarivo.

At the country level, each one of the representatives emphasised that their countries have been facing more and more hazards in the past years which put a terrible strain on cities and communities, affecting their economy, livelihoods, security, basic services, etc. It was commonly noted that addressing urban risk, reducing vulnerability and strengthen capacities are of the utmost importance, and that resilience building has to happen in collaboration between the countries of the region that face the same threats.

After reiterating the many threats that their cities are facing, representatives from the city

administrations acknowledged the work previously done by UN-Habitat through, among other things, the CityRAP implementation that triggered this project. They also stressed the importance of leveraging the knowledge of local communities, many of which are already quite active in tackling disaster risk reduction and climate change adaptation through different initiatives, and the urgent need of strengthening local capacity and protecting their communities, especially the most vulnerable ones.

In addition to Interprefy, the launch event was streamed live on the UN-Habitat Facebook account. The live stream garnered over 1,000 views, 4,000 + people were reached and 200+ engagements were had. The link can be found [here](#). A web story about the launch of this regional project was published on the UN-Habitat website and it can be found at this link: <https://unhabitat.org/un-habitat-launches-climate-resilience-project-in-south-eastern-africa>. The project launch was promoted on UN-Habitat's corporate social media accounts as well.

The full report of the launch event can be found in Annex 3.



## 2.3 | Inception Workshop

### Session 1 | Country working groups

A very important part of this 2-day online event were the separate sessions each country had for the organisation of their workplan and arrangements for the first year of implementation. This was scheduled for the afternoon session of the first day from 1PM to 3PM EAT. The outcomes of these separate sessions were discussed in plenary with UN-Habitat and Oxfam project teams on the afternoon session of following day which was dedicated to the operationalization and next steps of the project.

From an IT point of view, this was possible thanks to the Interprefy platform, which allowed the creation of four separate virtual rooms where the country/ city teams were connected from their in-person meetings, and UN-Habitat and Oxfam representatives could virtually come in-and-out of the groups and thus take part in the conversations.

Each group was moderated by the National Project Manager and a rapporteur was assigned to take note and report back in the following plenary discussion. The full reports from each working group are attached in this inception report as annexes.

The main objectives of the working groups were the following:

- The establishment of National Project Coordination Teams (NPCTs);
- The establishment of City Project Teams (CPTs);
- The review of planned activities and related chronogram.

Below is a summary of the main points from each working group:

#### Madagascar

The Madagascar group was composed of: (i) technical staff from the Ministry of Regional Planning and Public Works (MATP) and the Ministry of Environment and Sustainable Development (MEDD) and the UN-Habitat Madagascar team, all gathered at Ibis Hotel Antananarivo, (ii) delegates from Menabe region and from the municipality of Morondava who joined through the Interprefy platform from another small gathering at the Maeva Hotel in Morondava, and (iii) UN-Habitat and Oxfam teams through the Interprefy platform.

The guidelines on the working group session summarizing relevant information on the project from the latest full proposal were presented to the team. Two main topics were discussed: the National Project Coordination Team (NPCT) and Oxfam's role in the city activities. With the agreement of the Project Supervision Team, the Madagascar team proposed some changes to the NPCT membership and roles outlined in the project document. The NPCT Madagascar will be co-chaired by MEDD and MATP and the Oxfam representative will not be part of the NPCT at the national level but will be a member of the City Project Team (CPT) at the municipal level.

Regarding Oxfam and the activities at the city level, in order to provide support to the ongoing process of the establishment of Oxfam South Africa in Madagascar, the two ministries MATP and MEDD will follow up the Oxfam registration request with all concerned ministries in order to issue a notice to the Ministry of Foreign Affairs which will have to give the final approval. This



FIGURE 6 | Madagascar working group session

is particularly necessary since the budget for component 1 related to Morondava activities is already available through Oxfam. It was pointed out to the team that after the endorsement, Oxfam will become “Oxfam in Madagascar” and will be ready to collaborate with all national institutions, national NGOs and local NGOs in Morondava. The ministries recommended national tenders for the activities at the city level. It was agreed that local labour in Morondava will be used and that local capacity building to ensure the sustainability of the infrastructure is planned within this project.

A detailed report of the Madagascar working group can be found in Annex 4.

### Malawi

A mission was conducted to Zomba City Council by the NPM on 12 June 2020 to strategize on the launch and Inception Workshop event and preparatory activities. It was agreed during the mission that it will not be feasible for the Zomba team to travel to Lilongwe for the launch and Inception Workshop, due to the elections. Instead, the city would explore venues where they can convene as a team. The city also agreed to formally submit the name of the project focal point and to start working on preparatory activities for the project. Due to presidential elections in Malawi that were scheduled at the last-minute 23 June 2020, which was also the day of the meeting, delegates from Malawi participated from their respective homes, except for the group from Zomba which convened at the University of Malawi, Chancellor College Campus.



FIGURE 7 | Samuel Gama, representative of the Ministry of Disaster Management Affairs and Public Events in Malawi, attending the online meeting.

Participants in the Malawi country working group included representatives from the Department of Disaster Management Affairs; Department of Urban Development; Department of Housing; Ministry of Information; Malawi University of Science and Technology; Association of Environmental Journalists; Zomba City Council; UNDP; WFP; Oxfam and the Civil Society Network on Climate Change. During the country working group, the team agreed on the membership of the NPCT and the CPT, and proposed preliminary activities to be implemented in the first year at national and city levels. The team also sought clarity on the project commencement time and the number of representatives in the technical committee at national and city levels. The team made recommendations on the need to put in place strategies that will ensure women’s participation in the project; the need for immediate finalization of the project technical team as well as the need to hold a first meeting of the technical committees, and the need to disclose social and environmental safeguards and other tools to the general public.

A detailed report of the Malawi working group can be found in Annex 5.

### Mozambique

The country working group meeting took place at Polana Hotel meeting venue in Maputo with 16 participants, and with UN-Habitat and Oxfam plugging in through Interprefy, and served to further discuss, consolidate and clarify what has been discussed during the 18 July 2020 preparatory meeting for the ceremonial launch and Inception Workshop held at the same meeting venue with the purpose of preparing the Government of Mozambique for the workshop, in particular concerning the national component of the project.

The entities present were: National Institute of Disaster Risk Management; National Directorates of Urban Development; Land and Territorial Development; Urbanization and Housing; Directorate of Environment; Climate Change; Chokwe Municipality; Eduardo Mondlane University; and UN-Habitat and Oxfam through Interprefy.

The priority interventions to be integrated in the national component of the project were discussed, consolidated and validated during the working group meeting. Implementation strategies for Component 1 of the project were also addressed with focus on ensuring climate sustainability. The composition of the NPCT as well as the Chair and co-Chair for the NPCT



FIGURE 8 | Mozambique working group session

were dully addressed. Discussions were focused on ensuring an integrated approach while implementing the activities of the national component of the project, taking into consideration the country's current efforts in alignment to the project's outputs. In conclusion, the national entities agreed to review and develop legal instruments in which, through the project, urban resilience can be duly integrated and actions at the city level can be enhanced through specific regulations, to fill the gap that currently exists in the legal frameworks in the urban dimension. The national component will also focus on complementing ongoing efforts in strengthening the capacity of the local authorities for addressing disaster risk management (DRM) in cities and towns and to enhance the vertical coordination on DRM. The NPCT will agree on a workplan for the first year of project implementation as well as the issue on the Agreement of Cooperation with the Executing Entity.

A detailed report of the Mozambique working group can be found in Annex 6.

### Union of Comoros

The working group session for Comoros, as the launching ceremony, took place at the Hotel Retaj in Moroni in-person, with participants from UN-Habitat and Oxfam plugging in via Interprefy. The session was chaired by Tachfine Ahmed, Director General of Civil Security, with participation of the Director of Urban Planning, the Global Environment Facility (GEF) Focal Point in Comoros,

representatives of local NGOs, technicians for the Ministry of the Environment, Meteorology and the Municipality of Moroni.

After the presentation of the project overview and implementation arrangements by the NPM, the discussions focused on the different activities planned within the project, and in particular on i) the possibility of redundancies with certain activities planned in other projects, in particular the post-Kenneth recovery project of the World Bank ii) the choice of project intervention areas iii) the role to be played by Oxfam and support to the municipality, and finally on iv) the need to collaborate with the various technical departments. Many explanation were provided, in particular regarding the participatory process that led to the choice of activities and intervention areas (CityRAP), the need to work closely with the technical departments of the state to optimize results, and the fact that this project could serve as a catalyst for other neighbourhoods or other municipalities.

Finally, the discussions focused on the composition of the CPT to make it as representative as possible. It was proposed to have another meeting in July 2020 to discuss the detailed workplan.

A detailed report of the Union of Comoros working group can be found in Annex 7.



FIGURE 9 | Union of Comoros working group session

## Session 2 | Implementation Strategies

The Inception Workshop culminated in a plenary session during which all partners and stakeholders gathered to discuss certain aspects of project implementation. The following section reflects both the discussions that took place during this plenary as well as subsequent work on the topics covered. Issues that were discussed include communications and advocacy, knowledge management, environmental and social safeguards, and gender considerations.

Given the ongoing global COVID-19 pandemic context, UN-Habitat and Oxfam prepared a draft COVID-19 contingency plan statement which was also discussed in light of the project's imminent activities. Please see Annex 10 for the full statement endorsed by the Inception Workshop.

### Communications and advocacy

Communications and advocacy remain central to achieving the objectives of the project by linking the right message with the right target audience in the right manner. Communicating is a two-way process and successful communication requires an audience-centred approach, with the aim of ensuring a responsive feedback as opposed to one-way information relaying.

The primary basis for the communications strategy for the project builds on external communications to:

1. Increase visibility of the progress, impact and outcomes of the project through enhanced outreach, including websites and social media
2. Develop high-quality communications products such as monthly newsletters to reflect the activities of the project
3. Accelerate coordination with other relevant stakeholders to achieve inclusive, impactful and holistic results
4. Raise awareness of the project including the issues it aims to address, while driving general demand in the region for building more resilient urban areas through increased positive media coverage

The communication strategy leverages internal communications to streamline the messaging and capitalize on in-house expertise to build areas for complementarity (see draft in Annex 12).

The communication activities will include:

- Maintain quality of, consistence with, and adherence to UN-Habitat corporate communications standards in disseminating information shared to the public domain
- Strengthen existing ties with local, national and international media organizations and news outlets and keep the media informed of the activities and impact of the project
- Enhance the visibility of the project by communicating results through press-releases, web stories, and short videos
- Utilize social media channels to further expand the project's outreach and to disseminate messages, progress, achievements and impacts

### Knowledge management

The knowledge management system is vital for this project which has as a main objective cross-fertilisation and capacity building, and which has built itself as a cycle around three levels: city, national, and regional. Learning and experiences from the city level will be captured and fed into the activities at the national level, which will then be shared between countries at the regional level, and the outcome of that will trickle back to the cities and countries, as a continuous cycle of sharing and learning. An optimal knowledge management platform for the project is still being explored.

The knowledge management system is inspired by UN-Habitat's Results Based Management Framework which focuses on achieving impactful change, improving performance, integrating lessons learned into management decisions and monitoring and reporting on performance. In this project it will be applied through two main steps:

1. Information and lessons learnt from knowledge related to the adaptation focused projects will be captured and analysed. The Project Supervision Team will coordinate the overall knowledge management and project communication, managing a database that will be the central storage for all information on the project. Additionally, Oxfam will play a crucial role making sure that implemented activities at the city level are properly documented and shared among all four cities so that they can learn from each other, and a web-based "Countries Implementation Platform" coordinated by Oxfam will be established.

2. Lessons learnt will be transferred and knowledge sharing will be fostered with all climate change stakeholders through all the three components of the project:

- Under Component 1, knowledge exchange and learning will be ensured during the implementation of sub-projects at the city level. The Project Manager will be communicating regularly with all four NPMs, monitoring progress of activities during all components, compiling and retaining key information and lessons learned. A communication and learning platform will be put in place for the NPMs to coordinate and share information amongst each other.
- Under Component 2, a systematic bottom-up dissemination of lessons learnt from local to national levels will be undertaken, whereby lessons learnt from the local level will be translated at the national level into useful training guidelines and policy recommendations. Additionally, the CityRAP (City Resilience Action Planning) tool will be widely disseminated and made accessible to other cities and communities.
- Under Component 3, inter-country experience sharing and cross-fertilisation will be the core of knowledge management activities with the aim of improving processes, capitalizing on key lessons learned, and assisting in streamlining currently scattered, and sometimes duplicated, efforts.

DiMSUR will be the vehicle for knowledge management and sharing, in line with the objective to “enable DRR, CCA and urban resilience knowledge, information and exchanges between member States” stated in its Charter<sup>1</sup>, and with the Strategic Priority 4: “Establishing networks and partnerships towards better knowledge management and dissemination for urban resilience” of its Strategic Plan 2016-2026<sup>2</sup>.

Overall, knowledge sharing activities will include webinars, conferences, and workshops at the city-, national-, and regional level, and a broad range of knowledge products will be produced and widely disseminated, such as training materials, reports, assessments, guidelines.

After the official approval of this regional project, the Adaptation Fund Board Secretariat

<sup>1</sup> MoU and Charter available at: <http://dmsur.org/wp-content/uploads/2016/04/MoU-DiMSUR-Final-Signed.pdf>

<sup>2</sup> Strategic Plan 2016-2026 available at: <http://dmsur.org/wp-content/uploads/2018/12/DiMSUR-10Years-Strategic-Plan.pdf>

requested additional comments to be addressed. One of these was regarding the use of specific expertise already present in each of the participating countries. Therefore, building on the core goal of this regional project of intercountry experience sharing and cross-fertilisation between countries sharing the same hazards and risks, additional details were provided in the project document about the existing local expertise in each of the project countries, like cyclone-resistant construction in Madagascar, flood risk management and adaptation in Mozambique, earthquake-resistant construction in Malawi, efforts in creating national disaster risk management entities and policies in the Union of Comoros. Along with other knowledge management measures, to ensure that the project leverages existing regional expertise during its implementation, it is worth to mention a communication and learning platform that will be put in place to systematically coordinate and share information amongst the different project country teams, allowing them to enrich and exchange their respective expertise and knowledge.

### **Environmental and social management**

The project complies with the Adaptation Fund’s Environmental and Social Policy (ESP) and its 15 safeguard areas (or principles) and with the Adaptation Fund’s Gender Policy (GP).

An initial assessment was carried out to identify and evaluate risks and impacts of proposed activities for the entire project. Community surveys and public consultations were used to collect disaggregated data focused on climate change related issues, needs and perceptions of marginalized and vulnerable groups, activity prioritisation and the identification and assessment of potential risks. Where needed, measures to avoid or mitigate potential risks were duly identified. Results from this screening showed that the project is considered to have a Medium Risk, namely Category B (where Category A means that the project is likely to have significant adverse environmental or social impacts, and Category C means that the project has no adverse environmental or social impacts), which means that in comparison with Category A, potential risks impacts are fewer in number, smaller in scale, less widespread, reversible or easily mitigated. The project activities were indeed designed to minimise such potential risks. Nevertheless, measures will be undertaken to ensure that no negative environmental or social impacts can occur, and an Environmental and Social Management Plan (ESMP) has been developed to provide the implementation mechanism for the environmental and social mitigation measures

during the project implementation stage. Its objective is to forecast, prevent, manage and mitigate the potentially adverse impacts on people and environment of the activities comprised within the project. The risk screening and design of the ESMP was conducted in collaboration with national and local government stakeholders, local and international experts, a wide range of other concerned stakeholders as well as the target communities (emphasizing the inclusion of marginalized and vulnerable groups), and its outcomes were subject to public consultations. During the initial inception of the project, the ESMP will be re-visited in each city/ country and aligned with national requirements.

As mentioned above, the Adaptation Fund Board Secretariat requested additional comments to be addressed after the official approval of the proposal. Two of them were related to the social impacts of the project, specifically regarding gender related risks, and involuntary resettlement. Below are some specifics about how these comments have been addressed.

#### **Location-specific gender assessment**

To ensure compliance with the submitted ESMP framework, the gender strategy and human rights approach which clearly identify indicators and outline a strategy for ensuring – among



FIGURE 10 | Community consultation in Zomba, Malawi. 2018

other aspects – the respect of gender equality and justice across all the project's initiatives, the project will undertake a location-specific, updated and detailed baseline assessment in order to capture the initial gender-related conditions to allow early detection of possible risks/challenges, early action on these potential risks/challenges, monitoring progress across the all activities, and evaluating the final impact, including learning and accountability.

This assessment will be implemented during the inception phase of the project with the leadership of UN-Habitat's Gender Unit, and a corresponding item was added to the general budget to hire a gender expert and fund the required missions to each of the four target countries. Building on the results of the existing environmental and social assessments that have already been conducted in the project preparation stage, surveys will be conducted in each of the communities where the project will be implemented, and with relevant city government institutions. The results will allow the development of a specific gender approach and baseline to provide an overview of what measures have been taken to ensure that women and men will have equal opportunity to build resilience, address their differentiated vulnerabilities and increase their capability to adapt to climate change impacts through project implementation.



FIGURE 11 | Community consultation in Morondava, Madagascar. 2018

### Involuntary resettlement risk

Since concrete resilient infrastructure building are a big part of this project, a particular concern was raised regarding the risk of involuntary resettlement, especially looking at the most vulnerable groups in the concerned communities. However, because of the way this project was designed, no activity will entail loss or relocation of shelters, and no economic displacement will occur. The only possible impact in this sense, considering activities related to improvement of roads and drainage, is that they may cause temporary disruption of segments of streets where street vendors conduct their activities. But considering the mobile nature of such economic activities, such temporary street disruption does not compromise their access to their assets.

Even though no proper involuntary economic resettlement risk was identified in the environmental and social assessments, and even though after consultation with the communities, including informal vendors, it was stated that the activities will not represent even temporary barriers to informal economic activities along the streets, monitoring measures and annual reporting will be undertaken to ensure that street vendors are considered and protected equally to other economic stakeholders. For that reason, for all activities aiming at improving urban drainage conditions and mobility, that is roads and bridges rehabilitation or construction, the design phase will adopt a vulnerable-groups lens, including informal street vendors. Construction execution plans, work timetables and related arrangements will be discussed with street vendors' representatives to take their needs into consideration identifying possible barriers and mitigation measures if needed. Additionally, specific monitoring measures will be established, and "safe spaces" will be established as grievance mechanism at all relevant project sites in all four cities, to receive inputs, complains, and concerns from any member of local communities feeling affected by the construction works.

## 2.4 | 1st Project Steering Committee (PSC) and expanded 6th DiMSUR Executive Board meeting

### Project Steering Committee

The Project Steering Committee (PSC) was held on Wednesday, 24 June 2020. As per the other sessions, the meeting took place in some small in-person groups and online (Interprefy) with simultaneous interpretation. It was chaired by Mr. Tackfine Ahmed, Director General of Civil Security of the Union of Comoros.

With the meeting taking place only once a year, the PSC met to discuss the following:

1. Adopt the Minutes of the 5th DiMSUR Executive Board Meeting
2. Review, discuss and provide substantive comments on the Terms of Reference for the PSC
3. Review, discuss and provide substantive comments on the project governance framework and DiMSUR Secretariat recruitment plan
4. Review, discuss and develop the 2020-2021 work plans, implementation strategy and monitoring framework at the city level, national level and regional level
5. Review and discuss the COVID-19 related contingencies for project implementation

### Adoption of the MoMs of the 5th DiMSUR Executive Committee Meeting

The minutes were adopted.



FIGURE 12 | Tackfine Ahmed chairing the PSC and other participants from the Union of Comoros.

### **Agreement on the ToRs for the PSC**

The Terms of Reference were finalized and are attached (see Annex 9). The PSC was composed of the same members as the DiMSUR Executive Board, plus representatives of the four target cities namely:

- Chair: DiMSUR Executive Board Chairperson
- Secretariat: UN-Habitat on behalf of the DiMSUR Secretariat (until recruitment is done)
- SPM and PM / UN-Habitat
- Government representatives of the four project target countries, dealing with disaster risk reduction and/or climate change adaptation and/or Chairs of the National Project Coordination Teams (NPCT)
- Municipal representatives of the four project target cities, Chairs of the City Project Teams (CPT)
- Oxfam International, in representation of civil society

Although the SADC Disaster Risk Reduction (DRR) Unit is part of the PSC, its representative was unable to participate in this event. Therefore, the SADC DRR Unit will be duly informed of the outcomes of this meeting, and it is hoped that their presence in the next meeting will be possible.

The level of representation in the PSC was discussed, and it was concluded that, while the PSC seeks to attain the highest possible level of government participation, this will depend on the context of each country. For example, for Malawi the Permanent Secretary will represent the country at the Project Steering Committee while the Director General will represent Comoros.

The PSC agreed to include an academic institutions from all four project countries in the Project Steering Committee and in each of the four NPCTs.

### **Review of the project governance framework**

The PSC agreed to be consulted during the recruitment process of the DiMSUR Secretariat. As an initial step, the DiMSUR Executive Director will be recruited before the end of 2020 to help streamline knowledge management within the project, to ensure continuous learning between countries.

### **Stakeholder Engagement Strategy**

The PSC agreed to engage stakeholders across all levels i.e. city level, national level and regional level. The following activities were proposed:

1. Brief overview of stakeholder mapping analysis
2. Clarification of which stakeholder should be engaged
3. Identification of existing stakeholders

Countries requested for more time to identify the specific stakeholders to be involved. Initial ideas proposed by Malawi include engaging with the private sector in the country.

### **Environmental and Social Management Plan**

The PSC members endorsed the environmental and social management plan as part of the project plan. Each member is expected to review the strategy in depth and it will be discussed again in detail ahead of the first NPCT meetings.

### **Knowledge Management, Advocacy & Communications Strategy**

The draft strategy was presented with a particular focus on streamlining communications across the city, national and regional levels. The national project teams and the city project teams will document every process or activity implemented and share on user-friendly communications channels which are being developed.

PSC Members are encouraged to connect with media partners and make use of social media to engage with relevant stakeholders and will be capacitated to do so. A communications strategy for the project, currently being developed, will provide guidance to the PSC, NPCTs and CPTs on how to capture, present and disseminate information in a consistent and uniform way (Annex 12).

The full report of the Project Steering Committee and DiMSUR Executive Board can be found in Annex 8.



# Conclusions

The formal launch and inception workshop for the project “Building Urban Climate Resilience in South-Eastern Africa,” held as a hybrid virtual and in-person meeting on 23-24 June 2020, successfully marked the official start of the project. Restrictions imposed by the COVID-19 crisis, while presenting many challenges, also sparked innovation, encouraging the project team to push its boundaries and think outside the box. In the end, the resulting solution combining a few in-person events held at the city and national levels in the project countries plugging in to a global virtual meeting worked well to overcome the dual-challenges of COVID-19 travel and gathering restrictions and issues related to poor network in some project areas. To ensure that the Inception Workshop managed to achieve the same aims it would have accomplished if it was a traditional, in-person workshop, the programme and content of the event had to be carefully crafted and prepared. In the end, and based on feedback received from the participants, overall the stakeholders were satisfied with the outcomes, though of course many lessons were learned along the way for improvement (please see the results from the participant’s feedback survey in Annex 11). Most importantly, this unique exercise set a very important foundation for the execution of the project, as we embrace new ways of working and pursuing our goals and in more sustainable ways. It is hoped that this spirit of innovation, resourcefulness and creative thinking will persevere throughout the project’s lifecycle. It is also of paramount importance that, as project activities get underway while the situation is still quite turbulent, we continue to carefully consider COVID-19 related contingencies in the planning of all activities and always put health and safety first.

Since the launch and inception workshop, the project team has started working on detailed workplans for the first two years for each country and city, and a consolidated detailed workplan for the project at large. The first meeting of the National Project Coordination Teams should be held in each of the four countries by the end of July 2020. By then the workplan for each country for the first year will be finalised.

# Annexes

Additional information about the project “Building Urban Climate Resilience in South-Eastern Africa” can be found in the following annexes:

Annex 1 | Project brochure - [English](#) - [French](#) - [Portuguese](#)

Annex 2 | [Project launch and inception workshop agenda](#)

Annex 3 | [Launch event report](#)

Annex 4 | [Madagascar working group report](#)

Annex 5 | [Malawi working group report](#)

Annex 6 | [Mozambique working group report](#)

Annex 7 | [Union of Comoros working group report](#)

Annex 8 | [1<sup>st</sup> PSC and 6<sup>th</sup> DiMSUR ExBo meeting report](#)

Annex 9 | [Project Steering Committee Terms of Reference](#)

Annex 10 | [Draft COVID-19 contingency plan statement](#)

Annex 11 | [Results from the participant’s feedback survey](#)

Annex 12 | [Communications and advocacy strategy \(draft\)](#)

Annex 13 | [Project presentation for the launch event](#)

