Building Urban Climate Resilience in South-Eastern Africa

Project overview

UN-HABITAT
FOR A BETTER URBAN FUTURE

ADAPTATION FUND

OXFAM

SADC
SOUTHERN AFRICAN DEVELOPMENT COMMUNITY
TOWARDS A COMMON FUTURE

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UNITY AND FREEDOM

DiMSUR
Disaster Risk Management, Sustainability and Urban Resilience

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[1]. 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[2].

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

Started in 2020, the four-year project "*Building Urban Climate Resilience in South-Eastern Africa*" is strengthening 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 are taking 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 stems in part 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

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

2 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.

interventions which constitute the project's activities at the city-level. CityRAP as a methodology and practical approach also informs 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.

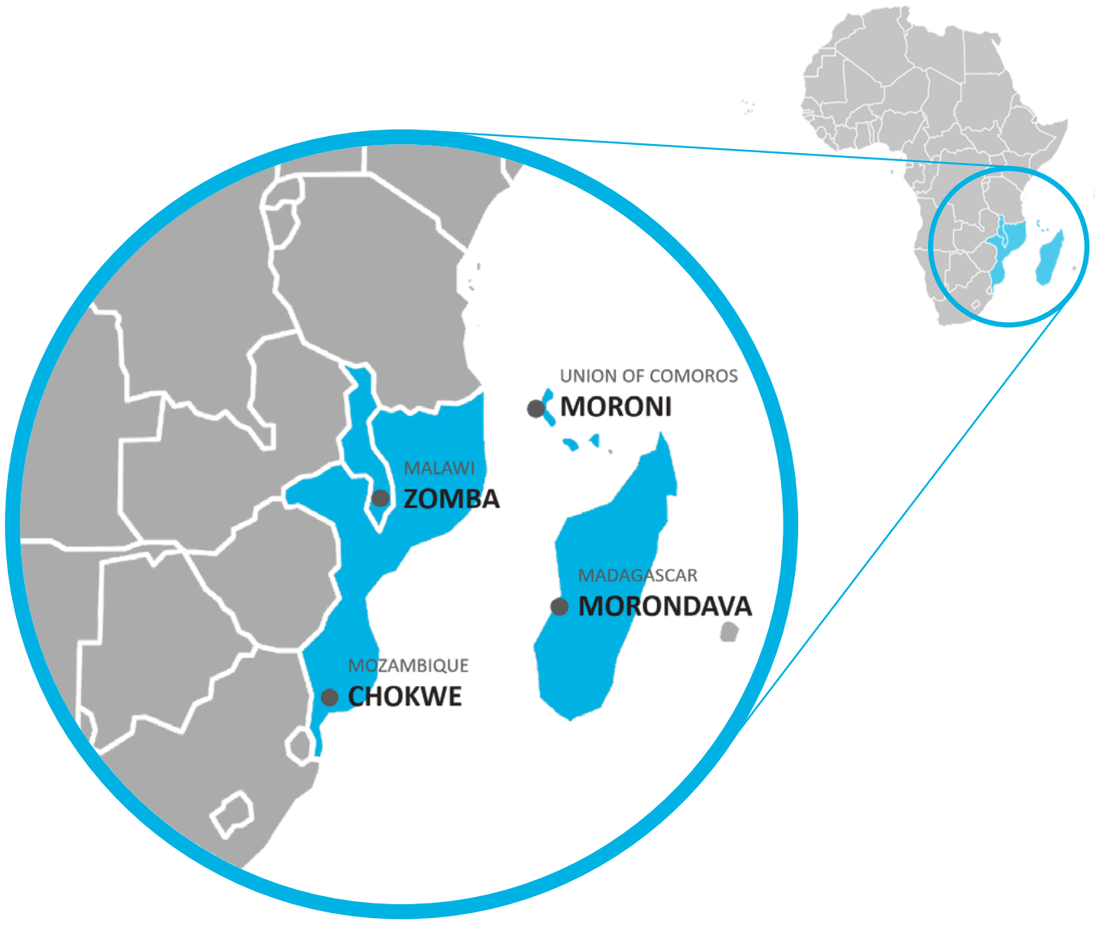


FIGURE 1 | Geographic location of the target countries

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.

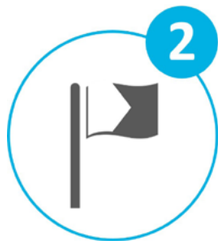
To reach the goals stated in the two objectives, the project is divided into **three components**:

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	1.1. Sub-projects implementation plans fully developed with communities and municipalities, including detailed engineering studies 1.2. Priority sub-projects are implemented in the four target cities mainly through community involvement as labour-intensive manpower 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
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	2.1. National tools, guidelines, policies and/or legislation for promoting urban climate adaptation developed 2.2. National and local officers trained in urban climate adaptation techniques and approaches
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	1.1. Lessons learned and best practices captured and disseminated through the SADC DRR Unit in partnership with DiMSUR as regional knowledge management platform 1.2. Cross-fertilisation activities among the participating countries are discussed and prepared 1.3. Regional workshops organized for experience sharing among the different countries, and participation to global events

TABLE 2 | 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				

Implementation arrangements

Roles and responsibilities of Implementing & Executing Entities

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

TABLE 3 | Roles and responsibility of implementing and executing entities–

IMPLEMENTING AND EXECUTING ENTITIES	PROJECT ROLE AND RESPONSIBILITIES
Multilateral Implementing Entity: **>** UN-Habitat	Overall project supervision, oversight, support to implementation, monitoring and evaluation, fund distribution to Executing Entities
Regional Executing Entities: **>** Technical Centre for Disaster Management, Sustainability and Urban Resilience (DiMSUR) **>** Oxfam Italia (during the first two years of implementation	Partial execution of Component 2 (Output 2.2) and full execution of Component 3
National Executing Entities: **>** MADAGASCAR: Ministry of Territorial Planning and Land Services (MATSF) **>** MALAWI: Department of Disaster Management Affairs (DoDMA) **>** MOZAMBIQUE: Ministry of Land and Environment (MTA) and National Disaster Management Institute (INGD) **>** UNION OF COMOROS: Directorate General for Equipment and Land Use (DGEAT)	Partial execution of Component 2 (Expected Outputs 2.1)
Local Executing Entity: **>** Oxfam Italia (providing oversight to local Oxfam affiliates in each city)	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[1] (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.

1 Please refer to the DiMSUR MoU and Charter at: http://dimsur.org/dimsur-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.

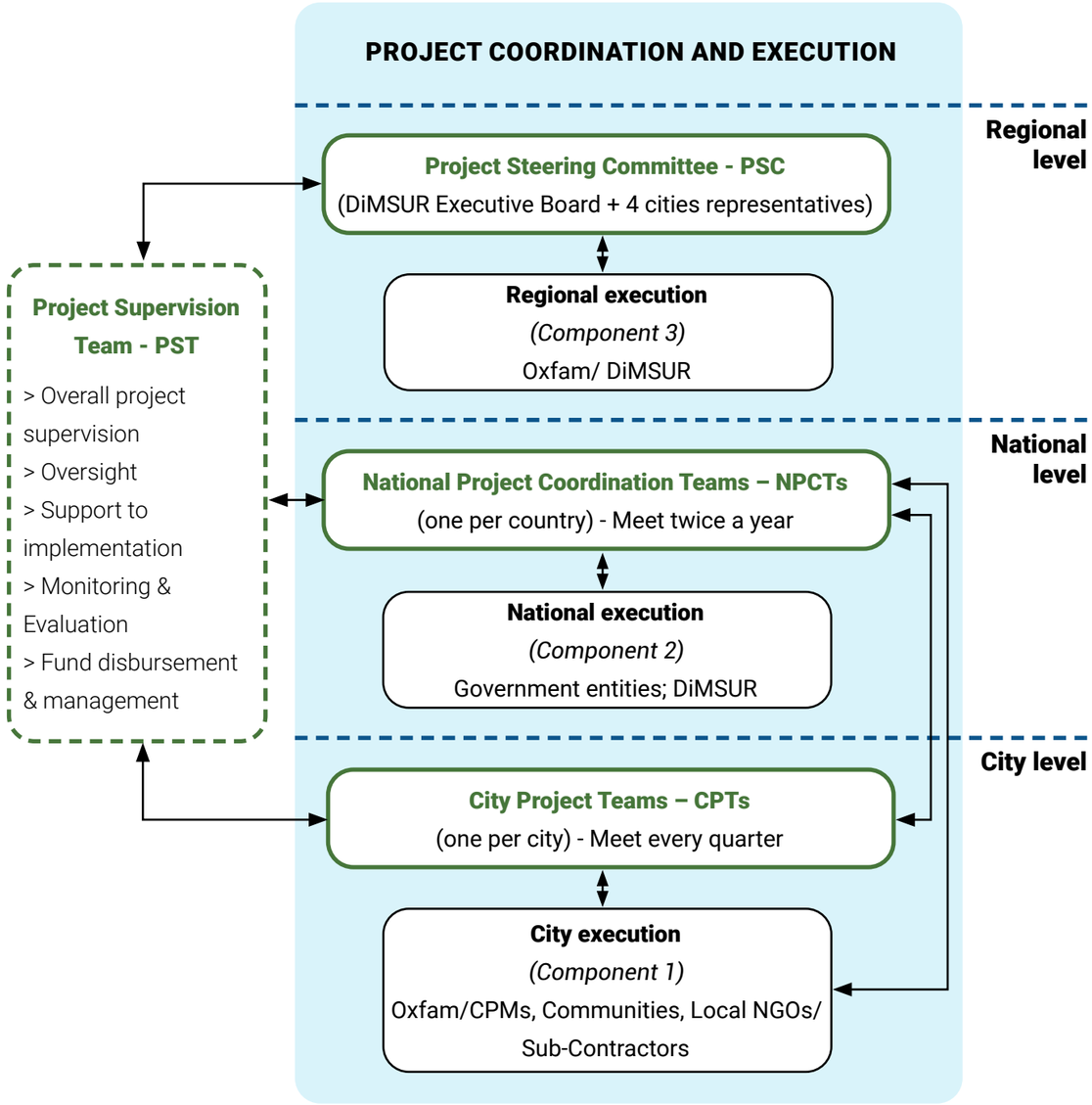


FIGURE 2 | Project's organisation chart

UN-Habitat project team

UN-Habitat project team is composed by 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. 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.

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