

DiMSUR

Disaster Risk Management,
Sustainability and Urban Resilience

ACTION PLAN 2022 – 2024

Inception and activation strategy

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1. GENERAL CONSIDERATIONS AND DOCUMENTAL ANALYSIS

1.1 Background Timeline

- August 2008: First DiMSUR concept note developed;
- May 2010 - December 2011: Feasibility study done;
- February 2012 - March 2013: Project approved under the ACP-EU Natural DRR Programme - grant managed by GFDRR/World Bank;
- June 2013: DiMSUR launched in Maputo, Mozambique;
- May 2014, December 2014, October 2015, November 2016 and July 2018: DiMSUR Executive Board meetings held;
- 2014 to date: CityRAP tool developed, partnerships established, on-going and continuous fundraising efforts, DiMSUR legalization process ongoing.

1.2 Context

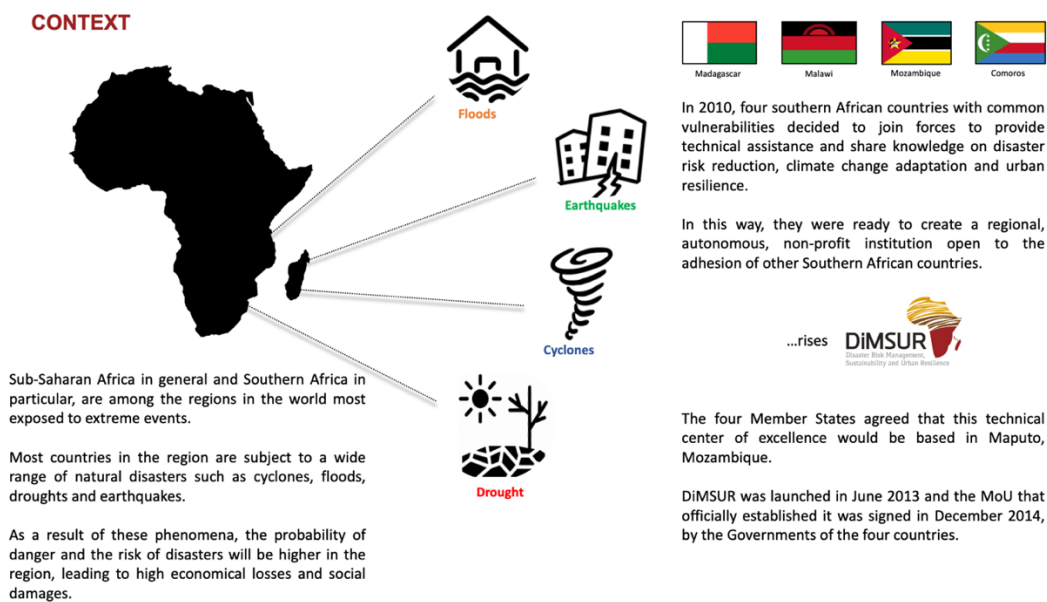


Image 1 - DiMSUR's CONTEXT – How DiMSUR was created

DiMSUR is an intergovernmental organization based in Mozambique, with active members in 4 SADC countries, namely Madagascar, Malawi, Mozambique and Union of Comoros. The organization had its status recognized by the Mozambican Council of Ministers through a “host country agreement” – Resolution nº 4/2017, in the Mozambican National Press. It has in its organic structure the following organs the Conference of Ministers, the Executive Board, the Secretariat and the Consultative Group.

Intergovernmental agreements were made to establish the country where DiMSUR should be based (Maputo – Mozambique). Subsequently, strategic meetings were held with the Government of Mozambique with a view to installing DiMSUR in Mozambique and focal

points were established in the Ministries of State Administration and Public Service; Land, Environment and Rural Development; Foreign Affairs and Cooperation and Public Works; and Housing and Water Resources, which should help to streamline the center's operating processes. These actors form the political and diplomatic bridge that allows DiMSUR to establish itself as an intergovernmental organization, which enjoys the same rights as any international cooperation agencies in Mozambique.

Since the beginning of the definition of its strategy as an organization, DiMSUR has produced relevant documents, the result of meetings held with the various institutions of the Governments of the member countries, civil society and academia. DiMSUR developed an inclusive tool, CityRAP tool, which allowed localities and their respective people to participate in the process of carrying out the urban design strategy, both for risk prevention of imminent disasters as well as in the readjustment of situations that have already occurred.

The existing descriptive documents are used not only to tell the history of DiMSUR but also to allow stakeholders to revisit all plans and strategies designed during time, thus creating a repository of relevant information for all prominent future DiMSUR members and partners. IS possible to find for consultation all the documentation mentioned, on the website dimsur.org .

1.3 Projects

The cast of DiMSUR implemented with the help of UN Habitat, as their secretariat, remarkable projects that are collecting data and information for the information repository that is being created. DiMSUR already implemented 2 considerable budgets and have a third ongoing at this precise moment:

Project 1: Strengthening urban resilience in south-east Africa

- Date: 2018 – 2020
- Beneficiaries: Madagascar, Malawi, Mozambique and the Union of Comoros
- Donor: UN Development Account (UNDESA)
- Total amount: USD 625.000,00
- Status: Concluded

Project 2: Strengthening Capacities for Reducing Urban Vulnerability and Building Resilience in Southern Africa

- Date: 2018 – 2020
- Beneficiaries: SADC member states
- Donor: World Bank (EU Natural Disaster Risk Reduction Programme)
- Total amount: USD 500.000,00
- Statues: Concluded

Project 3: Building Urban Climate Resilience in South-eastern Africa in Southern Africa

- Date: 2020 – 2024
- Beneficiaries: Madagascar, Malawi, Mozambique and the Union of Comoros
- Donor: Adaptation Fund
- Total amount: USD 14.000.000,00
- Statuses: Ongoing

The Adaptation Fund Project is ongoing and have a specific budget established to develop activities in four different cities in the member states of DiMSUR: Moroni (Comoros), Morondava (Madagascar), Zomba (Malawi) and Chokwe (Mozambique).

2. UPDATES TO DiMSUR STRATEGIC DOCUMENTS

Considering that the DiMSUR office is based in Mozambique, representing a region of four countries, its critical to do specific adjustments so that the previously outlined strategy has an easier execution adapted to the local, national and regional realities of the countries where DiMSUR operates, with the aim to help the resolution of ongoing problems but also with a focus to captivate new regional members.

2.1 Comments on Documents

2.1.1 Change of the term *DiMSUR Strategic Plan 2016 – 2026* to *DiMSUR Strategic Vision 2016 – 2026*

It is necessary to analyze climate as a dynamic natural factor and for this reason such a long strategic plan could be changing its references constantly. In this context is more accurate to consider a 10-year plan the long term strategic vision of the organization. Action Plans are very strategic and could be drawn up every 2 years admitting the readjustment of the strategy, whenever it proves necessary, with Work Plans designed annually.

The Action Plan 2022 – 2024 is a broader plan, but to star its implementation in necessary to have a smaller Inception Plan, that compile a period of activities of 6 months were DiMSUR would like to be able to foresee the short term immediate actions.

2.1.2 Change from *DiMSUR Strategic Plan 2022 – 2023* to *DiMSUR Action Plan 2022 – 2024*

It is extremely important that a center of this magnitude takes into account the following agendas: public administration, land, climate and environment, disaster and risk management, sustainability, public works and urban development. In Mozambique, all these governmental agendas are expressed in 2 main documents (the Government Five-Year Plan and the Economic and Social Plan), both with a duration of five years. The country assumes this documents in the beginning of each presidential term, which in Mozambique lasts for also for five years.

It is important that DiMSUR manages to bring some of its strategic intentions to the existing Government plans in all the member states, starting at the beginning of each governance cycle. For this reason DiMSUR have to develop a strategy that takes into account the next 3 years of governance, until the end of the current presidential term, continuing to disseminate actions that create constructive awareness of disaster risk management, sustainability and urban resilience.

Making an Action Plan until the end of the Adaptation Fund Project would be a way to make an agenda to match with the end of the presidential term in Mozambique, thus outlining a new strategic planning that would go hand in hand with the next Government agenda (2025 – 2029).

2.2 Comments on Budget

Having technical and financial resources available is a critical need to be able to plan and implement the actions to be carried out. For this reason, it is necessary to have clarity about the budget available to guarantee the best execution of the planned activities.

2.2.1 Adaptation Fund Project Budget

The planned budget is the element that allows the activities foreseen to be carried out, considering that they are previously designed, agreed and quantified, with the consent of all the members of the DiMSUR board. The budget tends to be the most sensitive subject of the estimation planning because it can undergo different variations, considering that from *planning* to *execution* there is a time factor, which is not always under full control of the organization due to the interdependence of some actions. With regard to the assertive execution of specific plans, all budgets must have a contingency item and must consider the *exchange rate variations* of the last 5 years, as a way of forecasting (or even avoid) unexpected breaks, losses and uncontrolled surprises, which could block the smooth running of the planned activities.

There is a plan made in the Adaptation Fund Project, which considers a financial allocation of USD 530,000.00 (Five hundred and thirty thousand United States Dollars), to be used for a period of 4 years (from June 2020 to June 2024), of which 2 years have already passed.

The estimated budget proposed for the Adaptation Fund Project provides for 3 components, one for *preparation, implementation and management* (local level), another for *creation of tools, guidelines and training* (national level) and the last one for *exchanging experiences and disseminating information* (regional level). In good analysis, it must be clear that there is no heading that provides financially for the effective physical setting up of a center, its core team and equipment. It is necessary to take into account the efforts made by the teams of UN Habitat and OXFAM, in the support for the creation of this entity that is DIMSUR, which

currently has a temporary office and two permanent employees, hired with the mandate to plan the critical activities and set up the organization, administratively and physically.

For the physical assembly and structuring to be possible, additional funds must be allocated to the organization, considering the plan presented here and whose inputs may explain the need for new financial resources, that may be acquired with the help from the executive board.

Project component	Outputs	Activity	Total budget	Year 1	Year 2	Year 3	Year 4	Notes
1. Preparation, implementation and sustainable management of priority sub-projects at the city level	Output 1.1. Sub-projects implementation plans fully developed with communities and municipalities, including detailed engineering studies	1.1.1. Design of detailed sub-project documents, incl. technical specifications, roles and budgets	\$396 000	\$396 000	\$0	\$0	\$0	A
	Output 1.2. Priority sub-projects are implemented in the four target cities mainly through community involvement as labour-intensive manpower	1.2.1. Implementation of 23 priority sub-projects in the 4 targeted cities	\$7 749 999	\$1 500 000	\$2 200 000	\$2 200 000	\$1 849 999	B
	Output 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	1.3.1. Organisation of trainings for municipal staff and community members on the sustainable management and maintenance of the realised physical interventions	\$2 345 600	\$586 400	\$586 400	\$586 400	\$586 400	C
Project component total			\$10 491 599	\$2 482 400	\$2 786 400	\$2 786 400	\$2 436 399	
2. Tools and guidelines development and training delivery at the national level	Output 2.1. National tools, guidelines, policies and/or legislation for promoting urban climate adaptation developed	2.1.1. Development of national tools, guidelines, policies and/or legislation for promoting urban climate change adaptation	\$270 000	\$40 000	\$80 000	\$80 000	\$70 000	F
	Output 2.2. National and local officers trained in urban climate adaptation techniques and approaches	2.2.1. Organisation of trainings of national and local officers to respond to, and mitigate impacts of climate-related events on urban areas	\$490 000	\$80 000	\$160 000	\$160 000	\$90 000	G
	Project component total			\$760 000	\$120 000	\$240 000	\$240 000	\$160 000
3. Inter-country experience sharing cross-fertilisation and dissemination of lessons learned at the regional level	Output 3.1. Lessons learned and best practices captured and disseminated through the SADC DRR Unit in partnership with DIMSUR as regional knowledge management platform	3.1.1. Compilation and dissemination of lessons learned and best practices online (i.e. through knowledge hub)	\$170 000	\$0	\$50 000	\$70 000	\$50 000	H
	Output 3.2. Cross-fertilisation activities among the participating countries are discussed and prepared	3.2.1. Organisation of cross-country advisory and learning missions (by municipalities, ministries and/or communities)	\$120 000	\$0	\$40 000	\$40 000	\$40 000	I
	Output 3.3. Regional workshops for experience sharing among the different countries, and participation to global events	3.3.1. Organisation of annual regional workshops for experience sharing, and participation to global events	\$240 000	\$60 000	\$60 000	\$60 000	\$60 000	J
Project component total			\$530 000	\$60 000	\$150 000	\$170 000	\$150 000	
Sub-Total Project Activities			\$11 781 599	\$2 662 400	\$3 176 400	\$3 196 400	\$2 746 399	
Project Execution Costs (9.5%)	Project Manager (P3 level / 75% staff time)		\$400 000	\$100 000	\$100 000	\$100 000	\$100 000	K
	National Project Managers (NPMs)		\$620 000	\$155 000	\$155 000	\$155 000	\$155 000	
	Travel for project execution purposes (PM and so on)		\$40 000	\$10 000	\$10 000	\$10 000	\$10 000	
	Mid term evaluation		\$15 000	\$0	\$15 000	\$0	\$0	
	Final Evaluation of the project		\$15 000	\$0	\$0	\$0	\$15 000	
	Miscellaneous/other costs for NPMs		\$39 252	\$7 313	\$7 313	\$7 313	\$7 313	
	Sub-Total Project Execution			\$1 119 252	\$272 313	\$287 313	\$272 313	
Total Project Costs			\$12 900 851	\$2 934 713	\$3 463 713	\$3 468 713	\$3 033 712	
Project Cycle Management (8.5%)	Senior Human Settlements Officer (P5 level / 5% staff time)		\$40 000	\$10 000	\$10 000	\$10 000	\$10 000	L
	Project Assistant and KM expert (NO-B level / 50% staff time)		\$132 000	\$33 000	\$33 000	\$33 000	\$33 000	
	Travel for monitoring/oversight missions		\$21 512	\$5 378	\$5 378	\$5 378	\$5 378	
	Project Support Costs = 7% of Total Project Costs		\$903 060	\$205 430	\$242 460	\$242 810	\$212 360	
	Project cycle management total			\$1 096 572	\$253 808	\$280 838	\$291 188	
Amount of Financing Requested			\$13 997 423	\$3 188 521	\$3 754 551	\$3 759 901	\$3 294 450	

Image 2 – Budget for the Adaptation Fund Project (DiMSUR – Project component #3)

2.2.2 Search for New Funding Sources

After the implementation of some actions planned in the Adaptation Fund Project, it is important to monitor the flux of funds to see if is necessary to make a reevaluation to improve the use of the remaining funds, considering that prices are globally changing every day and the activities must be maintained despite this differences.

In this perspective, having the funds been implemented in a transparent and monitored way, with the involvement and information of the key stakeholders, it will be easy to leverage new sources of funding after the finish of the Adaptation Fund Project (2024). It is critical to comply with all the deliverables that were agreed, however, it is possible to try to understand the relevance of all the actions carried out to date and try to seek other support sources to fill those activities that may not be in the Adaptation Fund Project, but are critical for the organization credibility.

It will be a great tactic for the maintenance and sustainability of DIMSUR to be able to present the lessons learned and the added values generated by the projects carried out at the local

and national level, in the 4 member states. The regional integration concept is a great added value for the generation of organizational sustainability, considering 16 countries that are members of the Southern African Development Community (SADC). Many of these countries are directly (or indirectly) affected by the climate change events that are devastating the region. Regional exchange of experiences and consolidation of local and national knowledge would help mitigate the risks of imminent disaster and avoid duplication of efforts, by regional Governments.

However, there's a need to clarify that DiMSUR **have no budget** available in the Adaptation Fund Project, to carry out the organizational physical and administrative structuring that is described by this Action Plan 2022-2024 and it is essential to emphasize that the actions described as Priority Activities, are critical for the structuring of an entity that is intended to be relevant for the region.

It is necessary to demonstrate the relevance of DiMSUR as an organization that has the capacity to find technical solutions to the current problems of the countries in the region, regarding climate change issues. It is also considered an added-value, the direct link with SADC, which recognizes the technical capacity from UN Habitat, to solve situations that concern disaster risk management, sustainability and urban resilience.

The members of the Executive Board should use their ability to influence and give their technical validation to DiMSUR, thus supporting the organization's participation in strategic projects, which would lead to capture new funds.

DiMSUR has to prepare an organizational profile, summarizing the results and satisfactory gains, which can be used in international forums dealing with the themes of disaster risk management, sustainability and urban resilience. This presentation should be able to demonstrate to international donors *why* they could support a center like DiMSUR, which uses technical knowledge, cross fertilization strategies and inclusive tools, to raise awareness of the populations on the ways of dealing with DRR issues.

3. OPERATIONALIZATION

3.1 General Considerations

The operationalization of this Action Plan 2022 - 2024 must consider some main premises, and therefore it is necessary to identify from the outset, the availability of the funds for carrying out the necessary activities, some of which are priorities and with funds already allocated and others, that can be filled in a period of up to almost 2 years. This plan should be operationalized considering the following 2 considerations:

- **Consideration 1:** The Adaptation Fund Project Actions (local, national and regional) implementing the technical activities that would have been previously agreed, thus

validating the technical capabilities and dissemination of the organizational relevance of DiMSUR – **Budget secured**;

- **Consideration 2:** DiMSUR as a Physical Structured Entity working as a legal formal organization, with bank accounts, corporate guidelines, governance structures, offices and a functional technical team, ready to operate in an autonomous way supporting the region with the best technical DRR strategies – **Budget to be raised**.

The budget of the Adaptation Fund Project is limited to the activities designed within the project, all the other structural activities of DiMSUR must raise budget to make themselves possible.

3.2 “Problem - Solution” analyses

The real problem identified for the region regarding DDR and DRM issues, has always been dealt with in a limited way and each country has worked with its own critical occurrences, in isolation. When identifying other countries with the same type of problems or that may be affected by it, there is an interaction that allows one to start thinking about a regional strategy and this is exactly what DiMSUR does. Acting in a coordinated way and enhancing the technical capacity to address solutions for the phenomena impacts, are some of the things that make this organization to be an added value to the region.

THE PROBLEM

IN THE AFRICAN CONTINENT...

The urban influx generates an accelerated and disorganized urbanization.

The impacts of natural disasters in southern African countries are exacerbated by the occurrence of climate change, environmental degradation, as well as the lack of technical capacity and financial resources to manage these events.



P Governments concerned about their ability to deal with the dangers and effects of climate change, stemming from their limited capacity at different levels

Lack of national awareness and disaster risk management culture.	PREVENTION vs REACTION
Lack of resources necessary to face the risks.	MEMBER CONTRIBUTION vs DONATIONS
Limited information and lack of technical understanding.	LOCAL TECHNICAL CAPACITY vs OUTSOURCING
Institutional mandates overlap.	COORDINATION vs DUPLICATION OF ACTIONS
Weak intersectoral coordination and decentralization of capacities.	PRODUCTIVITY vs ADDITIONAL COSTS

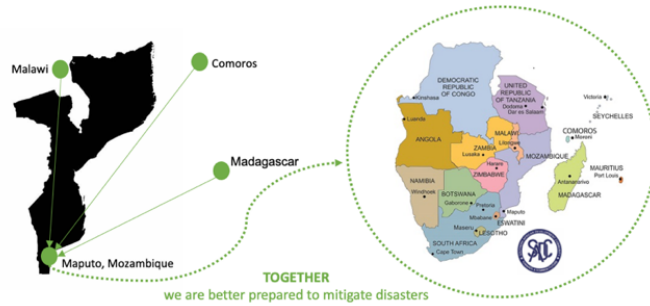
Image 3 – THE PROBLEM – Regional Governments concerns

Solutions, on the other hand, always tend to coordinate actions that can help to mitigate or anticipate problems, previously identified. All solutions must be based in technical fundamentals to guarantee their reliability and the possibility of repetition, if necessary, in other countries within the region.

THE SOLUTION

DIMSUR – A REGIONAL TECHNICAL CENTER

Mozambique was the country chosen to host DiMSUR which increases its responsibility to engage with the other regional Governments and develop actions to promote better strategies of disaster risk management, sustainability and urban resilience for all the member States. Malawi, Madagascar, Mozambique and Comoros are the four countries that have the shared responsibility to promote DiMSURs relevance, attracting other prominent regional members States.



Implementation of pilot projects to generate local knowledge.	LOCAL CAPACITY & OWNERSHIP
Use of an inclusive tool for urban planning and resilience.	INCLUSION & PARTICIPATION
Creation of an information repository for experience sharing.	ACADEMIC & SCIENTIFIC VALIDATION
Allowance of national strategies with a regional focus and ambition.	SUSTAINABILITY & MEMBERSHIP CO-PAYMENT
Building regional capacity and generating international credibility.	CREDIBILITY & GOOD GOVERNANCE

Image 4 – THE SOLUTION – DiMSUR: A regional technical center of excellence

3.3 Action Plan Pillars

The constructive operationalization of an action plan is conditioned by the stable maintenance of three elementary pillars: **Planning**, **Budget** and **Team**. These pillars will enable the implementation of the strategy designed in a cohesive and sustainable way, if they are aligned in an integrated format with permanent recycling.

Planning is the main key for the structuring of general activities and will be the coordinating element of all actions to be carried out in the short, medium and long term. It has governance, accountability, constant training and development, advocacy, monitoring and evaluation and reporting tools as essentials to be able to guide, control and correct activities before, during and after their period of occurrence. It is the crucial action to the entire process as it foresees all possible occurrences during the implementation of any activity, using sensory, technical and technological knowledge. This action must consider the occurrence of unexpected situations, for which contingencies and reservations must be made to ensure the proper implementation of the planned actions.

The **Budget** allows the planned activities to be carried out through the allocation of financial resources, in a controlled time spectrum. It is important to consider that the budget is an element that must be evaluated and calculated considering a timeline, outside of which, the budget will need to be revised. Having control over the budget means quantifying all activities, costs and contingencies so that the entire process is carried out smoothly and that none of the planned activities is compromised. It is in the budget that the cost of time must

be evaluated, to predict the reduction or enlargement of the teams to fulfill the intended objectives, always on time and preferably with no additional costs.

Once again is significant to mention that the **Team** is important because they are responsible for the dynamic implementation of planned and quantified activities. It should be composed of skilled people with predefined roles and allocated to a structured hierarchical system, as a way of obtaining a continuous flow of execution and reporting, of all activities to be carried out. There must be leadership levels that define the functions and objectives of each employee, making them responsible to allow the top management to have an updated clear image of the programmed actions.

3.4 Methodology

The methodology to be able to operationalize the DiMSUR's 6-month Plan goes through:

- Analyze the existing documents, written by other parties that participated/participate in the DiMSUR implementation process, to understand the guidelines outlined when the program was conceived to give the best continuity in its structuring and implementation;
- Analyze the existing estimated budget, prepared by other parties that participated/participate in the DIMSUR implantation process, in order to validate or readjust their actions, taken over at a stipulated time;
- Understand who are the stakeholders involved in the DIMSUR implantation process, both in terms of concept and physical establishment of the offices, in order to legitimize the transfer of mandate to the executive team, recently hired;
- Take ownership of the processes and content in progress, starting to structure the actions to be carried out within a previously outlined action plan, but which will now have to accommodate the prominent budgetary variations and force majeure, as is the case of the Covid 19 pandemic;
- Start planning strategic actions from 2022 to 2024, according to a new approach proposal taking into account the strategic constraints (structural, political and budgetary), which may be evident in the coming years, in the region;
- Initiate priority activities to give due continuity to the implantation of DiMSUR at regional level;

METHODOLOGY

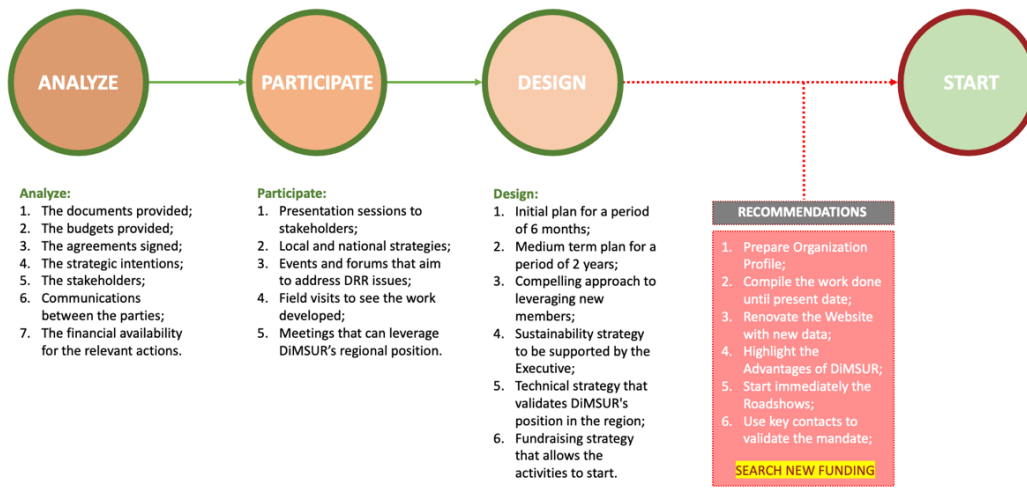


Image 5 – METHODOLOGY – Preparing DiMSUR to operationalize Action Plan 2022 - 2024

3.5 Products and Services

The products and services that DiMSUR will be able to offer to its members must consider the main objective of the formation of the organization: ***the joint intention to address solutions for climate change issues at regional level, through a technical center that focuses on disaster risk management, sustainability and urban resilience.***

There are several fields where the initiatives of an institution such as DiMSUR can be applied, however it is essential to say that as a technical entity, DiMSUR focuses primarily on the *Urban Environment* for the incidence of its disaster risk management, resilience and sustainability interventions.

The Adaptation Fund Project allowed DiMSUR to put its activities into practice and start a process of including local populations in solving problems they experience, through the implementation of the City RAP tool, which provided a real spectrum of what local needs are, initiating a search for solutions that can be implemented locally, multiplied nationally and consolidated regionally.

DiMSUR proposes to continue the implementation of the products designed in the Adaptation Fund Project in its 3 aspects (1. Preparation, implementation and management, 2. Creation of tools, guidelines and training and 3. Exchange of experiences and dissemination of information), however it proposes the creation of specific brands for each product, meeting the need to spread the good work done by the center, to date.

To start a roadshow for the presentation of DiMSUR products and to facilitate the mobilization of new funds, it is necessary that the services provided by the center are easy to understand and that they are memorized by those who see them, as a solution to prevent or mitigate regional hazards. When participating in regional or international workshops, seminars and events on the topic of climate change, DiMSUR's services must be presented, together with their results obtained to date, as a way of initiating a sustained fundraising strategy.

DiMSUR proposed products:

3.5.1 Component 1 - Preparation, implementation and management

PRODUCT: LOPIS and NAPIs – Local & National Pilots (*brand name*)

LOPIs (Local Pilots) are projects that are being carried out at the local level applying the City RAP tool, as well as the inclusion of local populations in solving their own problems, from identification to active participation in the structuring and application of solutions. These projects should be multiplied on a national scale - NAPIs (National Pilots), in order to allow assertive examples of a small scale to be repeated on a larger scale, in other regions, initiating the creation of national awareness about resilience and sustainability, making an assertive management of disasters, in an anticipated (or reactive) way.

3.5.2 Component 2 - Creation of tools, guidelines and training

PRODUCT: XIPEFO – The light of Information (*brand name*)

Light is considered an element that changed the history of humanity. From the ancestral discovery of fire to its scientific evolution into the creation of electric light, the process of human evolution has been continuously transformative. With light, it was possible to ascend to places never imagined and to get the human being to use the night as he uses day, making it timeless.

In Africa, the continent with the highest rate of illiteracy and subversion of human knowledge, protection and mitigation measures against climate events have been implemented late, making it one of the continents most affected by the impacts of these events, due to lack of technical capacity, information and knowledge. For this reason, it is concluded that: “whoever has information is enlightened with knowledge”.

XIPEFO (comes from the language of Bantu origin - Tsonga, which is the sum of the sub-languages *Xangana*, *Ronga* and *Xitsua*) is a handy lamp with a string or cloth, soaked in some kind of fuel, which is used in rural areas to make interior lighting (sometimes also outside), at night. In other words, it is the source that allows the day's sun not to take the human being's ability to be active during the night, due to his poor ability to see in dark and poorly lit environments.

The information repository that DiMSUR intends to create is a XIPEFO, that is a source of light that will allow its regional members to be able, through the information collected and archived, to make use of the knowledge and experiences lived by local or national actors, and even international, who have lived experiences for which they developed technically strategic solutions in the themes of disaster risk management, sustainability and urban resilience. This source of information will end up being an elementary piece to “illuminate” the populations, informing and empowering them, through the dissemination of these experiences, which will make them, at the regional level, better prepared for a stronger and more structured positioning, in the face of disasters that will continue to occur in a continuous manner.

3.5.3 Component 3 - Exchange of experiences and dissemination of information **PRODUCT: RSS – Regional Strategic Solutions (*brand name*)**

The Governments of the DiMSUR member states, by signing the partnership that unites them to create this center of excellence, believe that the exchange of experiences and the cross-fertilization of the information collected, can improve the local, national and regional technical capacities, to react to weather events. This strategy involves analyzing the regularity of events and mapping the countries that they affect, directly or indirectly, so that DiMSUR begins to develop strategies with the Governments of its members states, to respond in advance to what are the climatic events announced in the region.

Improving the preparedness and the ability to react to climate events does not remove the fact that they have a great impact, nor does it abstract the destruction generated with their passage. However, coordinated regional preparation with technical capacity, not only helps in terms of means (human, financial, material...) but also begins to draw the attention of international donors to the effort that the region has made to solve together, making it eligible for many of the existing funds for disaster prevention, preparedness, reconstruction and recovery, around the world.

It is important to make regional Governments aware that the sustainability of a center with these capabilities could be considered a priority in their annual budget. The payment of membership-fees may be a way of maintaining its existence, at least as regards the support of the main technical team, offices and the basic operations for its maintenance. With the membership of more countries in the region, DiMSUR's annual budget could be shared among all member-states and the center could focus on raising funds from international cooperation partners and donors, to be able to implement projects and develop services and continuously relevant products.

PRODUCTS AND SERVICES

DIMSUR ACTION PLAN 2022 - 2024

As an intergovernmental organization with regional ambitions, DIMSUR must be relevant to its members and offer a set of added values and strategic products that attract stakeholders interested in solving DRR problems, in the region.

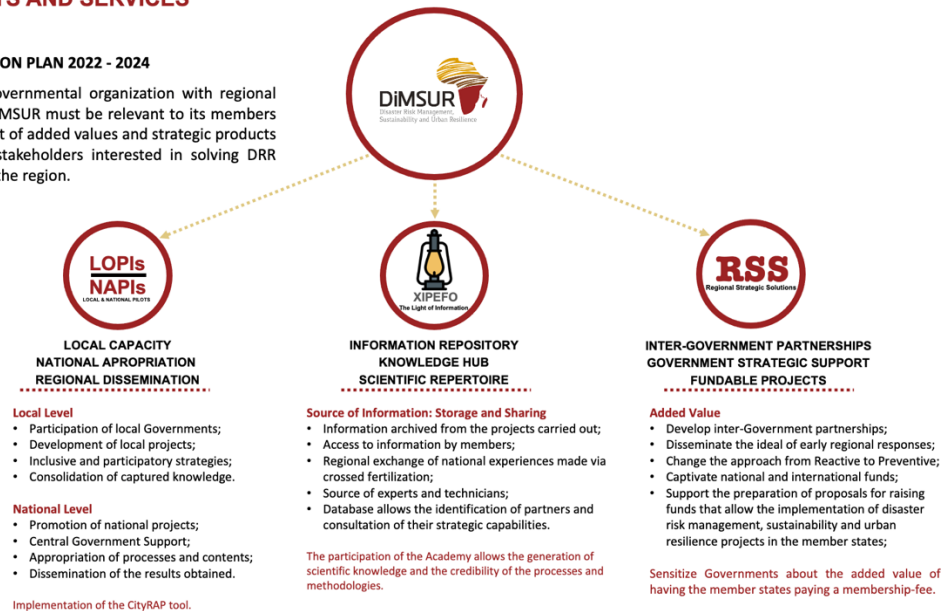


Image 6 – PRODUCTS AND SERVICES – What DiMSUR can offer to the member states

3.6 Priority Activities

3.6.1 Activities Progress 2020 – 2022

In the first and second year of the Adaptation Fund Project (June 2020 to June 2022) planned actions are being carried out, promoting the beginning of DiMSUR's activity, at the local and national level, in the 4 member-states. These countries selected one city each, to start the process and decided, with the technical support from UN Habitat and the administrative guidance of OXFAM, the key implementations to be developed. DiMSUR developed a tool, called the City RAP Tool which make sustainability and urban resilience projects more participative and with realistic solutions, based on the testimonial from those who live the problems.

Actions already taken

- Bringing the Governments of the member-states together, as well as their respective field Ministries, strategic directorates and beneficiary municipal locations, as a way of promoting the activities carried out by DiMSUR, which would culminate in the creation of a technical center of excellence for disaster risk management, sustainability and urban resilience;
- The implementation of the City RAP Tool with local communities;
- The beginning of interventions in 4 different cities;
- The lease of a temporary office for DiMSUR, at Eduardo Mondlane University;
- Hiring of an Administrative Officer;
- Hiring of an Executive Director.

Actions in progress

- The presentation of the DiMSUR Executive Director to all interested parties and stakeholders, national and international, as a way of legitimizing the team and passing on the portfolios that were being carried out by UN Habitat, as DiMSUR's secretariat;
- The collection of information and creation of a database that brings together the diverse experiences of its members (their problems and implemented solutions) for later sharing with other prominent members;
- Implement DiMSUR's mandate working in local and national level, in matters of disaster risk management, sustainability and urban resilience;
- Holding of the first experience-sharing workshop of component 3 of the project concerning regional information sharing, cross fertilization and dissemination of lessons learned;
- The start of an Inception Plan (January to June 2022), according to existing budget;
- The start of the Action Plan (2022 - 2024) considering the Adaptation Fund Project;
- Mapping of stakeholders and cataloging their relevance in disaster risk management, sustainability and urban resilience agendas, in order to obtain the best results for the regional operationalization of DiMSUR;
- The start of strategic planning for the sustainability of DiMSUR;
- The start of strategic planning to increase the number of regional members based on the demonstration of objective added values for subscribers;
- The start of strategic planning for the dissemination of DiMSUR and its specific results in all relevant regional and international events;
- Scheduling visits to ongoing projects by the DiMSUR/CCA/DRR team, with a view to getting to know in loco the problems and solutions found during the development of local and national projects;
- The elaboration of improvement proposals, in coordination with all local actors, public and private, for all visited projects.

Other Expected Actions

- Elaboration of the DiMSUR Corporate Guidelines and all institutional stationery;
- Registration of the DiMSUR dedicated domain (@dimsur.org);
- Registration of the DiMSUR corporate email accounts;
- Improvement of the DiMSUR Website;
- Press release to formally broadcast DiMSUR.

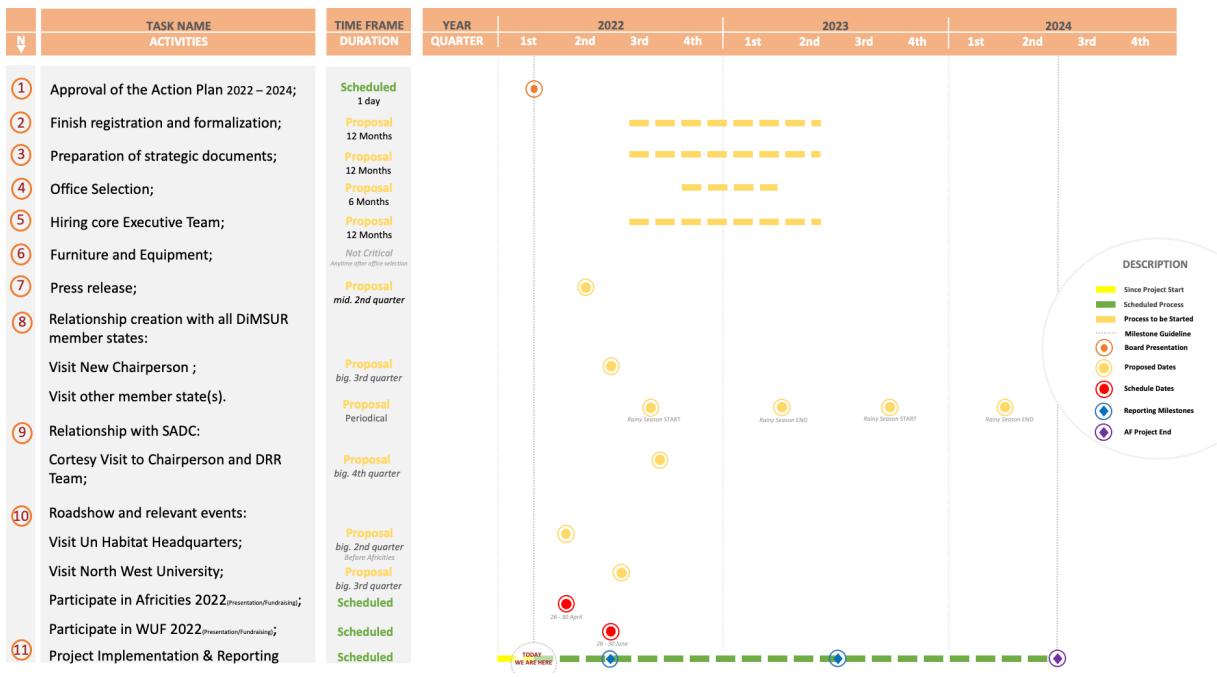


Fig. 8 – ACTION PLAN – 2022 to 2024

II. Relationship with The Chair and the other Member states

Bearing in mind the recent appointment of the Executive Director of DiMSUR, as well as the transfer of the Presidency of the organization, which should be announced at the Blantyre event, moving from Union of Comoros to Madagascar, it is necessary to start a process of approximation between the parties to facilitate the work that DiMSUR will have to develop over the next two years. This approximation could start intermediated by the UN Habitat secretariat, but then it should be done directly, afterwards.

With the easing of restrictions arising from the Covid 19 pandemic and the beginning of the possibility of holding face-to-face events, it is strictly relevant to make a courtesy visit to the country that presides the organization, within the next 2 months following the 7th Executive Board Meeting of DiMSUR. This approach should allow a work agenda to be drawn up that will facilitate the connection between the executive and the organization's presidency, making subsequent work more fluid. This trip should also serve to give the Executive Director the opportunity to start monitoring local and national projects, in a closer way, seeing on site the reality of all the work being carried out.

Based on the previous assumption, the new DiMSUR secretariat should, after visiting the state that presides over the organization, schedule at least one visit to the other member states, until the end of 2022, as a way of getting a real idea of the projects, on site, as well as establishing, in person, work commitments that can be monitored from the moment each of the visits ends, until the end of the implementation of the Adaptation Fund Project. The contact that should be maintained between the Executive Director of DiMSUR and the

national focal points should be direct, with real understanding of all difficulties of the projects in implementation, based on the visits made and the reports to be developed.

III. Relationship with other regional Governments

The relationship created between UN Habitat and SADC is being managed at the headquarters level and the last contacts indicate that very soon there is the possibility of developing more work together, based on UN Habitat's technical capabilities and the promotion of the regional project implementation results, from DiMSUR.

Since UN Habitat has facilitated the creation of DiMSUR and subsequently having acted as its secretariat until the beginning of the selection of an autonomous team, there is the belief that all of DiMSUR's credentials as a technical center of excellence in risk management of disasters, sustainability and urban resilience, will be passed on to the regional Governments that show interest in being members of the center. DiMSUR was created to technically prepare populations and Governments to react to climatic events, which are growing at a rapid pace in the region.

Today, DiMSUR has 4 members-states out of the 16 countries in the region of SADC and intends to continue its efforts to, together with UN Habitat, OXFAM and other partners, manage to attract regional attention for the dissemination of its technical capabilities.

UN Habitat has actively included the new DiMSUR secretariat in several communications, debates and meetings, with the view that these may be some of the platforms that help DiMSUR to capture the interest at the regional level, which in the near future may provide some technical and financial autonomy to the organization, due to what its contribution could be, through the provision of technical services.

According to one short extract from the Executive Summary of the *Regional Assessment - on Urban Vulnerability and Resilience in Southern African Development Community Member States* (UN Habitat/DiMSUR/GFDRR):

“...several countries could simultaneously be in a state of emergency putting a strain on relief efforts, shared knowledge and cooperation among countries – so that SADC Member States can learn from one another, support each other and coordinate appropriate actions...”.

This is the main objective of DiMSUR, be this supportive excellence center to all SADC member states interested in solutions for DRR issues.

IV. Relationship with Academia

The relationship with Academia is an important tool for an institution with technical capabilities to solve dynamic problems. Academia can create scientific knowledge and over time, improve the results, through continuous studies and precision tests, with the capacity to legitimize the technical processes, considering their feasibility, ease of understanding and reliability of the data collected by the correct application of the contents.

DiMSUR has an established partnership with North West University (South Africa) and Eduardo Mondlane University (Mozambique) and also was approached by the Periperi U Partnership (12 Universities across Africa).

It is important to have the participation of Academia from DiMSUR's member countries, initially, and of other countries interested in solving problems arising from climate change, however, it is necessary to reiterate that local projects should provoke the local or national Academia, encouraging it to promote studies or tentative solutions to the most common problems in the region. This would start a process of scientific search for solutions, which will validate the application of technical strategies that may be implemented by an organization such as DiMSUR.

Academia should play an active in DiMSUR's mandate and through the tools it implements to manage disaster risk, sustainability and urban resilience strategies, DiMSUR creates simplified, inclusive and easy-to-understand tools to enable local participation in the projects to be carried out. It is crucial to realize that even to simplify the message to be conveyed, it is necessary to elaborate a very detailed technical work, as a way of being assertive in the message and not leaving doubts or misinterpretations in the communities where the work is carried out.

3.6.2.2 Administrative Activities

V. Completion of Registration and Administrative Formalization

The creation of an organization from scratch presupposes the elaboration of legal records that guarantee its civil, political and social recognition in the host country. This action foresees the hiring of a legal team/office that can support the organization throughout the conclusions of its registration and formalization process. Considering the complexity of this type of operations, it is recommended that the hiring of this legal team/office undergo a scrutiny process, which will assess the contracted party's experience in similar actions, as well as the time that the process will take until it is fully concluded.

VI. Preparation of Strategic Documents

Once duly registered, the organization must create procedures to ensure its good governance. To allow its national and international recognition, it is necessary for the organization to have strategic documents that will translate its governance through the creation of processes and the generation of content. These documents should be the basis for guiding the organization through the implementation of its mandate. They are: Strategic Vision (long term), the Action Plan (medium term), the Operational Plan (short term - annual) and the Manual of Administrative and Financial Procedures (timeless).

VII. Office

DiMSUR is very glad to have Eduardo Mondlane University (Mozambique) as the partner that hosts DiMSUR's offices, in its Science department.

In the future, DiMSUR should be able to set up an office to host a structured and competent technical team, which, together with the Governments of the region, must help to find solutions for the technical resolution of the problems generated by climate change. This office can be selected as soon as the center has the funds to do so and should not be considered an elementary priority, but can be accommodated in time, according to future needs and the team growth.

VIII. Hiring the Core Executive Team

DIMSUR's actions will go through strategies that must be designed with Government officials and for this reason it is extremely important the creation of an experienced, consolidated, inclusive and solutions oriented, team. This team should not only be made up of international technicians and should seek to be as inclusive as possible, thus allowing Governments to share their problems and expectations within the theme of disaster risk management, sustainability and urban resilience, indicating in a systematic way which technicians, within their scope, should participate in order to contribute to the creation of knowledge in these matters.

The DiMSUR statute allows these technicians to have multiple nationalities and to have the freedom to come and go within the member states, thus helping to build a robust and diversified information repository, which helps in carrying out better urban planning, whether it is preventive or reconstructive.

The creation of a technical "results-oriented" team, that consolidates itself over time, helps current and prominent member countries, Governments, donors and civil society to begin to see DiMSUR as a credible institution that deserves confidence in resolving the issues for which the organization was created. It is necessary to build a bond of trust to allow DiMSUR actions to be facilitated in any of the member states and this can only be done if the team is built on the basis of technical knowledge, sense of community, companionship and assurance of good processes execution, based on the best international practices.

The DiMSUR team is the key for the success of all existing relationships between stakeholders. It should be set up using transparency and good governance rules, which will be some of the attractions for the institution to be considered strong, robust and respected, both regionally and internationally.

Once the strategic documents that will govern the organization have been drawn up, it is necessary to move on to the hiring of the **Core Executive Team**. This group of professionals of the organization should be responsible for carrying out the daily management of the processes and will be composed of people who are able to supervise and develop all the strategic areas reflected in the *Strategic Vision* document of the organization.

The responsibility of this team is to ensure that all procedures created in the approved manuals and plans are fully followed, as well as the constant monitoring of all processes and the improvement of organizational content, over time. The success of the organization, its continuity and sustainability are the sole responsibility of the members of the executive team, who must rely on all other organs of the organization's structure, to carry out a work of excellence. The suggestion for the definitive hiring should start by considering positions of great relevance to the strategic positioning of the organization. Here they are:

- Executive Director – General manager of the organization (*already hired*);
- Administrative and Financial Director – Responsible for the organization's administrative processes and financial management;
- Accounting Officer – responsible for ensuring the proper execution of accounting processes, as well as for the entire organization financial processes and internal audits;
- Communications Officer – responsible for establishing the link between the content created by DiMSUR and the appropriate communication vehicles as a way of keeping all stakeholders captivated and informed, thus keeping the mandate and organizational visibility relevant, which will help to attract new funds for later projects.
- Stakeholder Engagement Officer – responsible for maintaining the identification, structuring, linking and information of, and among, all interested parties (stakeholders), who directly or indirectly participate in or are affected by the projects.
- Administrative and Procurement Officer – Responsible for the general support to the Executive Director and the Financial Director and the entire organization of administrative processes and procurement (*already hired*).

IX. Equipment

With the leasing of the offices and part of the team in place, it is necessary to install the minimum equipment, so the office becomes operational and functional. This equipment should allow the DiMSUR team to work in the organization's offices in person, being able to comfortably receive individuals and other organizations, whenever necessary. Equipment can be subdivided into furniture, electronics, office equipment and support equipment.

4. SUSTAINABILITY

DiMSUR must find a sustainable way to maintain itself, as a credible center with technical knowledge to generate assertive responses, whenever necessary, for member-states in their preparation for the response to climate events. One of the ways to create sustainability is to propose to the Governments that participate in the center as member-states, their active financial participation, through the payment of a membership-fee that may come from a symbolic part of what they spend on DRR and DRM actions, which occur yearly in a cyclical and predictable way.

5. CONCLUSION

5.1 General Context

According to all the natural phenomena arising from climate change and experienced in sub-Saharan Africa in recent times, aggravated by the lack of punctual and timely resolutions to mitigate or alleviate the disasters that have occurred, it can be said that the growth of unplanned urbanization of space, will get worse in the coming years if immediate action is not taken.

The rate of occurrence of natural disasters has been increasing exponentially and not all Governments have *the climate issue* as a priority, leaving populations at the mercy of their fate. In addition to this set of factors, the weak capacity to generate income and the weak population awareness and preparedness in some countries, makes the population situation more and more vulnerable to these phenomena, making them exponentially impoverished, over the years. The disproportionate growth of the population is another factor that complicates the disaster risk management, sustainability and urban resilience agenda, where we have cities, municipalities, localities, towns and villages with a total population far above their real capacity of control.

Floods, fires, cyclones, typhoons, earthquakes, volcanic eruptions occur in a cyclical way and can be predicted and sometimes even circumvented, using centers with technical and technological capacity to alert, manage and help to mitigate the impacts of these disasters.

The funds for the creation of a technical center of excellence, which serves as a service provider for partnerships that manage climate change issues, is a transversal asset for changing the current paradigm of natural disasters and their management.

5.2 Final Conclusion

DiMSUR was created with a view to uniting the southern African region to solve a real and increasingly overwhelming problem, however of the 16 members of this region, today, only 4 are members-states of the center.

Through empowerment based in the transfer of knowledge, it is possible to create a network of partners that can contribute with the inclusion and training of the most vulnerable and affected populations, to generate knowhow and local capacity to manage different regional occurrences.

It is necessary to make the regional member states aware that participation in a center such as DiMSUR is a great advantage for the populations and for the economy of their countries, and therefore it is necessary that contributions of different natures begin to make a solid organization, with robust technical knowledge and experience, working as a technical

repository of information. When it becomes evident that the African Governments of the DiMSUR member-states believe in the capacity of this center and in its legitimacy, and therefore invest part of their financial planning in the maintenance of its programs, it will be much easier to be able to captivate other international organizations, that may come to contribute directly to DiMSUR, with technical and financial resources.

