Recommendations

The Consultant considers to be in no position to make political recommendations in terms of the type of engagement and effort each agency should make to ensure CADRI is sustained and translates into the concrete opportunity for agencies to Deliver as One. However, the report includes inputs for agencies to make their own choices. The Consultant came to the conclusion that: CADRI has a strong value proposition but it is not indispensable within the development landscape; it provides an appreciated service to governments but that without follow-up there is no guarantee of its continued relevance and impact; on paper institutional arrangements are cost efficient, flexible and offer the possibility for joint delivery modalities but that the costs associated with the development of the Digital Tool and the timing of delivery of reports have made it both cost and time inefficient; the strong conceptual and programmatic linkages between DRR and CCA require analysis beyond just adding CCA to DRR for marketing purposes. The recommendations which follows are mainly at the organizational, planning and technical level; sustainability can be ensured only if political choices are made and if agencies fully embrace the idea of putting forward the UN identity. CADRI will work if agencies commit, on an institutional basis, to make it work. The upcoming major evaluation of WFP might provide insight even for the future work of CADRI; as the work it is still to be initiated, CADRI could explore how to make it relevant for itself.

R.1 Improve planning and apply M&E systematically. Inputs to make planning and M&E clearer are provided. There is room for further improving planning and systematically apply M&E, first of all to identify management weaknesses and address them immediately (i.e. having overlooked the training component, keeping an output – as output 3.3 where funds are not made available) and then to demonstrate impact, as much as possible linking indicators to those of the Sendai framework.

R2. Improve internal and external communication. With due consideration for the good knowledge management products delivered, it is necessary to: i) ensure governments of all regions know and understand the relevance of DRR/CCA across sectors; ii) market the risk information specialized offer (Outcome 1) which targets countries already advanced in DRR but which is not necessarily known or understood by government; iii) systematic brief rotating agencies staff participating to Board and PAG meetings, both referring the new member to the shared drive platform where documents can be found and coaching him/her to ensure relevant participation; at the same time, it is the responsibility of the new staff member to take the necessary information to meaningfully participate; iv) agencies to promote CADRI on their websites when dealing with DRR (apart from UNDP and FAO, a simple search of the word CADRI in the global website of each agency rarely leads to CADRI).

R3. Continue to explore hybrid virtual/in-presence delivery opportunities. Urge field testing of the CADRI Digital Tool and explore opportunities to make the process more cost and time-efficient, without losing the importance of trust and relations-building which can only be obtained with in-presence activities. All agencies are experimenting new virtual platforms for engagement in the context of the COVID-19 crisis.

R4. Improve the efficiency with which products are prepared and delivered. More flexibility and simplicity are required in the preparatory phases of a mission. The Digital Tool should be a support for standardized and quicker production of reporting; more should be done by management to quickly deliver after a mission is conducted, either it is a scoping, a capacity diagnosis or an impact report. For reports to be useful at the decision-making level, recommendations which are generic in nature should be avoided.

R5. Evaluate the running costs of the Digital Tool and of capacity diagnoses. The Digital Tools is already far from being cost-efficient; IT maintenance, translation and updating will revert in additional costs

which should be evaluated against return. Explore co-sharing modalities of mission costs with UNTC, UNRC, and government together with savings from the implementation of virtual scoping missions.

R6. Reduce overwhelming member states with competing offers and excessive assessments. If CADRI methodology is recognized for its added-value, all Partner agencies should consider a progressive reduction in the use of sectoral assessments' methodologies and full use of existing regional and thematic partnerships and platforms to offer CADRI (i.e. UNDP and UNDRR co-chairing the IBC on DRR in Asia).

R7. Make gender mainstreaming and inclusiveness meaningful. Including the relative questions into the methodology and the Digital Tool was the first important step. The CADRI country team must include experts who understand the subject and commit to include it meaningfully. UNWomen recommends gender inequality to be considered as a risk factor, amongst the prioritization criteria. Impact studies should monitor to what extent the CADRI services have contributed to increased investment in capacity development in gender-responsive DDR/CCA. Wherever possible, involve the private sector and CSOs.

R8. Continue documenting lessons learnt and impact. Collecting performance and impact information should become a standard process, with a simple but always updated database set up. Agencies must systematically contribute information to the process, informing in real time CADRI of revisions to their sectoral or joint planning and field engagement following and/or in line with CADRI's recommendations.

R9. Proactively reach out to UNDCO to explore the possibility of embedding CADRI in its regional coordination structure. This could be the future delivery modality for CADRI, providing a neutral coordination and the authority to operationalize the UN Reform, ensure alignment with UNSDCF and sectoral programming at local level and the strategic link with the Sendai Framework and Agenda 2030 at global level. Technically, the full involvement and ownership of UNCT remains paramount. Given the limitations of UNDCO and UNRCs for the moment, only UNDP appears fit to lead the eventual transition.

R10. CADRI cannot stop its activity with the delivery of the report and the prioritization of the recommendations. CADRI has not the funding nor the authority to implement the recommendations but should explore ways to follow up and maintain momentum; one possibility is to include in its mission the design of a resource mobilization strategy, ensuring the commitment of a country Ministry of Finance and calling donors to implement at least key prioritized areas.