
MINUTES OF THE SECOND MEETING OF THE IRAF TRUST FUND MANAGEMENT COMMITTEE

29 August 2023

New Delhi, India

Minutes of the Second Meeting of the IRAF Trust Fund Management Committee held on 29 August 2023 (Hybrid)

	Agenda Items	Duration 60 minutes
	Opening Remarks by Trust Fund Management Committee Co-Chair - India (rotational)	2 minutes
A	Infrastructure Resilience Accelerator Fund (IRAF) - CDRI Multi-Partner Trust Fund	
A1	Approval of Fund Allocation for IRIS First Call for Proposals 2022-2023	30 minutes
A2	Status Update in the Implementation of the Inception Phase <ul style="list-style-type: none"> • Approval of Fund Allocation for IRAF Fund Management Unit Project Initiation Plan (IRAF FMU PIP) • Approval of the Fund Manual of Operations • Approval of the Multi-year Results Framework 	25 minutes
A3	Closing Remarks by Trust Fund Management Committee Co-Chair – UNDP	3 minutes

The Second Meeting of the Infrastructure Resilience Accelerator Fund (IRAF) - CDRI MPTF Trust Fund Management Committee (TFMC) was held on 29 August 2023 from 1630 to 1900 hrs (IST) at the CDRI Secretariat, New Delhi.

The quorum of minimum 2/3 of TFMC membership was met. The list of attendees is as follows:

- **Australia**
 - Ms. Tanya Morjanoff, Director, Infrastructure Policy and Engagement, Department of Foreign Affairs and Trade, Govt. of Australia
 - Mr. Harley Stewart, Policy Officer, Pacific Infrastructure Branch, Strategic Infrastructure Division, Department of Foreign Affairs and Trade, Govt. of Australia
- **Africa**
 - Mr. John Kissi (EngD), Technical Advisor, Ministry of Works and Housing, Government of Ghana
- **Brazil**
 - Ms. Carolina Mye Saito, Embassy of Brazil in New Delhi, India
- **Dominican Republic**
 - H.E. David Puig, Ambassador, Embassy of the Dominican Republic in New Delhi, India
 - Mr. Gustavo Sosa, Minister-Counsellor, Embassy of the Dominican Republic in New Delhi, India
- **European Union**
 - Mr. Laurent le Danois, Team Leader, Cooperation Section, Delegation of the European Union to India and Bhutan, New Delhi.

- Mr. Dinakar Radhakrishnan, Senior Programme Manager, Cooperation Section, Delegation of the European Union to India and Bhutan, New Delhi.
- **India**
 - Mr. Kamal Kishore, Member Secretary, National Disaster Management Authority of India (NDMA)
 - Mr. Sanjeev Kumar Jinal, Joint Secretary (DM), Ministry of Home Affairs, Government of India
- **United Kingdom**
 - Mr. Shoubhik Ganguly, Senior Infrastructure Advisor, Foreign, Commonwealth & Development Office (FCDO), New Delhi.
 - Ms. Ameeta Gupta, Programme Manager, Foreign, Commonwealth & Development Office (FCDO), New Delhi.
 - Ms. Laura Garn, Policy Manager, Foreign, Commonwealth & Development Office (FCDO), New Delhi.
- **United Nations Development Programme (UNDP)**
 - Mr. Ronald Jackson, Head of the UNDP Disaster Risk Reduction and Resilience team
 - Ms. Sophie Baranes, UNDP Crisis Bureau. IRAF Fund Management Unit
- **United Nations Office for Disaster Risk Reduction (UNDRR)**
 - Mr. Abhilash Panda, Deputy Chief of Branch, Inter-governmental Processes, Inter-agency Cooperation and Partnerships Branch, United Nations Office for Disaster Risk Reduction (UNDRR), Geneva
 - Ms. Sarah Houghton, Programme Officer, United Nations Office for Disaster Risk Reduction (UNDRR), Geneva
- **United States of America (USA)**
 - Ms. Veena Reddy, Mission Director, USAID/India
 - Mr. John Smith-Sreen, Director, Indo-Pacific Office, USAID/India
 - Mr. Aaron Schubert, Deputy Office Director, Indo Pacific Office, USAID/India
 - Mr. Arun Sahdeo, Project Management Specialist (Disaster Risk Management), Indo-Pacific Office USAID India
- **UN Multi-Partner Trust Fund Office (UNMPTFO)**
 - Ms. Assia Sidibe, Senior Portfolio Manager, Climate and Innovation, UN Multi-Partner Trust Fund Office (UNMPTFO), New York
- **CDRI Secretariat**
 - Mr. Amit Prothi, Director General, CDRI

Opening Remarks by Trust Fund Management Committee India Co-Chair:

Mr. Kamal Kishore, India Co-Chair of the IRAF TFMC welcomed the participants, introduced the TFMC meeting agenda emphasizing that the CDRI IRAF Fund is a financing instrument to implement some of CDRI strategic workplan priorities, and key decision points of the meeting. He acknowledged that several pending issues need to be addressed to operationalize the Fund.

Mr. Ronald Jackson, Head of the UNDP Disaster Risk Reduction and Resilience team and Co-Chair of the IRAF Trust Fund Management Committee representing UNDP confirmed the operationalization of the CDRI Multi Partner Trust Fund (MPTF) with the receipt of first tranche of funds from the United Kingdom (UK) and looked forward to the first round of fund disbursements to the IRIS proposals. The six-month of inception phase for setting up the Fund is over with a functional Secretariat/Fund Management Unit working towards the agreed milestones of the inception phase, in particular the Manual of Operations as well as achieving key milestones for the Fund's ambitions, including quality assurance, monitoring and risk management for all projects to be considered by the TFMC in future. He further noted that new challenges lie ahead such as the design and implementation of quality assurance mechanisms for the projects to be approved under the IRIS window and the design of new programmatic windows for other CDRI programmatic priorities in alignment with the human resource capacities as the Fund continues to grow. He encouraged all partners to support and engage in the design of the new programmatic windows.

Agenda A1: Approval of Fund Allocation for IRIS First Call for Proposals 2022-2023

Ms. Riya Rahiman, Lead Specialist – IRIS, reminded TFMC members about the Call for proposals timelines, key milestones and technical review and evaluation mechanisms, and provided an overview of the 18 project proposals out of which 11 project proposals have been recommended without reservation. She stressed that under the call for proposals it was mandatory for the Governments to identify an Implementing Organization to be eligible to access the Fund directly.

The composition of the IRIS Steering Committee (SC) was presented along with the geographic spread and summary overview of the 11 recommended proposals from Pacific, Indian Ocean and Caribbean regions. Illustrative examples of three recommended proposals, one from each region, were presented in depth. The funding allocation of the 11 proposals recommended by the IRIS SC is distributed between the Caribbean region (55%), the Pacific region (36%) and the Indian Ocean region (9%). When considering the distribution of the funding allocation to proposed implementing organizations, Regional Organizations and International NGOs come first with 47%, followed by UN Agencies (28%) and Intergovernmental Organizations (25%). Further, a summary of the seven (7) non-recommended proposals was presented to the TFMC. The main arguments justifying the rejection of these proposals included the requirement for multi-country proposals to cover at least three island states, the lack of designated Implementing Organization eligible to access the Fund, or incomplete or delayed submission.

Ms. Sophie Baranes, IRAF Fund Management Unit (FMU) Administrative Unit Head, presented the results of the due diligence process undertaken for the five non-UN Organizations (NUNOs) under consideration to access the Fund. The FMU commissioned two types of risk assessments: the Harmonized Approach to Cash Transfer (HACT) which is a fiduciary risk assessment and the Sexual

Exploitation, Abuse and Harassment (SEAH) which considers organizational safeguards for the prevention of sexual exploitation, abuse and harassment. The TFMC was informed that all five NUNOs passed the HACT assessment and were assessed to be “low risk”, therefore eligible to receive funding under IRAF. While one organization – Build Change NGO passed the SEAH assessment and the other four NUNOs did not meet the minimum requirements. It was brought to the attention of the TFMC that the TFMC may approve all proposals stating in the TFMC decision that the disbursements can be made only if the NUNOs comply with at least six (6) out of eight (8) SEAH requirements. This will be a mandatory condition to receive funding under IRAF.

Ms. Riya Rahiman, Lead Specialist – IRIS, clarified the review criteria followed in scoring the proposals: 20% on profile of the implementing partner and capacities of the nodal government organization, 65% on technical soundness and quality of the proposal (including 5% on GESI framework) and remaining 15% on timeline of the risk management. The recommendations, raised by the Technical Review Committee (TRC) and noted by the IRIS SC, in the proposals will be addressed by the implementing organizations during the inception phase which will be monitored and reviewed by the FMU.

Further, recommendations by IRIS SC on the following proposals were clarified:

- Proposal No. 4: Roadmap for Health and Coastal Infrastructure Resilience: Ownership of the government for this proposal in Marshall Islands had been confirmed by the IRIS SC - Pacific representative.
- Proposal No. 6: Strengthening capacities, security and resilience of critical infrastructure in the Dominican Republic, Cuba and Haiti: Three (3) recommendations raised by the IRIS SC will be addressed by the implementing partner at inception stage. It was clarified that these will be included as a condition in the grant agreement with the implementing partner.
- Proposal No. 9: Enhancing national and sub-national capacity for resilient infrastructure in the Maldives: Recommendations on capacity building and implementation of disaster risk insurance were highlighted. The proposal was recommended for approval with reservation by the IRIS SC, noting that the project document signing will be contingent upon the compliance of the SC recommendations in an addendum in the inception phase. In case, compliance of the SC recommendations remains unadhered, the project will not proceed further.
- Proposal No. 11: Dominican Republic National Multi Threat Early Warning System: Recommendations on potential duplication due to an existing early warning system (EWS) and government ownership were clarified in a bilateral meeting between the government of Dominican Republic and the Chair of the IRIS SC. Hence this proposal is put forth in the list of recommended proposals based on the decision of the Chair of IRIS SC.

Ms. Sophie Baranes, IRAF FMU Administrative Unit Head, indicated that the 11 proposals amounted to a total of USD\$5,850,000 that is proposed to be disbursed in three installments over an indicative period of 24 months:

- The first installment of 20% of the total project budget to be disbursed to cover the first 6 months of project implementation.
- The second installment of 50% of the total project budget to be disbursed to cover the following 13 months of implementation.

- The third installment of 30% of the total project budget to be disbursed to cover the remaining 5 months of implementation.

It was indicated that based on consultations with financing partners, approximately \$2 million were expected to be received in September 2023 from FCDO and Australia to cover the estimated expression of needs of \$1.5 million in 2023 including the first installment of 20% of total project budget to the 11 proposals. The contribution agreement with the EU is also being fast-tracked to enable transfer of their commitments. By March 2024, an expression of needs of a total of \$5 million including the second installment of 50% of total project budget to the 11 proposals was foreseen. FMU further clarified that the proposed calendar of disbursements was indicative, depending on the date the recommended organizations comply with the requirements as decided by the TFMC. For instance, some organizations should be ready to receive funds in September 2023, other organizations would need to comply with SEAH requirements first.

Proposal:

The Trust Fund Management Committee may approve the fund allocation for the proposals recommended under the IRIS First Call for Proposals for awarding of projects and authorize the Administrative Agent to transfer funds for implementing IRIS activities.

Resolution:

- 1. The Trust Fund Management Committee approved the fund allocation for all 11 project proposals recommended by the IRIS Steering Committee under the IRIS First Call for Proposals, subject to incorporation of the recommendations identified by the IRIS Steering Committee, in their respective project documents, when required, and their implementation during the inception phase.**
- 2. The Trust Fund Management Committee therefore authorized the Administrative Agent to transfer funds to selected implementing organizations for implementing the 11 approved project proposals subject to availability of funds with the Administrative Agent and subject to compliance with Sexual Exploitation, Harassment & Abuse (SEAH) requirements.**
- 3. More specifically the Trust Fund Management Committee approved:**
 - **The project document “National surveys for infrastructure resilience geospatial databases to support exposure and hazard modelling in Kiribati, Vanuatu and Tonga” with a first tranche of \$150,000 and for a total amount of \$750,000 to be used over a 24-month implementation period.**
 - **The project document “Data and Systems for Resilient Housing Programs in Dominica” with a first tranche of \$99,972 and for a total amount of \$499,862 to be used over a 24-month implementation period.**

- The project document “Mapping, assessing and planning for comprehensive multi-hazard early warning capabilities in Fiji” with a first tranche of \$100,000 and for a total amount of \$500,000 to be used over a 24-month implementation period.
- The project document “Roadmap for Health and Coastal Infrastructure Resilience in Marshall Islands” with a first tranche of \$70,000 and for a total amount of \$350,000 to be used over a 24-month implementation period.
- The project document “Strengthening institutional and technical capacity for climate resilient transport infrastructure development in Papua New Guinea” with a first tranche of \$100,000 and for a total amount of \$499,998 to be used over a 24-month implementation period.
- The project document “Strengthening capacities, security and resilience of critical infrastructure in the Dominican Republic, Cuba and Haiti” with a first tranche of \$149,877 and for a total amount of \$749,384 to be used over a 24-month implementation period.
- The project document “Towards developing strategic sustainable integrated national drainage and irrigation systems in Guyana” with a first tranche of \$99,990 and for a total amount of \$499,947 to be used over a 24-month implementation period.
- The project document “Strengthening Data Management Foundation for Disaster Risk Preparedness in Belize” with a first tranche of \$99,986 and for a total amount of \$499,929 to be used over a 24-month implementation period.
- The project document “Enhancing national and sub-national capacity for resilient infrastructure in the Maldives” with a first tranche of \$99,998 and for a total amount of \$499,990 to be used over a 24-month implementation period.
- The project document “Revision of the Haitian National Building Code” with a first tranche of \$99,950 and for a total amount of \$499,752 to be used over a 24-month implementation period.
- The project document “Dominican Republic National Multi Threat Early Warning System” with a first tranche of \$92,426 and for a total amount of \$462,128 to be used over a 24-month implementation period.

4. The Trust Fund Management Committee recommended to update the calendar of disbursements according to the calendar of receipts and the estimated timelines for the signing of project documents.

TFMC members comments on the recommended proposals and fund allocation under the IRIS First Call for Proposals 2022-2023:

- **Government of the Dominican Republic:** With regards to the disclosure of conflict of interest, the H.E. Ambassador of the Dominican Republic to India recused from further discussions of the proposals due to direct relations with the Director of National Council for Climate Change and Clean Development Mechanism (CNCCMDL) of the Dominican Republic, the focal point

agency for CDRI in the country and involvement in development of two proposals submitted under the IRIS First Call for Proposals.

- **UNDP Co-Chair** recused from commenting on the proposals submitted by the UNDP.
- **United States (US) TFMC Co-Chair** recommended that, in fairness, the project proposals that have not been approved need to be notified with the justification. Necessary clarifications regarding addressing existing weaknesses in the recommended proposals were sought. For example, in Proposal No. 1: National surveys for infrastructure resilience geospatial databases to support exposure and hazard modelling in Kiribati, Vanuatu and Tonga, the notes say no tangible activities are mentioned in inclusive infrastructure design, GESI is missing in the vulnerability assessment, etc. The U.S. suggested inclusion of these critical comments in the project approval and documented as conditions that must be addressed in implementation.
- **India Co-Chair** indicated that once the project is approved, comments and recommendations should be shared in writing and explained during a meeting to support organizations to address them.
- **CDRI Director General** clarified that while the recommended proposals are robust enough, some are not yet robust enough on details such as GESI framework, etc. Ample discussions were held by the IRIS SC regarding acceptance of these recommended proposals with the condition of addressing these during the inception phase. CDRI Secretariat could support these organizations address these deficiencies notably through a capacity building programme that is being developed to support countries through direct technical assistance.
- **Government of India** inquired about the course of action for agencies that have not addressed the identified weaknesses after the inception phase and suggested further bifurcation of recommendations by the SC in two categories: negotiable and non-negotiable.
- **CDRI Director General** noted that passing the HACT & SEAH risk assessments are “non-negotiable” requirements for implementing organizations under consideration.
- **India Co-Chair** recommended addressing recommendations by the IRIS SC (irrespective of their weightage in the scoring criteria) in the inception phase once the project is awarded. In some cases, due to lacking absorptive capacity in many SIDS, a separate programme of support from CDRI to help the SIDS address these issues adequately. If these recommendations remain unaddressed despite the support programme, then the project may be closed. It was clarified that the HACT assessment is specifically for the organization, not for the project, which was confirmed by the FMU.
- **Government of United Kingdom (UK)** inquired about timelines for the organization(s) to implement the SEAH requirements.
- **FMU Administrative Unit** clarified that that the recommended timeline to implement the SEAH requirements is one (1) month. The main sticking point is the inclusion of specific SEAH clauses in the procurement contracts and other contracts as it depends on the organization. Follow-up discussions with four NUNOs, post-second TFMC meeting, are planned to discuss the pending conditions to be eligible to receive funding from IRAF.
- **Government of India** inquired about the eligibility of governments to directly access the Fund.
- **CDRI Director General** clarified that the First Call for Proposals required the Government to select an eligible implementing organization to receive the funds, and this requirement could be rediscussed for the next call for proposals. It was further clarified that both the Government (in terms of ownership of the proposal) and implementing organization (in terms

of execution of the proposal) would be the signatories of the project document in the IRIS First Call for Proposals.

- **FMU Administrative Unit** recommended extending duration for all projects to 24 months to avoid transaction costs involved in processing project documents revisions and extensions, while allowing projects to be completed earlier when possible. This was agreed by the TFMC.
- **The European Union delegation**, also on behalf of France, congratulated the team for a professional, evidence-based, and participatory selection and evaluation process.
- **US TFMC Co-Chair** recommended to authorize funds transfer “when available” and when the projects comply with the conditions specified by the IRIS SC. Further, it was suggested that CDRI to closely track international partner contributions to ensure adequate funds flow to the 11 approved proposals.
- **India TFMC Co-Chair** requested the TFMC to exercise discretion and not to disclose the TFMC decision on selection of the proposals until the public launch.
- **Government of UK** recommended that considering various requirements, notably the one-month delay for SEAH compliance, would still need to be met by the recipient implementing organizations, the indicative calendar of disbursements should be amended accordingly. It was recommended to consider splitting the second tranche of 50% to retain more control over the release of funds. Further, it was emphasized that the requirement for the UK is to ensure that other financing partners sign their respective contribution agreements/SAs before transfer of the second FCDO installment and enquired confirmation from the Government of India about its plan to transfer the committed funds to the Fund.
- **India TFMC Co-Chair** sought clarifications about the bidding conditions for signing of the contracts (project documents) with the selected organizations, and whether HACT and SEAH were the only bidding conditions to the transfer of the first installment of 20%.
- It was clarified that the signing of the project documents with the selected implementing organizations is contingent upon integrating the TFMC recommendations and meeting the HACT and SEAH requirements.
- **Government of India** recommended to (i) acknowledge CDRI leadership role better in the key documents establishing the Multi Partner Trust Fund (including the SAA) recognizing that the Fund is meant to implement CDRI priorities; (ii) stressed on negotiation of some of the SAA clauses including a proper mention of “implementing organizations” in the SAA as opposed to participating UN organizations, and a suggestion to have a tripartite signing of the SAA with the donors by adding CDRI Secretariat as a signatory to the SAA; (iii) clarify cost structure of the FMU including direct costs for the FMU Administrative Unit to be borne by the Fund; (iv) role of CDRI in the programme activities to be outlined more clearly; (v) the Fund needs to include provisions for activities to be implemented by CDRI in the host country – use of funds in an account in Indian rupees will reduce financial transaction costs due to exchange rate; (vi) utilization and investment of the Fund balance (unspent funds) need to be clarified in the SAA. Regarding indication of timeline for transfer of Government of India’s committed funds, the earlier these issues are resolved the sooner the disbursements will take place.
- **India TFMC Co-Chair** recommended resolving issues raised by the Government of India at earliest.
- **The European Union delegation** commented that date of the EU first transfer cannot be confirmed until the negotiation of the EU contribution agreement.

- **Government of Australia** indicated that Australia would not be able to proceed with transfer of the first installment in September 2023 due to administrative issues.
- **CDRI Director General** recommended a follow-up update with the donors for a realistic timeline on fund receipts for necessary revisions in the disbursement calendar.

Agenda A2: Status Update in the Implementation of the Inception Phase (January 2023 - June 2023)

Ms. Sophie Baranes, UNDP Crisis Bureau/IRAF Fund Management Unit presented an update on the progress in the implementation of the six-month inception plan indicating:

- TFMC rules and procedures are now considered approved after the clarification on the consensus based decision-making process was put forth at the informal partner briefing on 16 August 2023. It was then clarified that under an UN-MPTF the ultimate accountability for the use and management of the Fund rests with the UN, hence the UN must be part of the decision-making process. This provision also protects the CDRI Secretariat in the future when it becomes the Fund Manager. Further, the Fund “Terms of Reference” mentions that funding and programming decisions will be made by consensus and in the case of non-consensus, the Co-Chairs will decide together fairly in the larger interest of CDRI.
- The draft multi-year results framework, a requirement for the Multi Partner Trust Fund, was presented to the TFMC. This has been developed in full alignment with the CDRI Strategic Work Plan (2023-2026). Inputs for selection of indicators, targets, baselines, and means for verification were invited from the TFMC.
- The Manual of Operations was developed drawing on the experience of other Multi-Partner Trust Funds and adapting the regulations and procedures to the context of CDRI. The Manual of Operations was briefly presented to cover access modalities and eligibility, programming arrangements, M&E arrangements at project and fund level, and fund administration.
- The required guidance and templates were developed to facilitate the IRIS First Call for Proposals along with a scoring methodology. Also, the HACT and SEAH risk assessments for non-UN organizations under consideration for IRIS First Call for Proposals were undertaken. The Fund Management Platform which enables CDRI partners to monitor receipts and transfers, and progress towards results at the Fund-level and project-level was established.
- The FMU recruitment and initiation of the resource mobilization are still work in progress. The recruitment will proceed in the last quarter of 2023. Opportunities to socialize CDRI and its financing instruments are being identified. For example, briefings with the Permanent Mission in New York and Geneva are planned in forthcoming months. An update on the resource mobilization and outreach strategy will be presented at the next TFMC.
- The FMU Project Initiation Plan (PIP) was presented indicating that it was developed in full alignment with the approved 2023 Annual Workplan and Budget. The FMU PIP budget amounts to \$366,550 which is lower than the approved 2023 Annual Workplan and Budget allocation for the FMU (both administrative and technical units).
- Next steps till the end of 2023 were presented to the TFMC, including (i) design of the IRIS Second Call for Proposals (competitive) and outline of the capacity building support programme (non-competitive); (ii) finalizing financing agreements with remaining three donors; (iii) develop new programmatic windows relevant to SIDS as well as other geographic regions for funding from IRAF; (iv) initiate development of fund resource mobilization and outreach strategy; (v) initiate development of fund risk management strategy; and (vi) develop and finalize capacity building plan for the CDRI Secretariat.

It was further clarified that the 2023 Annual Workplan and Budget of \$2,986,362.95 was approved in the First TFMC meeting, subject to minor revision of increasing the budget by \$21,000 to recruit the Head of Technical Unit by October 2023. The revised 2023 Budget of \$3,007,572.95 (i.e., \$2,986,362.95 + \$21,000 + \$210 (1% MPTF on \$21,000)) is placed at Annexure 5. Out of this, \$2.475 million is allocated to award to selected proposals under IRIS First Call for Proposals and remaining for activities for the FMU along with facilitating the design of IRIS Second Call for Proposals, IRIS SC consultations, recruiting experts for project development in the SIDS, etc. Many of these activities by the FMU Administrative Unit have been initiated – commissioning of third party to undertake HACT and SEAH risk assessments, support to organization of IRIS SC and operationalization of IRIS.

Proposal:

The Trust Fund Management Committee may note the status update in the implementation of the inception phase of the Fund and

- 1. Authorize the Administrative Agent to release funds to the Fund Management Unit for the IRAF FMU Project Initiation Plan;**
- 2. Approve the Fund Manual of Operations;**
- 3. Approve the Multi-year Results Framework.**

Resolution:

The Trust Fund Management Committee noted the status update in the implementation of the inception phase of the Fund.

The Trust Fund Management Committee took note of comments and invited the Government of India and UK to submit their detailed comments in writing to enable the Fund Management Unit to finalize the Manual of Operations and Multi-year Results Framework accordingly and submit for the final approval.

- 1. The IRAF FMU Project Initiation Plan is placed in Annexure 2;**
- 2. The revised Fund Manual of Operations placed in Annexure 3;**
- 3. The revised Multi-year Results Framework placed in Annexure 4.**

Addendum to the above Resolution (as on 31 October 2023):

In accordance with the TFMC guidance and recommendations, the Fund Manual of Operations and the Fund Results Framework were amended and shared with the TFMC for approval on a non-objection basis by 27 October 2023.

The IRAF FMU received comments from the Government of India on the Manual of Operations regarding reporting against the multi-year results framework (in para 62 and 74) and provisions for TFMC members for complaint mechanism with the FMU (in para 96). These suggestions have been duly incorporated and are reflected in [Blue](#).

Given that no other comments were received, it is considered that the TFMC:

1. **Authorizes the Administrative Agent to release funds to the Fund Management Unit for the IRAF FMU Project Initiation Plan;**
 2. **Approves the Fund Manual of Operations;**
 3. **Approves the Multi-year Results Framework.**
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TFMC members comments on status update in the implementation of the inception phase (January 2023 - June 2023)

- **Government of India** requested clarification about the provision in the Manual of Operations to allow the selected Implementing Organization to sub-contract third party organizations that can charge additional indirect costs (12%) and inquired about who decides when sub-contracting is justifiable.
- **FMU Administrative Unit** confirmed that it is proposed to the TFMC in the Manual of Operations to put a 12% cap on the cumulative indirect costs that could be incurred in case the selected participating organization decides to sub-contract specific component(s) of the project document to additional partners in implementation. It was further clarified that the decision to approve a project proposal with sub-contracted component(s) belongs to the TFMC.
- **CDRI Director General** confirmed that it belongs to the TFMC to decide whether there is a genuine justification for sub-contracting to third parties, based on the detailed technical review of projects implementation strategies conducted by the steering committee completed by a detailed review of the projects by the FMU.
- **Government of India** recommended that the project document should specify that funds are for the main implementing organization, and not towards administrative costs.
- **US TFMC Co-Chair** recommended including a conflict-of-interest procedure in the Manual of Operations to be applied to members of the technical review committee and other selection mechanisms as much as it applies to the TFMC members.
- **The European Union delegation** speaking on behalf of EU and France approved the release of funds to the FMU project, encourage the FMU to speed up the recruitment process so that UNDP can support CDRI in implementation, agreed to the approval of the Manual of Operations and the multi-year results framework while recommending that fund allocation mechanism should be clarified for results so donors can ensure that their contributions can be used for agreed activities.
- **Government of UK** emphasized that the role of CDRI should be clarified and explicitly referenced in project management, risk management and oversight in the Manual of Operations.
- **FMU Administrative Unit** clarified that the Manual of Operations document is to be operationalized by the CDRI Secretariat to implement activities under IRAF and was developed together with the CDRI Secretariat with the support of UNDP and MPTFO.
- **Government of India** recommended clarifications on the indirect costs incurred in projects funded under CDRI IRAF.
- **CDRI Director General** clarified that all organizations selected by the TFMC to implement a project – UNDP or CDRI or GGGI - are eligible to charge a maximum of 7% indirect cost or

overhead cost administrative fee of the actual costs incurred, as per the IRAF MoU. Further, it was clarified that (i) the budget for the FMU PIP is part of the revised 2023 Annual Workplan and Budget and (ii) the costs towards Head of FMU Administrative Unit is a contribution from UNDP.

- **Government of India** recommended presenting a reconciled budget. He concurred with the recommendations made by the Government of UK on the Operations Manual and further recommended including provisions on investment of unspent balance, requirements from NUNOs and PUNOs in terms of audited financial report and statements, submission of certified annual and final financial statements to CDRI and all donors by the Administrative Agent. He also recommended the identification of programme activities to be implemented by CDRI through IRAF and setting up more ambitious targets for the Fund.
- **CDRI Director General** clarified that CDRI is the only entity eligible to receive the funds on a non-competitive basis. He further clarified that the multi-year results framework is meant for the Fund and is in alignment with the CDRI Strategic Workplan (2023-2026), as approved by the Governing Council of CDRI. The CDRI Secretariat has reviewed alignment of the multi-year results framework, which are indicative targets, with the CDRI Strategic Workplan (2023-2026). He further emphasized that it is not possible at this stage to determine what are key deliverables of CDRI that could be funded under the Fund or outside the Fund.
- **India TFMC Co-Chair** recommended to make the first-year target setting in the results framework less ambitious, which scales up quickly. Based on the experience of the first year, necessary revisions can be made for the second year.

Post the 2nd meeting of the TFMC, the FMU received written comments from the Government of India and UK. Below are the FMU’s responses to these comments:

Government of India		
No.	Query	Fund Management Unit (FMU) Response
1	Incorporation of the name of CDRI suitably in the documents regarding establishment of MPTF, which so far talks about UNDP and other partners only;	<p>The Fund Terms of Reference (TOR) are the foundation for the Fund and are annexed to all MPTF standard legal agreements (such as MoU and SAAs). As such, the Fund TOR establishes the CDRI Secretariat as the central entity of the Fund which is explicitly mentioned throughout the TOR document.</p> <p>The Standard Administrative Arrangement (SAA) and the Memorandum of Understanding (MoU) are MPTF standard legal agreement templates that are meant to clarify legal provisions and are not meant to include details about the Fund governance arrangements, CDRI role, CDRI objectives and activities because these are included in the Fund TOR, annexed to the legal agreements.</p> <p>It is proposed to revise the SAA to include following language:</p>

		<i>“the Infrastructure Resilience Accelerator Fund (IRAF MPTF) (hereinafter referred to as the “Fund”) as a vehicle to achieve the vision of the Coalition for Disaster Resilient Infrastructure (CDRI)”.</i>
2	Requirement of clause-by-clause negotiation of SAA with UNDP	The comments received on the SAA are well noted and will be discussed in subsequent meetings between Government of India, CDRI, UNDP and UN MPTFO.
3.	SAA need to be signed on tripartite basis, involving donor country, CDRI and MPTF	<p>The CDRI IRAF Fund was established by the UN at the request of CDRI after following due processes outlined in the CDRI Charter. As such, the administration function of the Fund is entrusted to the Administrative Agent (the Multi-Partner Trust Fund Office (MPTFO)) which is solely responsible for the signing of financing agreements with partners (donors and recipient organizations).</p> <p>To give due recognition to CDRI leadership and ownership over the projects awarded under the Fund, it is proposed that CDRI becomes a signatory of the project document with the recipient organization and the Manual of Operations is amended as follows (Paragraph 41):</p> <p><i>“The project document is signed between the authorized representative of the Participating Organization (of the lead organization, in case of a consortium), the Government (or Governments in the case of multi-country projects), the Director General of CDRI, and the UN Co-Chair of the TFMC on behalf of the TFMC.”</i></p>
4.	Ceiling on the direct costs towards the Administrative Unit, proposed to be hosted by UNDP Crisis Bureau Office, as it will be charged directly to IRAF through the projects approved by TFMC	<p>As per the Section 4 of the IRAF Terms of Reference (ToR), the main functions of Fund Management Unit’s (FMU) Administrative Unit are:</p> <ul style="list-style-type: none"> • Fund governance support (secretariat support to TFMC, risk management, complain mechanism) and support CDRI institutional building; • Fund management and support to implementation (Fund programming cycle, due diligence, collaboration and communication with grantees); • Fund monitoring and reporting (portfolio oversight, monitoring and evaluation and reporting). <p>Costs towards these functions are considered as the direct costs charged by the FMU’s Administrative Unit to IRAF. The TFMC approves the budget towards these direct costs on an annual or multi-year basis for the functioning of the FMU’s Administrative Unit.</p> <p>As the Fund grows, additional capacities could be required for the FMU’s Administrative Unit which will be proposed to the TFMC as a budget request. The FMU’s</p>

		Administrative Unit will be able to charge only for the costs authorized by the TFMC.
5.	Incorporation of suitable clause in the Manual of Operations for investment of surplus funds in specified securities lying with MPTF	<p>The Manual of Operations is amended as follows (paragraph 82):</p> <p><i>“Investment of Fund surplus in interest-bearing securities: The UN-MPTFO is hosted by UNDP and UNDP’s Treasury oversees the investment of ‘funds held in trust’ for the MPTF Funds including the CDRI IRAF Fund. Through UNDP’s Treasury department, cash in surplus is held in interest bearing securities (bonds and money market instruments of various issuers, including sovereigns, supranational organizations, governmental agencies, and banks) which generate interest.</i></p> <p><i>The interest generated by the CDRI IRAF Fund will be reallocated back to the IRAF Fund account (in pro-rata of IRAF contribution to MPTFO investment) and can be re-programmed by the TFMC.</i></p> <p><i>The MPTFO reports on an annual basis to the TFMC through the CDRI IRAF Fund annual consolidated financial report on the share of interest generated for the CDRI IRAF Fund and the TFMC will decide on the use of the interest generated for CDRI IRAF programmes.”</i></p>
6.	Consideration of opening of INR account in the CDRI HQ city, i.e. New Delhi, for carrying out programme activities in host country, so as to avoid double transaction costs on Foreign Exchange	Donor funds received under an MPTF would be converted to USD because this is UN-MPTF transaction and reporting currency. All MPTFO disbursement bank accounts are in New York, and if funds are received elsewhere, UN MPTFO cannot use these funds and would still need to use USD bank account in New York to make the USD payments.
7.	Draft Fund Results Framework should be aligned with the CDRI work plan, as approved by the Governing council.	The CDRI Fund multi-year results framework was prepared by the CDRI Secretariat on the basis of the Governing Council-approved CDRI Strategic Work Plan (2023-2026) and its overarching targets. The CDRI Fund multi-year results framework is fully aligned with CDRI Strategic Work Plan (2023-2026) outcomes and overarching targets.
8.	Budget activities of IRAF to be aligned with CDRI strategic work plan and to follow standard financial year, instead of a two - quarter plan proposed in the agenda, with justifications in revision of already approved budget.	<p>At the next TFMC meeting, the FMU may present a multi-year budget 2024-2027 following the standard financial year from January to December, as per standard MPTF practice, for the FMU project to the TFMC approval.</p> <p>As a provisional measure during the Fund inception phase in 2023, it was decided to submit a two-quarter plan to enable the FMU’s Administrative Unit to cover expenditures until March 2024 in case the next TFMC meeting cannot be organized early enough in the year.</p>
Government of UK		

No.	Query	Fund Management Unit (FMU) Response						
1.a	<p>Revise the payment timelines to reflect the realistic timelines of disbursement from donors</p> <p>REF: Agenda A1 page 10</p>	<p>The fund receipts and fund transfers are always <u>indicative</u> until the financing agreement is signed. These will be shared with the donors during the TFMC Meetings. Post 2nd TFMC Meeting, the indicative timelines are updated as follows:</p> <p>United Kingdom/FCDO: SAA signed USD 8,840,800 (15.03.23) Received USD 123,871 (15.05.23) Next transfer USD 953,200* (estimated by 31.10.23)</p> <p>European Union: CA signing USD 5,443,000* (estimated by 31.10.23) First transfer USD 1,101,000* (estimated by 15.11.23)</p> <p>Australia: SAA signing USD 6,647,366* (estimated by 15.12.23) First transfer USD 647,436* (estimated by 20.12.23) Second transfer USD 1,294,873* (estimated by 31.01.24)</p> <p>India: SAA signing Final amount (In discussion) First transfer In discussion</p> <p><i>* provisional figures (depending on exchange rate at the time of transfer)</i></p>						
b	<p>Review the payment tranches as the present distribution might mean 70% of the funds being deployed within a span of six-seven months (i.e., 20% in Sept 2023 and 50% in March 2024) while the projects are over 24 months.</p> <p>REF: Agenda A1 page 10</p>	<p>The indicative payment timelines have been established to ensure a smooth implementation of projects over a 24-month period. The suggested timelines are as follows:</p> <ul style="list-style-type: none"> • 20% first instalment is meant to cover the first 6 months of implementation. • 50% second instalment is meant to cover the next 11 months of implementation. • 30% last instalment is meant to cover the last 5 months of implementation. <p>It is foreseen that during the first 6 months implementation is slower due to the inception phase to mobilize the required expertise and other inputs.</p> <p>It may be noted that timelines will be different for different projects based on signing of their agreements.</p>						
2.a	<p>Share the status of expenditure against the approved budget for the FMU against the budget heads.</p> <p>REF: Agenda A2, page 11</p>	<table border="1"> <thead> <tr> <th data-bbox="716 1738 927 1808">Activities</th> <th data-bbox="935 1738 1138 1808">Budget (Amount)</th> <th data-bbox="1146 1738 1344 1808">Expenditure (Amount)</th> </tr> </thead> <tbody> <tr> <td data-bbox="716 1818 927 1877">HACT & SEAH risk assessments</td> <td data-bbox="935 1818 1138 1877">USD 75,000</td> <td data-bbox="1146 1818 1344 1877">USD 24,300</td> </tr> </tbody> </table>	Activities	Budget (Amount)	Expenditure (Amount)	HACT & SEAH risk assessments	USD 75,000	USD 24,300
Activities	Budget (Amount)	Expenditure (Amount)						
HACT & SEAH risk assessments	USD 75,000	USD 24,300						

	para 2, para 4	CDRI capacity building measures		USD 15,800
		Empanelled experts (IRIS consultancy)	USD 50,000	USD 6,000
		Consultations on calls for proposals	USD 120,550	USD 43,920
		Total	USD 245,550	USD 90,020
2.b	Share the tentative timelines for staffing of the FMU.	Head of Technical Unit Senior Specialist IRIS Operations Specialist M&E Specialist	01.01.2024 (tentative) 01.01.2024 (tentative) 01.12.2023 (tentative) 01.12.2023 (tentative)	
2.c	Revise para 4 to reflect the correct status of the SAA execution with donors.	The Fund Resource Framework is updated on a monthly basis considering that the timelines for fund receipts and fund transfers are always <u>indicative</u> until the financing agreement is signed. (Please see response in point 1a)		
3.	The number of projects can now be specific – 11, rather than the range of 10-12 projects. REF: Agenda 3 page 27 of 93	The TFMC minutes capture the number of projects (11) approved by the TFMC. At the time, in August 2023, the TFMC Agenda Notes were based on the tentative number of projects under consideration. Only after the TFMC decision, we can officially make reference to 11 approved projects.		
4.	Clarify the process of sharing the progress of PIP implementation to donors, including the cadence of the reporting. REF: Agenda 7, Annexure 2: IRAF FMU PIP, page 51 of 93, para 3	<p>The monitoring and reporting obligations are clarified in the Manual of Operations, as per the Fund legal agreements (SAA, MoU, Framework Agreement) and TOR. The PIP is subject to the reporting obligations set in the Manual of Operations for all projects funded under the CDRI Fund.</p> <p>As such, UNDP will report on the PIP progress on a quarterly and annual basis:</p> <ul style="list-style-type: none"> • Quarterly narrative report (30 April, 31 July, 31 October, 31 January) • Quarterly financial report (30 April, 31 July, 31 October, 30 April) • Annual narrative report (30 March) • Annual financial report (30 April) <p>The FMU will report to the TFMC and the donors, at the Fund level, though a consolidated report for all projects on a bi-annual basis (as per the TOR) and annual basis (as per the TOR and SAA).</p>		
5.a	The definition does not align with the understanding of the role of Implementing Partner in the case of IRIS First Call – As per our understanding	It is acknowledged that the terminology used under the IRIS call for proposals / programme preceded the establishment of the CDRI Multi-partner Trust Fund, and under IRIS first call for proposals, the “Implementing Partner” was designated as the principal recipient.		

	<p>Implementing Partner is going to be signatory of the agreement with the FAA and will be the principal grantee of the fund and not the sub-contracted parties of the Participating Organisations. Kindly clarify.</p> <p>REF: Draft Manual of Operations (MOP), definition of “Implementing Partners”, page 60 of 93</p>	<p>The Manual of Operations terminology is aligned with the MPTF legal documents (TOR, MoU, Framework Agreement, SAA): <i>“Participating Organizations” designate organizations that have become principal recipient/principal grantee of the Fund and have signed an agreement with the Fund Administrative Agent. “Implementing Partners” designate entities that would be sub-contracted by Participating Organizations to deliver specific results as sub-grantees.”</i></p> <p>For example, the project on “Enhancing national and sub-national capacity for resilient infrastructure in the Maldives” is awarded to UNDP. UNDP in this case will be the participating organization as per MOP but Implementing partner as per IRIS first call for proposal. In case UNDP sub-contracts a component, the sub-contractor will be the Implementing partner (as per MOP).</p> <p>In the next calls for proposals, the terminology will be as per the Manual of Operations.</p>
6.	<p>It is specified that the decisions of the TFMC will be made by consensus and that in the absence of consensus, fair decisions will be made by the co-chairs in the interest of the larger group. Kindly consider decision making by majority in the absence of consensus.</p> <p>REF: Draft Manual of Operations (MOP), Article 2.1, Para 6, page 62 of 93</p>	<p>This is aligned with the CDRI IRAF Fund “Terms of Reference” of IRAF that “funding and programming decisions will be made by consensus and in the case of non-consensus, the Co-Chairs will decide together fairly in the larger interest of CDRI”.</p>
7.	<p>The FMU can commission reviews and lessons learnt reports – indication of the frequency and stages at which these can be commissioned will be useful.</p> <p>REF: Draft Manual of Operations (MOP), Article 2.1, Para 9, page 65 of 93</p>	<p>The TFMC decides to commission reviews and lessons learnt reports on specific themes, outcomes or outputs. FMU is established to support the implementation of the TFMC decisions.</p> <p>The Manual of Operations is amended as follows: <i>“The FMU is responsible to propose an annual M&E plan to the TFMC. As part of the M&E plan, the FMU may commission lessons learnt and reviews that could be either thematic or at outcome or output level or for a specific programmatic window. The periodicity of such reviews and lessons learnt would depend on the scope, nature and duration of the programmatic interventions under consideration.”</i> (paragraph 65).</p> <p>Complementary to the annual monitoring plan, the FMU will commission a mid-term evaluation (2025) to assess whether the IRAF Programme is on track to deliver expected outputs and outcomes with respect to the</p>

		<p>timeframe and budget, and a final evaluation will be carried out for learning and impact assessment purposes (Manual of Operations section 5.3).</p>
8.a	<p>It is specified that the project document will be signed between the authorised representative of the Participating Organisation, the UN co-chair of the TFMC on behalf of the TFMC and the government(s). Please consider CDRI being the signatory on behalf of TFMC.</p> <p>REF: Draft Manual of Operations (MOP), Article 4.2, Para 41, page 72 - 73 of 93</p>	<p>The Manual of Operations is amended as follows: <i>“The project document is signed between the authorized representative of the Participating Organization (of the lead organization, in case of a consortium), the Government (or Governments in the case of multi-country projects), the Director General of CDRI, and the UN Co-Chair of the TFMC on behalf of the TFMC.”</i></p>
8.b	<p>“A MPTF project identification number will be assigned to each project for the entire duration of the Fund”. We believe that it will be easy to tag the project identification number to a funding window or programme (like IRIS). That will facilitate more effective tracking of fund receipt and disbursement by the donors. Kindly consider.</p> <p>REF: Draft Manual of Operations (MOP), Article 4.3, Para 45, page 73</p>	<p>Donor funds under the CDRI IRAF MPTF are not earmarked hence the donor will not be able to track their funding to a specific project.</p> <p>All projects approved by the TFMC are uploaded on the Fund Management Platform (MPTF Gateway) and linked to the Fund logframe. In the case of the IRIS call for proposals, all 11 approved projects documents have been linked to CDRI IRAF results framework outcome 3, output 3.1 (SIDS) and its indicators and targets. CDRI partners and donors can access the project details including Participating Organization expenses and financial status in the Fund gateway page for each project by clicking on the project number. See an example: https://mptf.undp.org/fund/afi00</p>
9.	<p>Consider streamlining the results framework for the fund, it seems complicated as compared to similar log frames of pooled funds in our experience. Were stakeholders consulted during the preparation of the logframe? Kindly clarify the flow of results from individual projects to the fund logframe</p> <p>REF: Annexure 4, page 87 onwards</p>	<p>As per TFMC recommendation, the Fund logframe is now simplified and will be annexed to the TFMC minutes.</p> <p>The Fund logframe was prepared by the CDRI Secretariat on the basis of the Governing Council-approved CDRI strategic workplan and its overarching targets.</p> <p>All projects submitted on the Fund Management Platform in response to the calls for proposals are linked to the Fund logframe (e.g., in the case of the IRIS call for proposals, projects documents have been linked to Fund outcome 3, output 3.1 and its outputs indicators).</p>

ANNEXURES

Annexure 1: Minutes of the Third Meeting of the IRIS Steering Committee

**MINUTES OF MEETING
THIRD MEETING OF THE IRIS STEERING COMMITTEE**

26-28 July 2023

Chennai, India

Minutes of the Third Meeting of the IRIS Steering Committee on 27-28 July 2023

The Third meeting of the IRIS Steering Committee was attended by:

1. Coalition for Disaster Resilient Infrastructure (CDRI)
 - Mr Amit Prothi, Director General, Coalition for Disaster Resilient Infrastructure (CDRI)
 - Ms Riya Rahiman, Lead Specialist, IRIS
 - Ms Agathe Nougaret, International Technical Expert- Infrastructure Climate Change Adaption
 - Mr Soham Vaidya, Program Associate, IRIS
 - Ms Sophie Baranes, Admin Unit, Infrastructure Resilience Accelerator Fund (IRAF)
2. Jamaica
 - Ms Taneque Heslop, Climate Change Consultant, Climate Change Division, Ministry of Economic Growth and Job Creation (MEGJC), Jamaica
3. Fiji
 - Ms Vasiti Soko, Director, National Disaster Management Office, Republic of Fiji
4. Mauritius
 - Dr Dhanandjay Kawol, Senior Chief Executive, Ministry of Local Government and Disaster Risk Management (NDRRMC)
5. Pacific Islands Forum Secretariat (PIFs)
 - Ms Teea Tira, Resilience Development Finance Advisor, Pacific Islands Forum Secretariat
6. India
 - Ms T. C. A. Kalyani, Pr. Chief Controller of Accounts, Ministry of Home Affairs, India
 - Mr Kamal Kishore, Member Secretary National Disaster Management Authority and Indian Co-Chair of Executive Committee for CDRI
7. Australia
 - Mr Harley Stewart, Policy Officer, Pacific Infrastructure Portfolio, Strategic Infrastructure Division, DFAT
 - Ms Emily Roper, Deputy High Commissioner, Australian High Commission, India
8. United Kingdom
 - Ms Elizabeth Atwell, Head – BIP, Infrastructure and Urban Development, FCDO
 - Mr Shoubhik Ganguly, Senior Infrastructure Advisor, FCDO
9. European Union (EU)
 - Mr Radhakrishnan Dinakar, Development/Economic Advisor, Delegation of the EU to India
10. Indian Ocean Rim Association (IORA)
 - Ms Zelda Vrolick, Director, IORA
11. Alliance of Small Island States (AOSIS)
 - Ms Anne Rasmussen, Lead Climate Negotiator, AOSIS
12. Caribbean Development Bank (CDB)-Excused

Agenda

Third Steering Committee Meeting for IRIS

25 July (Arrival in Chennai and settling in)			
26 July (Sightseeing along with G20 DRR working group)			
0700-1800	Visit to Mahabalipuram; UNESCO Heritage Monuments		
1830 onwards	Cultural and Gala Dinner at Mahabalipuram		
27 July (Day 1 of SC meeting in Chennai)			
	0900-0915	15 mins	Welcome and opening remarks by members
Agenda 1	0915-1000	45 mins	IRIS Introduction to new members and progress so far
Agenda 2	1000-1100	60 Mins	Proposals Presentation
	1100-1115	15 mins	Tea
Agenda 2	1115-1230	75 mins	Proposals Presentation (contd.)
	1230-1330	60 mins	Lunch
Agenda 2	1330-1530	120 mins	<ul style="list-style-type: none"> Proposals Presentation (contd) Final Decision on funding recommendations
	1530-1545	15 mins	Tea
Agenda 3	1545-1630	45 mins	Next steps for Call for Proposals: <ul style="list-style-type: none"> Announcing winners on a global platform (SDGs Summit/Climate Action Summit) Project contracting process and timelines
Agenda 4	1630-1700	30 mins	Key learnings from first Call for Proposals
	1700-1730	30 mins	Day 1 Wrap up
28 July (Day 2 of SC meeting in Chennai)			
Agenda 5	0930-1030	60 mins	Capacity Strengthening (non-competitive activities): Discussion on themes and implementation approach
	1030-1045	15 mins	Tea
Agenda 6	1045-1130	45 mins	Gender equality, disability and social inclusion: Presentation of GESI plan and next steps
Agenda 7	1130-1230	60 mins	Discussion on second call for proposals and positioning IRIS on global platforms
	1230-1300	30 mins	Closing Remarks
	1300-1400	60 mins	Lunch

Note for Consideration

Agenda 1: Progress of Infrastructure for Resilient Island States (IRIS)

The first 'call for proposals' under IRIS was launched at COP27. The main aim of the Call is to equip relevant Small Island Developing States (SIDS) government agencies with the required technical support and knowledge products for enhancing resilience of infrastructure. Through this first round of funding, IRIS aims to support activities that will enhance informed decision-making, locally relevant technical knowledge and fit-for-purpose processes and tools for resilient infrastructure. The funding for a single country project can range from \$150,000 to \$500,000 and a regional multi-country project (at least 3 SIDS) can range up to \$750,000.

For the first stage of the call for proposals, Expression of Interests (EOIs) were invited from SIDS until the 15 February 2023. A total of 50 EoIs were received across 28 SIDS. As a next step, 19 EoIs were shortlisted to the second stage of proposal development. The 19 EoIs were shortlisted by the Steering Committee (SC) based on the evaluation of EOIs conducted by the CDRI Secretariat. A summary of all 50 EOIs were presented at the second SC meeting and the SC members concurred on shortlisting 19 EOIs to the next stage. The shortlisted applicants were informed of the decision and invited to develop full-fledged proposals by 16 June 2023. The list of 19 shortlisted SIDS can be accessed at **Annexure 1**.

The IRIS Programme Management Unit (PMU) organized information webinars, bi-lateral meetings with all the shortlisted 19 nodal government agencies and provided feedback on the EoIs and information on the next steps for proposal development and submission. Based on the requests that came from the SIDS nodal government agencies, CDRI provided support through technical consultants for developing full-fledged proposals and facilitated in identifying implementing partners for the SIDS nodal government bodies. On 16 June 2023, out of the 19 shortlisted applicants, 15 proposals were submitted by SIDS nodal government agency along with their respective implementing partner.

The support to SIDS will be channelled through Infrastructure Resilience Accelerator Fund (IRAF), CDRI's Multi-Partner Trust Fund being managed by United Nations Development Programme (UNDP) and United Nations Multi-Partner Trust Fund Office (UN MPTFO). The Secretariat has been working closely with the IRAF unit to develop the proposal template, portal for proposal submission, line of approval for selection and awarding of projects and initiating the Harmonized Approach to Cash Transfer (HACT)¹ assessment for the implementing partners.

Proposal:

The Steering Committee may note progress of IRIS programmatic activities.

¹ HACT is a common operational framework for transferring cash to implementing partners, guiding the disbursement of funds and reporting of expenditures for all UN MPTF projects.

Resolution: The Steering Committee noted the design, governance structure and progress of the IRIS Programme, including the progress around the first ‘Call for Proposals’.

Note for Consideration

Agenda 2: Call for Proposals-Evaluation of Proposals and Recommendation

Out of the 19 shortlisted EoIs, the Secretariat received 15 eligible proposals^{2,3} which were considered for stage two evaluation. To undertake the technical evaluation of the received proposals, a Technical Review Committee (TRC) was constituted. The objective behind setting up a TRC was to technically evaluate the proposals, ensure they are aligned to the priorities outlined by the IRIS Programme and the proposed actions are appropriate to alleviate issues identified, feasible and realistic to implement. The TRC is expected to analyse and score the proposals to guide the IRIS-SC's decision for selecting the final set of proposals that will be funded.

Based on the themes and infrastructure sectors of the shortlisted EoIs, a Terms of Reference (ToR) for an expert to be nominated to the TRC was developed and circulated among the SC members. The ToR can be accessed at Annexure 2. Based on the SC recommendations, eight experts were nominated to be part of the TRC. The constitution of the TRC can be accessed at Annexure 3.

A detailed guideline was drafted to elaborate the roles and responsibilities of the Technical Review Committee. The IRIS-PMU worked closely with the IRAF unit to finalize the detailed scoring criteria to evaluate the full-fledged proposals. The TRC guideline document and detailed scoring criteria s can be accessed at Annexure 4 and Annexure 5 respectively.

All the members of the TRC were briefed on the guidelines and scoring criteria in an introductory call and independently review the proposals. In addition to the technical review, a separate Gender Equality, Disability and Social Inclusion (GEDSI) analysis of each proposal was conducted by the IRIS-PMU. After the independent review of all proposals, a 'Score Tabulation meeting was organised to compile and discuss the individual scores. After detailed deliberation on the merits and demerits of each proposal, they were categorised into three to table them to the SC for decision-making on the final list of projects to be funded. The three categories are as follows:

1. Proposals without any reservation.
2. Proposals with qualified recommendation
3. Ineligible/Incomplete proposals.

A summary of the reviewed proposal along with categorisation of each proposal and remarks from the TRC and GESI analysis can be accessed at Annexure 6.

² Three proposals were disqualified due to eligibility reasons (incomplete proposal, no implementation partner and less than three countries `in a multi-country proposal)

³ Two EoIs (Vanuatu and Kiribati) from the Pacific were combined and submitted as part of a regional proposal.

Proposal:

The Steering Committee may note the review notes of the Technical Review Committee and make recommendations for funding proposals under the First Call for Proposals.

Resolution: The Steering Committee discussed the summaries of the 18 proposals that were reviewed by the Technical Review Committee and recommended the list of proposals that can be considered for funding. A total of 11 proposals have been recommended with a total value of US\$ 5.85 million over a duration of 24 months. The table below provides an overview of the 18 proposals, including 10 proposals that have been recommended without reservations and 1 proposal that has been recommended with a qualifier.

Sl. No.	Name of the Proposal	IP	Country	TRC Recommendation	SC Recommendation	For Secretariat Action
1	#6 National surveys for infrastructure resilience geospatial databases to support exposure and hazard modelling in Kiribati, Vanuatu and Tonga	The Pacific Community (SPC)	Vanuatu, Kiribati, Tonga	Recommended without Reservation	Recommended without Reservation	NA
2	# 10 Data and Systems for Resilient Housing Programs in Dominica	Build Change	Dominica	Recommended without Reservation	Recommended without Reservation	NA
3	#12 Mapping, assessing and planning for comprehensive multi-hazard early warning capabilities in Fiji	Live Learn	Fiji	Recommended without Reservation	Recommended without Reservation	The SC unanimously concurred with the outcome of the Technical Review and recommended that the current project timeline of 12 months is ambitious and it be extended to 24 months with no implications on the proposed budget.
4	#13 Roadmap for Health and Coastal Infrastructure Resilience	UNOPS	Marshall Islands	Recommended without Reservation	Recommended without Reservation	NA

Sl. No.	Name of the Proposal	IP	Country	TRC Recommendation	SC Recommendation	For Secretariat Action
5	#18 Strengthening institutional and technical capacity for climate resilient transport infrastructure development	Global Green Growth Institute (GGGI)	Papua New Guinea	Recommended without Reservation	Recommended without Reservation	NA
6	#19 Strengthening capacities, security and resilience of critical infrastructure in the Dominican Republic, Cuba and Haiti	UNDP	Dominican Republic, Cuba, Haiti	Recommended without Reservation	Recommended without Reservation	<p>The SC unanimously concurred with the outcome of the Technical Review and recommended this proposal for funding with the following comments to be addressed by the implementing partner at inception stage:</p> <ul style="list-style-type: none"> • Distribution of trainees across the three countries with a minimum of 12 per country • Equitable distribution of sites to be assessed across the three countries • Develop retrofitting action plan for water infrastructure sites in addition to the education infrastructure

Sl. No.	Name of the Proposal	IP	Country	TRC Recommendation	SC Recommendation	For Secretariat Action
						sites by reallocating a proportion of budget from education infrastructure sites to water infrastructure sites
7	#20 Towards developing strategic sustainable integrated national drainage and irrigation systems in Guyana	Global Green Growth Institute (GGGI)	Guyana	Recommended without Reservation	Recommended without Reservation	NA
8	#24 Strengthening Data Management Foundation for Disaster Risk Preparedness in Belize	Caribbean Community Climate Change Centre (5Cs)	Belize	Recommended without Reservation	Recommended without Reservation	NA
9	#7 Enhancing national and sub-national capacity for resilient infrastructure in the Maldives	UNDP	Maldives	Qualified Recommendation	Recommended without Reservation	The SC unanimously agreed to recommend the proposal for funding without any reservations. The Secretariat to ensure that the comments raised by the SC be adequately addressed in the inception report.
10	#8 Revision of the Haitian National Building Code	Build Change	Haiti	Qualified Recommendation	Recommended without Reservation	The Secretariat to engage with the implementing partner to ensure the ownership

Sl. No.	Name of the Proposal	IP	Country	TRC Recommendation	SC Recommendation	For Secretariat Action
						of nodal government agency is established.
11	#16 Dominican Republic National Multi Threat Early Warning System	Global Green Growth Initiative (GGGI)	Dominican Republic	Qualified Recommendation	Conditional Recommendation	The SC Chair to make the final decision, post a bilateral meeting with Dominican Republic to discuss the ownership of the nodal government agency and address the comments put forward by the technical review committee. The Chair's decision to be tabled at the Trust Fund Management Committee (TFMC) meeting.
12	#23 Evidence-based Support and capacity building towards resilient infrastructure design, planning and management	UNOPS	Antigua and Barbuda	Qualified Recommendation	Not Recommended	NA
13	#15 Developing bamboo into a sustainable, resilient, and affordable construction material in Fiji that can compete with cement and steel	Global Green Growth Initiative (GGGI)	Fiji	Qualified Recommendation	Not Recommended	NA

Sl. No.	Name of the Proposal	IP	Country	TRC Recommendation	SC Recommendation	For Secretariat Action
14	#11 Resilience of Low-Income Housing in Small Island Developing States	Build Change	Maldives, Dominica	Not Recommended	Not Recommended	NA
15	#22 Enhancing Tonga's Energy Infrastructure Resilience	PCREEE/SPC	Tonga	Not Recommended	Not Recommended	NA
16	#14 Ensuring a sustainable and resilient water supply by developing a Mathematical Modelling in the Northern Aquifer of Mauritius.	NA	Mauritius	Not Recommended	Not Recommended	NA
17	#17 Transformation of the Resilience of Kingston Water Supply Infrastructure. Kingston, Jamaica.	National Water Commission	Jamaica	Not Recommended	Not Recommended	NA
18	#21 Evidence-Based support towards a Roadmap for Resilient Infrastructure planning in Sint Maarten	UNOPS	Sint Maarten	Not Recommended	Not Recommended	NA

The resolution and comments of the SC for each of the proposals reviewed by the Technical Review Committee can be accessed at Appendix 1.

Note for Consideration

Agenda 3: Call for Proposals- Awarding of Projects and Next Steps

As an outcome of the first call for proposals, the ambition is to award 10-12 projects in September 2023. As the Secretariat progresses with the decision-making, a high-level event is proposed for announcing the project awardees. To this end, the following two global platforms are suggested:

1. SDGs Summit 2023: 18-19 September in New York
2. Climate Ambition Summit 2023: 20 September in New York

The Secretariat will also brief SC on the contracting timelines and modalities for the project grantees.

Proposal:

The Steering Committee may note the steps and recommend the way forward.

Resolution: The Steering Committee took note of the next steps and recommended the way forward suggested by the Secretariat.

Comments from Members:

- The Steering Committee noted the funding mechanism of Infrastructure Resilience Accelerator Fund (IRAF)- CDRI's Multi-Partner Trust Fund set up to channelise funds for the implementation of the projects in SIDS. The projects recommended by the Steering Committee will be presented to the Trust Fund Management Committee (TFMC) for their approval. The TFMC meeting is proposed to be held in the last week of August 2023. Post the approval of the TFMC, CDRI will issue a provisional letter to the nodal government agency of project awardees informing them of the results.
- Governmental approvals within the SIDS would be required for awarding the project. If the project awarding announcement is planned for September 2023, the expectation is that the contract will be inked immediately thereafter. The provisional letter therefore can be used for getting necessary governmental approvals.
- The SIDS' governments will be signatories to the agreement when the funds are transferred to the Implementing Partners.
- The Steering Committee noted the proposed platforms for the announcement of the project awardees under the first 'Call for Proposals' and expressed their support for the announcements.
- It was suggested by one of the SC members that the G20 Leaders' Summit being organized on 9-10 Sept 2023 be considered as an option for announcing the project awardees. It was

advised by the assigned Chair that the SC member may like to take up this suggestion bilaterally with CDRI or Government of India-the presidency for G20.

Note for Consideration

Agenda 4: Call for Proposals- Collation of key learnings and takeaways

As the Secretariat progress with first call for proposals, the key learnings and takeaways during the design and implementation of the Call will play a significant role in shaping the second call for proposals. Learnings around the themes, stages of evaluation, modalities of fund disbursement, timelines, stakeholder engagements, technical feasibility and viability of the proposed actions and mechanisms for quality control will be critical to collate and integrate while developing the second Call.

Proposal:

The Steering Committee may share their comments and feedback on first call for proposals and the key learnings that need to be considered when designing the second Call.

Resolution: The Steering Committee shared their feedback on the first 'Call for proposals' and advised on key aspects to be considered when designing the Second Call.

Comments from Members:

- Under the 'Call for proposals', if the applicant government has clarity of their requirements, they should be made responsible for determining the implementation modality of their project. The quantum of funding for a project can be fixed and the applicant government agency should be responsible for implementation including the procurement of the implementing partner. The applicant government agency can either implement the project themselves or identify an implementing partner based on their needs and capacities. The government ownership will enhance accountability of the projects and ensure the project is included in the budgetary allocations and timelines set by the Government.
- The scope of the next 'call for proposals' can be more focused with the theme centered around a specific infrastructure sector or area of interest.

Note for Consideration

Agenda 5: Non-Competitive Capacity Strengthening Activities under IRIS

The first 'call for proposals' under IRIS revealed significant disparities in understanding the concept of infrastructure resilience among applicants, resulting in more than half of the EoIs being misaligned with the scope of the IRIS programme.

Against this background, the Secretariat proposes non-competitive activities for all SIDS to participate in as a primer to resilience and inclusion-building programming across the infrastructure life cycle. The proposed activities will focus on key areas of interest that have emerged from the on-going stakeholder consultations and the interventions indicated under the call for proposals. The indicative areas are:

- Infrastructure and early warning systems
- Asset Management
- Resilient and inclusive design and procurement
- Building codes and standards

The background note detailing the capacity strengthening activities can be accessed at Annexure 7.

Proposal:

The Steering Committee to note the activities and provide feedback on approach, themes, and implementation modalities.

Resolution: The Steering Committee supports the development of non-competitive activities in IRIS to be implemented through CDRI and partners.

Comments from Members:

Additional activities should focus on the implementation of existing policies and plans instead. The deployment of long-term experts to islands would be an interesting approach. Research on infrastructure resilience in SIDS should be conducted under CDRI's biennial report on infrastructure resilience. More landscape analysis is needed to avoid duplication of efforts.

Note for Consideration

Agenda 6: Gender Equality and Social Inclusion Action Plan

Since the design stage, Gender Equality and Social Inclusion (GESI) has been a key guiding principle for shaping the IRIS initiative.

Table 1 provides an overview of the IRIS GESI plan and the preliminary activities that have been initiated under it.

Table1: GESI Action Plan

Objective	Indicator	Baseline	Mid Line 2026	End Line 2030	Activities	Due in	Progress July 2023
1. Mainstream GESI in IRIS program's governance and management	UN Gender Marker	1	2a	2a	1.1 Articulate GESI vision for the program	Oct-22	Done
					1.2 Promote diverse representation in the Steering Committee and	Dec-26	Ongoing
					1.3 Ensure diverse representation in IRIS events and activities (both hosts and guests)	Dec-26	Ongoing
					1.4 Prepare IRIS' GESI plan and present it to the Steering Committee	Jul-23	Done
					1.5 Include GESI in monitoring mechanisms and progress reports	Jul-23	Ongoing
					1.6 Appoint a GESI focal point in the IRIS Steering Committee and in the program team	Jul-23	Ongoing
					1.7 Explore alliances with inclusion-focused civil society organisations in SIDS for brainstorming, quality control and accountability.	Jan-24	Not started
					1.8 Revise the program's result framework to include GESI deliverables	Apr-24	Not started
					1.9 Include GESI in the program's mid-term and end line review	Dec-26	Not started
2. Identify gender, disability and social inclusion challenges and opportunities in infrastructure resilience which are relevant/specific to island states	Number of country-specific or regional knowledge products on GESI, resilience and infrastructure	0	2	2	2.1 Develop Terms of Reference for consultants to conduct a GESI and disability inclusion analysis	Jul-23	Ongoing
					2.2 Identify consultants from the UNDP roster	Aug-23	Ongoing
					2.3 Onboard consultants (presentation of IRIS, sharing documents and contacts)	Sep-23	Not started
					2.4 Review and discuss first draft	Nov-23	Not started
					2.5 Review and clear second draft	Dec-23	Not started
					2.6 Publication and dissemination	Apr-24	Not started
3. Mainstream GESI in grantee's projects	Proportion of IRIS grants with GESI impact indicators	TBC	60%	90%	3.1 Develop templates and guidance for grantees to include GESI in their proposals.	May-23	Done
					3.2 Include GESI considerations in proposal evaluation (scoring criteria, GESI focal point in the Technical Review Committee).	Jul-23	Done
					3.3 Support grantees to strengthen GESI components in project initiation stage.	Dec-23	Not started
					3.4 Monitor grantees' GESI indicators on a quarterly basis.	Jan-24	Not started
4. Develop specific GESI activities in IRIS	Number of SIDS with GESI-focused initiatives relating to infrastructure	TBC	1 advocacy 1 non-competitive	2 advocacy 2 non-competitive 1 competitive	4.1 Organise a programming workshop with partners on the basis of the GESI analysis.	Jan-24	Not started
					4.2 Implement competitive activities on GESI (to be confirmed)	Mar-24	Not started
					4.3 Implement non competitive activities on GESI (to be confirmed)	Mar-24	Not started
					4.4 Implement advocacy activities on GESI (to be confirmed)	Mar-24	Not started

Proposal:

The Steering Committee may note the GESI action plan and provide feedback on the proposed activities.

Resolution: The Steering Committee supports the proposed GESI approach.

Comments from Members: The Programme Management Unit is invited to gather good practices from Steering Committee member organisations (universal access for public

infrastructure in smart cities, Safety Pin app, women’s self-help groups, rural employment guaranteed schemes, Fiji’s infrastructure audit by the Pacific Disability Forum). In the context of SIDS, indigenous people should be at the heart of IRIS’ GESI approach.

Note for Consideration

Agenda 7: Second 'Call for Proposals' and positioning IRIS on global platforms

As the Secretariat collates the key learnings from the first call for proposals and the feedback from the SC on the capacity strengthening activities and GESI action plan, it is important they are adequately incorporated when developing the second call for proposals. The deliberation will focus on culminating the key discussion points put forth by the SC members and adopting them for the second call for proposals.

The Secretariat has identified various global platforms such as the Latin American and Caribbean Climate Week 2023, Asia Pacific Climate Week 2023, Regional ICDRI 2023, COP28 etc., to position CDRI on delivering the adaptation agenda, especially through its strategic initiatives such as IRIS. The Secretariat requests advice and support from the SC on engagement opportunities during the lead up and at the 4th International Conference on SIDS, especially for the launch and outreach of the second call for proposals.

Proposal:

The Steering Committee may note the proposed engagements and provide comments and feedback on the way forward.

Resolution: The Steering Committee provided feedback on positioning IRIS on the global stage and recommended different approaches and platforms to enhance IRIS outreach

Comments from Members:

- Increase interaction with other relevant ministries and government bodies such as agencies with a mandate in disaster/climate resilience and/or infrastructure planning, financing was suggested for better outreach and dissemination. The need for identifying focal points in the different ministries was a suggested way forward.
- Advocacy messages centred around the basic concepts of disaster and climate resilience is a good starting point.
- Engage and contribute to different working groups around disaster risk management/ disaster resilience set up by regional and international organisations catering to the SIDS context.
- Participate in high-level meetings for example, Senior Council of Ministers Meeting organized by IORA annually for engaging with SIDS stakeholders and advocating the IRIS vision and agenda.
- Working closely with relevant regional organizations and in the SIDS regions and technical

networks with global footprints can be crucial in advancing the IRIS vision and to ensure complementarity with other initiatives in the region.

- Leverage on other strategic initiatives of CDRI such as the Biennial Report on Disaster and Climate Resilient Infrastructure, Infrastructure Resilience Academic eXchange (IRAX), DRI Connect etc.
- Disseminating learnings and takeaways from the projects awarded under the first funding cycle will be key in elevating IRIS agenda.
- Gap analysis to embed resilience across the infrastructure life cycle for different sectors is recommended. Continuous engagement with SIDS stakeholders through consultations, bilateral meetings, organizing technical sessions, training programmes and dialogues is important to ensure IRIS is well informed and updated with the emerging challenges and opportunities for building resilient infrastructure in SIDS.
- CDRI website can have a mechanism to receive feedback from the SIDS stakeholders. The compendium of good practices hosted by CDRI for the G20 DRRWG is a good starting point, where there is an option for countries to submit case studies.
- CDRI's physical presence in the SIDS with a regional focal point is imperative for effective implementation and impact of IRIS programme.

- **Annexure:** On request

Appendix 1

Proposals recommended without a reservation by the Technical Review Committee:

Proposal #6:

#6 National surveys for infrastructure resilience geospatial databases to support exposure and hazard modelling				
Implementation			Vulnerability	Income
<ul style="list-style-type: none"> • Partner: Secretariat of the Pacific Community • Department of Urban Affairs and Planning- Vanuatu • National Emergency Management Office - Tonga • Office of the President - Kiribati 	PACIFIC	Vanuatu	MVI 54.4	LMIC
		Kiribati	MVI 59.8	LMIC
		Tonga	MVI 57	UMIC
Summary		Technical Review		
<ul style="list-style-type: none"> • Community-based asset assessment • Creation of GIS platform and backup option • Risk modelling • Platform integration with MHEWS • Capacity building of nodal agencies 		<ul style="list-style-type: none"> • Well-written proposal • Good theory of change • Strong implementing partner profile • Strong risk mitigation measures 		
GESI + Disability Analysis		Budget	\$750,000	Recommended without reservation
<ul style="list-style-type: none"> • Gender quotas for training • Promotion of indigenous and women leaders in the GIS and DRM • Inclusive infrastructure design mentioned but no tangible activities • GESI not mentioned in vulnerability assessment 		Timeline	24 Months	

Resolution:

The Steering Committee members unanimously concurred the outcome of the Technical Review carried out by the Technical Review Committee and recommended this proposal for funding without any reservation.

Proposal #10:

#10 Data and Systems for Resilient Housing Programs					
Implementation		CARIBBEAN	Dominica	Vulnerability	Income
<ul style="list-style-type: none"> Partner: Build Change Climate Resilience Execution Agency for Dominica (CREAD) 				MVI 55.4	UMIC
Summary		Technical Review			
Housing stock retrofitting strategy through: <ul style="list-style-type: none"> Data collection (asset assessment) Retrofitting guidelines Design of government program for implementation at scale 		<ul style="list-style-type: none"> Strong justification Ambitious yet achievable implementation strategy Replicable action Strong implementation partner profile 			
GESI + Disability Analysis		Budget	\$499,862	Recommended without reservation	
<ul style="list-style-type: none"> Women – led team Prioritization of women and indigenous community as beneficiaries of the project Bespoke retrofitting approaches for disability and age 		Timeline	24 Months		

Resolution:

The Steering Committee members unanimously concurred the outcome of the Technical Review carried out by the Technical Review Committee and recommended this proposal for funding without any reservation.

Proposal #12:

#12 Mapping, Assessing and Planning for Comprehensive Multi-hazard Early Warning Capabilities								
Implementation <ul style="list-style-type: none"> Partner: Live Learn National Disaster Management Office (NDMO) Ministry of Waterways 	PACIFIC	Fiji	<table border="1"> <thead> <tr> <th>Vulnerability</th> <th>Income</th> </tr> </thead> <tbody> <tr> <td>MVI 51.7</td> <td>UMIC</td> </tr> </tbody> </table>	Vulnerability	Income	MVI 51.7	UMIC	
Vulnerability	Income							
MVI 51.7	UMIC							
Summary <ul style="list-style-type: none"> Roadmap to integrate single threat warning systems into a MHEWS Nature-based project identification in coastal protection and watershed management Establishment of a monitoring system 	Technical Review <ul style="list-style-type: none"> Strong proposal with ownership from Fiji NDMO. Strong implementation partner with good experience in post-disaster projects Timeline is very short but there is room to expand 							
GESI + Disability Analysis <ul style="list-style-type: none"> Implementing partner has a GESI officer GESI-focused stakeholder engagement strategy Gender-specific output (gender mainstreaming strategy for Ministry of Water) Other GESI actions unclear 	<table border="1"> <thead> <tr> <th>Budget</th> <th>Timeline</th> </tr> </thead> <tbody> <tr> <td>\$500,000</td> <td>12 Months</td> </tr> </tbody> </table>	Budget	Timeline	\$500,000	12 Months	<table border="1"> <tbody> <tr> <td style="text-align: center;">Recommended without reservation</td> </tr> </tbody> </table>		Recommended without reservation
Budget	Timeline							
\$500,000	12 Months							
Recommended without reservation								

Resolution:

The Steering Committee members unanimously concurred the outcome of the Technical Review carried out by the Technical Review Committee and recommended that the current timeline of 12 months is ambitious, and the timeline may be extended to 24 months with no implications on the proposed budget.

Comments from the Steering Committee:

- Steering Committee members observed that the concern raised by the Technical Review Committee on the proposed timeline is valid and recommended that proposed timeline should be re-visited during the contractual discussions and the timeline should be extended to 24 months.
- The Steering Committee highlighted that since the extended timeline fits within the permissible timeframe under the first call for proposals, it does not affect feasibility of the proposed action. Thus, the proposal to be recommended for funding.

Proposal #13:

#13 Roadmap for Health and Coastal Infrastructure Resilience					
Implementation <ul style="list-style-type: none"> Partner: UNOPS Ministry of Public Works 		PACIFIC	Marshall Islands	Vulnerability	Income
				MVI 58.9	UMIC
Summary <ul style="list-style-type: none"> Resilient Coastal and Health Infrastructure Gap Assessment Health Infrastructure Climate Event Readiness Assessment Enabling Environment Assessment for Resilient Coastal and Health Infrastructure Resilient Coastal and Health Infrastructure Roadmap and asset management database 		Technical Review <ul style="list-style-type: none"> Well-written proposal Strong alignment with IRIS All activities clearly articulated Feedback provided after the EOI stage is integrated in the full proposal 			
GESI + Disability Analysis <ul style="list-style-type: none"> Collection of gender-disaggregated data Participatory approaches User feedback mechanism Universal design principles for accessibility GESI capacity building of nodal agency 		Budget	\$350,000	Recommended without reservation	
		Timeline	20 Months		

Resolution:

The Steering Committee members unanimously concurred the outcome of the Technical Review carried out by the Technical Review Committee and recommended this proposal for funding without any reservation.

Comments from the Steering Committee:

- The SC members sought confirmation from the Secretariat on government ownership of this proposal.
- The Secretariat was able to confirm (email exchange attached separately) through the SC member from the Pacific Islands Forum Secretariat that the Ministry of Health, Republic of Marshall Islands was fully engaged and aware of the proposal.
- The Committee expressed their satisfaction on the ownership of the Ministry of Health and unanimously concurred the outcome of the Technical Review carried out by the Technical Review Committee.

Proposal #18:

#18 Strengthening Institutional and Technical Capacity for Climate Resilient Transport Infrastructure Development					
Implementation <ul style="list-style-type: none"> Partner: Global Green Growth Initiative Department of Works and Highways 		PACIFIC	Papua New Guinea	Vulnerability MVI 47.08	Income LMIC
Summary <ul style="list-style-type: none"> Training and exposure visit on climate resilient road infrastructure Road vulnerability assessment method Piloting on 1 road Revision of road design standards for climate resilience Stakeholder engagement incl. private sector 		Technical Review <ul style="list-style-type: none"> Clear climate adaptation and infrastructure angle. Feeds in a larger program (easier scalup) Detailed governance arrangements Good monitoring and evaluation measures Timeline for training activities is ambitious Stakeholder engagement approach is not detailed 			
GESI + Disability Analysis <ul style="list-style-type: none"> Identification of gender focal point in the team Target of 50% women in training (is it realistic for the nodal agency?) Partner's and nodal agency's GESI policies are mentioned but no tangible measures in the project 		Budget \$499,998	Timeline 18 Months	Recommended without reservation	

Resolution:

The Steering Committee members unanimously concurred the outcome of the Technical Review carried out by the Technical Review Committee and recommended this proposal for funding without any reservation.

Proposal #19:

#19 Strengthening Capacities, Security and Resilience of Critical Infrastructure											
Implementation <ul style="list-style-type: none"> Partner: United Nations Development Programme National Emergency Commission- Dominican Republic National Civil Defense General– Cuba Civil Protection Department - Haiti 	CARIBBEAN	Dominican Republic	<table border="1"> <thead> <tr> <th>Vulnerability</th> <th>Income</th> </tr> </thead> <tbody> <tr> <td>MVI 45.1</td> <td>UMIC</td> </tr> <tr> <td>MVI 46.6</td> <td>LMIC</td> </tr> <tr> <td>MVI 65.6</td> <td>LMIC</td> </tr> </tbody> </table>	Vulnerability	Income	MVI 45.1	UMIC	MVI 46.6	LMIC	MVI 65.6	LMIC
		Vulnerability	Income								
		MVI 45.1	UMIC								
MVI 46.6	LMIC										
MVI 65.6	LMIC										
Cuba											
Haiti											
Summary Focus on education/water infrastructure: <ul style="list-style-type: none"> Training of 60 assessors (vulnerability/damage) Assessment of 70 sites. Retrofitting action plan for 20 sites (education). Institutionalization of assessment methodology + outreach 	Technical Review <ul style="list-style-type: none"> Strong regional proposal with willingness to promote local capacities Strong sustainability plan provided High percentage of budget on travel Role of nodal agencies to clarify Activities are not balanced among the 3 applicant countries 										
GESI + Disability Analysis <ul style="list-style-type: none"> UNDP GESI policies are mentioned but no project-specific measures Mention of gender responsive infrastructure evaluation methods but no details 	<table border="1"> <thead> <tr> <th>Budget</th> <th>Timeline</th> </tr> </thead> <tbody> <tr> <td>\$749,384</td> <td>24 Months</td> </tr> </tbody> </table>	Budget	Timeline	\$749,384	24 Months	<table border="1"> <tbody> <tr> <td style="text-align: center;"> Recommended without reservation </td> </tr> </tbody> </table>		Recommended without reservation			
Budget	Timeline										
\$749,384	24 Months										
Recommended without reservation											

Resolution:

The Steering Committee members unanimously concurred the outcome of the Technical Review carried out by the Technical Review Committee and recommended this proposal for funding with the following comments:

- The implementing partner should ensure equitable distribution of trainees across the three countries.
- The implementing partner should ensure equitable distribution of sites to be assessed across the three countries.
- The implementing partner should ensure that a retrofitting action plan is developed for water infrastructure sites in addition to the education infrastructure sites. This may require shifting some budget from planning education infrastructure sites to include planning for water infrastructure sites.

Proposal #20:

#20 Towards Developing Strategic Sustainable Integrated National Drainage and Irrigation Systems					
Implementation <ul style="list-style-type: none"> Partner: Global Green Growth Initiative Office of the President 		CARIBBEAN	Guyana	Vulnerability MVI 46.4	Income High Income
Summary <ul style="list-style-type: none"> Integration of resilience, naturebased solutions and GESI into drainage and irrigation Integrated strategy for drainage and irrigation Design of prioritized nature-based projects Resilient design training for nodal agency 		Technical Review <ul style="list-style-type: none"> Strong results framework Realistic implementation plan and budget Risk Matrix could be better Strong reliance on consultants may impact the sustainability of the project Role of nodal agency to clarify 			
GESI + Disability Analysis <ul style="list-style-type: none"> GESI-specific output (gender mainstreaming in national drainage and irrigation strategy) Gender quota (40%) for workshops and studies Gender training of stakeholders 		Budget \$499,947	Timeline 23 Months	Recommended without reservation	

Resolution:

The Steering Committee members unanimously concurred the outcome of the Technical Review carried out by the Technical Review Committee and recommended this proposal for funding without any reservation.

Proposal #24:

#24 Strengthening Data Management Foundation for Disaster Risk Preparedness					
Implementation <ul style="list-style-type: none"> Partner: Caribbean Community Climate Change Centre (5Cs) Ministry of Sustainable Development, Climate Change and Disaster Risk Management 		CARIBBEAN	Belize	Vulnerability MVI 53	Income UMIC
Summary <ul style="list-style-type: none"> Acquisition of satellite imagery for vulnerable coastal communities Creation of buildings footprint map Development of a storm surge model Capacity building in data creation and maintenance Capacity building on data use for urban planning 		Technical Review <ul style="list-style-type: none"> Adequate proposed program team Reputed regional organization with strong track record Small share of budget towards staff Sustainability strategy can be improved 			
GESI + Disability Analysis <ul style="list-style-type: none"> Project team includes GESI staff Target to include 50% women in all activities Tangible GESI output (mainstreaming training for urban planners) 		Budget	\$499,929	Recommended without reservation	
		Timeline	24 Months		

Resolution:

The Steering Committee members unanimously concurred the outcome of the Technical Review carried out by the Technical Review Committee and recommended this proposal for funding without any reservation.

Proposals with a qualified recommendation by the Technical Review Committee:

Proposal #7:

#7 Enhancing National and Sub-national Capacity for Resilient Infrastructure					
Implementation		INDIAN OCEAN	Maldives	Vulnerability	Income
<ul style="list-style-type: none"> Partner: United Nations Development Programme Ministry of National Planning, Housing and Infrastructure 				MVI 72.2	UMIC
Summary		Technical Review			
<ul style="list-style-type: none"> Courses on resilient infrastructure for subnational governments Design of disaster insurance scheme for infrastructure assets (including asset value database and climate modelling) 		<ul style="list-style-type: none"> Risk insurance angle is unique Proposed action addresses subnational needs Role of ministry to clarify Over-reliance on consultancies- concerns with sustainability High cost of workshops Logical framework not detailed enough 			
GESI + Disability Analysis		Budget	\$499,990	Qualified Recommendation	
<ul style="list-style-type: none"> Gender mainstreaming is mentioned in both outputs, but implementation approach is not detailed Gender quotas for training 		Timeline	24 Months		

Resolution:

After a thorough discussion on the technical review conducted by the Technical Review Committee, the Steering Committee unanimously agreed to recommend the proposal for funding without any reservations. It was recommended as it was focussed on disaster insurance schemes for infrastructure assets and for the fact that it is the only proposal from the Indian Ocean Region.

In light of the comments put forward by the Technical Review Committee, the Steering Committee advised the Secretariat to ensure they are addressed through the Inception Report:

- The role of nodal agency is clarified for both the training component and the capacity building component.
- The scope of the training courses is made granular to incorporate sector specific and practical information.
- The logical framework for the disaster insurance scheme is well articulated and provides a clear theory of change through the proposed interventions.
- The implementing partner is able to justify the sustainability of the proposed action in spite of overreliance on consultancies.

- The implementing partner is able to justify the high costs of workshops in the proposed budget.

Proposal #8:

#8 Revision of the Haitian National Building Code					
Implementation		CARIBBEAN	Haiti	Vulnerability	Income
<ul style="list-style-type: none"> • Partner: Build Change • Ministry of Public Works, Transport and Communication 				MVI 65.6	LMIC
Summary		Technical Review			
Update of the Building code for housing resilience: <ul style="list-style-type: none"> • Cyclonic specifications • Retrofitting standards • Timber frame and vernacular architecture 		<ul style="list-style-type: none"> • Well-designed proposal with a good knowledge of the context (risk mitigation) • Potential for high impact • Strong implementing partner with local experience • Cross learning opportunity with PRIF on code revision • Approvals and peer review timelines are ambitious • Limited budget and time for outreach on new code • Role of ministry to be clarified 			
GESI + Disability Analysis		Budget	\$499,752	Qualified Recommendation	
<ul style="list-style-type: none"> • Women-led project team • Inclusion of vernacular architecture has the potential to address resilience in the informal sector • Disability considerations are missing from the scope of updating building codes 		Timeline	24 Months		

Resolution:

After a thorough discussion on the technical review conducted by the technical review committee, the Steering Committee unanimously agreed to recommend the proposal for funding without any reservation.

In light of the comments put forward by the Technical Review Committee, the Steering Committee made the following observations:

- The Secretariat should engage with the implementing partner to re-emphasize the importance of government ownership and ensure that the endorsing government ministry is working closely with the implementing partner.
- Implementation of the revised building code may not be feasible in the current timeline of the proposal. In such circumstances, the revised building code document should be considered as a knowledge product to measure the success of the proposed action.

Proposal #16:

#16 Dominican Republic National Multi Threat Early Warning System					
Implementation <ul style="list-style-type: none"> Partner: Global Green Growth Institute Emergency Operation Centre 		CARIBBEAN	Dominican Republic	Vulnerability MVI 45.1	Income UMIC
Summary <ul style="list-style-type: none"> Dominican Republic National Multi Threat Early Warning System Design of MHEWS Development of National Risk Atlas Strengthening of EWS app "COE Alerta" 				Technical Review <ul style="list-style-type: none"> Complete and wellwritten proposal Provisions for sourcing local consultants in priority Infrastructure angle is still weak Local and sector specific experience of GGGI is limited Heavy reliance on subcontracting No mention of previous efforts to establish MHEWS in the country 	
GESI + Disability Analysis <ul style="list-style-type: none"> Project team includes a GESI Associate 50% women participation in events Risk atlas will have gender responsive measures (not detailed) 		Budget \$462,128	Qualified Recommendation		
		Timeline 18 Months			

Resolution:

After a thorough discussion on the technical review conducted by the technical review committee, the Steering Committee unanimously agreed on a conditional funding recommendation for this proposal.

This proposal should be considered for funding if the following conditions are met:

- The Chair of the Steering Committee can confirm that proposed action aligns with the strategic priorities of IRIS through a bilateral meeting with the nodal government agency.
- The Chair of the Steering Committee confirms that the comments put forward by the Technical Review Committee will be addressed by the implementing partner and the nodal government agency.

Proposal #23:

#23 Evidence-based Support and Capacity Building towards Resilient Infrastructure Design, Planning and Management					
Implementation <ul style="list-style-type: none"> Partner: UNOPS Department of Environment 		CARIBBEAN	Antigua and Barbuda	Vulnerability MVI 61.7	Income High Income
Summary <ul style="list-style-type: none"> Resilient infrastructure enabling environment assessment Resilient infrastructure enabling environment roadmap Locally relevant capacity building plan 		Technical Review <ul style="list-style-type: none"> Strong justification is provided Realistic implementation, governance and sustainability strategy Single Tranche Budget Proposal very different from IRIS, ownership of the government missing Approach to implement UNOPS tools isn't tailored (weak resilience angle) 			
GESI + Disability Analysis <ul style="list-style-type: none"> UNOPS policies are mentioned Parity in trainers and diversity in training participants Disaggregation of data and participatory approach is mentioned without a detailed activity plan 		Budget \$358,491	Timeline 16 Months	Qualified Recommendation	

Resolution:

After a thorough discussion on the technical review conducted by the technical review committee, the Steering Committee unanimously decided not to recommend this proposal for funding under the first IRIS Call for Proposals.

Comments from the Steering Committee:

- The Steering Committee observed that the proposed action through this proposal does not match the proposed action during the Expression of Interest stage.
- The Steering Committee highlighted that the proposed implementation methodology is not tailored to the context of Antigua and Barbuda
- The Steering Committee raised concerns on lack of resilience component in the proposed tools to carry out the proposed infrastructure assessment in this proposal.

Proposal #15:

#15 Developing Bamboo Into a Sustainable, Resilient, And Affordable Construction Material in Fiji that Can Compete with Cement and Steel					
Implementation		PACIFIC	Fiji	Vulnerability	Income
<ul style="list-style-type: none"> Partner: Global Green Growth Initiative Ministry of Public Works, Meteorological Services and Transport 				MVI 51.7	UMIC
Summary		Technical Review			
Promotion of bamboo as a resilient and sustainable building material for the housing sector: <ul style="list-style-type: none"> Material testing + bamboo standards developed Awareness of solution and fundraising (climate finance) Training of trainers on bamboo for housing use 		<ul style="list-style-type: none"> Innovative project Part of a wider program (but doubts about financing commitments) Resilience angle is weak Limited technical capacity of GGGI locally Work plan is missing Risks identified are not addressed 			
GESI + Disability Analysis		Budget	\$499,801	Qualified Recommendation Other Fiji proposal recommended without reservation (One per country)	
<ul style="list-style-type: none"> Good gender lens in the project steering committee Training beneficiaries mostly involve women and people with disabilities Affordability of bamboo may be an inclusion related concern No mention of inclusive design for pilot units 		Timeline	24 Months		

Resolution:

After a thorough discussion on the technical review conducted by the technical review committee, the Steering Committee unanimously agreed to not recommend this proposal for funding under the first IRIS Call for Proposals.

Comments from the Steering Committee:

- The Chair of the Steering Committee observed that the rules of the first Call for Proposals clearly state that only one proposal per country will be funded.
- The Steering Committee unanimously agreed that the merits of Proposal #12 outweigh the merits of proposal #15 (both proposals submitted by Fiji).

Proposals that were deemed ineligible/incomplete the Technical Review Committee:

#	Proposal Title	Country	Implementing Partner	Reason for Disqualification
11	Resilience of Low-Income Housing in Small Island Developing States	Maldives, Dominica	Build Change	Ineligible proposal as it was mandatory for a regional/multi-country proposal to involve at least 3 SIDS in the proposed action.
22	Enhancing Tonga's Energy Infrastructure Resilience	Tonga	PCREEE/SPC	The submitted proposal was incomplete. Review Committee felt that the scope of the proposal is extremely relevant and appropriate for Tonga. Proposal suffered from limited capacity within the applicant team. Scope for further IRIS intervention in the future
14	Ensuring a sustainable and resilient water supply by developing a Mathematical Modelling in the Northern Aquifer of Mauritius.	Mauritius	NA	Ineligible proposal as no implementing partner was identified. The proposal was submitted by the applicant government agency.
17	Transformation of the Resilience of Kingston Water Supply Infrastructure. Kingston, Jamaica.	Jamaica	National Water Commission	Applicant failed to submit the final proposal
21	Evidence-Based support towards a Roadmap for Resilient Infrastructure planning in Sint Maarten	Sint Maarten	UNOPS	Incomplete logical framework, no activity plan.

Resolution:

The Steering Committee unanimously concurred the decision of the technical review committee to deem five proposals (#11, #22, #14, #17, #21) to be ineligible for funding under the first IRIS Call for Proposals.

Comments from the Steering Committee:

- The Steering Committee encouraged the IRIS Secretariat to consider the possibility of considering nodal government agencies as eligible entities to receive funding through the future IRIS Call for Proposals.

Annexure 2: IRAF FMU Project Initiation Plan (PIP)

Project Title:	Infrastructure Resilience Accelerator Fund – Fund Management Unit 2023 Initiation Plan
Initiation Plan Start/End Dates:	01.09.2023-31.03.24 (6 months)
Implementing Partner:	UNDP Crisis Bureau

Brief Description

The Infrastructure Resilient Accelerator Fund (IRAF) is the multi-partner trust fund (MPTF) launched at COP27, dedicated to achieving the collective vision of the Coalition for Disaster Resilient Infrastructure (CDRI) via financing for capacity building and system strengthening, advocacy and knowledge transfer. The IRAF MPTF is established for five years. The objective of this **Programme Initiation Plan (PIP)** is to support the IRAF Trust Fund Management Committee and CDRI Secretariat in **setting up the Fund operating and programme management processes and systems to support the rollout of the Fund first call for proposals for Small Island Developing States and initiate the recruitment of the FMU team**, until a multi-year project is approved for the secretariat function of the Fund. The budget requested in this PIP falls within the Annual Workplan budget allocation approved by the Trust Fund Management Committee in its first meeting on 01st March 2023.

PIP Period: **01.09.2023-31.03.2024**

Gender Marker: **GN2**
SESP pre-screening: **Low**

Total resources required \$ 366,550.00

Total allocated resources: _____

- Regular _____
- Other: _____
 - Donor _____
 - Donor _____
 - Government _____

Unfunded budget: _____

In-kind Contributions (UNDP) \$ 301,860.00

1. PURPOSE AND EXPECTED OUTPUTS

The Coalition for Disaster Resilient Infrastructure (CDRI) is a global partnership of national governments, UN agencies and programmes, multilateral development banks and financing mechanisms, the private sector, academic and knowledge institutions, spearheaded by the Government of India, that aims to promote the resilience of infrastructure systems to climate and disaster risks. The Secretariat of the Coalition is located in New Delhi, India. In June 2022, the Government of India has approved recognition of CDRI as an international organization.

As a global partnership, the Coalition aims to ensure that the investments of its members and partners are aligned and coordinated in support of the shared ambition of disaster and climate resilience of new and existing infrastructure. At COP27, CDRI launched the **Infrastructure Resilient Accelerator**

Fund (IRAF), with the support of UNDP and UNDRR, as a Multi-Partner Trust Fund dedicated to achieving the collective vision of the Coalition at global, regional and country level. With an initial duration of five years (2022-2027), around US\$50 million in financial commitments have already been announced. So far, commitments have been made by the Governments of India, the United Kingdom, Australia and the European Union. The Coalition launched its first call for proposals for Small Island States (SIDS) under the Infrastructure for Resilient Island States (IRIS) Programme.

At the first meeting of the Trust Fund Management Committee (TFMC) in March 2023, the TFMC approved the set-up of a lean and agile Fund Management Unit (FMU) responsible to support the implementation of the Fund programmes according to international fund programme management standards. The FMU comprises of an Administrative Unit, hosted by UNDP Crisis Bureau, and a Technical Unit which is the CDRI Secretariat, that work in close collaboration and in a complementary manner. The Administrative Unit is responsible for the operational functioning of the Fund, provides secretariat support to the Trust Fund Management Committee and implements its decisions. As per the IRAF Terms of Reference, the costs of the FMU Administrative Unit managed by the UNDP Crisis Bureau will be charged as direct costs to the IRAF Fund through a project approved by the TFMC.

This Project Initiation Plan (PIP) is meant to start up the Fund operations to support the rollout of the Fund first call for proposals for Small Island Developing States and initiate the recruitment of the FMU team, until a full-fledged multi-year project for the secretariat function of the Fund is approved and resourced. The budget requested in this PIP falls within the Annual Workplan budget allocation approved by the TFMC in its first meeting on 01st March 2023. The two expected outputs of the PIP over a period of six months are the establishment of operating and programme management processes and the initiation of the recruitment of the Senior Operations Specialist and Senior M&E Specialist. The PIP outputs will enable the approval and implementation of selected SIDS project proposals under the IRIS programme.

Over the six-month duration of the PIP, the proposed activities and key milestones include:

1. Finalization of the Fund Manual of Operations including all relevant reporting, programme assurance and risk management tools (that will be applicable to the first IRIS grants)
2. Finalization of selection process and contracting of grantees under IRIS first call for proposals
3. Preparation of the second IRIS call including organization of consultations and, when required by CDRI, mobilization of expertise
4. Due Diligence Process including risk assessments for all Non-UN Organizations under consideration to become Fund grantees under the IRIS Programme
5. Monitoring & Reporting including consolidation of the Fund annual narrative report
6. Development of the Fund risk management strategy
7. Preparation of the Fund social inclusion and gender equity strategy/plan, including when required by CDRI, mobilization of expertise
8. Development of the Fund resource mobilization and partnership strategy, communication and visibility plan and finalization of the donor funding agreements
9. Establishment and maintenance of the Fund's page on the MPTF Gateway, ensuring proper visibility of all fund partners

10. Training and mentoring of CDRI Secretariat staff on Fund programme and operations, policies and processes as per international standards and development of new funding windows, including when required through the mobilization of expertise

2. MANAGEMENT ARRANGEMENTS

As per IRAF Terms of Reference (TOR) Section 4 on Governance Arrangements: *The Fund Management Unit will comprise of an Administrative Unit and a Technical Unit. [] The Administrative Unit hosted by the UNDP Crisis Bureau Office is the entity responsible for the operational functioning of the Fund. It implements the decisions and provides secretariat support to the Trust Fund Management Committee. [] As per the IRAF MOU/SAA, the costs of Administrative Unit will be charged as direct costs to the IRAF through a project approved by the Trust Fund Management Committee, and the administrative functions will be managed by the UNDP Crisis Bureau Office.*

As such the UNDP Crisis Bureau Office will be fully responsible for implementation of the IRAF FMU Project Initiation Plan (PIP), and for all funds received under this PIP that will be managed according to the standard provisions for Participating UN Organizations (PUNO) mentioned in the MOU establishing the Fund.

The Head of the FMU Administrative Unit will be assigned the Project Manager function and accountability to manage the budget under this PIP, under the direct supervision of the Head of the UNDP Crisis Bureau Disaster Risk Reduction and Resilience team and with substantive reporting to the TFMC. The Head and personnel of the FMU Administrative Unit will work in close collaboration with the FMU Technical Unit/CDRI Secretariat team, under the guidance of the CDRI Director General.

In addition to the Head of the FMU Administrative Unit seconded by UNDP Crisis Bureau Office, the team organogram consists of a Senior Operations Specialist and a Senior M&E Specialist to be recruited in New Delhi, India. The PIP budget will cover staff salaries and other direct costs related to the management and operation of the IRAF Fund (Due diligence process through HACT⁴ and SEAH⁵, travel, monitoring, training workshops etc.) as well as support to the implementation of the IRIS Programme and calls for proposals and 7% indirect costs as per UNSDG standards for UN Multi-Partner Trust Funds.

3. MONITORING

The project milestones have been clearly defined and will be monitored through monthly meetings with the CDRI Director General and CDRI Head of Operations to take stock of progress and manage implementation issues and risks. A HR plan will be developed and implemented to ensure the timely recruitment of the FMU Administration personnel, when required with the support of UNDP India Country Office. The Head of the FMU Administrative Unit will prepare quarterly progress reports with provisional quarterly delivery figures and a final narrative and financial report to be submitted to the

⁴ Harmonized Approach to Cash Transfers micro assessment

⁵ Sexual Exploitation, Abuse and Harassment assessment

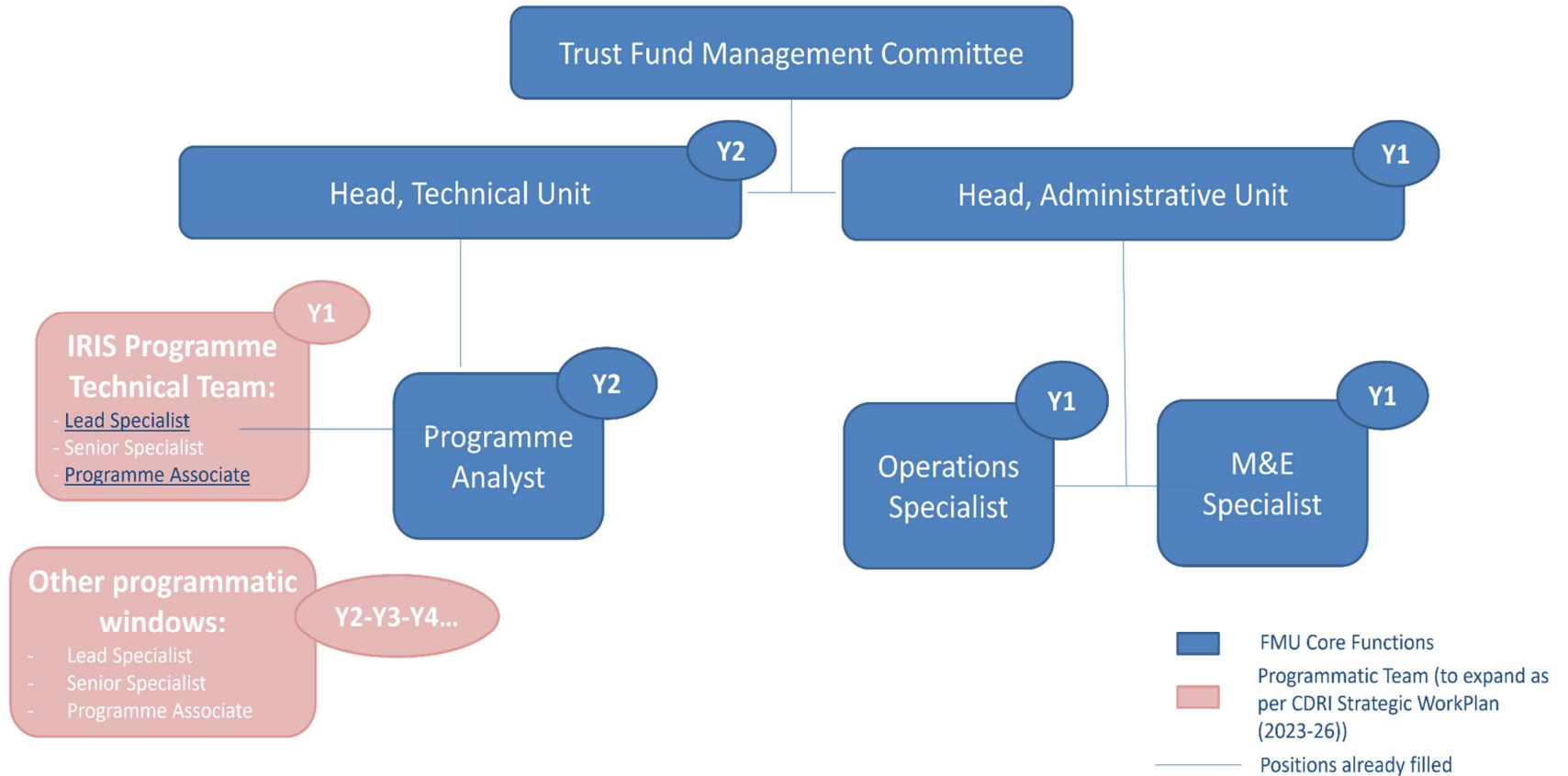
UN MPTFO and the TFMC as per the standard reporting provisions for PUNO mentioned in the MOU establishing the Fund.

4. WORK PLAN (SEPTEMBER 2023 – MARCH 2024)

EXPECTED OUTPUT <i>Including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME		RESPONSIBLE PARTY	PLANNED BUDGET		
		2023	Q1 24		Funding Source	Budget Description	Amount In USD
IRAF OUTPUT 1.1. CDRI Secretariat Organizational capacity to manage a Multi Partner Trust Fund and implement at scale established Target 1: Manual or Operations Target 2: Four contribution agreements Target 3: IRAF Logframe and M&E plan Target 4: 2023 Annual narrative report Target 5: CDRI capacity building measures identified and prioritized Target 6: HACT & SEAH assessment for grant recipient organizations	<ul style="list-style-type: none"> FMU Administrative Unit core staffing structure established: <ul style="list-style-type: none"> Senior Operations Specialist recruited (UNDP, Delhi) Senior M&E Specialist recruited (UNDP, Delhi) 	x	x	UNDP	IRAF	Staff and other personnel Equipment	72,000
	<ul style="list-style-type: none"> Due Diligence process: HACT & SEAH risk assessments CDRI capacity building on programme management and operations <ul style="list-style-type: none"> Fund Manual of Operations incl. reporting, programme assurance and risk management tools Results framework and M&E plan Fund Resource Mobilization & Partnership/com & visibility strategy <ul style="list-style-type: none"> Fund page on MPTF Gateway Training on Fund programme and operations tools including development of funding windows 	x		UNDP	IRAF	Procurement Travel Training	75,000

IRAF OUTPUT 3.1 SIDS are better equipped with knowledge and resources to increase the resilience and inclusivity of their critical infrastructure systems Target: At least five (5) SIDS countries receive project support in DRI inclusive policies, plans, standards, and/or enhanced DRI gender and age disaggregated and open-source datasets	<ul style="list-style-type: none"> • Empanelled experts: <ul style="list-style-type: none"> ○ IRIS Programme and Project proposal development ○ Gender & Inclusivity ○ Innovation and Technology in SIDS 	x	x	UNDP	IRAF	Procurement consultancy services	50,000
	<ul style="list-style-type: none"> • Monitoring IRIS programme: <ul style="list-style-type: none"> ○ Project Quality assurance plans ○ Project visits (2024) 	x	x	UNDP	IRAF	Procurement consultancy services Travel	25,000
	<ul style="list-style-type: none"> • Consultations on calls for proposals and capacity building of institutions, practitioners • IRIS grantees selection and contracting 	x	x	UNDP	IRAF	Procurement consultancy services Travel Workshops	120,550
						SUB-TOTAL	342,550
						GMS 7%	24,000
						TOTAL BUDGET	366,550

5. Fund Management Unit Organogram (as approved in First TFMC Meeting in March 2023)



REVISED DRAFT MANUAL OF OPERATIONS

Table of Content:

1. Introduction and Purpose of the Manual of Operations (MOP)
2. Trust Fund Governance and Management Arrangements
 - 2.1 Trust Fund Management Committee
 - 2.2 Fund Management Unit
 - 2.3 Administrative Agent
 - 2.4 Conflict of Interest
3. Access to the Fund
 - 3.1 Recipient organizations eligibility
 - 3.2 Eligibility and accreditation for Non-UN Organizations
4. Programming Arrangements
 - 4.1 Programmatic funding windows
 - 4.2 Direct access (through non-competitive process)
 - 4.3 Access through competitive process: Call for proposals
 - Expression of Interest
 - Project proposal development
 - Project proposal appraisal and due diligence process
 - Approval, signing and transfer of funds for Project operationalization
 - 4.4 Operationalization
 - 4.5 Project revision
 - 4.6 Project closure
5. Monitoring, Evaluation and Reporting
 - 5.1 Monitoring (at project level / Fund level)
 - 5.2 Evaluation (at project level / Fund level)
 - 5.3 Reporting (at project level / Fund level)
6. Administration of the Fund
 - 6.1 Contributions
 - 6.2 Audits
 - 6.3 Risk Management
 - 6.4 Fund Closure
 - 6.5 Communication and Public Disclosure

6.6 Complaint Mechanism

6.7 Fraud and Corruption

ACRONYMS

CDRI	Coalition for Disaster Resilient Infrastructure
CfP	Call for Proposals
COI	Conflict of Interest
COP	Conference of Parties
CSO	Civil Society Organizations
EC	Executive Committee
EOI	Expression of Interest
FMP	Fund Management Platform
FTR	Fund Transfer Request
HACT	Harmonized Approach to Cash Transfer
IRAF	Infrastructure Resilience Accelerator Fund
MOP	Manual of Operations
MOU	Memorandum of Understanding
NGO	Non-governmental Organization
NUNO	Non-UN organization
PUNO	Participating UN Organization
SAA	Standard Administrative Agreements
SDGs	Sustainable Development Goals
SEAH	Sexual exploitation, abuse and harassment
SIDS	Small Island Developing States
TFMC	Trust Fund Management Committee
TOR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNDRR	United Nations Office for Disaster Risk Reduction
UN MPTFO	United Nations Multi-Partner Trust Fund Office
UNSDG	United Nations Sustainable Development Group

GLOSSARY

- “Participating Organizations” designate organizations that have become principal recipient/principal grantee of the Fund and have signed an agreement with the Fund Administrative Agent.
- “Implementing Partners” designate entities that would be sub-contracted by Participating Organizations to deliver specific results as sub-grantees.
- “Indirect costs” are general overhead and administration expenses that support the entire operations of a grantee. Examples include the principal recipient/principal grantee’s headquarters rent, utilities, equipment, and associated information systems and support and administrative staff such as HR, general finance, accounting, IT, and legal.

1. Introduction and Purpose of the Manual of Operations

1. The **Coalition for Disaster Resilient Infrastructure (CDRI)** is a global partnership of national governments, UN agencies and programmes, multilateral development banks and financing mechanisms, the private sector, academic and knowledge institutions that aims to promote the resilience of infrastructure systems to climate and disaster risks, thereby ensuring sustainable development. The CDRI Secretariat is located in New Delhi, India.
2. The Infrastructure Resilience Accelerator Fund (IRAF) – the CDRI Multi Partner Trust Fund, was launched on 9 November 2022 at the Conference of Parties (COP)27, Sharm El Sheikh, Egypt. Established with the support of United Nations Development Programme (UNDP) and United Nations Office for Disaster Risk Reduction (UNDRR), IRAF is administered by the United Nations Multi-Partner Trust Fund Office (UN MPTFO) to support global action on disaster resilience of infrastructure systems, especially in developing countries and Small Island Developing States (SIDS). The IRAF MPTF is established for an initial duration of five years (2023-2027), after which it is envisioned that the management of the Fund will be handed over to the CDRI Secretariat upon recommendation of the Trust Fund Management Committee (TFMC).
3. The purpose of this Manual of Operations (MOP) is to describe the governance rules and operating principles, guidelines and procedures for the day-to-day operation and management of the Trust Fund by the **CDRI Secretariat** with the support of UNDP. The MOP is approved and modified by the TFMC. This is not a legal document. In case of conflict, the IRAF Terms of Reference take precedence over this Manual.

2. Trust Fund Governance and Management Arrangements

2.1 The Trust Fund Management Committee

4. The CDRI Executive Committee (EC) is the managerial body of the CDRI, which provides overall direction to the programmes and themes of engagement through the CDRI Strategic Workplan 2023-2026 and Annual Work Plan. The composition of the CDRI EC is contingent upon the CDRI Charter. At present, the total number of members of the EC are ten, out of which nine members are represented by the participating countries, multilateral organizations, and other stakeholder organizations. The Director-General heading the CDRI Secretariat is the 10th ex-officio member. The term of the CDRI EC rotates every two years. The CDRI EC is co-chaired by two members with the Government of India as the Permanent Co-Chair and a Rotating Co-Chair for a term of two years.
5. The IRAF TFMC is the managerial body of the CDRI IRAF. The CDRI EC is expanded to function as the governing body for decisions related to the Fund.
Role: The TFMC provides strategic direction, approves resource mobilization and allocation, and provides oversight to the CDRI IRAF. The TFMC makes funding and programming decisions relating to the use of IRAF funds by consensus. The TFMC approves the budget of the Fund Management Unit.
Membership: The TFMC may have up to 15 members. In addition to the 10 EC members, the TFMC includes a UNDP representative as Co-Chair; the three largest financial donors to

the Fund who are not yet represented in the CDRI EC, and the UN MPTFO as Administrative Agent (ex-officio) without participation in the decision-making process.

Chairmanship: The TFMC has three Co-Chairs to include the permanent EC Co-Chair (representing Government of India), the rotating EC Co-Chair and a Co-Chair from the UN (UNDP). If a UN Co-Chair cannot participate in a specific agenda item due to a conflict of interest, an alternative UN agency signatory of the Memorandum of Understanding (MOU) will act as the Co-Chair for that specific agenda item.

Invitations: The TFMC may decide to invite, on a meeting-by-meeting basis, potential contributors who have expressed interest in contributing to IRAF to attend the TFMC meeting(s) as observers. The TFMC may decide to invite, on a meeting-by-meeting basis, CDRI Member Countries and partner organizations, Participating Organizations or other entities to attend the TFMC meeting(s) or some of its sessions as observers.

6. Rules and procedures of the TFMC:

Representatives and alternates: Members of the TFMC, CDRI Member Countries and partner organizations, and observers communicate their representatives for the meeting to the Administrative Unit by email. Members and observers may nominate alternate representatives by email at least five working days prior to the TFMC meeting. The meetings will be conducted on “one plus one” principle (one person will be allowed with each member to assist or advise).

Physical and virtual representation: Members, CDRI Member Countries and partner organizations, and observer representatives may attend TFMC meetings in-person or remotely.

Periodicity: The TFMC will meet, at least, every six months (virtually and/or in-person) and when agreed by the Co-Chairs, for an extraordinary meeting to discuss an urgent and outstanding matter. When possible, these meetings will coincide with the CDRI EC meetings.

Quorum: The minimum number of TFMC Members required to be present (in person or remotely) to conduct the meeting is 2/3 of its membership.

Decision making: All the members of the TFMC are granted voting rights for decisions concerning the Trust Fund, including its financial allocations (except the UN MPTFO Administrative Agent as the ex-officio). Decisions are taken by consensus of all the members present during these sessions. In the case of non-consensus, the Co-Chairs of the TFMC will decide together fairly in the larger interest of CDRI. The TFMC may decide to make certain decisions by email. This can be decided during a TFMC meeting or requested by the Administrative Unit or a Member of the TFMC and agreed to by the Co-Chairs between TFMC meetings. In either case, the Fund Management Unit (Administrative Unit) will send the document(s) requiring a TFMC decision by email three weeks before the deadline before which TFMC Members can approve the [document\(s\)](#) or request a meeting to discuss the document(s). In case of non-objection, the [document\(s\)](#) is considered to be approved by the TFMC member.

Conflict of interest: Prior to the consideration of a proposed project proposal, if a TFMC member or observer is affiliated with any of the applicants or countries submitting a specific project proposal for approval under IRAF, the TFMC member or observer shall immediately disclose such involvement to the Administrative Unit through an email or other written means and the Administrative Unit will accordingly inform other TFMC members and observers. If the TFMC member or observer fails to disclose the relevant involvement, the

TFMC will determine what appropriate action to take. The TFMC determines whether the involvement of the TFMC member and/or observer referred to is such that the TFMC member and/or observer making the disclosure should recuse itself from the deliberation, discussion and/or decision by the TFMC with respect to the specific project proposal concerned and will advise such TFMC member and/or observer accordingly. Before each meeting of the TFMC, the FMU will circulate a form to all participating members to clarify their potential conflict of interest, whether individually or organizational, in relation to specific sessions.

Secretariat to the Trust Fund Management Committee: The FMU shall support the functioning of the TFMC. The meetings will be convened by the FMU Administrative Unit by sending the proposed agenda prepared in consultation with the Technical Unit and documents by email three weeks before the date of the TFMC meeting, or as soon as they are available in the case of an extraordinary meeting. The FMU Administrative Unit ensures that the decisions taken by the TFMC are duly recorded in the minutes of the meeting and promptly shared with the members of the TFMC. Minutes of each meeting will be prepared and issued with the approval of [at least one of the TFMC Co-Chairs](#). The minutes will be issued in the English language. The decisions of the TFMC will be published but the TFMC may reserve the right to not publish a decision in which case it will discuss during the meeting. The Administrative Unit will then upload those decisions on the CDRI IRAF Fund gateway website.

The Rules and Procedures of the TFMC may be amended by the TFMC.

7. Functions of the Trust Fund Management Committee

Fund Governance Support:

- Provide general oversight and exercising overall accountability of the Fund
- Review and approve the IRAF's TOR and Manual of Operations
- Approve the IRAF requirements concerning, inter alia: Programme/project management, including consistent and common approaches to programme/project costing, cost recovery, implementation modalities, results-based reporting and impact assessment, Information management including donor visibility
- Approve Fund extensions and updates of the Fund TOR

Fund Management and Implementation:

- Approve the Fund risk management strategy and review risk monitoring regularly
- Allocate resources to specific projects/initiatives or as multi-sector initiatives in alignment with the CDRI Work Plan and approved allocation framework
- Approve proposals for funding and due process managed by the FMU, ensuring their conformity with the requirements of the Fund TOR and the priorities of CDRI
- Approve proposals submitted by Participating Organizations (by sectoral and/or geographical groups or otherwise as multi sector initiatives) for funding
- Ensure the conformity of proposals with IRAF agreements
- Request fund transfers to the Administrative Agent
- Approve direct costs related to Fund operations, including the FMU budget
- Approve and implement the resource mobilization strategies to capitalize the Fund

Fund Monitoring and Reporting:

- Review and approve the periodic progress reports (programmatic and financial) consolidated by the Administrative Agent based on the progress reports submitted
- Review Fund status and oversee the overall progress against the results framework through monitoring, reporting and evaluation
- Review findings of the summary audit reports consolidated by the internal audit service of the Administrative Agent

8. Functions of the Co-Chairs of Trust Fund Management Committee

- Provide strategic leadership and direction to the Fund ensuring that the fund aligns with CDRI's priorities and the global agendas
- Oversee management of the Fund
- Mobilize resources and partnerships for the Fund
- Sign (anyone) all Fund Transfer Requests (FTRs) and other documents addressed to the Administrative Agent on behalf of the Fund, on the basis of TFMC decisions

2.2 The Fund Management Unit

The FMU will comprise of an Administrative Unit and a Technical Unit. The two units will work in close collaboration and in a complementary manner. The FMU is the secretariat to the IRAF Fund.

9. Fund Management Unit - Administrative Unit:

Leadership: The Administrative Unit is the entity responsible for the operational functioning of the Fund. The administrative functions are managed by the UNDP Crisis Bureau Office.

Composition: The Administrative Unit will include staff recruited by UNDP as well as staff seconded by CDRI and other donors.

Budget: The budget is agreed and approved annually by the TFMC. As per the IRAF MOU/SAA, the costs of Administrative Unit will be charged as direct costs to the IRAF through a project approved by the TFMC.

Functions: The Administrative Unit implements the decisions and provides secretariat support to the TFMC as described below:

Fund Governance Support:

- Provide logistical, operational and secretariat support to the TFMC;
- Develop the fund risk management strategy for TFMC approval;
- Ensure capacity building of CDRI staff on overall Fund Management including operations;
- Oversee the complaints management mechanism;
- Coordinate with the Participating Organizations on reporting related to sexual exploitation, abuse and harassment and prepare updates to the TFMC;
- Coordinate with the Participating Organizations on misuse of fund allegation reporting and consolidate information to update the TFMC.

Fund Management and Implementation:

- Convene, record and circulate FMU recommendations for consideration by TFMC;
- Develop and update the Fund Operations Manual with the Administrative Agent support;
- Conduct Due Diligence processes to potential Recipient Organizations;
- Ensure the monitoring of the operational risks and Fund performance;
- Facilitate collaboration and communication with/between Participating Organizations;
- Support the Technical Unit in reviewing periodic programmatic progress reports;
- Ensure the Fund's projects have a gender and social inclusion marker;
- Share up to date information with the UN MPTFO for the Fund's page on MPTF Gateway, and ensure proper visibility of all partners, including donors and Participating Organizations;
- Develop the Communication Strategy for the Fund in collaboration with the FMU Technical Unit. Ensure that requests for proposals are widely seen and outreach is also done to ensure inclusion of bidders from gender-based and minority groups/firms.

Fund Monitoring and Reporting:

- Consolidate annual and final narrative reports provided by the Participating Organizations and work with Administrative Agent to prepare the consolidated financial and narrative reports for the TFMC;
- Commission evaluation, reviews and "lessons learned" reports on the performance of the IRAF to determine follow-ups actions;
- Submit final project reports to the Administrative Agent for operational closure;
- Monitor financial closure, ensuring that projects are operationally closed within 18 months from their operational closure.

10. Fund Management Unit - Technical Unit:

Composition: CDRI Secretariat will be the Technical Unit and will work closely with the Administrative Unit to provide relevant technical expertise, including through staff secondment.

Functions:

- Advise the TFMC on priorities as drawn from the CDRI approved Work Plan and timeline, programmatic and financial allocations
- Prepare the technical aspects of the calls for proposal including relevant criteria to assess the quality of proposals submitted
- Review proposals (both technical and financial) submitted for funding, ensuring conformity with the programme priorities and guiding principles of CDRI
- Review periodic progress reports (programmatic) submitted by the Participating Organizations
- Monitoring of programmes and projects under IRAF, including onsite visits
- Capacity building of the Participating Organizations, including CDRI Secretariat, on programme and project development and implementation under the Fund
- Make recommendations to the Administrative Unit regarding Fund's report presentation, monitoring and evaluation
- Development of the Communication Strategy for the Fund and the Fund Resource Mobilization Strategy in collaboration with the Administrative Unit

- Lead and implement CDRI Communication Strategy for the Fund and promote CDRI's overall branding/identity
- Advise coordination with existing external activities, foreseen or ongoing, within the sector
- Guide consultation, partnerships, and engagements with relevant project stakeholders

2.3 The Administrative Agent

11. The Fund is administered by the UN MPTFO in New York acting as the Administrative Agent under the pass-through management modality. The Fund's administration services, the costs of which are 1% of received contributions, include the Fund design, set up and establishment (TOR, MOP, and legal agreements) and the administration and maintenance of the Fund account (receipt and management of donor contributions, investment management, fast disbursement of funds upon TFMC instructions, financial report consolidation). More specifically, the Administrative Agent will:

- Provide support to the design of the Fund investment and programmatic strategies
- Sign the required agreements with Participating UN Organizations (PUNOs) and Non-UN Organizations (NUNOs) selected as Participating Organizations
- Sign Standard Administrative Agreements (SAA) with donors and receive contributions from donors - The Administrative Agent cannot enter into any other agreements with donors that would impose responsibilities on POs without their prior written consent
- Administer such funds received in accordance with its regulations, policies and procedures, as well as IRAF MOU, TOR, SAA, including the provisions relating to winding up the Fund account and related matters
- Subject to availability of funds, disburse such funds to each of the Participating Organization in accordance with TFMC decisions
- Ensure consolidation of statements and financial reports, based on submissions provided by each Participating Organization and provide these to each donor to the Fund and to the TFMC
- Carry out the operational and financial closure of the Fund. Provide final reporting, including notification that the Fund has been operationally completed. Provide annual and final certified financial reports of activities of the Administrative Agent (source and use of the funds) to the TFMC
- Offer and maintain a web-based service portal, the MPTF Gateway (<http://mptf.undp.org/>) which provides real-time financial data to track information on received contributions, transfers and expenditures
- Ensure capacity building of CDRI staff on overall Trust Fund Management

2.4 Conflict of Interest

12. A **conflict of interest** (Col) is defined as a situation in which a person is in a position to derive personal benefit from actions or decisions made in their official capacity. In the context of the CDRI IRAF Fund, a Col is more specifically defined as a situation where a participant or member in an evaluation panel (such as technical review committee, steering committee, recruitment panel, procurement panel etc.) or

decision-making body (such as the TFMC) is confronted with choosing between the duties and demands of their position and their own private interests. The interests of any person include the interests of any person with whom they have a close personal relationship, including their spouse, life partner, children, parents or siblings. Participants, members or observers of such evaluation panel or decision-making bodies that are engaged directly or indirectly in CDRI Fund activities are therefore required to disclose and obtain evaluation of any actual, potential or perceived conflicts of interest to the FMU Administrative Unit through an email or other written means and the Administrative Unit will inform the TFMC accordingly and propose a course of action, notably about whether the participant/member/observer should recuse itself from the deliberation, discussion and/or decision.

3. Access to the Fund

3.1 Recipient organization's eligibility to access funding from IRAF

13. According to the IRAF Terms of Reference, the Fund is implemented through:

1. **Participating UN Organizations (PUNOs):** all UN Organizations are eligible to access the Fund and become PUNOs by virtue of signing the Fund Memorandum of Understanding (MOU).
2. **Non-United Nations Organizations (NUNOs):** NUNOs may access the Fund based on the UNSDG clearance of the NUNO modality, i.e., in circumstances where all of the following conditions have been satisfied:
 - a. The Fund's Terms of Reference and the Fund MOU provides for access by NUNOs to the Fund;
 - b. The donors have permitted NUNOs to receive their funds under their contribution agreements (SAAs), i.e. donors that have not opted out of giving access to NUNOs;
 - c. The Fund Secretariat – the IRAF Fund Management Unit - has assessed the Recipient NUNO and has concluded that the NUNO has passed the assessment and is low risk.

Non-UN organizations can include:

- a. International Organizations such as CDRI Secretariat
- b. Non-governmental organizations (private not-for-profit organizations including civil society organizations, think tanks and research institutes)
- c. Inter-governmental Organizations such as the International Civil Aviation Organization or the Global Green Growth Institute or the Caribbean Community (CARICOM)
- d. Multilateral cooperation banks (such as the Asian Infrastructure Investment Bank) and International cooperation agencies (such as Japan International Cooperation Agency)

Participating Organizations [PUNOs and NUNOs], are expected to closely collaborate with the beneficiary country or public institution, when relevant, and commit to implementing a sustainability strategy that ensures national and local ownership.

14. The private sector may access the Fund *indirectly* through a PUNO or NUNO in two ways. Firstly, a PUNO or a NUNO with access to the Fund can partner with a private sector entity to implement a project if it is consistent with the PUNO or NUNO rules and regulations. In that case, the PUNO or NUNO with direct access to the Fund will retain full accountability for the project. Secondly, private sector entities can be contracted through procurement by a recipient PUNO or NUNO. Such procurement will follow the rules of the recipient PUNO or NUNO.

15. Indirect costs of the Participating Organizations, by UNSDG standards, is set at maximum 7% of Total Programme Costs. Indirect costs are general overhead and administration expenses that support the entire operations of a grantee. Examples include the principal recipient/principal grantee's headquarters rent, utilities, equipment, and associated information systems and support and administrative staff such as HR, general finance, accounting, IT, and legal. This means that the Participating Organization's overhead/indirect costs cannot exceed 7%.

16. Additionally, in case the grant has sub-recipients, the total indirect costs incurred to a project cannot exceed 12% of Total Programme Costs meaning that a 12% threshold applies to the sum of the principal recipient's (the Participating Organization) and sub-recipients' (the Implementing Partner/sub-grantees) overheads. It is generally recommended that the Participating Organization as "primary recipient" charges maximum 7% overhead and its "Implementing Partner" charges maximum 5% but it can be left to the appreciation of the Participating Organization and its Implementing Partner(s) (or sub-grantee(s)) to define their respective overhead costs. Any exception to the 12% total overhead costs requires a waiver cleared by the TFMC. Any such exception shall not constitute a precedent for future grant requests.

17. **Fund flows between UN agencies:** Funds should flow directly from the Administrative Agent to each Participating Organization. If a PUNO receives funds and it is later decided that another PUNO should implement part of the programme, funds should be returned to the Administrative Agent for redistribution as approved by the TFMC.

3.2 Eligibility and accreditation of Non-UN Organizations

18. As mentioned above, Non-UN Organizations may access the Fund based on the UNSDG clearance of the NUNO modality, i.e., when all of the following conditions have been satisfied:
 - a. The Fund's TOR and the Fund MOU provide for access by NUNOs to the Fund, which is the case of the IRAF MPTF.
 - b. The donors have permitted NUNOs to receive their funds under their contribution agreements (SAAs), i.e., donors that have not opted out of giving access to NUNOs from their funding;
 - c. The NUNO got accreditation to access the Fund meaning that the Fund Secretariat – the IRAF Fund Management Unit - has assessed the Recipient NUNO and has concluded that the NUNO has passed the assessment and is low risk.

Once the above conditions have been met, the Recipient NUNO shall enter into the “NUNO Framework Agreement” with the Administrative Agent to grant the Recipient NUNO access to the Fund⁶.

19. All NUNOs need accreditation to access IRAF funds (either preparatory grant or project funding). The accreditation process includes a risk assessment, which will be based on the UN Harmonized Approach to Cash Transfer (HACT) methodology. The HACT micro assessment will be performed by a qualified third party contracted by the IRAF Fund Management Unit. A HACT micro assessment is considered valid for two years and can be used to grant access to the Fund. If the result of the HACT micro assessment is “low risk”, the NUNO under consideration can be granted access to IRAF Fund. Where a NUNO is rated “medium” or “high risk”, the NUNO cannot be accredited to access IRAF funding. In such case, other engagement approaches - for instance as an Implementing Partner of another accredited organization to the Fund - should be explored to ensure that there is an organization that can provide adequate oversight and risk management. If the result of the HACT micro-assessment is medium to high risk, Participating Organizations can also help strengthen the financial management capacity necessary for the NUNO under consideration to take the HACT micro assessment again, if deemed required.
20. The accreditation also includes a requirement that the NUNO under consideration has policies, procedures and working approach in place to ensure that safeguards are taken into account in the implementation of projects in relation to protection from sexual exploitation, abuse and harassment (SEAH).
21. The accreditation process (HACT & SEAH) will only be initiated for the NUNO under consideration once the recommendation has been made by the technical appraisal/evaluation committee but before the final decisions on fund allocation by the TFMC.
22. **At the expression of interest stage:** All NUNOs meeting the minimum eligibility criteria defined in the Expression of Interest can be considered to submit their applications (irrespective of being accredited under HACT & SEAH). At the stage of expression of interest, applicants will be informed about the HACT and SEAH requirements.
23. **At the stage of submission of project proposals:** All NUNOs under consideration can be invited to submit their project proposals (irrespective of being accredited under HACT & SEAH). At the stage of submission of project proposals, applicants will be informed about the HACT and SEAH requirements and can be requested to provide the following documents as *attachments* to their project proposal submitted including:
 - A current and valid legal registration document in the country of implementation of the project, or evidence that demonstrates that such registration is ongoing or possible, as well as their legal status in their country of origin

⁶ There is a specific “NUNO Framework Agreement” for Multilateral cooperation banks and International cooperation agencies; and a specific “NUNO Framework Agreement” for Non-Governmental Organizations, and another “NUNO Framework Agreement” for all other Non-UN Organizations.

- Copy of the last HACT micro-assessment carried out within the past 2 years (if applicable)
- Internal policy documents for the management of environmental and social safeguards

4. Programming arrangements

4.1 Programmatic funding windows

24. The Fund is implemented through programmatic windows, which can be thematic or geographic, that are aligned with the IRAF Multi-year Results Framework and CDRI programmatic priorities spelled out in the CDRI Strategic Workplan. For each fund allocation a clear link will need to be established with the IRAF Multi-year Results Framework at the outcome and output level, thus facilitating monitoring and evaluation and reporting. The TFMC is responsible for approving the broad funding allocation criteria and access modalities for the funding windows.
25. To support the implementation of the IRAF Multi-year Results Framework, the FMU Technical Unit prepares programmatic funding windows which articulate the main objectives and expected results and the access modalities, in consultation with appropriate stakeholders such as relevant global, regional or country technical experts, and including representation from CDRI members. The programmatic funding windows can be developed in the form of a **concept note with an annexed strategy and/or programme**.
26. The TFMC approves the proposed funding window concept note and the annexed strategy or programme⁷. Once the funding window is approved by the TFMC, the FMU Technical Unit establishes relevant committee(s) to set up the steering/appraisal mechanism for the funding window. Depending on the nature of the funding window, the FMU can establish either both a steering/appraisal committee to guide the implementation of the funding window and conduct a final appraisal of the project proposals and a technical review committee to conduct a technical review of the project proposals, or a single committee to guide and conduct technical review of project proposals.
27. To support strategic use of the MPTF mechanism, stakeholders should ensure that fund allocations are large enough to have meaningful impact on programme activities. It is recommended that the minimum size of financial transfers to selected Participating Organizations (NUNOs and PUNOs) during the implementation phase should preferably be at least \$100,000 per individual transfer to reduce transaction costs (except for preparatory grants when relevant). Transfers can be smaller during the last year of the programmatic framework, when the final round of allocations is made. It is recommended to limit the number of transfer rounds per year so that each project funded under IRAF receives funding, preferably only once per year.

4.2 Direct access through non-competitive process

⁷ The funding window concept note can be presented to the TFMC as a first step, and once the concept note is approved, the FMU Technical Unit can develop the relevant strategy, programme or call for proposals as a second step. Alternatively, the FMU Technical Unit can present the concept note together with the strategy, programme or call for proposals for TFMC approval.

28. The TFMC may – on an annual basis or multi-annual basis – request CDRI (once cleared for direct access) to execute specific programmatic activities. In this case, the request will be documented in the TFMC meeting minutes, and such activities will be detailed in an ad hoc project document prepared by CDRI and will be proposed for approval for funding through IRAF.
29. UNDP, in its capacity as host of the FMU Administrative function, has direct access to the Fund and such activities will be detailed in the project document prepared jointly by UNDP and CDRI Secretariat that will be [submitted to the TFMC approval](#) on a multi-year basis.

4.3 Access through competitive process

30. **Call for Proposals:** A Call for Proposals (CfP) is an invitation for tender from qualified entities to submit a project funding proposal to the Fund [under a window or programme previously approved by the TFMC](#). Qualified and eligible organizations that are interested can submit a project funding proposal during the period open for the call. The CfP includes relevant information for the submission including eligibility and selection criteria, duration, and minimum and maximum funding allocation. After the TFMC approval of a programmatic funding window and programme, the FMU Technical Unit prepares the technical aspects of the CfP based on consultation with relevant stakeholders, including the steering/appraisal committee(s) when relevant, and works with the FMU Administrative Unit to jointly finalize the call for proposal, guidance for project development, project proposal templates, and other necessary documentation as required. The TFMC approves the CfP concept and selection criteria (this can be done virtually).
31. **Expression of Interest:** Prior to the CfP, the FMU Technical Unit may wish to publish a call for Expression of Interest (EoI) to pre-identify interested countries or organizations who could be invited to participate in a CfP. The EoI does not constitute an invitation to tender. Only entities deemed qualified will receive the invitation to tender. While the EoI is not mandatory, it allows for the pre-identification of potential implementing entities that can then be given access to preparatory grants or technical support to develop their full-fledged project proposals.
32. **Publication and dissemination:** After TFMC approval of the CfP, the FMU Administrative Unit publishes the CfP on the IRAF MPTF Gateway and CDRI website. The FMU Technical and Administrative Units implement an awareness and outreach campaign to disseminate the CfP and generate interest.
33. **Project proposal development:** The FMU Technical and Administrative Units disseminate the guidance for project proposal development together with the *Fund Management Platform (FMP) User Guide* to help applicants develop and upload their project proposals on the MPTF Gateway by the set deadline. The FMU Technical Unit can facilitate information sessions and provide detailed guidance for project proposal development in the case of potential implementing entities pre-identified after a call for EoI. When deemed relevant and

upon request, the FMU can contract technical experts to support project proposal development.

34. **Preparatory grants:** In some cases, as specified in the CfP, applicants can be eligible to request preparatory grants/feasibility study, not exceeding 5% of the project total budget, to support the development of full-fledged project proposals. The preparatory grant or feasibility study must be completed within a period of maximum one month for each project budget year. In such cases, to be eligible to receive preparatory grants, applicants that are NUNOs would need to go through the HACT and SEAH assessments as part of the Due Diligence Process.
35. **Readiness:** In some cases, countries can be eligible to apply for technical assistance to complete specific outputs ([for instance](#) prior to applying for a CfP). The beneficiary country or institution expresses its interest in receiving such support. Upon the TFMC decision, the FMU connects the beneficiary country with pre-selected peer advisors and/or implementing entities. The TOR are co-signed between the beneficiary country, the peer advisor, and/or the implementing entity. The beneficiary country submits a funding request for IRAF Readiness support including the TOR, the budget prepared by the peer advisor, and the timeline for delivery. The FMU transmits the funding request to the TFMC for its decision either through non-objection decision-making or at a TFMC meeting.
36. **Pre-screening:** After the closure of the CfP, the FMU Technical and Administrative Units review the proposals received and long-list the proposals that meet the minimum eligibility criteria (eligibility of applicant organization to apply for IRAF, completeness of project proposal submission as per the format and list of supporting documents and proposals received within the deadline). The FMU Technical and Administrative Units convene the steering/appraisal committee(s) and/or technical review committee(s) (whichever relevant) to proceed with the technical evaluation of long-listed project proposals.

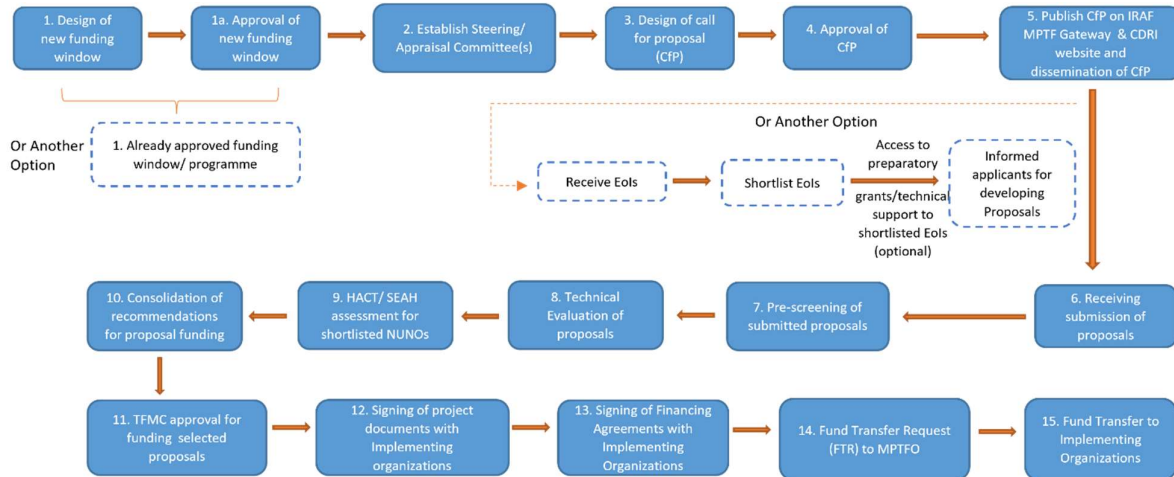
Technical review and appraisal: The technical review committee(s) will be responsible for the technical evaluation of the proposals. The technical review committee(s) will evaluate whether the proposed interventions address the issues identified, and whether they are feasible and realistic. The technical review committee(s) will consider the funding window/call objectives and programme-related quality criteria and relevance in view of CDRI IRAF strategic priorities. Commonly used criteria for fund allocation may include among others: Alignment with CDRI priorities as outlined in the CDRI Strategic Workplan and IRAF Multi-year Results Framework; Demonstrated value for money, cost effectiveness and efficiency; Capacity building, sustainability and lasting impact; Consideration of cross-cutting dimension: Human rights, Gender equity and Inclusivity including people living with disability; Recognized comparative advantage of Participating Organization with prior experience for similar projects; Potential to scale up; Synergies and coordination with other projects/programmes; Strong Results-based Management and Risk Management; Realistic implementation period; and in some cases, scope for leveraging additional resources. The FMU Technical Unit consolidates the recommendations of the technical review committee(s). [The conflict-of-interest procedures shall apply to the appraisal of all](#)

programmatics instruments in the context of the technical review committees and other relevant committees.

37. **Due Diligence Process:** Based on the technical appraisal recommendations, the FMU Administrative Unit commissions the HACT micro assessment and SEAH assessment for all NUNOs that are recommended. The FMU consolidates the results of the technical appraisal and the results of the Due Diligence Process for submission to the TFMC.

38. **Decision-making:** Once the technical and financial review is conducted by the FMU, and the due diligence process is conducted, project documents are submitted to the TFMC for approval. The TFMC will take into account all proposals and approve the funds' allocations based on the review package received from the FMU. The TFMC decision will consist either of the three following options: i) approval; ii) approval with conditionality/recommendations; or iii) rejection with feedback. The TFMC decisions related to the Fund are recorded in its minutes of meeting, which are consolidated by the Administrative Unit and shared electronically.

39. The FMU Administrative Unit sends a formal email to the selected Participating Organizations to inform them that they have been selected and advise the selected organizations on the next steps. When a project proposal is rejected, the FMU Administrative Unit will inform the applicant with a written justification based on the selection criteria, prepared jointly with the technical unit.



40. Programmes or projects “approved with recommendations” do not require submitting a proposal again to the TFMC. In such a case, the Administrative Unit shall ensure that the Participating Organization incorporates the TFMC recommendations in the final project document, before requesting the Administrative Agent to transfer funds to the Participating Organization. Before transferring the Fund, the Administrative Agent requests confirmation from the Head of the FMU Administrative Unit that the final recommendations of the TFMC have been included in the project document.

41. **Project signing:** Prior to the signing of the project document, the FMU Administrative Unit shall ensure that the selected Participating Organization agrees to implement (when required) the TFMC recommendations - either during the inception phase or through a project document revision that needs to be finalized and endorsed by the FMU prior to signing. The project document is signed⁸ between the authorized representative of the Participating Organization (of the lead organization, in case of a consortium), the Government (or Governments in the case of multi-country projects), the Director General of CDRI, and the UN Co-Chair of the TFMC on behalf of the TFMC, each within 10 working days, at least, after the notification of approval of the project. If the project document is not signed within a reasonable timeframe, the TFMC can initiate the reallocation of the funding to another country or to another Participating Organization. The UN Co-Chair of the TFMC can delegate the signing of the project document to the head of the FMU Administrative Unit.
42. **Agreement signing with the Administrative Agent:** Selected PUNOs (that have not done so yet) need to sign the Fund MoU, while selected NUNOs need to sign the “Framework Agreements” using the recommended MPTF templates.
43. **Fund transfer:** The Administrative Unit will prepare a fund transfer request (FTR) for each project and budget allocation approved (first instalment). The FTR is signed by the Head of the Administrative Unit by delegation from the UN Co-chair of the TFMC. The Participating Organization will fill in a vendor form with its banking details and UN MPTFO will create a partner profile in UN Quantum. The UN MPTFO will carry out the fund transfer to the Participating Organization based on the signed project document, the legal agreement (i.e., MoU or Framework Agreement) and the TFMC decisions no later than five (5) working days after the receipt of the FTR and inform the FMU accordingly. A payment notification is sent through electronic mail to the Participating Organization by email once the transfer is processed by the UN MPTFO, and a notification is also sent to FMU Administrative and Technical Units. It includes the transferred amount and the MPTF project identification number assigned to each specific project.

4.4 Project Operationalization

44. **Accountability:** Each Participating Organization shall assume full programmatic and financial accountability for the funds disbursed to it. Such funds will be administered by each organization in accordance with its own regulations, rules, directives and procedures.
45. After receiving the payment notification, once the transfer is processed by the UN MPTFO with the MPTF project identification number assigned to each specific project for the entire duration of the Fund, the Participating Organization shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent. The MPTF project identification number must be referenced in the Participating Organizations’ system to ensure correct reporting of expenditure as per reporting guidelines. To ensure accurate expenditure recording/reporting, the Participating Organizations must follow “UNSDG budget cost breakdown” as per the project document budget template. When the project is established in the system of the Participating

⁸ We can opt either for manual or digital signature in the Fund Management Platform (FMP).

Organization, they must notify the FMU Administrative Unit and share the UNSDG budget cost breakdown to verify accurate mapping with approved project document and MPTF data.

46. The UN MPTFO will create a project in the MPTF Gateway on the IRAF FMP - recording TFMC approved allocations. A specific project factsheet webpage will be generated in the MPTF Gateway and populated using the project cover page.
47. **Project work planning:** Participating Organizations will plan activities and expenditures in line with the signed project document, the approved project workplan and M&E plan, and when relevant, the approved procurement plan. At the project proposal development stage, Participating Organizations were asked to include their workplan and procurement plan for the full project duration. Participating Organizations can have a 1-year workplan or a 2-year workplan (provided they have a 2-year budget approved).
48. The Participating Organization will use the funds disbursed to it by the Administrative Agent from the MPTF Account, as well as any accrued interest thereon, for implementation of the approved project only. At the project closure, the Participating Organization must return unspent funds including interest accrued if any, except when the Participating Organization has an agreement under which the transfer of interest is not required.
49. **Request for new instalment based on review of satisfactory reports and quality assurance of deliverable:** When the cumulative expenditure reaches 70% of the disbursed IRAF funds for all instalment(s) received, the Participating Organization [may initiate the request](#) of the next instalment by submitting a narrative and financial reports as well as annual (or for the period for which the next disbursement is requested) work plan to the FMU (both Administrative Unit and Technical Unit) accompanied by a note by on meeting the conditions for disbursement: i) respect of annual workplan; and ii) respect of reporting obligations. The FMU Technical Unit will review the submission against pre-established quality criteria that have been defined as part of the Quality Assurance plan for each project. The FMU Technical Unit will consolidate a final evaluation of the submission together with the FMU Administrative Unit to decide on whether the conditions for the next disbursement have been met. If the Participating Organization requests next instalment and according to the assessment of the FMU, the criteria have not been met, the Organization will resubmit a new request and report (within 30 days after reception of comments).
50. If the request for a new instalment is deemed compliant by the FMU, the FMU Administrative Unit informs the TFMC to seek [TFMC](#) approval on no-objection basis within a period of one week (via electronic circulation) and prepares a new FTR for the next instalment. The UN MPTFO will disburse subsequent instalments in line with the FMU's instructions specified in the FTR, subject to the cumulative reported expenditure (see above) and funds availability in the IRAF MPTF account.
51. **Safeguards:** In addition to the different safeguarding policies of the IRAF Trust Fund, the FMU regularly reaches out to Participating Organizations on whether any cases/investigations on fraud, misuse of funds, corruption, sexual exploitation, abuse and

harassment, the Cancun safeguards⁹ or any other issues raised by the complaints management systems of the Participating Organizations are ongoing and how they have been dealt with so far. This communication will happen every six months, with information shared with the TFMC. This ensures the TFMC is kept up to date on any issues that have been raised, and how they have been addressed, by Participating Organizations every six months.

52. **Procurement:** Participating Organizations are to provide procurement updates on contracts with values exceeding US\$ 100 000. This update is incorporated in the reporting template.

53. **Non-compliance with reporting requirements:** In addition to the consequences identified in the legal agreements, if a Participating Organization does not follow the reporting requirements, the following process can be used to improve the quality of reporting: i) The head of the organization is given the opportunity to report back to the FMU. ii) If the report is not satisfactory (misses the deadlines, leaves sections in the template empty or is not in compliance with the SAA, MOU, Administrative Agent or the financing agreement's relevant provisions), based on the recommendations of the FMU, the TFMC can decide to not approve the next tranche of payment, and/or to terminate the programme and require the reimbursement of the balance.

54. **Unspent balances and interest:** The Participating Organization has to refund unspent balance (all unspent funds and income for prior and current year, including interest) at the end of the project to the MPTF Office IRAF Fund account. The transfer notification should be sent to the UN MPTFO, no later than six months (30 June) after the end of the calendar year following the completion of the activities to enable the UN MPTFO to identify the interest. If the Participating Organization has an agreement under which the transfer of interest is not required, this should be indicated by marking the box on the Certified Final Financial Statement and Report.

55. **Recovery of funds:** The course of action in case of improper use of the funds by UN and non-UN organizations is described in the MoU with Participating UN Organizations¹⁰, and in the Framework Agreement with non-UN Organizations¹¹ as follows:

- a. In case of proven improper use of funds, and after the information is provided in the reports or whenever the event is reported (whichever is earlier), a draft decision will be prepared by the FMU in consultation with the Administrative Agent and presented to the TFMC with a view to promptly resolving the matter.
- b. If there is evidence of improper use of funds as determined after an investigation or by the external audit or an investigation fails to show that the funds have been used as intended, the Participating Organization concerned will use its best efforts,

⁹ Safeguards are measures to protect or to avoid risks (do no harm), while promoting benefits (do good). The "Cancun safeguards" are a set of social and environmental safeguards which aim to safeguard against social, environmental and governance risks as well as enhance benefits (rights of indigenous peoples and communities, social participation, preservation of natural ecosystems, limitation of carbon emissions).

¹⁰ MoU section 2, paragraph 8 and section 7 paragraph 3.

¹¹ NUNO Framework Agreement paragraph 3.9 and 8.5.

- consistent with its regulations, rules, policies and procedures, to recover any funds misused.
- c. With respect to any fund recovered, the donor(s) may request that such fund be returned to them in proportion of their contribution to the Fund (in which case the Participating Organization would credit that portion of the Fund to the Fund account and the Administrative Agent would return that portion to the donor). For any such funds the donor(s) do not request to be returned to them, such funds will either be credited to the Fund Account or used by the Participating Organization for a purpose mutually agreed upon with the TFMC.
 - d. The donor(s) have the right to discontinue future deposits of their contributions if the MoU/Framework Agreement obligations are not respected by the parties (including the prevention of sexual exploitation, abuse and harassment clauses).
 - e. **Donor direct recourse with NGOs:** As stipulated in the *Framework Agreement for the participation of NUNO* used for NGOs, in such case, the donors whose contributions to the Fund were received by the Administrative Agent at the time of approval of the approved Project(s), shall have direct recourse against the Recipient NUNO.

4.5 Project Revision

56. **Scenario 1: Revisions below 20% of budget and no significant changes:** In this category, budget revisions are made between UNSDG budget lines that cumulatively amount to 20%¹² or less of the total approved budget per organization per project or programmatic revisions that do not significantly change the scope, objectives, expected results, strategy or priorities, as determined in the approved project document. The Participating Organization will subsequently submit the Project Revisions to the FMU for non-objection and the TFMC and UN MPTFO will be notified. *The project document revision will be recorded and approved via the Fund Management Platform (FMP).*
57. **Scenario 2: Revisions above 20% of budget or significant changes¹³:** Under this scenario revisions are made between UNSDG budget lines that cumulatively exceed 20% of the total approved budget per organization per project or programmatic revisions that significantly change the scope, objectives, expected results, strategy or priorities as determined in the approved project document. The Participating Organization should submit the Project Revision request to the FMU, when relevant in the case of country or multi-country proposals in consultation with the government, to be presented for the approval of the TFMC. *The project document revision will be recorded and approved via the Fund Management Platform (FMP).*
58. **Scenario 3: Budget revision to increase overall project budget amount:** It is possible to increase the overall amount of a project if additional funding is available in the Trust Fund or there are additional funds and the TFMC so decides. The Participating Organization

¹² **20% calculation:** If a Participating Organization has a total country budget of \$1million, then the sum of the changes between UNSDG budget lines should not exceed \$200,000. Only budget increases will count towards the 20% threshold calculation (not the off-setting reductions).

¹³ **Carry-over of funds** from one year to the next can be done through the regular AWP process at project level. Adjustments to the annual split of funds in the AWP are not considered a “project revision”.

should submit the Project Revision request to the FMU, when relevant in the case of country or multi-country proposals in consultation with the government, to be presented for the approval of the TFMC. [The project document revision will be recorded and approved via the Fund Management Platform \(FMP\).](#)

4.6 Project closure

59. Each Participating Organization determines when it has completed all approved activities within the timeframe approved by the TFMC specified in the approved project document cover page. The organization communicates the completion of all approved project activities through a final narrative report to the FMU and the MPTFO to be submitted by 30 April of the year. ~~This step~~ that follows the financial ~~closing~~ [closure](#) of the project and is followed by the Organization's submission of the Certified Final Financial Statement and the Final financial Report to the UN MPTFO, [copy to the FMU Administrative Unit by 31st May](#) of the same year.
60. **Operational Closure Steps:** For projects to be accepted as 'operationally closed", the following steps are necessary:
- a. The Participating Organization informs the FMU Technical and Administrative Units and the UN MPTFO that the project has been operationally closed.
 - b. The Participating Organization submits the final "End of Project Narrative Report" including final destination of equipment to the FMU Technical Unit and UN MPTFO for posting on the MPTF Gateway page.
 - c. In the event that no project activity has been undertaken or funds spent, the TFMC makes a decision to confirm operational closure of the project and there is no need to submit an "End of Project Narrative Report".
 - d. Upon the FMU confirmation, the UN MPTFO proceeds with the project Operational closure in the MPTF system.
61. **Financial Closure Steps:** For projects to be accepted as "Financially Closed", the following steps are necessary:
- a. The Participating Organization submits Certified Final Financial Statement and Final Financial Report for each programme separately.
 - b. All expenditure reports must provide a breakdown by UNSDG categories in accordance with the approved UNSDG breakdown budget for the programme.
 - c. The Participating Organization refunds any Unspent Balance and sends notification to the UN MPTFO to enable the UN MPTFO to identify the refund.
 - d. The Participating Organization transfers the interest for prior and current year, if any, to the MPTF IRAF Bank Account and sends notification to the UN MPTFO to identify the interest. If the agency's regulations do not require the transfer of interest, this should be indicated by marking the box on the Certified Final Financial Statement and Report.
 - e. No expenditure in excess of funds transferred should be reported on Certified Final Financial Statement and Report submitted to the UN MPTFO.
 - f. The indirect cost should not exceed the approved percentage of project cost (7%).

- g. Upon review, the UN MPTFO proceeds with the project financial closure in the MPTFO system and will notify the Participating Organization and FMU accordingly that all financial procedures are satisfied.
- h. Notification of Closure: Notification for all transfer of interest earnings and refunds of unutilized funds, including reference to the nature of the refund, amount of refund and project number, should be sent to the portfolio manager at the UN MPTFO.

5 Monitoring, Evaluation and Reporting

62. Monitoring and evaluation of the Fund will be carried out in accordance with a results-based management method and coordinated by the FMU, [using the multi-year results framework approved by the TFMC](#). The monitoring and evaluation system for the Fund will serve two functions: first, periodic assessment of project implementation and performance of projects (M&E of Project Performance [including quality assurance](#)), and second, evaluation of project results in terms of relevance, effectiveness, and impact of the fund [against the Fund multi-year results framework outcomes and outputs approved by the TFMC](#) (M&E of Fund Impact).

5.1 Monitoring at Project level

63. The FMU Technical Unit, working closely with the FMU Administrative Unit, [is](#) responsible for monitoring progress project implementation against the project results logframe and how funds are being used by the Participating Organizations, including through on-site monitoring. The FMU Technical Unit will establish a quality assurance system and a risk/issue log for each project that will be reviewed on a quarterly basis. The FMU Administrative Unit will support the FMU Technical Unit in reviewing periodic progress reports and ensuring the monitoring of the operational risks.

Monitoring at Fund level

64. The FMU Administrative Unit, working closely with the FMU Technical Unit, [is](#) responsible for monitoring progress [of](#) the Fund delivering its objectives and how funds are being used by the Participating Organizations. The FMU Administrative Unit will monitor and evaluate the implementation of programmes by programmatic funding windows against the IRAF programmatic framework, using the Multi-year Results Framework indicators and targets, including by using the consolidated reporting submitted by Participating Organizations, and send consolidated reports to the TFMC at least on a half yearly basis.

65. The results-based management (RBM) system administered by the MPTF Office allows for **real-time monitoring of IRAF programmatic and financial performance** indicators according to financial data reported in line with United Nations and International Aid Transparency Initiative (IATI) data standards. The [IRAF Fund Management Platform](#) is accessible on the MPTF Gateway and allows to measure IRAF Fund against key performance indicators at the three levels: firstly, contributions to SDGs; secondly contributions to Fund results (IRAF Multi-year Results Framework with outcomes, outputs and indicators); and thirdly, Fund operational performance (such as average transfer time, capitalization versus needs, timely submission of annual reports).

66. The FMU is responsible to propose an annual M&E plan to the TFMC approval. As part of the M&E plan, the FMU may commission lessons learnt and reviews that could be either thematic (e.g. social inclusion), or at outcome / output level, or for a specific programmatic window. The periodicity of such reviews and lessons learnt would depend on the scope, nature and duration of the programmatic interventions under consideration.

5.2 Reporting at Project level

67. **Narrative reports.** For each project, the PUNO/NUNOs will submit the following reports to the FMU for consolidation and further transmission to the Administrative Agent:
- a. **Annual narrative reports** to be provided no more than three months (31 March) after the end of the calendar year in accordance with the approved reporting template.
 - b. **Final narrative reports** after the end of activities contained in the programme-related approved document, including the final year of such activities, to be submitted no more than four months (30 April) in the following year after the operational closure of the project in accordance with the approved reporting template.
 - c. **Quarterly narrative report.** In addition to the reporting requirements set in the MoU and Framework Agreement¹⁴, the PUNO/NUNOs will be requested to submit a quarterly narrative progress report to the FMU with ~~provisional delivery figures and~~ an updated risk log as per the progress report template provided, ~~to be provided in accordance with the following time frames:~~
 - i. 30 April, report 1st quarter (covering the implementation period January to March)
 - ii. 31 July, report 2nd quarter (covering the implementation period March to June)
 - iii. 31 October, report 3rd quarter (covering the implementation period July to September)
 - iv. 31 January of the following year, report 4th quarter (covering the implementation period October to December).

Annual and final reports will exhibit results based on evidence. Annual and final narrative reports will compare actual results against estimated results in terms of outputs and outcomes and will explain the reasons for higher or lower performance. The final narrative report will also include the analysis of how the outputs and outcomes have contributed to the Fund's overall impact.

68. **Financial Reports.** For each project, the Participating Organization will be expected to submit the following financial statements and reports ~~to the Administrative Agent (Multi-Partner Trust Fund Office) as per the MoU with PUNOs and Framework Agreement with NUNOs, with copy to~~ the FMU Administrative Unit:

For NUNOs (except for Multilateral Development Banks and International Cooperation Agencies), the financial statements and reports shall include an external audit report of the

¹⁴ In additional to reporting requirements set in the NUNO Framework Agreement and MOU, under the CDRI Infrastructure Resilience Accelerator Fund, Participating Organizations are required to submit a quarterly narrative and financial report.

separate ledger account for each approved project, according to International Standards of Auditing:

The Recipient NUNO will provide the Administrative Agent with the following financial statements and reports with respect to each approved Project:

- a. **Quarterly financial reports** to be provided in accordance with the following time frames:
 - i. 30 April, report 1st quarter expenses (January to March)
 - ii. 31 July, report 2nd quarter expenses (cumulative from January to June)
 - iii. 31 October, report 3rd quarter expenses (cumulative from January to September); and
 - iv. 28 February, report 4th quarter expenses (cumulative from January to December of the previous calendar year) [as part of the annual financial report due on 28 February](#).
- b. **Annual financial report** as of 31 December with respect to the funds disbursed to it from the Fund Account, to be provided as per point (a) item iv after the end of the calendar year
- c. **Certified final financial statements and final audited financial reports** after the completion of the activities in the project document of each approved Project, including the final year of the activities in the project document of each approved Project, to be provided no later than five (5) months (31 May) after the end of the calendar year in which the financial closure of the activities in the project document of each approved Project occurs, or according to the time period specified in the financial regulations and rules of the Recipient NUNO, whichever is earlier.

For NUNOs that are Multilateral Development Banks and International Cooperation Agencies, the financial statements and reports shall include preferably an external audit report of the separate ledger account for each approved project, according to International Standards of Auditing

The Recipient NUNO will provide the Administrative Agent with the following financial statements and reports with respect to each approved Project:

- a. **Quarterly financial reports** to be provided in accordance with the following time frames:
 - i. 30 April, report 1st quarter expenses (January to March)
 - ii. 31 July, report 2nd quarter expenses (cumulative from January to June)
 - iii. 31 October, report 3rd quarter expenses (cumulative from January to September)
 - iv. 30 April of the following year, report 4th quarter expenses (cumulative from January to December) [as part of the annual financial report due on 30 April](#).
- b. **Annual financial report** as of 31 December with respect to the funds disbursed to it from the Fund Account, to be provided no later than four (4) months (30 April) after the end of the calendar year (see item (a) iv);
- c. **Certified final financial statements** after the completion of the activities in the project document of each approved Project, including the final year of the activities in the project document of each approved Project, to be provided no later than five (5) months (31 May) after the end of the calendar year in which the financial closure of the activities in the project document of each approved Project occurs, or according to the time period specified in the financial regulations and rules of the Recipient NUNO, whichever is earlier.

For PUNOs:

- a. **Annual financial report** as of 31 December with respect to the funds disbursed to it from the Fund Account, to be provided no later than four (4) months (30 April) after the end of the calendar year; and
- b. **Certified final financial statements and final financial reports** after the completion of the activities in the approved programmatic document, including the final year of the activities in the approved programmatic document, to be provided no later than five (5) months (31 May) after the end of the calendar year in which the financial closure of the activities in the approved programmatic document occurs, or according to the time period specified in the financial regulations and rules of the Participating UN Organization, whichever is earlier.

In addition to the reporting requirements set in the MoU, the PUNOs¹⁵ will be requested to include a quarterly financial report in their quarterly progress report to the FMU with provisional delivery figures as per the progress report template provided as an annex, **to be provided in accordance with the following time frames:**

- i. 30 April, report 1st quarter expenses (January to March)
- ii. 31 July, report 2nd quarter expenses (cumulative from January to June)
- iii. 31 October, report 3rd quarter expenses (cumulative from January to September)
- iv. 30 April of the following year, report 4th quarter expenses (cumulative from January to December of the previous calendar year) as part of the annual financial report due on 30 April.

69. Reporting through the Administrative Agent web-interface reporting tool system: Financial progress reports shall be provided twice a year (expenditure up to 30 June and up to 31 December) via the Administrative Agent web-interface reporting tool system UNEX for the financial update. To ensure accurate mapping and expenditure reporting, all financial reports from Participating Organizations must reference the correct MPTF project identification number and follow UNSDG budget structure, presenting expenditure using the same lines as set out in the approved project document budget. This should provide information on the use of financial resources against the outputs and outcomes in the agreed upon results framework as per the relevant provisions of the SAA, MOU, Administrative Agent and financing agreements. The FMU working closely with the Administrative Agent will compare this with the approved budget and report back to the TFMC.

70. Additionally, to the Annual financial report via UNEX, an e-copy of the expenditure reports of the agency's approved contribution must be submitted to the UN MPTFO and FMU Administrative Unit. This report is to be signed by the Head of the Participating Organization.

¹⁵ While there is no requirement of quarterly financial report in the MoU, there is a requirement for quarterly financial report in the NUNO Framework Agreement. With the view to harmonize reporting obligations and timelines, all Participating Organizations are expected to submit provisional quarterly financial report as part of the quarterly narrative progress report.

71. **All costs must meet “eligibility” criteria:** For the costs to be considered eligible, they must be legally incurred within the Implementation Period, identifiable and verifiable, and within the approved programme document, including its workplan and budget. The cost must also be reasonable, justified and in line with sound financial management. Participating Organizations need to ensure that a sufficient level of information is provided in the financial reporting and to assure the eligibility of costs can subsequently be demonstrated. Costs that do not meet the eligibility conditions will be declared ineligible and disallowed. Any deviations from the approved project during its implementation must follow the established IRAF Programme/Budget revision procedures (see section on revisions of the present MOP).
72. As an exceptional measure, particularly during the start-up phase of the Fund, subject to conformity with their financial regulations, rules and policies, Participating UN Organizations may elect to start implementation of Fund activities in advance of receipt of initial or subsequent transfers from the Fund Account by using their own resources. Such advance activities will be undertaken in agreement with the steering/appraisal committee on the basis of funds it has allocated or approved for implementation by the particular Participating UN Organization following receipt by the Administrative Agent of signed SAAs from donors contributing to the Fund. Participating UN Organizations will be solely responsible for decisions to initiate such advance activities or other activities outside the parameters set forth above.

Reporting at Fund level

73. The responsibilities related to Fund reporting are gathered and detailed in the MOU for PUNOs, in the Framework Agreements for NUNOs, and SAAs with donors to the Fund. The Administrative Agent will provide the Donors and the TFMC with the following statements and reports, based on submissions provided to the Administrative Agent by each Participating Organization prepared in accordance with the accounting and reporting procedures applicable to it, as set forth in the TOR.
74. The Administrative Agent will prepare consolidated narrative [against the multi-year results framework outcomes and outputs approved by the TFMC](#) and financial reports as per the schedule established in the SAA:
- a. **Annual consolidated narrative progress reports**, to be provided no later than five months (31 May) after the end of the calendar year.
 - b. **Annual consolidated financial reports**, as of 31st December, with respect to the funds disbursed from the Fund account, to be provided no later than five months (31 May) after the end of the calendar year.
 - c. **Final consolidated narrative report**, after the completion of the activities in the approved programmatic document, to be provided no later than six months (30 June) after the end of the calendar year in which the operational closure of the Fund occurs.
 - d. **Final consolidated financial report**, based on certified final financial statements and final financial reports received from Participating Organizations after the completion of the activities in the approved programmatic document, including the final year of

activities in the approved programmatic document, to be provided no later than five months (31 May) after the end of the calendar year in which the financial closing of the Fund occurs.

75. The Administrative Agent will provide the donors, TFMC and Participating Organizations with the following reports on its activities as Administrative Agent, in addition to the consolidated financial reports:
- a. **Certified¹⁶ annual financial statement** (“Source and Use of Funds” as defined by UNSDG guidelines) to be provided no later than five months (31 May) after the end of the calendar year.
 - b. **Certified final financial statement** (“Source and Use of Funds”) to be provided no later than five months (31 May) after the end of the calendar year in which the financial closing of the Fund occurs.

All consolidated reports and related documents will be posted and become public on the MPTF Gateway and CDRI website.

5.3 Evaluation at Fund level

76. A mid-term evaluation (2025) will be conducted to assess whether the IRAF Programme is on track to deliver expected outputs and outcomes with respect to the timeframe and budget. It will enable the TFMC to make any changes in approach and/or reorientation during the second half of the programme in order to improve results.
77. A final evaluation will be carried out for learning and impact assessment purposes. The evaluation report will be posted on the website of the Administrative Agent [<http://mptf.undp.org>].
78. As per the provisions in the MOU and in the NUNO Framework Agreement, the donor(s) may, separately or jointly with other partners, review the access of the Recipient PUNO or NUNO to the Fund with a view to determining whether results are being or have been achieved and whether contributions have been used for their intended purposes. All costs will be borne by the respective donor, unless otherwise agreed. In addition to a review of the Fund by the donor(s), the donor(s) may initiate a review or evaluation of an approved Project. Such an evaluation or review will not constitute a financial compliance or other audit of the Fund including any programmes, projects or activities funded under this Arrangement.

6 Administration of the Fund

6.1 Contributions

79. In support of the overarching aim of the Fund, and to ensure maximum flexibility and adaptation to CDRI’s priorities, a guiding principle for resource mobilization would be that donors are encouraged to contribute with multi-year pooled and unearmarked resources.

¹⁶ Certified under delegation from Chief Financial Officer, Bureau for Management Services, UNDP

80. Funds should be provided in fully convertible currency¹⁷ and shall be deposited in the bank accounts designated by the UN MPTFO as Administrative Agent. The value of a contribution-payment, if made in other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment.
81. **Acceptance of funds from the private sector and philanthropies** will be guided by criteria stipulated in the UN system-wide guidelines on cooperation between the UN and Business Community (the UN Secretary General's guidelines: (<https://www.un.org/en/ethics/assets/pdfs/Guidelines-on-Cooperation-with-the-Business-Sector.pdf>)). Funds from the private sector will be subject to the outcome of applicable due diligence processes. The level of due diligence will depend on the type of partnership and the sector of activities. For high risk sectors, a Full Due Diligence is needed. Extractive industries, utilities, timber, agriculture and fishing, chemicals, and "large infrastructure" are considered high risk sectors, among others. The Due Diligence Process includes a risk assessment which assesses the company against exclusionary criteria (human rights, UN sanctions, weapons, tobacco, pornography, forced labor, child labor among others), considers possible controversies (labor, environment, court case, among others), and considers the company level of commitment towards the global agenda. It is required that contributions from the private sector are approved by the TFMC. Moreover, Participating Organizations may be advised of the source of the funding, noting that in certain cases, some Participating Organizations may have specific conditions that limit acceptance of contributions from certain types of private sector entities.
82. **Investment of Fund surplus in interest-bearing securities.** The UN-MPTFO is hosted by UNDP and UNDP's Treasury oversees the investment of 'funds held in trust' for the MPTF Funds including the CDRI IRAF Fund. Through UNDP's Treasury department, cash in surplus is held in interest bearing securities (bonds and money market instruments of various issuers, including sovereigns, supranational organizations, governmental agencies, and banks) which generate interest. The interest generated by the CDRI IRAF Fund will be reallocated back to the IRAF Fund account (in pro-rata of IRAF contribution to MPTFO investment) and can be re-programmed by the TFMC. The MPTFO reports on an annual basis to the TFMC through the CDRI IRAF Fund annual consolidated financial report on the share of interest generated for the CDRI IRAF Fund and the TFMC will decide on the use of the interest generated for CDRI IRAF programmes.

6.2 Audit

83. **NUNO audit:** The activities of the Recipient NUNO in relation to the Fund will be audited by its internal and external auditors in accordance with its own financial regulations and rules. The corresponding external and internal audit reports will be provided by the Recipient NUNO to the TFMC, in addition to the final financial audited reports. The Recipient NUNO

¹⁷ List of countries with non-convertible currencies or which have restrictions on international payments, as of 31st July 2023: Argentina, Angola, Belarus, Brazil, Chile, Cuba, Eritrea, India (Partly convertible but with restrictions), Iran, Laos, Myanmar, North Korea, Somalia, Sudan, Syria, Turkmenistan, Ukraine, Venezuela and Zimbabwe. It is important to note that the list of countries with non-convertible currencies or restrictions on international payments can change over time due to changes in government policies or economic conditions.

shall cooperate and comply with any requests made by donor(s) and/or the Administrative Agent further to their right to demand that an external audit or investigation be conducted of the use of funding and control systems of the Recipient NUNO. The donor(s) and/or Administrative Agent shall be given access to the Recipient NUNO's auditor and the auditor's assessments of all information pertaining to the approved Project(s).

84. **Audits of Implementing Partners contracted by NUNO:** The part of the contribution transferred by the Recipient NUNO or PUNO to its Implementing Partners under any approved Project will be audited as provided under the Recipient NUNO's financial regulations and rules as well as its policies and procedures. The corresponding audit reports will be provided by the Recipient NUNO or PUNO to the TFMC.
85. **Cost of Internal Audits:** The total costs of internal audit activities in relation to the Fund will be borne by the Fund.
86. **PUNO audit:** The Administrative Agent and the PUNOs will be audited according to their own financial rules and regulations, in line with Framework for Joint Internal Audits of UN Joint Activities which has been agreed to by the Internal Audit Services of PUNOs and endorsed by the UNSDG in 2014. The activities of the Administrative Agent and the PUNOS will be exclusively audited by their respective internal and external auditors. The internal audit services of the Participating UN Organizations to the Fund may consider conducting joint internal audits thereof in accordance with the Framework for Joint Internal Audit for UN Joint Activities. The corresponding external and internal audit reports will be disclosed publicly unless the relevant policies and procedures of the Administrative Agent or each Participating UN Organization provide otherwise.
87. **Audit of Implementing Partners contracted by PUNO:** The part of the Contribution transferred by a Participating UN Organization to its Implementing Partners for activities towards the implementation of the Fund will be audited as provided under that Participating UN Organization's financial regulations and rules as well as its policies and procedures. The disclosure of the corresponding audit reports will be made according to the policies and procedures of that Participating UN Organization.

6.3 Risk Management

88. The final objective of a risk management strategy at the Fund level is facilitating the achievement of programme-related objectives of its interventions in the context of the risk in which it operates. The FMU Administrative and Technical Units will jointly develop a risk management strategy, the main objectives of which are to accelerate Fund implementation and increase its impact, ensure that the Fund's interventions meet the "Do no harm" principles, verify that resources are used for foreseen purposes, and improve risk management capacity of Participating Organizations.
89. The Fund's risk management strategy will encompass the following tasks:
- Identify & develop shared understanding of risks faced by the Fund
 - Define risk appetite or tolerance of the Fund (Fund's risk profile)
 - Establish the Fund's policies regarding identified risks (Fund's risk policies)

- Identify or clarify potential compensation from risk taking and seek consensus among TFMC stakeholders regarding its management
 - Determine risk treatment through measures of mitigation or adaptation
 - Identify risk holders with the FMU Administrative and Technical Units, monitor and control its spreading and define follow-up measures and
 - Establish information strategies and common messages about the identified risks
90. Every programme or project approved by the Fund shall comply with the risk management strategy. The fulfilment of such a strategy will be one of the selection criteria during the process of project evaluation. The CDRI IRAF risk management strategy is, however, not a replacement for programme risk evaluation/management.

6.4 Fund Closure

91. The IRAF Fund is established for an initial duration of five years (2022-2027) and is meant to be transferred to the CDRI Secretariat upon recommendation of the TFMC. The TFMC shall set the date for the operational closure of the fund, which typically coincides with the date by which the last programme/project that received funding is expected to report back. As per the Fund duration, programmes will operationally close by 31 March 2028, the final narrative report of the Fund will be provided no later than six months after the end of the calendar year in which the [operational](#) closing of the Fund occurs (30 June 2029), and the final financial report no later than five months after the end of the calendar year in which the financial closing of the Fund occurs (by [31 May](#)).
92. The FMU Administrative Unit takes lead in the operational closure of the Fund by monitoring the operational closure dates of the projects on a semi-annual basis and following up with the Participating Organizations to submit final narrative reports no more than four months (30 April) in the following year after the operational closure of the project in accordance with the approved reporting template. Projects are operationally closed when all activities have been completed, and the final narrative report is received. The final narrative report is submitted to the Administrative Agent who will change the project status to operationally closed. Project closure should be initiated in such a way as to permit the orderly conclusion of the activities and the completion of final reports, the withdrawal of personnel, funds and property, the settlement of accounts between the Administrative Agent and the Participating Organizations, and the settlement of contractual liabilities that are required in respect of any subcontractors, consultants or suppliers. Any balance remaining in the Participating Organizations accounts after operational completion of the activities for which they are responsible under the approved programmatic document will be returned to the Fund Account as soon as administratively feasible and before financial closure.
93. Any remaining balance in the Fund's account and separate accounts of the Participating Organizations after the closure of the Fund will be used for a purpose established by the TFMC and the Donor(s), or it will be reimbursed to the Donor(s) in proportion to their contribution to the Fund, as decided by the Donor(s) and the TFMC. In case of transfer of the Fund's account to CDRI from the Administrative Agent, any remaining balance will be transferred to CDRI, subject to the approval of the TFMC and Donor(s). In case of any

ongoing programmes, these will be transferred to CDRI following the TFMC and Donor(s) approval of such transfer. This would require a contract amendment with Participating Organizations.

6.5 Communication and Public Disclosure

94. The MPTF Gateway (<http://mptf.undp.org>), is a web-based service portal that provides real-time financial data issued directly on contributions in and out of the Fund account. IRAF has a dedicated page on the MPTF Gateway which allows partners and the public at large to follow-up the Fund contributions, transfers and expenses, and access key documents and reports.
95. The FMU and the UN MPTFO will ensure that the Fund's operations are posted on the MPTF Gateway. Further, the Fund should specifically mention individual donors in all results reporting. Each Participating Organization will take appropriate measures to promote the Fund. Information shared with the media regarding beneficiaries of funding, official press releases, reports and publications will acknowledge the role of the Fund.

6.6 Complaints Management and Conflict Resolution Mechanism

96. [The Trust Fund Management Committee members](#) or any person negatively affected or impacted by any project or activity funded by CDRI IRAF MPTF [at global, regional or country level](#) may file a complaint [either directly with the Participating Organization or through the Fund Management Unit that will inform the Participating Organization about the allegations accordingly](#). Each Participating Organization is responsible for addressing the complaint according to its complaint management mechanism. CDRI IRAF requires that each Participating Organization has in place a complaint management mechanism to respond to complaints from people affected by IRAF grants and activities. Such mechanisms need to have the authority to independently review and investigate complaints. They also provide other avenues to resolve disputes, such as through dialogue and mediation. Information on these mechanisms and how to submit a complaint relating to IRAF grants and activities must be accessible on MPTF Gateway.
97. **Complaints reception:** The Participating Organization informs the IRAF FMU Administrative Unit about the complaint and the response process. The FMU acknowledges receipt, and within three working days, informs the TFMC. The TFMC reviews the complaint and response process and suggests any additional action as needed.
98. **Complaints response updates:** If the response to the complaint takes more than 6 months from the receipt of the complaint, the Participating Organization reports every 6 months to the FMU about the status of the complaint and its response. The FMU informs the TFMC accordingly. The TFMC reviews the report and takes any action as needed.

99. **Complaints closure:** The Participating Organization informs FMU once the dispute is resolved, according to its policies and procedures. The FMU informs the TFMC accordingly. The TFMC reviews the report and takes any action as needed.
100. **Disclosure and confidentiality:** CDRI IRAF will not disclose information that would or would be likely to compromise the security, safety or health of compliant related parties. Information provided to the FMU or TFMC under a request for a confidentiality agreement or non-disclosure agreement will not be disclosed without the explicit authorization of the provider of such information.

6.7 Fraud and Corruption

101. CDRI IRAF applies and relies on the fraud and corruption provisions contained in the MOU for the creation of the IRAF UN MPTF, the legal agreements between the UN MPTFO and the Participating Organizations, the umbrella Legal Agreements, the SAA with funding partners, and the UNDP Policy against Fraud and other Corrupt Practices,¹⁸ which applies to all UN MPTFs.

¹⁸ Accessible at: https://www.undp.org/content/dam/undp/documents/about/transparencydocs/UNDP_Anti-fraud_Policy_English_FINAL.pdf

Annexure 4: Revised IRAF Multi-year Results Framework 2023-2027

Coalition for Disaster Resilient Infrastructure Multi-Partner Trust Fund:

The Infrastructure Resilient Accelerator Fund (IRAF)

Multi-year Results Framework 2023-2027 aligned with CDRI strategic workplan outcomes & targets

SDG 11 Sustainable cities and communities				
Indicator SDG 11.5.2: Reduced direct economic loss in relation to global GDP, damage to critical infrastructure and number of disruptions to basic services, attributed to disaster				
IRAF OUTCOME 1 – Strengthened global partnerships to drive global, regional and local DRI action				
Outcome 1 indicator 1	Means of verification:	Baseline (2022):	Target for the indicator:	Annual target when relevant:
Increase in Nb. of CDRI members, disaggregated by regions and country typology (MIC, LDC, SIDS)	CDRI annual report or public website	39 member countries and organizations (out of which 17 developing countries and out of which 3 countries in Africa and 4 Small Islands States)	By 2027 a Coalition of 75 members focused on developing countries including from Southeast Asia, Africa and SIDS	At least 5 new members every year out of which 1 from Southeast Asia, Africa and SIDS
CDRI IRAF OUTPUT 1.1. CDRI Secretariat Organizational capacity to manage a Multi Partner Trust Fund and implement at scale established				
OUTPUT 1.1 INDICATOR 1	Means of verification:	Baseline (2022):	Target for output indicator 1:	Annual target:
Increase in IRAF financial resources disaggregated by Nb. of financing partners	Financing agreements recorded on IRAF Gateway	Four (4) financing partners committed (AUS, EU, IN, UK)	By 2027, at least USD 50 million mobilized from at least 4 partners and securing of additional commitments of USD 100 million from at least four more partners including from the private sector	At least USD 10 million mobilized and an additional commitment of at least USD 10 million every year including from the private sector

OUTPUT 1.1 INDICATOR 2 Nb. of programmatic window and programmes and Nb. Of call for proposals	Means of verification: CDRI IRAF Annual report Annual staff survey on access to learning development opportunities	Baseline (2022): One funding window for SIDS & one call for proposal	Target for output indicator 3: By 2027, six thematic or geographical funding windows or programmes designed and 15 calls for proposals published	Annual targets: One thematic or geographical window or programme and 3 calls for proposals published
CDRI IRAF OUTPUT 1.2 Creation of opportunities to network and collaborate to mainstream DRI agenda				
OUTPUT 1.2 INDICATOR 1 Nb. of global and regional conferences organized	Means of verification: -CDRI IRAF Annual report	Baseline (2022): ICDRI conference (1)	Target for output indicator: 4 annual ICDRI and 4 regional conferences , and 8 advocacy sessions	Annual targets: One ICDRI and one CDRI regional conference and two advocacy sessions in global or regional events
OUTPUT 1.2 INDICATOR 2 Increase in Nb. of institutions and professionals engaged in the multi-stakeholder's platforms for global advocacy	Means of verification: CDRI IRAF Annual report	Baseline (2022): 45 institutions engaged in CDRI network/global advocacy platform in 2022	Target for output indicator: Engagement in global advocacy events covering over 100 institutions and 1000 professionals	Annual targets: Engagement in at least 2 global events and at least 20 new institutions and 200 members
CDRI IRAF OUTCOME 2 - Global DRI research, knowledge and innovation are generated, disseminated and accessible to promote risk informed policy and practice				
Outcome 2 indicator 1 - Increase in Nb. of beneficiaries of capacity building opportunities through training, peer learning, certification,	Means of verification: CDRI IRAF annual report section on gender disaggregated statistics for participants in training, peer learning,	Baseline (2022): 2061 beneficiaries of capacity building opportunities offered by CDRI in 2022 including 26% women	Target for the indicator: By 2027, at least 15,000 people have accessed capacity building opportunities (training, peer learning,	Annual target when relevant: As of year 2, at least 3,500 people have accessed capacity building opportunities (training, peer learning, certification, academic network) including 30% women

academic network including women	certification, academic network and registered users of DRI Connect platform		certification, academic network) including 30% women	
CDRI IRAF OUTPUT 2.1. Enhanced understanding of infrastructure systems resilience with regard to emerging risks, uncertainties and vulnerabilities				
OUTPUT INDICATOR 1 Nb. of DRI knowledge resources made available on public website or DRI Connect Platform	Means of verification: CDRI Public website & DRI Connect platform	Baseline (2022): Eight (8) DRI knowledge resources and products supported by CDRI in 2022	Target for output indicator: At least 1,000 DRI knowledge resources made available to DRI Connect Platform for registered users by 2027	Annual target: At least 200 DRI knowledge products made available on public website or DRI Connect Platform annually
OUTPUT INDICATOR 2 - to measure - the production of tools: Nb. of DRI tools developed	Means of verification: CDRI Public website & DRI Connect platform	Baseline (2022): Two (2) tools developed	Target for output indicator: Four tools developed for better budgetary planning and decision making on infrastructure investment	Annual targets: As of year 2, one tool launched every year
CDRI IRAF OUTPUT 2.2 Countries have timely access to knowledge and peer to peer engagement opportunities				
OUTPUT INDICATOR 1 Nb. of users of DRI knowledge products	Means of verification: CDRI Public website & DRI Connect platform	Baseline (2022): DRI platform under development	Target for output indicator: DRI platform launched (Y1) and used by at least 10,000 people with unique registration of 1,000 members by 2027	Annual targets: At least 500 users (Y2), 1,500 users (Y3), 2,500 users (Y4), 5,000 users (Y5)
OUTPUT INDICATOR 2	Means of verification:	Baseline (2022):	Target for output indicator:	Annual targets:

<p>Nb. of capacity building opportunities such as training, peer learning visits, scholarships, internships, fellowships offered to men and women</p>	<p>CDRI Public website & DRI Connect platform.</p>	<p>Five (5) CDRI training modules developed; and 85 CDRI scholarships, internships, fellowships</p>	<p>At least 50 training and capacity building modules developed jointly / made available in collaboration with members and partners by 2027 30 scholarships, 30 internships, 5 cohorts of fellows by 2027</p>	<p>An average of 10 training or capacity building modules, 6 scholarships, 6 internships and one cohort of fellows</p>
<p>CDRI IRAF OUTCOME 3 - Countries have increased access to knowledge and resources to increase the resilience and inclusivity of their existing and future critical infrastructure systems</p>				
<p>Outcome 3 indicator 1 Increase in Nb. of countries that have adopted enhanced disaster resilient and inclusive standards for infrastructure system development and post disaster recovery</p>	<p>Means of verification: CDRI public website and DRI platform</p>	<p>Baseline (2022): CDRI 2022: Not yet started.</p>	<p>Target for the indicator: By 2027, 10 countries have adopted enhanced disaster resilient and inclusive standards for infrastructure system development</p>	<p>Annual target when relevant: As of year 2, at least 3 countries have adopted enhanced disaster resilient and inclusive standards for infrastructure system development</p>
<p>CDRI IRAF OUTPUT 3.1 SIDS are better equipped with knowledge and resources to increase the resilience and inclusivity of their critical infrastructure systems</p>				
<p>OUTPUT 3.1 INDICATOR 1 Increase in Nb. of SIDS countries receiving technical support in DRI inclusive policies, plans, standards and/or</p>	<p>Means of verification: CDRI IRAF annual report IRIS impact monitoring reports</p>	<p>Baseline (2022): None supported yet.</p>	<p>Target for the indicator: By 2027, 20 SIDS countries received technical support in DRI inclusive policies, plans, standards and/or enhanced DRI gender and</p>	<p>Annual targets: At least five (5) SIDS countries received technical support in DRI inclusive policies, plans, standards, and/or enhanced DRI gender and age</p>

enhanced DRI gender and age disaggregated and open-source datasets			age disaggregated and open-source datasets	disaggregated and open-source datasets
OUTPUT 3.1 INDICATOR 2 Nb. of DRI / resilient recovery knowledge products that are locally relevant in SIDS contexts and promoting inclusion, community knowledge and/or nature-based solutions, disseminated to public and private sector stakeholders through various global and regional networks	Means of verification: CDRI website and DRI connect platform IRIS impact monitoring reports	Baseline (2022): None supported yet	Target for the indicator: By 2027, at least 10 locally relevant DRI solutions promoting inclusion, community knowledge and/or nature-based solutions and widely disseminated to public and private sector stakeholders in SIDS through global and regional networks	Annual targets: An average of two (2) locally relevant DRI solutions promoting inclusion, community knowledge and/or nature-based solutions, and widely disseminated to public and private sector stakeholders through at least two (2) networking events (global/regional)
CDRI IRAF OUTPUT 3.2 Enhanced city infrastructure environment, services and systems to improve urban infrastructure resilience across low- and middle-income countries				
OUTPUT 3.2 INDICATOR 1 Increase in Nb. of cities receiving technical support and training in DRI inclusive standards	Means of verification: CDRI IRAF annual report and project monitoring reports	Baseline (2022): One city engagement in Cuttack (India)	Target for the indicator: By 2027, 20 cities received technical assistance and training in urban DRI inclusive standards and training provided to over 5,000 ULB officials	Annual targets: As of 2025, an average of 3 cities received technical support and training in urban DRI inclusive standards and training provided to over 1250 Urban Local Bodies officials every year as of year 2.
OUTPUT 3.2 INDICATOR 2 Nb. of cities supported with access to data, tools and knowledge leading to	Means of verification: CDRI public website and DRI platform and project impact monitoring	Baseline (2022): Not supported yet	Target for the indicator: Data support is provided to 20 cities, 4 resilience tools are developed, 10	Annual targets: Data support to 5 cities 1 resilience tool 2 SOP/Guidelines

improved design, operation, and maintenance of infrastructure			SOP/ Guidelines are developed	
CDRI IRAF OUTPUT 3.3 Countries across high mountain regions are equipped with knowledge and resources to increase the resilience and inclusivity of their critical infrastructure systems				
OUTPUT INDICATOR 1 Increase in Nb. of mountainous countries receiving technical support in DRI inclusive policies, plans, standards and/or enhanced DRI gender and/or age disaggregated and open-source datasets	Means of verification: CDRI IRAF annual report and project monitoring reports	Baseline: Not yet started.	Target for the indicator: By 2027, 4 mountainous countries received technical support in DRI inclusive policies, plans, standards and/or enhanced DRI gender and age disaggregated and open-source datasets	Annual target: As of 2026, 2 mountainous countries received technical support in DRI inclusive policies, plans, standards and/or enhanced DRI gender and age disaggregated and open-source datasets
OUTPUT INDICATOR 2 Nb. of DRI / resilient recovery products and services that are locally relevant in high mountain regions and promoting inclusion, community knowledge and/or nature-based solutions, disseminated through various global and regional networks	Means of verification: CDRI public website and DRI platform and project impact monitoring	Baseline 2022: Not yet started.	Target for the indicator: As of 2026, 4 DRI/resilient recovery products and services	Annual target: As of 2026, 2 products and service offer on an annual basis

IRAF OUTPUT 3.4 Selected institutions engaged in critical infrastructure systems (including power, transport, telecom, health) are capacitated to address infrastructure vulnerability to disaster and climate risks through targeted capacity building				
<p>OUTPUT INDICATOR 1 Nb. of DRI sectoral studies and tools for critical infrastructure available in the knowledge repository with at least 50% that include provisions for specific population groups (such as women, people living with disabilities)</p>	<p>Means of verification: CDRI public website and DRI platform</p>	<p>Baseline 2022: Global study on airport resilience (advanced draft)</p>	<p>Target for the indicator: By 2027 over 2,000 case studies from Member Countries compiled and at least four sectoral tools/frameworks developed out of which 50% include provisions for specific population groups (such as women, people living with disabilities)</p>	<p>Annual target: An average of 400 sectoral studies collected on an annual basis and one sectoral tool/framework developed with provisions for specific population groups (such as women, people living with disabilities)</p>
<p>OUTPUT INDICATOR 2 - to measure capacity building of sectoral institutions including private sector: Nb. of practitioners from Member Countries supported to use DRI tools and frameworks emerging from sectoral studies and to apply an inclusivity lens to DRI investment planning</p>	<p>Means of verification: CDRI public website and DRI platform</p>	<p>Baseline: Not started</p>	<p>Target for the indicator: Over 10,000 practitioners supported to use DRI tools and frameworks emerging from the sectoral studies and to apply an inclusivity lens to DRI investment planning</p>	<p>Annual target: An average of 2,000 practitioners supported to use DRI tools and frameworks emerging from sectoral studies and to apply an inclusivity lens to DRI investment planning</p>

Annexure 5: Revised IRAF 2023 Budget

CDRI Infrastructure Resilient Accelerator Fund (IRAF) 2023 Annual Work Plan & Budget (REVISED)									
Output	Targets 2023	Activities	Timeline 2023				Budget In USD	Budget Description	Responsible entity
			Q1	Q2	Q3	Q4			
Link to CDRI Strategic Plan Results Framework 2023-2026 Strategic Outcome 1 (SO1): <i>A strong coalition that has the membership, resources, and global leadership to drive global, regional and local disaster resilient infrastructure</i>									
IRAF Outcome 1 - CDRI Secretariat organizational capacity Strengthened global partnership to drive global, regional and local DRI action Indicators for the outcome: Increase in Nb. of CDRI members, disaggregated by regions and country typology (MIC, LDC, SIDS)									
Output 1.1. CDRI Secretariat organizational capacity to manage a Multi Partner Trust Fund and implement at scale established	target 1: TFMC rules and procedures approved	1.1.1. IRAF Multi Partner Trust Fund established with governance, rules and procedures and standard agreements and templates	x	x	x				MPTF Office New York
	target 2: Four contribution agreements signed Include Resource mobilization target for 2023 here								
	target 3: IRAF Logframe and M&E plan developed to support integrated planning across outcomes	1.1.2. Programme management capacities enhanced in integrated planning, monitoring and reporting	x	x	x	x	42,000.00	Staff & other personnel: M&E Senior Specialist	CDRI
	target 4: 2023 Annual narrative report consolidated								

	target 5: IRAF Fund Operational Manual approved and implemented	1.1.3. Operations capacities enhanced in procurement, finance and human resource management		x	x	x	49,995.00	Staff and other personnel: Operations Senior Specialist	UNDP
	target 6: Procurement Manual for international organization developed								
	target 7: CDRI HACT & SEAH assessment completed, and mitigation / capacity building measures identified and prioritized			x		x	75,000.00	Procurement of contractual services for HACT & SEAH	UNDP
	target 8: HACT & SEAH assessments for recipient organizations under consideration in 2023							Travel Training workshops	
Sub total Outcome 1							1,66,995.00		
<p>Link to CDRI Strategic Plan Results Framework 2023-2026</p> <p>Strategic Outcome 3 (SO3): Enhanced capacities of government, private enterprises, and communities to implement post-disaster recovery and DRI action at scale</p> <p>IRAF Outcome 2.3 - Countries have increased access to knowledge and resources to increase the resilience and inclusivity of their critical infrastructure systems by 2020</p> <p>Indicators for the outcome:</p> <p>Increase in Nb. of countries that have adopted enhanced disaster resilient and inclusive standards for infrastructure system development and post disaster recovery</p>									
Output 2.1 SIDS are better equipped with knowledge and resources to increase the resilience and inclusivity of their	Target 9: Five (5) SIDS countries supported to develop projects to support inclusive policies and plans Target 10: Three (3) regional multi-country initiatives supported to develop project	Design, support and monitor targeted calls for proposals, advocacy and partnership building, capacity building interventions for SIDS countries				x	21,000.00	Staff and other personnel Head of Technical Unit (as of October)	CDRI

critical infrastructure systems	to support inclusive policies and plans		x	x	x	x	1,06,200.00	Staff and other personnel: IRIS Lead Specialist IRIS Senior Specialist (as of June) IRIS Project Associate	CDRI
	Enpanelled experts (roster)			x	x	x	60,000.00	Procurement of contractual services	CDRI
	Monitoring			x	x	x	50,000.00	Travel	CDRI
	Awards for SIDS project in policy development, planning and data management systems, research and innovation				x	x	24,75,000.00	Transfers and grants to counterparts	Grants
Output 4.3. M&E, Knowledge management, and programme support		Design call for proposals to scale up urban resilience solutions for infrastructure systems (floods, heat)	x	x	x	x	CDRI Secretariat		
Operating costs (Rent, HR, IT)								In-Kind CDRI services	CDRI
Sub total Outcome 2							28,10,800.00		
SUB TOTAL							29,77,795.00		
1% MPTF							29,777.95		
GRAND TOTAL							30,07,572.95		
