



Empowered lives.  
Resilient nations.



# 2023

## ANNUAL REPORT

# IRAF

Infrastructure Resilience Accelerator Fund  
CDRI Multi-Partner Trust Fund



Foreign, Commonwealth  
& Development Office



Co-funded by the  
European Union



Australian Government  
Department of Foreign Affairs and Trade

This is the Annual Report on the activities and results undertaken under the Infrastructure Resilience Accelerator Fund (IRAF) covering the period: 1 January – 31 December 2023.

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## Acknowledgements

The Fund extends its gratitude to the Governments of India, Australia, the United Kingdom, and to the European Union for their financial support. The Fund would also like to acknowledge the technical support from United Nations Development Programme (UNDP), the Government of France and United States of America.

Design: PIKSMO

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# Foreword



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Director General, CDRI



**Ronald Jackson**  
Head, UNDP Disaster Risk Reduction and Resilience team and Co-Chair of the Trust Fund Management Committee

2023 was a foundational year for the Coalition for Disaster Resilient Infrastructure (CDRI) Infrastructure Resilience Accelerator Fund (IRAF) where the range of activities included operationalization of the Fund, signing of financing agreements, launching its first call for proposals under the Small Island Developing States (SIDS) funding window, and disbursing the first tranche of funds. This first Annual Report for IRAF highlights the progress and results achieved in 2023.

In 2023, the Trust Fund Management Committee established to oversee the Fund, adopted the Fund Multi-Year Results Framework 2023-2027 that aligns with the three strategic pillars of CDRI's vision and Strategic Work Plan 2023-2026: Global leadership; Knowledge & Learning; and, Scaling up technical assistance and capacity building in countries. Also, the Fund governance and management arrangements were established and its policies and operating procedures developed to support due diligence, fast accreditation, speedy disbursements as well as programme oversight and quality assurance processes. The year 2023 also marked the signing of the Fund's first financing agreements with the Government of the United Kingdom and the European Union for a total of US\$ 14,192,697 and engaging in discussions with the Governments of India and Australia to capitalize the Fund.

From the overwhelming response received to the Fund's first call for proposals under the Infrastructure for Resilient Island States (IRIS) targeting SIDS, it is evident that the Fund responds to growing needs related to disaster risks amongst vulnerable nations. Under the first call, US\$ 5.81 million has been awarded to support 13 SIDS in enhancing the resilience of their infrastructure systems.

Looking ahead, CDRI will continue to expand support through the SIDS window, as well as launch new programmatic funding windows to implement the Coalition's vision. It is important to focus on resource mobilization to achieve the initial target of US\$ 50 million and to strengthen programmatic and oversight functions with a strong emphasis on communication and information management. Further, enhancing the capacity of CDRI Secretariat staff, with support from UNDP, will contribute to managing the activities related to the Fund.

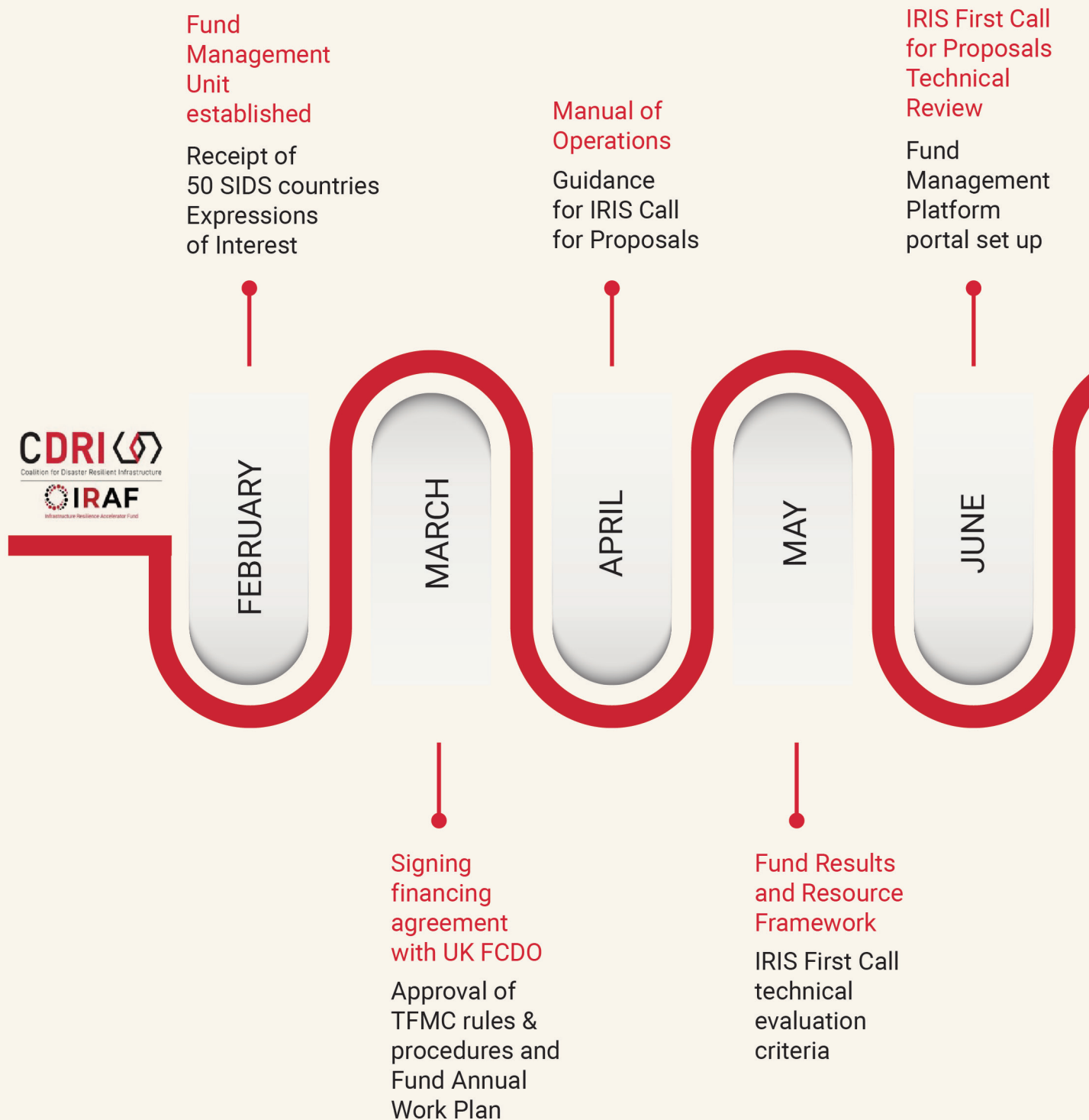
We thank the members of the Trust Fund Management Committee and our financing partners for supporting the launch and establishment of the Fund throughout the year and for their continued trust in CDRI.



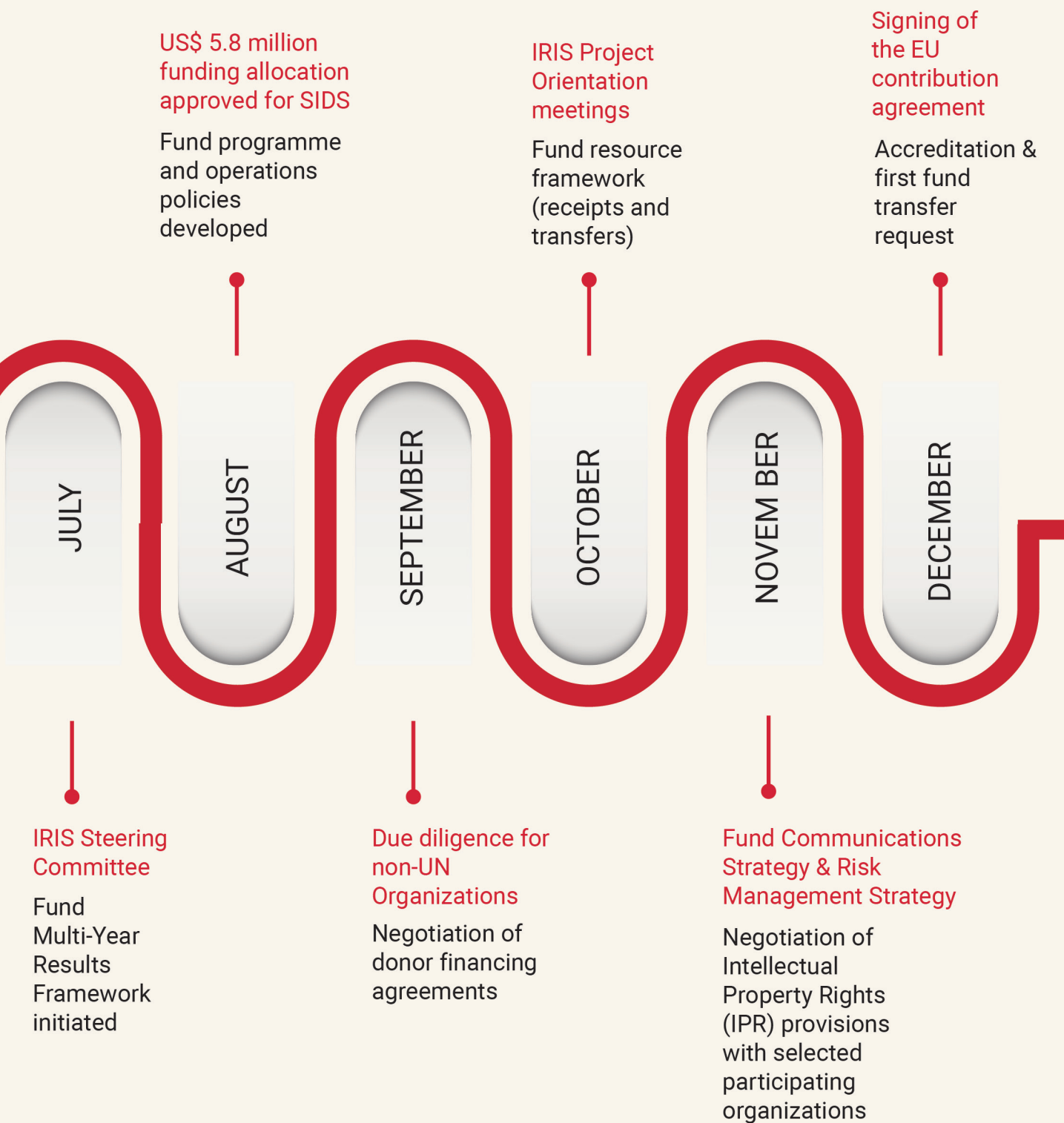
# List of Acronyms and Abbreviations

<b>CDRI</b>	Coalition for Disaster Resilient Infrastructure
<b>COP</b>	Conference of Parties
<b>EC</b>	Executive Committee
<b>EU</b>	European Union
<b>FCDO</b>	Foreign, Commonwealth and Development Office
<b>FMP</b>	Fund Management Platform
<b>FMU</b>	Fund Management Unit
<b>GESI</b>	Gender Equity and Social Inclusion
<b>HACT</b>	Harmonized Approach to Cash Transfer
<b>ICDRI</b>	International Conference on Disaster Resilient Infrastructure
<b>IPR</b>	Intellectual Property Rights
<b>IRAF</b>	Infrastructure Resilience Accelerator Fund
<b>IRAX</b>	Infrastructure Resilience Academic Exchange
<b>MPTF</b>	(United Nations) Multi-Partner Trust Fund
<b>NGO</b>	Non-Governmental Organization
<b>NUNO</b>	Non-United Nations Organization
<b>PIP</b>	Project Initiation Plan
<b>SAA</b>	Standard Administrative Arrangement
<b>SEAH</b>	Sexual Exploitation, Abuse and Harassment
<b>SIDS</b>	Small Island Developing States
<b>TFMC</b>	Trust Fund Management Committee
<b>TOR</b>	Terms of Reference
<b>UNDP</b>	United Nations Development Programme
<b>UNDRR</b>	United Nations Office for Disaster Risk Reduction
<b>UN-MPTFO</b>	United Nations Multi-Partner Trust Fund Office
<b>UNOPS</b>	United Nations Office for Project Services
<b>UK</b>	United Kingdom

# ONE YEAR AT A GLANCE











# 1

## Fund Purpose, Objectives and 2023 Targets

The Coalition for Disaster Resilient Infrastructure (CDRI) launched a dedicated multi-partner trust fund at COP27 to implement the vision of the Coalition. The Infrastructure Resilience Accelerator Fund (IRAF) was established with the support of the United Nations, to mobilize and channel resources for CDRI's work plans through an inclusive and transparent decision-making structure, and to promote coordination, alignment and coherence among CDRI member countries and organizations around common programmatic priorities.

The Trust Fund Management Committee (TFMC) approved an annual budget allocation of US\$ 3,007,572 to support the Fund inception phase.

The first objective was to strengthen the CDRI Secretariat organizational capacity to manage the Fund with the establishment of a joint CDRI-UNDP Fund Management Unit (FMU) supported by a

recruitment plan, and the development of a set of policies, processes and tools such as the Fund Manual of Operations and the TFMC rules and procedures.

The second objective of the inception phase was to facilitate the first call for proposals for Infrastructure for Resilient Island States (IRIS) by supporting the development of country and regional multi-country project proposals, and the facilitation of the due diligence process for the timely accreditation of non-UN organizations (NUNOs) as recipients of the Fund. Other important milestones expected under the inception phase included the signing of donor contribution agreements to capitalize the Fund, the design of the Fund Multi-Year Results Framework, the development of the communication, outreach and resource mobilization strategy and the design of a second call for proposals.



# 2

## Fund Portfolio

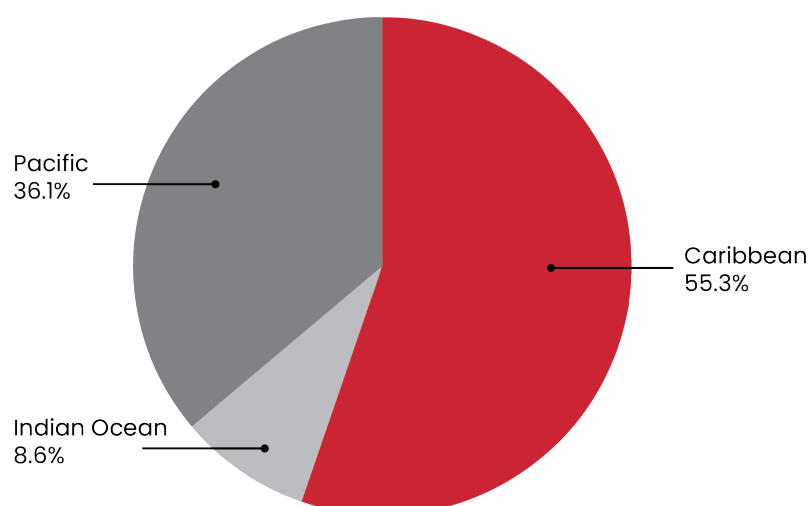
### 2.1 Access through competitive process: IRIS First Call for Proposals

CDRI's IRIS programme was operationalized under the first IRAF funding window for Small Island Developing States (SIDS). The First Call for Proposals that was launched at COP27 under the SIDS window was open to all SIDS. Through this first round of funding, IRIS invited single country (ranging from \$ 150,000 to \$ 500,000) and regional multi-country projects (up to \$ 750,000 for at least three countries) that will enhance informed decision-making, locally relevant technical knowledge, and fit-for-purpose processes and tools for resilient infrastructure development and operations. A total of 50 expressions of interest were received across 28 SIDS, out of which 19 were shortlisted and invited to the next stage of project proposal development.

The FMU developed detailed guidance to support the project proposal development and the use of the online portal for proposal submission, organized information webinars and bilateral meetings with nodal government agencies, offered consultancy

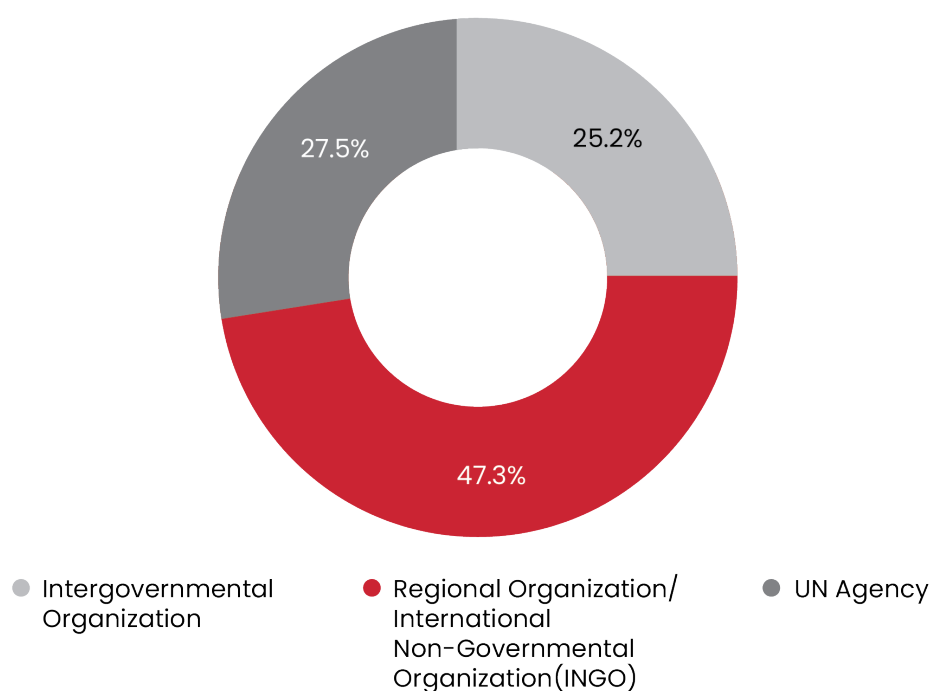
services for developing full-fledged proposals and facilitated in identifying implementing organizations eligible to receive funding as per the Multi-Partner Trust Fund (MPTF) procedures. By the stipulated deadline of 16 June, 18 project proposals were received.

The technical evaluation criteria developed by the FMU considered both the implementation capability and track record of the applicant organizations and the technical soundness and feasibility of the project including gender equality and social inclusion (GESI) considerations. A technical review panel was convened in July; its conclusions were reviewed by the IRIS Steering Committee that recommended 11 project proposals for funding from Pacific, Indian Ocean and Caribbean regions. On 29 August, the TFMC approved a funding allocation of \$ 5,810,990 to 11 projects across 13 countries ranging from Retrofitting Housing Strategy, Climate Resilient Transport Infrastructure, to Piloting Disaster Risk Insurance Scheme.



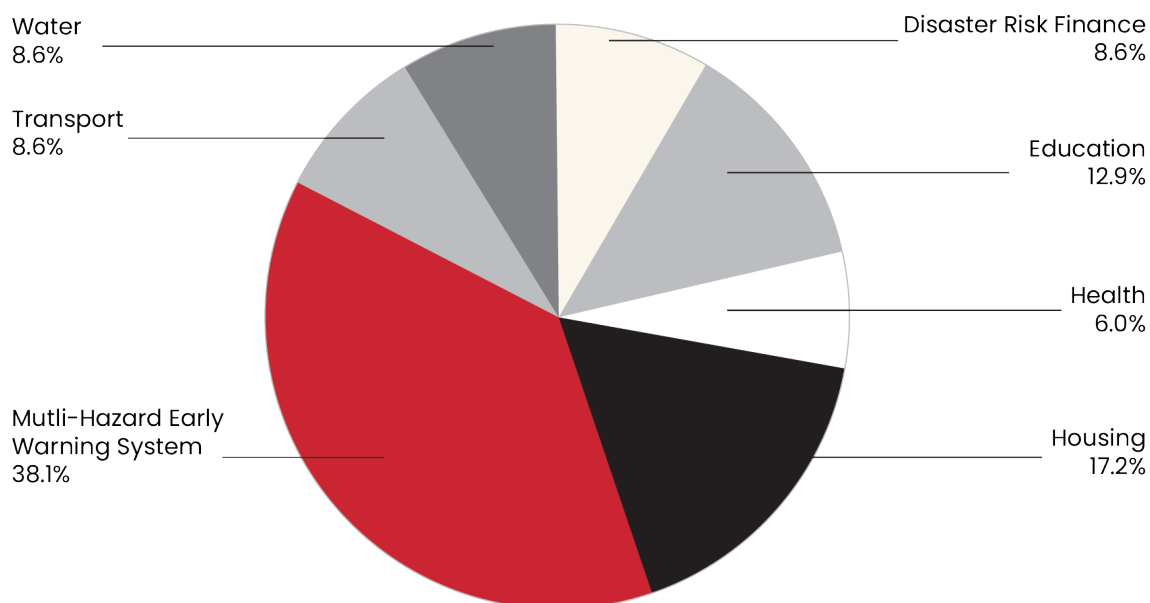
**Figure 1: Regional Distribution of Fund Outlay under the IRIS First Call for Proposals**

The first 11 projects approved under the Fund are distributed across the Caribbean region (55%), the Pacific region (36%) and the Indian Ocean region (9%).



**Figure 2: Funding Allocation under the IRIS First Call for Proposals (Type of Implementing Organization)**







When considering the distribution of the funding allocation to proposed implementing organizations, Regional Organizations and International NGOs receive 47%, followed by UN Organizations (28%) and 25% allocated to Intergovernmental Organizations.



**Figure 3: Sectoral Allocation of Projects selected under the IRIS First Call for Proposals**

### Project Snapshots

S.No.	Project Name	Country	Description	Budget (US\$)
1 	<b>National Surveys for Infrastructure Resilience Geospatial Databases to Support Exposure and Hazard Modeling</b>	Vanuatu, Kiribati, Tonga	This multi-country project will support data collection and management on hazards and infrastructure assets, ensuring that information is up-to-date, centralized and accessible so it can allow efficient early warning systems, protecting lives and investments from disaster and climate risks.	750,000
	<b>Data and Systems for Resilient Housing Programs</b>	Dominica	This project will support Dominica in reaching its resilient housing target, which is to achieve 90% of building code-compliant housing units, by focusing on retrofitting existing buildings.	499,862
	<b>Mapping, Assessing and Planning for Comprehensive Multi-Hazard Early Warning Capabilities</b>	Fiji	The project aims to improve the efficiency of emergency operations in Fiji by integrating single-hazard warning systems into a Multi-Hazard Early Warning System and addresses the resilience of coastlines and riverbanks to prevent erosion and flooding.	500,000

4 	<b>Roadmap for Health and Coastal Infrastructure Resilience of the Marshall Islands</b>	Marshall Islands	The project will support infrastructure capacity assessments in the health and coastal sectors in the Republic of Marshall Islands to create an enabling environment for institutions and people to plan, deliver and maintain resilient infrastructure.	350,000
5 	<b>Strengthening Institutional and Technical Capacity for Climate Resilient Transport Infrastructure Development</b>	Papua New Guinea	The project aims to support the government of Papua New Guinea to develop risk-informed investment in the transport sector, targeting vulnerable roads and bridges for reinforcement or designing new infrastructure to withstand future climate events.	499,998
6 	<b>Strengthening Capacities, Security and Resilience of Critical Infrastructure</b>	Dominican Republic, Cuba, Haiti	This project will create a network of trained infrastructure professionals from the Dominican Republic, Cuba and Haiti to implement resilience actions for schools and water infrastructure, considering vulnerability to multiple hazards in the Caribbean.	749,384
7 	<b>Towards Developing Strategic Sustainable Integrated National Drainage and Irrigation Systems</b>	Guyana	This project aims to address flood risks in Guyana, especially along its coastline, through the creation of an integrated strategy for drainage and irrigation in the country with resilience objectives at its core.	499,947
8 	<b>Strengthening Data Management Foundation for Disaster Risk Preparedness in Belize</b>	Belize	The project will strengthen data collection and maintenance to inform urban planning decisions, and anticipatory action particularly in coastal areas of Belize. This will support the country's efforts of constituting a database for risk-sensitive land use planning.	499,929
9 	<b>Enhancing National and Sub-National Capacity for Resilient Infrastructure</b>	Maldives	The project aims to support island councils in acquiring the skills to decentralize infrastructure planning and maintenance processes, in a context of high hazard exposure and rapid expansion of infrastructure services across the 187 inhabited islands of the Maldives. The project will explore a disaster insurance scheme for infrastructure assets.	499,990



10 	<b>Revision of the Haitian National Building Code</b>	Haiti	The project's objective is to revise the Haitian Building Code to make it more responsive to a multi-hazard environment and to make it applicable to existing buildings and vernacular architecture, closing the gap between code-compliant formal housing and the vast majority of buildings where Haitian families live.	499,752
11 	<b>Dominican Republic National Multi-Threat Early Warning System</b>	Dominican Republic	The project's objective is to improve the management of risk and vulnerability data to enhance the efficiency of the National Multi-Threat Early Warning System and allow for risk-informed infrastructure planning and operations.	462,128



**Photo 1: Projects selected to receive funding through the IRIS First Call for Proposals announced at CDRI's first Regional Conference in the Americas, October 2023**



## 2.2 Project orientation and accreditation process

Following the TFMC's approval of the recommended projects, the FMU facilitated the orientation of selected governments and implementing organizations as well as the accreditation process for NUNOs with the support from the UN Multi-Partner Trust Fund Office (UN-MPTFO).

Around 10 project orientation meetings were organized wherein 54 representatives from the SIDS governments and implementing organizations participated. The focus of these orientation meetings was to introduce the Fund policies, procedures and tools to ensure smooth implementation and promote co-creation and collaboration between governments and implementing organizations.

### Box 1: Promoting country leadership and ownership

CDRI mandate and value proposition puts a strong emphasis on bringing voices from vulnerable geographies and populations. IRAF promotes equal partnership and collaboration between countries and is driven by the demands of the most vulnerable countries to disaster and climate risks. In this respect, the Fund's policies and processes that have been designed in 2023 are geared to promote countries' leadership and ownership.

The design of the funding windows and calls for proposals is underpinned by a process of co-creation. A Steering Committee composed of representatives from CDRI member countries and technical partners is established to provide strategic guidance and oversight to the window-specific activities of the Fund at every step of implementation from design and appraisal to quality assurance and monitoring. The diversity of the Steering Committee membership is an assurance to provide an objective standpoint when making recommendations on resource allocation to the TFMC as well as allows for precise geographic or sector-specific focus under the particular funding window.

The governments and national institutions influence leadership on project implementation. Governments are signatories of the project document and any project document revision. They take part in the quarterly, annual, and final project reviews. They play a leading role in the quality assurance system in pre-defining standards and expectations and determining if the final project deliverables meet these quality standards.

Concurrently, the accreditation process for five NUNOs was initiated. All five NUNOs under consideration passed the Harmonized Approach to Cash Transfer (HACT) assessment and were assessed to be "low risk". Four NUNOs passed the prevention of Sexual Exploitation, Abuse and Harassment (SEAH) assessment; one is under process. The United Nations Office for Project Services (UNOPS), also one of the selected implementing organizations, signed the Memorandum of Understanding with UNDP and the United Nations Office for Disaster Risk Reduction (UNDRR) to join the Fund. By the end of December, the first fund transfer requests were authorized.

## 2.3 Consultations on IRIS next call for proposals under the SIDS Fund Window

The design of the Second Call for Proposals for SIDS is informed by the lessons learnt from the implementation of the first call and the consultations with key SIDS stakeholders in

regional and international forums. Some of the key recommendations that emerged from these consultations include:

1. There is a growing demand for resilience building interventions in the water and sanitation infrastructure sector.
2. In the Pacific, a key capacity gap is the lack of effective risk identification tools for application to key infrastructure assets.
3. SIDS face multiple barriers to data collection and analysis for resilient infrastructure development. This includes the high acquisition costs in accessing high-resolution data that can support the design of precise model estimations. SIDS also lack the digital infrastructure and technical capacity needed to efficiently collect and use the available data for developing policies and strategies.
4. The Fund should explore modalities to offer direct support to governments.

## 2.4 Consultations on new funding windows and programmes

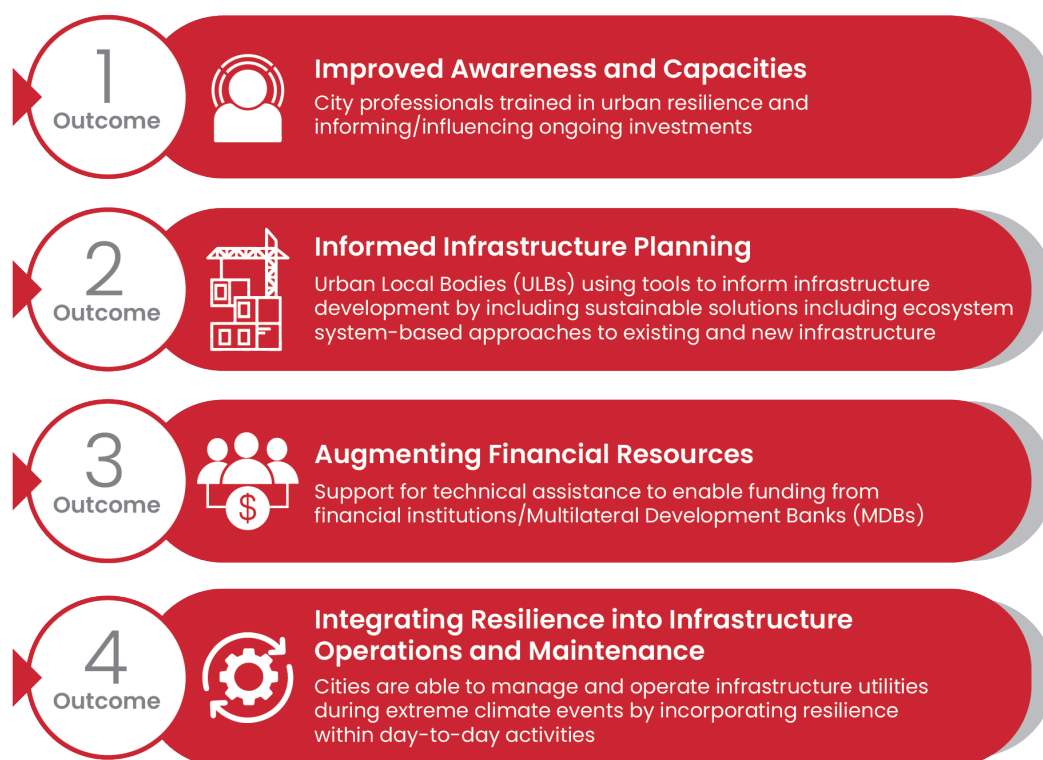
### Urban Infrastructure Resilience Fund Window

In accordance with the CDRI Strategic Work Plan 2023-2026, an Urban Infrastructure Resilience Programme is being designed to support resilient infrastructure needs in member countries. An in-depth landscape analysis along with extensive stakeholder consultations led to the preparation of an Urban Infrastructure Resilience Strategy that was launched at COP28. To support the rollout of the strategy and offer support to member countries through IRAF, an Urban Infrastructure Resilience Fund Window along with a call for proposals will be launched in 2024.

The design of this programmatic funding window was informed by an in-depth landscape analysis aimed at unpacking the multi-faceted impacts of extreme heat and floods on urban infrastructure. The analysis considered the immediate challenges and the potential long-term trends. Simultaneously, efforts were made to identify the data and information challenges faced by urban planners

and managers. In parallel, the CDRI Secretariat undertook a meticulous mapping of the ongoing urban climate change adaptation efforts from local grassroots projects to global initiatives. This analytical mapping allowed for building upon successful models and avoiding redundancy in the design of the future Urban Infrastructure Resilience Fund Window.

These findings then served as the foundation for a series of consultations that took the form of panel discussions, roundtable sessions, hands-on interactive workshops, bilateral meetings and brought together a diverse array of stakeholders including member countries, multilateral and bilateral organizations, city networks, multilateral development banks, academic institutions, and non-governmental organizations. Engaging with over 60 stakeholder organizations provided a wealth of perspectives, enriching the understanding of the challenges faced by urban communities, capturing not only the complexities and obstacles within the realm of urban resilience but also identifying the potential pillars of interventions.



**Figure 4: CDRI's Urban Infrastructure Resilience Programme Strategy: Key Outcomes**

## The Infrastructure Resilience Academic Exchange (IRAX) initiative

The Infrastructure Resilience Academic Exchange (IRAX) initiative was launched at the International Conference on Disaster Resilient Infrastructure (ICDRI) 2023. The design of the IRAX network was informed by stakeholder consultations with leading universities, notably in SIDS, United Kingdom, and

United States, as well as CDRI member countries, financing partners, stakeholders and infrastructure investors. The consultations were used to explore the limitations, challenges and opportunities of the “network” modality. The consultations culminated in by a knowledge gap assessment with universities in 19 CDRI member countries, and a separate disaster resilient infrastructure (DRI) survey covering 16 leading specialized academics.



**Photo 2: Resolving session on IRAX at ICDRI 2023, April 2023**

These in-depth consultations and research have helped identify six priorities:

- The need for a global network leveraging existing academic networks for encouraging university-university-industry cooperation;
- Curriculum development with an ambition to promote a full-fledged degree on DRI;
- Industry connect to understand industry requirements and chalk out a way forward for promoting DRI jobs and internships;
- DRI research, specifically assessing knowledge and skill gaps and their translation into research projects and curriculum;
- Fellowships and scholarships to promote student and faculty exchanges to encourage knowledge transfer; and
- Capacity building on DRI to target students, faculty and mid-level professionals.



A funding window will be designed in 2024 to offer support through IRAF to enable five initiatives:

1. Creation of a consortium of universities on DRI across CDRI member countries
2. Development of research centres and labs on DRI
3. Development of a global model curriculum on DRI
4. Mechanism to engage industry partners in curriculum building, research internships and capacity development

5. Comprehensive capacity development programmes targeting mid-career professionals and students at various levels of university education and faculty

CDRI is exploring opportunities for rolling out any of the above envisioned Academic Exchange initiatives through the Fund through a full-fledged CDRI implemented programme and/or a competitive process.





# 3

## Fund Policies, Systems and Tools

### 3.1 Trust fund policies

During the inception phase, the FMU was tasked to develop policies, guidelines, tools and templates that are meant to operationalize the Fund and ensure smooth delivery.

The TFMC rules and procedures, which describe the functions of the Fund governing body including its membership and chairmanship, decision-making process and periodicity, were approved in March.

The Manual of Operations, which describes the Fund procedures and policies - including access modalities, programming and monitoring and evaluation arrangements, audit, fund administration, information disclosure, and complaints mechanism, was approved in October.

A set of guidelines and templates and a self-help guide for the Fund Management Platform portal were developed to facilitate the calls for proposals, including terms of reference for Steering Committee and technical review panel, guidance and template for funding window and call for proposals, evaluation criteria, guidance for project developers, on-line project proposal template, amongst others.

To support programme oversight, the FMU started the development of a set of tools, templates and processes to guide and oversee project implementation and support quality assurance such as a schedule of project reviews, inception report and quarterly report templates and project risk register.

The Fund communications strategy, which guides communication efforts of different Fund stakeholders (participating countries, contributing partners, implementing organizations) at global, regional and country level, was developed as a subset of the broader CDRI communications strategy with the overarching goal to grow the Fund portfolio of projects and the Fund capitalization.

The FMU initiated the development of the Fund risk management strategy to have a structured approach for addressing diverse risks – political, programmatic, environmental, operational, financial and fiduciary – that can ultimately affect the capacity of the Fund to achieve its strategic objectives.

The risk management strategy will describe the principles, procedures and mechanisms to identify, assess, manage and mitigate different types of risks and will be finalized in 2024.

### 3.2 Fund results multi-year framework

The Fund Multi-Year Results Framework was prepared immediately after the approval of the CDRI Strategic Work Plan 2023-2026. The Fund outcomes, outputs, indicators and targets are fully aligned with the CDRI Strategic Work Plan 2023-2026. While the first outcome is meant to establish and strengthen CDRI multi-stakeholder platforms and position its Secretariat as a manager of the Fund over a period of time; the second outcome is dedicated to generating and disseminating global DRI research, knowledge and innovation; and the third outcome focuses on directly targeting countries with knowledge, resources and technical assistance. Responding to a TFMC recommendation, the Fund monitoring and evaluation framework and the number of indicators was simplified and streamlined and approved by the TFMC for the period 2023-2024.

*Progress against the 2023 Annual Targets is provided as an annexure to this report.*

### 3.3 Gender equality and social inclusion

#### Mainstreaming gender equality and social inclusion (GESI) in the Fund's policies, tools and mechanisms

Throughout the year, efforts were made to systematically integrate a GESI lens in the Fund programmatic and operations tools and templates including:

- The Fund Multi-Year Results Framework (which includes explicit GESI targets in outputs 1.1, 3.1, 3.2 and 3.4)
- The Fund Manual of Operations (adoption of gender marker, proposition of inclusion criteria in procurement processes and project appraisal, and GESI mainstreaming in the Fund's M&E approach)

- Project Proposal template and Project development guidance (GESI section)
- Progress Reports templates (GESI section)

#### GESI mainstreaming in IRAF-financed programmes

The third pillar of the IRIS programme focuses on gender and disability inclusive infrastructure resilience, hence, GESI activities represented a significant step of the programme's establishment in 2023.

- **Programme governance and management:** The programme team promoted diverse representation in the IRIS Steering Committee which comprises a majority of women and island country representatives. Likewise, in IRIS events, diversity of panels was paramount, offering the stage to women, Global South and island nations' representatives, with accommodations for speakers with disabilities as well. The programme team also implemented measures to reduce bias in recruitment. IRIS' GESI action plan was finalized and validated by the Steering Committee in July, which included the nomination of a GESI focal point.
- **Gender analysis:** The IRIS programme is going through a robust gender analysis which will be proposed as a white paper publication in 2024. Progress on this task in 2023 includes the validation of research questions and the compilation of the bibliography.
- **Engagement of NUNOs and Participating UN Organizations on GESI:** The FMU briefed applicants and grantees about the Fund's and programme's GESI requirements at various stages of the first call for proposals (expression of interest, proposal and inception), conveying both general recommendations and project-specific feedback and guidance. The FMU also supported NUNOs in preparing for the assessment of the prevention of sexual exploitation, abuse and harassment provisions as part of the Fund due diligence, providing guidance on strengthening safeguards.

**Table 1: GESI Indicators for IRIS**

Indicator	2026 target	2030 target
IRIS programme rating on UN gender marker <sup>1</sup>	2a	2a
Number of country-specific or regional knowledge products on GESI, resilience and infrastructure	2	2
Proportion of IRIS grants with GESI impact indicators	60%	90%
Number of SIDS with GESI-focused initiatives relating to infrastructure resilience	2	5

### 3.4 Information management system

IRAF's Fund Management Platform was established using the Multi-Partner Trust Fund's newly launched global portal. The platform provides real-time data on Fund receipts and disbursements to selected participating organizations as well as provides a portal for project management from expression of interest to project design, signing, implementation, monitoring and closure. All 18 project proposals submitted in response to the Fund First Call for Proposals have been successfully uploaded to the portal.

Complementary to the portal, an open and transparent information system (intranet) to provide easy access to the TFMC and other Fund stakeholders including countries and participating organizations to the Fund Operations and Programme policies, templates, standard operating procedures and tools has been designed and will be launched in early 2024.

<sup>1</sup>The UN Gender Equality Marker is a tool to track financial allocations and expenditures according to their contribution to gender equality and/or women's rights

# 4

## Fund Resource Mobilization

2023 marked the signing of the Fund's first financing agreements for a total of \$14,192,697. With an initial duration of five years, it is envisioned that IRAF will reach \$50 million with an annual resource mobilization target of \$10 million.

In 2023, the FMU prioritized the negotiation of the donor financing agreements with the support of the UN-MPTFO with the four donors who had expressed an interest in the Fund:

- **United Kingdom (UK):** The financing agreement with the Foreign, Commonwealth and Development Office (FCDO) was signed in March 2023 and two installments totaling \$1,323,611 (out of a commitment of \$8,890,197) have been received.
- **European Union (EU):** Following a series of consultations, the EU contribution agreement was signed by November 2023 and the first tranche of \$3 million (out of a commitment of \$5.3 million) has been received.
- **Government of India:** A series of consultations were held between the Ministry of Home Affairs, FMU and UN-MPTFO. The Government of India has indicated that it will contribute directly to the Fund and is expected to sign the financing agreement in the first half of 2024.
- **Australia:** Discussions with the Government of Australia are in an advanced stage. The FMU has provided supporting documents to the Government of Australia for their internal processing and expects that the financing agreement will be signed in the first half of 2024.

The FMU also initiated the mapping of funding sources and opportunities for partnerships and collaboration as a preliminary step which will inform the development of the outreach and resource mobilization strategy for the Fund in 2024.





# 5

## Fund Governance

### 5.1 Trust fund management committee

The Fund has an established governing body that convened twice in 2023 to make managerial decisions about the Fund policies, programme and resource allocation.

The CDRI Executive Committee (EC) has been expanded to function as the governing body – the TFMC – for decisions related to the Fund. The TFMC has three Co-Chairs, including the permanent EC Co-Chair, rotating EC Co-Chair and a Co-Chair from the UN. It provides strategic direction and oversight to the Fund and approves programmatic funding windows and funding allocations. Such a composition of the TFMC provides a unique opportunity to the Fund and the Coalition wherein decisions are made by involving representatives of all CDRI members, and not just donors, hence ensuring country leadership at all stages – design, decision-making and quality management of the Fund.

In March 2023, the TFMC convened to review and approve the Fund Annual Work Plan, including the

Inception Phase activities and the IRIS SIDS funding window. The TFMC endorsed the key functions and core staffing of the FMU and approved budget provisions to establish the Unit. The TFMC also approved budgetary provisions for IRIS to continue SIDS outreach activities in 2023.

In August 2023, the TFMC convened to review and approve the fund allocation for IRIS First Call for Proposals, the Fund Multi-Year Results Framework, the Fund Manual of Operations and the FMU project initiation plan. The TFMC approved a fund allocation for 11 project proposals, subject to availability of funds and subject to compliance with SEAH requirements. The TFMC recommended amending the Fund Manual of Operations and the Fund Multi-Year Results Framework which were later approved on a non-objection basis. Subsequently, the TFMC authorized the release of funds for the FMU Project Initiation Plan.

### 5.2 Fund management unit

The TFMC approved the set-up of a lean and agile FMU responsible to support the implementation of

the Fund programmes according to international fund programme management standards. The FMU comprises an Administrative Unit, hosted by UNDP Crisis Bureau, and a Technical Unit which is the CDRI Secretariat.

The Administrative and Technical Unit/CDRI Secretariat established working processes and practices to work in close collaboration and in a complementary manner that have proved successful and enabled the FMU to complete the deliverables that were entrusted by the TFMC.

All FMU project milestones have been met, with the exception of the finalization of the resource mobilization strategy and the completion of the FMU recruitment plan. In the first half of the year, the Administrative Unit hosted by UNDP and the CDRI Operations team collaborated on the co-creation of the Fund Manual of Operations and various procedures, tools and templates as described above. In the second half of 2023, the FMU put a stronger emphasis on resource mobilization, especially the negotiation of donor financing agreements. The Administrative Unit, together with the CDRI Operations team, prepared the Fund Resource Framework which is updated on a monthly basis to synchronize fund receipts and fund transfers to grantees.

With respect to team building and collaborative ways of working, the Fund information management system has been designed to provide easy access to information for the Fund stakeholders including CDRI personnel, TFMC members, financing partners and participating organizations (to be launched in 2024). Moreover, the Administrative Unit introduced the CDRI Secretariat staff to the Fund programme and operations, policies and processes. The head of the Technical Unit has been recruited, as well as the IRIS Senior Specialist. The recruitment of the Operations Management Specialist and Fund M&E Specialist was postponed to early 2024 to coincide with the inception phase of the first approved projects in January 2024.

The Administrative Unit worked closely with the Technical Unit, mainly the IRIS team, to accompany every step of the call for proposals. More specifically, the Administrative Unit supported the due diligence process for the accreditation of five NUNOs, the recruitment of experts to support project proposal development in Fiji, and the organization of the IRIS Steering Committee in Chennai, India.

The Administrative Unit served as a liaison with the UN-MPTFO and extended day-to-day support to the selected implementing organizations in the revision of their project proposals, and the completion of their HACT & SEAH risk assessments.



# 6

## Reflections on Achievements & Lessons Learnt and Risks

### Achievements and lessons learnt

1. The programmatic and operational arrangements put in place, notably with respect to managing conflict of interest, have been successful in enforcing transparent criteria for decision-making on resource allocation.
2. The success in the mobilization of CDRI members and partners' expertise to support the design, technical review and appraisal of the IRIS call for proposals through pro bono inputs is a demonstration of the strength of the Coalition's partners.
3. The FMU working modalities established between the Administrative Unit and Technical Unit have created an efficient space for collaboration and co-creation.
4. The UN-MPTFO policies such as non-earmarking, audit regime or financial reporting provisions need to be better socialized with potential financing partners. Along with the programmatic discussion, awareness raising efforts on the Fund operations with financing partners need to be pursued.
5. The sustained engagement with financing partners to build a common understanding of the Fund rules and procedures is a critical element of success in partnership building and resource mobilization.
6. The pace of the accreditation process is dependent on the availability and capacity of the NUNOs, and it is recommended to increase the timelines for the completion of HACT and SEAH assessments. Based on 2023 experience, it is recommended to ask MPTFO to consider increasing the validity period of the assessments (currently valid for two years).
7. The SEAH requirements are relatively new and sometimes misconstrued which has delayed the accreditation process. It is recommended to organize dedicated briefing on SEAH requirements as part of the outreach campaign to potential implementing organizations at the time of proposal submission.

## Risks

1. Earmarking of funds for specific programmatic activities or geographic regions by donors can decrease the Fund's flexibility to respond to country demands as these emerge and can create funding gaps for certain CDRI priorities. The design of the resource mobilization strategy should emphasize the need to promote flexibility in funding allocation.
2. The Fund policies and procedures aligned with the UN MPTF principles need to be conducive to promoting innovation and flexibility which are essential elements of the IRAF identity. Going forward, the Fund should explore new engagement modalities that need to be customized to respond to CDRI members' expectations while complying with UN-MPTFO requirements.
3. The FMU's oversight, quality assurance and monitoring capacities need to be continuously adapted to match the requirements of the Fund portfolio of projects as it grows.
4. Timely communication on the Fund developments and activities between the FMU and the TFMC and the donors is essential for efficient Fund governance. The implementation of the Fund communications strategy with the launch of the Fund information management system and the Fund monthly update will further promote transparency and accountability.
5. The FMU needs to consider different time zones in coordinating among different stakeholders (governments, participating organizations, financing partners, UN-MPTFO) located in different geographic regions.

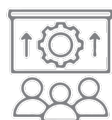
# 7

## Looking Ahead

The Fund will focus on four main priorities in 2024:



**Grow the Fund portfolio of programmes and projects** by supporting the design of new programmatic funding windows and outreach towards CDRI member countries and organizations, and communication efforts to attract good quality funding proposals.



**Building CDRI processes** and implementing a sequenced capacity building plan with key milestones to hand over the Fund to CDRI in due course.



**Grow the Fund capitalization** by designing and implementing the Fund resource mobilization strategy and positioning the Fund globally as the main engine for the implementation of the CDRI Vision and Strategic Work Plan 2023-2026.



**Enforce programmatic and operational efficiency principles** through enhanced access to information, seeking client and partner feedback, testing and improving quality assurance, risk management, M&E tools and communications.

## Annex: Reporting against Annual Targets

### CDRI Infrastructure Resilience Accelerator Fund Multi-Year Results Framework

It may be noted that CDRI programmatic activities undertaken in the year 2023 (from January to December) implemented through IRAF are highlighted in 'Beige', whereas those undertaken through CDRI Secretariat are highlighted in 'Light Grey'.

OUTCOME 1 - Strengthened global partnerships to drive global, regional and local DRI action			
Outcome indicator	Target for the indicator	Annual target	Progress against the annual target
Increase in no. of CDRI members, disaggregated by regions and country typology	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	6 new countries joined the Coalition:  Antigua and Barbuda, Guatemala, Honduras, Nauru, Samoa, and Tonga.

OUTPUT 1.1. CDRI Secretariat organizational capacity to manage a Multi-Partner Trust Fund and implement at scale established			
Outcome indicator	Target for the indicator	Annual target	Progress against the annual target
Increase in IRAF financial resources disaggregated by no. of financing partners	By 2027, at least US\$ 50 million mobilized from at least 4 partners and securing of additional commitments of US\$ 100 million from at least four more partners including from the private sector	At least US\$ 10 million mobilized and an additional commitment of at least US\$ 10 million every year including from the private sector	US\$ 14,192,697 was mobilized through signed agreements with the Government of the United Kingdom and the European Union.
No. of programmatic window and programmes and no. of calls for proposals	By 2027, six thematic or geographical funding windows or programmes designed and 15 calls for proposals published	One thematic or geographical window or programme, and 3 calls for proposals published	The call for proposals for SIDS was completed.  Two new funding windows (urban and academia) and one call for proposals (IRIS) under development.

OUTPUT 1.2 Creation of opportunities to network and collaborate to mainstream DRI agenda			
Outcome indicator	Target for the indicator:	Annual target	Progress against the annual target
No. of global and regional conferences organized	By 2027, 4 annual ICDRI and 4 regional conferences, and 8 advocacy sessions	One ICDRI and one CDRI regional conference and two advocacy sessions in global or regional events	The activities were undertaken by the Coalition, but not funded through the IRAF Multi-Partner Trust Fund.
Increase in no. of institutions and professionals engaged in multi-stakeholder platforms for global advocacy	By 2027, engagement in global advocacy events covering over 100 institutions and 1000 professionals	Engagement in at least 2 global events and at least 20 new institutions and 200 professionals	The activities were undertaken by the Coalition, but not funded through the IRAF Multi-Partner Trust Fund.

**OUTCOME 2 - Global DRI research, knowledge and innovation are generated, disseminated and accessible to promote risk informed policy and practice**

Outcome indicator	Target for the indicator	Annual target	Progress against the annual target
Increase in no. of beneficiaries of capacity building opportunities through training, peer learning, certification, academic network including women	By 2027, at least 15,000 people have accessed capacity building opportunities (training, peer learning, certification, academic network) including 30% women	As of year 2, at least 3,500 people have accessed capacity building opportunities (training, peer learning, certification, academic network) including 30% women	Will be reported against as of year 2 (2025).

**OUTPUT 2.1 Enhanced understanding of infrastructure systems resilience with regard to emerging risks, uncertainties and vulnerabilities**

Outcome indicator:	Target for the indicator	Annual target	Progress against the annual target
No. of DRI knowledge resources made available on public website or DRI Connect Platform	By 2027, at least 1,000 DRI knowledge resources made available to DRI Connect Platform for registered users	At least 200 DRI knowledge products made available on public website or DRI Connect Platform annually	The activities were undertaken by the Coalition, but not funded through the IRAF Multi-Partner Trust Fund.
Outcome indicator	Target for the indicator	Annual target	Progress against the annual target
No. of DRI tools developed	By 2027, four tools developed for better budgetary planning and decision making on infrastructure investment	As of year 2, one tool launched every year	Will be reported against as of year 2 (2025).

**OUTPUT 2.2 Countries have timely access to knowledge and peer to peer engagement opportunities**

Outcome indicator	Target for the indicator	Annual target	Progress against the annual target
No. of users of DRI knowledge products	By 2027, the DRI Connect platform is launched (Y1) and used by at least 10,000 people with unique registration of 1,000 members	At least 500 users (Y2), 1,500 users (Y3), 2,500 users (Y4), 5,000 users (Y5)	Will be reported against as of year 2 (2025).
Outcome indicator	Target for the indicator	Annual target	Progress against the annual target
No. of capacity building opportunities such as training, peer learning visits, scholarships, internships, and fellowships offered to men and women	By 2027, at least 50 training and capacity building modules developed jointly/ made available in collaboration with members and partners; 30 scholarships; 30 internships; 5 cohorts of fellows	An average of 10 training or capacity building modules, 6 scholarships, 6 internships and one cohort of fellows	The activities were undertaken by the Coalition, but not funded through the IRAF Multi-Partner Trust Fund.

### OUTCOME 3 - Countries have increased access to knowledge and resources to increase the resilience and inclusivity of their existing and future critical infrastructure systems

Outcome indicator	Target for the indicator	Annual target	Progress against the annual target
Increase in no. of countries that have adopted enhanced disaster resilient and inclusive standards for infrastructure system development and post disaster recovery	By 2027, 10 countries have adopted enhanced disaster resilient and inclusive standards for infrastructure system development	As of year 2, at least 3 countries have adopted enhanced disaster resilient and inclusive standards for infrastructure system development	Will be reported against as of year 2 (2025).

### OUTPUT 3.1 SIDS are better equipped with knowledge and resources to increase the resilience and inclusivity of their critical infrastructure systems

Outcome indicator	Target for the indicator	Annual target	Progress against the annual target
Increase in no. of SIDS countries receiving technical support in DRI inclusive policies, plans, standards and/or enhanced DRI gender and age disaggregated and open-source data	By 2027, 20 SIDS countries received technical support in DRI inclusive policies, plans, standards and/or enhanced DRI gender and age disaggregated and open-source datasets	At least 5 SIDS countries received technical support in DRI inclusive policies, plans, standards, and/or enhanced DRI gender and age disaggregated and open-source datasets	13 SIDS countries were selected to receive technical support.
Outcome indicator	Target for the indicator	Annual target	Progress against the annual target
No. 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	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	An average of 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)	No activity undertaken in 2023.

### OUTPUT 3.2 Enhanced city infrastructure environment, services and systems to improve urban infrastructure resilience across low- and middle-income countries

Outcome indicator	Target for the indicator	Annual target	Progress against the annual target
Increase in no. of cities receiving technical support and training in DRI inclusive standards	By 2027, 20 cities received technical support in urban DRI inclusive standards and training provided to over 5,000 Urban Local Bodies officials	As of 2025, an average of 3 cities received technical support in urban DRI inclusive standards and training provided to over 1250 Urban Local Bodies officials every year as of year 2 (2025)	Will be reported against as of year 2 (2025).



Outcome indicator	Target for the indicator	Annual target	Progress against the annual target
No. of urban DRI/resilient recovery products and services promoting inclusion, community knowledge and/or nature-based solutions disseminated through various global and regional networks	By 2027, at least six (6) urban DRI solutions and 12 deployments of DRI technical expertise services promoting inclusion, community knowledge and/or nature-based solutions widely disseminated through community of practice	An average of two (2) urban DRI solutions widely disseminated and three (3) deployments of DRI technical expertise services to countries promoting inclusion, community knowledge and nature-based solutions	No activity undertaken in 2023.

### 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

Outcome indicator	Target for the indicator	Annual target	Progress against the annual target
Increase in no. 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	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	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	Will be reported against as of year 3 (2026).
Outcome indicator	Target for the indicator	Annual target	Progress against the annual target
No. 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	As of 2026, 4 DRI/resilient recovery products and services	As of 2026, 2 products and service offer on an annual basis	Will be reported against as of year 3 (2026).

### 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

Outcome indicator	Target for the indicator	Annual target	Progress against the annual target
No. 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 and people living with disabilities)	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 and people living with disabilities)	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 and people living with disabilities)	The activities were undertaken by the Coalition, but not funded through the IRAF Multi-Partner Trust Fund.

Outcome indicator	Target for the indicator	Annual target	Progress against the annual target
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	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	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	No activity undertaken in 2023.



