

# Coalition for **Disaster Resilient Infrastructure** Infrastructure Resilience Accelerator Fund PROJECT ANNUAL REPORT



Project Title:		Project ID	MPTF_00300_00031 (00140722)
Recipient Participating Organisation:		Total Approved Budget [in USD]:	1,322,948.00
Project Start Date:	03.07.2024	Total Budget Received [in USD]:	230,264
Project End Date:	30.11.2027	Annual Expenditure [in USD]:	451.54
Reporting Period:	03.07.2024-31.12.2024	Cumulative Expenditure [in USD]:	451.54
Details of Budget Revision [if applicable]	Not applicable	Utilisation [%]: 0,2% of total budget received	Delivery Rate [%] 0,34% of total approved budget

ANNUAL Report Submitted by:	Date of Submission:
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This is the 2024 annual report to report progress and achievements in the implementation of the Infrastructure Resilience Accelerator Fund (IRAF) Fund Management Unit project that was approved with a total budget allocation of US\$ 2,594,750 for four years by the Trust Fund Management Committee in its meeting of 04<sup>th</sup> March 2024.

The multi-year IRAF FMU project was jointly designed and is jointly implemented by UNDP and the Coalition for Disaster Resilient Infrastructure (CDRI). The TFMC funding allocation for the FMU multi-year project is divided between the **UNDP-managed FMU project** with a budget allocation of US\$ 1,322,948 and the CDRI-managed FMU project with a budget allocation of US\$ 1,271,802.

This 2024 annual report is prepared and submitted by UNDP to capture the progress and results supported by the FMU Administrative Unit jointly staffed by UNDP and CDRI.

## Part 1. Overall Project Progress

**Summary:** In the second year of existence of the Infrastructure Resilience Accelerator Fund (IRAF), the Fund Management Unit (FMU) Administrative Unit was **instrumental in implementing the four priorities set by the Trust Fund Management Committee (TFMC) for 2024**. These are: 1) increasing fund disbursement to awarded projects; 2) growing the fund portfolio by launching new calls for proposals; 3) completing the set of Fund policies, guidance and tools; and 4) further strengthening FMU internal capacities to improve operational and technical efficiency.

The fund disbursement to awarded projects increased significantly from about US\$ 200,000 to US\$2 million. The FMU facilitated the contracting of 10 projects selected under the first IRIS<sup>1</sup> call for proposals, supported by five new organizations who joined the Fund, out of which four non-UN organizations that were accredited. Two new calls for proposals were launched. The FMU supported the selection process of the second IRIS Call for Proposals which resulted in the approval of 12 new projects, doubling the size of the Fund portfolio. The FMU also guided the preparation of the first call for proposals under the urban window supported by a new project application portal.

The FMU Administrative Unit completed the set of essential Fund policies and systems. The Fund Communications Strategy and the Fund Risk Management Strategy were approved, and the Fund Information Management System established. A Fund dashboard was designed to capture financial and programmatic data for the TFMC that is complementary to MPTFO Gateway.

The FMU has worked hard on strengthening the quality of programming and identifying ways to improve operational efficiency. A special emphasis has been put on the realignment of the success indicators of 15 projects with the IRIS programme vision, and supporting mainstreaming of Gender Equality, Disability and Social Inclusion (GEDSI). A detailed analysis of bottlenecks in the contracting of projects in small island states helped identify practical measures to streamline project contracting and inception processes.

### **Implementation status:**

**Overall progress rating:** *On-Track with significant results*

The TFMC in its meeting of 04<sup>th</sup> March 2024 approved an annual workplan and budget with ten specific targets for the Fund Management Unit, including i) the administrative set up of a new geographical window ii) the publication and operationalization of two new calls for proposals; iii) due diligence for 10 new non-UN organizations; iv) the Fund resource mobilization strategy; v) the mobilization of US\$ 10 million; vi) the roll out of the annual M&E plan and production of a results based annual report; vii) the completion of two risk management reviews, viii) the implementation of an annual communications plan; ix) the design and roll out of 14 Fund tools, guidance, templates produced through co-creation with CDRI; x) at least one training for CDRI personnel on programme policies and tools and one exposure visit for CDRI/FMU on international fund management practices. Finally, the recruitment of four positions for M&E, Operations, Resource Mobilization and Communications Specialists was budgeted for to enhance FMU operational efficiency.

The project is **on track** having met at least 7 out of 10 annual targets. Three targets could not be met. Firstly, the TFMC decision to prioritize the fast tracking of the delivery of the IRIS Second Call for Proposals during the second semester of 2024 led to postponing the development of the Fund resource mobilization

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<sup>1</sup> Infrastructure for Resilient Island States (IRIS), a flagship programme of the Coalition for Disaster Resilient Infrastructure (CDRI).

strategy to 2025 in view of limited human resource capacities in the FMU. The exposure visit for the FMU/CDRI secretariat was postponed to 2025. Secondly, out of four planned recruitments, only two positions were filled for M&E and Communications. The Operations Specialist position remains a critical capacity gap. Thirdly, notwithstanding the quarterly reviews of the risk dashboard, the risk monitoring system is not yet properly institutionalized by the three co-chairs of the Trust Fund Management Committee.

While the project has achieved most of the annual targets set for 2024, financial delivery is very limited. This is explained by the nature of the activities which all relate to technical assistance that was provided through **in-kind** contributions by CDRI Secretariat, UNDP Crisis Bureau and UNDP India Country Office, and the Government of France. This is also due to the delayed recruitment of the M&E and Operations positions, and the fact that expenditure incurred for due diligence were charged to the FMU PIP project closed on 30 June 2024.

### **Relevance:**

The FMU multi-year project outputs remain relevant, and no substantive project document revision is foreseen. Taking into consideration the stronger emphasis on CDRI capacity building to support the transition of the Fund management functions to the CDRI Secretariat in 2025-2027, it is envisaged to recruit an international position based in Delhi as of 2025. This would require a **no-cost** budget revision in 2025 to reallocate a significant share of the budget to FMU international staff and personnel.

## **Part II. Narrative of Progress by Project Outcome(s) and Outputs**

Under the Fund outcome “*Strengthened global partnerships to drive global, regional and local DRI action*”, the FMU project directly contributes to the first output set for the Fund to have the “*CDRI Secretariat organizational capacity to manage a Multi-Partner Trust Fund and implement at scale established*”. The overall objective of the FMU project is therefore to efficiently and effectively support the FMU functions (as stipulated in the Fund’s Terms of Reference) to enable the achievement of CDRI IRAF priorities and results framework and to establish the required policies, systems, procedures, skills and competencies for the CDRI Secretariat to manage a multi-donor trust fund.

UNDP was designed to host the Fund secretariat function and head the Fund Management Unit – Administrative Unit in charge of strategic planning and monitoring, operational policies and processes including technical support to the operationalization of the funding windows and calls for proposals, due diligence and project contracting, Fund oversight and risk management, and resource mobilization and communications. UNDP also provides capacity building support to the transition of the fund management functions to CDRI Secretariat at the closure of the IRAF UN-Multi Partner Trust Fund (UN-MPTF).

### **OUTPUT 1. Fund programming cycle supported: A results-based portfolio of projects is strategically designed and supported by strong resource mobilization and communications.**

**On-Track with significant results**

#### **2024-2027 Key Deliverables:**

- ☒ Design and management of programmatic funding window & calls for proposals
- ☒ Guidance to Fund programme and operations policies and processes, testing and adaptation
- ☒ Fund Information management and archiving system maintained.
- ☒ Fund Resource Mobilization strategy implemented
- ☒ Fund Communications strategy implemented.
- ☒ CDRI Secretariat exposure visits & training

Output 1 Indicators & targets	
Indicator & Targets	Progress against targets in 2024
Indicator 1: No. of thematic funding windows and programmes and no. of call for proposals designed and approved annually. Annual target: One thematic or geographical window or programme and 3 calls for proposals published.	One thematic window approved and 2 calls for proposals published.
Indicator 2: Increase in IRAF financial resources disaggregated by no. of financing partners. Annual target: At least USD 10 million mobilized and an additional commitment of at least USD 10 million every year including from the private sector	Two donor financing agreements negotiated and signed and US\$3.95 million (Australia) and about US\$18 million (India) mobilized.
Indicator 3: No of study tours, exposure missions and/or workshops/conferences attended to contribute to CDRI Secretariat capacity building. Annual target: At least two study tours/exposure visits and/or workshop/conference attended providing equal learning opportunities to men and women (for CDRI Secretariat).	The study tour was postponed to the first semester of 2025.

### Fund portfolio growth through management of funding windows and calls for proposals.

In 2024, the funds transferred to projects increased significantly between the first quarter (US\$199,923) and the last quarter (US\$2,043,058) reflecting the transfers to the projects approved under the IRIS first call for proposals and to the FMU for the Fund secretariat functions. In the same period, the size of the Fund portfolio doubled with the approval of 12 new projects under the IRIS Second Call for Proposals.

The IRIS Second Call for Proposals was announced on 27 May 2024 at the SIDS4 Conference, and the First Urban Call for Proposals was announced on 23 September 2024. During the three-to-four-month period provided for proposal ideation and development, the FMU Administrative Unit, working closely with the CDRI programme teams, adapted the FMU guidance to support the project proposal development, updated the IRAF quick accreditation guide, and supported the organization of information webinars for prospective applicants to support them in the application and proposal submission process.

In support of the selection process of the grantees under the Second IRIS Call for Proposals, the FMU Administrative Unit checked the eligibility of more than 100 applicant organizations. It guided to the development of the long listing and short-listing methodology and criteria, and after the closure of the Second IRIS call, the FMU performed the longlisting analysis to select eligible proposals for the technical evaluation stage. The technical evaluation criteria developed by the FMU considered both the implementation capability and track record of the applicant organizations as well as the technical soundness and feasibility of the projects, including Gender Equity, Disability and Social Inclusion (GEDSI) considerations. The FMU replicated the GEDSI proposal requirements and the evaluation process of the First IRIS Call. A GEDSI analysis of each shortlisted proposal was presented to the Steering Committee to ensure inclusion was a significant consideration in the selection process.

After the new thematic window for urban infrastructure resilience was approved by the TFMC in March 2024, the FMU Administrative Unit provided guidance for the establishment of the Urban Technical Working Group (UTWG) which was constituted to develop the First Call for Proposals criteria. In preparation for the First Urban Call for Proposals, in addition to the information webinars for prospective applicants, the FMU contributed to the design of an online portal for proposal submission, established and hosted on the CDRI IRAF webpages, that is better adapted to CDRI technical review requirements.

The management of two Calls for Proposals in 2024 was an opportunity to further standardize the guidance and selection process, applying a learning by doing approach encouraging active participation and reflection on experiences.

### **Programme Management**

The FMU Administrative Unit together with the CDRI Programme team facilitated various orientation sessions for the First IRIS Cohort projects, and extended day-to-day technical support to the selected Participating Organizations in the revision of their project proposals and budgets, as well as the alignment of their results frameworks as part of the effort to strengthen Monitoring and Evaluation at programme and Fund level.

Throughout the year, the FMU Administrative Unit was engaged with the CDRI programme team in the review and technical clearance of projects quarterly reports, including the review of provisional financial reports, and the processing of the fund transfer requests. Project risks were identified and mitigation measures implemented when required.

### **Fund information management and archiving system.**

The FMU Administrative Unit designed the architecture of the Fund information management system which was established, with the support of CDRI IT, as a shared resource between CDRI, UNDP, TFMC and Participating Organizations, and populated on Sharepoint. In the first phase in 2024, the IMS was made accessible to the TFMC. In the second phase, the IMS will be developed into a platform where the Participating Organizations can upload their reports (inception, quarterly, annually) to receive FMU feedback through files saved in the Sharepoint. This process will save bandwidth for all stakeholders and serve as a repository for the Fund, that is complementary to the UN-MPTF Fund Management Platform (FMP) portal. The launch of the IMS was instrumental to bridging the collaboration between UNDP and CDRI, so that files can be edited by each entity in parallel, apart from shared access.

### **Fund Resource Mobilization**

In the first half of 2024, the FMU Administrative Unit, working closely with the United Nations Multi-Partner Trust Fund Office (UN-MPTFO) completed the negotiation of the administrative agreements with the Governments of Australia and India, resulting in two new administrative agreements with the Department of Foreign Affairs and Trade of Australia in May 2024 and with the Government of India in June 2024. The funding commitment from Australia is for US\$3.95 million and about US\$18 million from India. As of 31 December 2024, IRAF capitalization reached US\$36.1 million (signed agreements with India, the United Kingdom, the EU and Australia), of which US\$6,965,395 has been received.

It is envisioned that IRAF capitalization will reach US\$50 million by 2027, with an annual resource mobilization target of US\$10 million. The development of the resource mobilization strategy, which was a key target in 2024, was deprioritized and postponed to 2025 due to capacity limitations in the FMU and a conscious decision to prioritize the growth of the Fund portfolio and focus on the management of the Calls for Proposals.

### **Fund Communications.**

The FMU Administrative Unit developed the Fund Communications Strategy, including a donor visibility guideline, was developed as a subset of the broader CDRI communications strategy, and in close consultation with the CDRI Communications team. It was approved by the Third TFMC meeting in March 2024. The strategy describes the tools, mechanisms, roles, responsibilities and resources for implementation of communication activities at the global and country levels. It is a coordinated approach to guide communications efforts of the Fund's contributing partners and participating organizations.



The first IRAF quarterly bulletin was published in November 2024 to share quarterly updates on the implementation of the Fund Annual Work Plan activities with the TFMC. The bulletin complements the IRAF Mid-Year and Annual Reports, which are more focused on reporting on the progress and results of programme implementation. To support the implementation of the Fund Communications Strategy, a draft communications guidance note was prepared to ensure uniformity in branding as well as the communications outputs produced by the Participating Organizations.

With the recruitment of a Senior Fund Communications Specialist, more emphasis will be placed on positioning the uniqueness of the Fund globally and showcasing Fund results at the programme and project levels.

### CDRI Secretariat capacity building.

UNDP together with CDRI prepared the first draft of a sequenced capacity-building plan to build CDRI's fund management capacities and prepare for CDRI access to receive IRAF funding. This draft Transition Capacity Building Plan (2024–2027) is meant to build the organizational capacity of the CDRI Secretariat to manage an international multi donor fund in line with the plan of transitioning IRAF from the UN-MPTFO to CDRI in due course. The Fund transition milestones and timelines need to be further refined in 2025.

As part of CDRI's capacity building for transition, the exposure visits that were planned for 2024, to learn about the governance mechanisms, grantee management systems, and legal frameworks and treasury functions of similar Trust Funds, have been postponed to the first semester of 2025.

## OUTPUT 2. The Fund oversight, monitoring and evaluation functions are strengthened supported by innovative Fund management systems and solid capacities.

### On-Track with significant results

#### 2024-2027 Key Deliverables/Activities:

- ☑ Contracting, Accreditation, due diligence process for eligible organizations facilitated.
- ☑ TFMC Secretariat and Fund Investment & Resource Framework updated
- ☑ Fund financial oversight, risk management, complaints mechanism
- ☑ Fund monitoring & evaluation supported including GESI considerations
- ☑ Fund process development & innovation
- ☑ Training and capacity building on Fund processes and innovation

Output 1 Indicators & targets	
Indicator & Targets	Progress against targets in 2024
Indicator 1: No. of organizations going through due diligence process. Annual target: At least 15 organizations have undergone the due diligence process	Four non-Un organizations have undergone the due diligence process (100% of awarded NUNOs).
Indicator 2: No. Fund risk management reviews based on Fund risk dashboard quarterly updates. Annual target: At least 2 risk management reviews based on Fund risk dashboard quarterly updates	Two risk management reviews completed and quarterly updates included in the Fund quarterly bulletin.
Indicator 3: No. of Fund tools, guidance, templates produced through co-creation process Annual target: On average 8 Fund tools, guidance, templates produced through co-creation process annually	More than eight Fund tools, guidance, templates were produced through co-creation process with CDRI

<p>Indicator 4: No. training and briefing sessions on Fund tools and innovations with participation disaggregated by programme and operations, gender and seniority. Annual Target: At least two training sessions (programme/operations) with equal learning opportunities offered to women and middle/junior staff.</p>	<p>Two orientation sessions on HACT &amp; PSEAH held. Regular orientation session on the Call for Proposals management process held with equal learning opportunities offered to men and women and middle/junior staff of CDRI.</p>
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### Contracting, Due diligence and accreditation.

The FMU Administrative Unit supported the selected Participating Organizations in the contracting of the First Cohort of IRIS projects. It completed the engagement of six new Participating Organizations to the Fund. UNDP facilitated the review and signing process of the Fund Memorandum of Understanding (MoU) by two new PUNOs (the United Nations Office for Project Services (UNOPS) and the United Nations Educational, Scientific and Cultural Organization (UNESCO)) as well as the subsequent revision of the EU addendum. UNDP served as a liaison with the UN-MPTFO for the access of four new NUNOs and coordinated the due diligence in preparation for the access with the completion of the HACT and PSEAH assessments.

The contracting process of some of the projects was cumbersome and fastidious. Responding to the TFMC recommendation to develop a plan to accelerate the disbursement rate and streamline processes, the FMU prepared a Fast-Track Delivery Plan drawing on the lessons learned from the First Call for Proposals. The FMU first conducted an analysis of operational and programmatic issues that have led to delays, with a view to draw lessons and identify corrective actions to enhance operational efficiency in the management of the IRIS Second Call for Proposals. The Plan identifies a set of concrete prevention and mitigation measures to avoid such delays in future Calls for Proposals, to be tested in the Second Call for Proposals.

The analysis revealed that the causal factors for the considerable delays in the contracting of projects and Participating Organizations are either contextual/political, or linked to NUNO/PUNO capacity constraints or due to FMU/MPTFO lack of capacity. Some delays are country context specific and beyond the power and competence of the Fund, such as: a change in government that requires a new process of consensus building around the proposed project outputs or the designation of new government focal points (causing in one case ten months delay in the start-up of a project). Moreover, some of the NUNOs have experienced significant challenges in completing the due diligence requirements that are the Harmonized Approach to Cash Transfers (HACT) assessment and the Prevention of Sexual Exploitation, Abuse and Harassment assessment. The contracting of projects was also delayed by the requirement for a revision of the project budget and/or results framework, or the CDRI Secretariat negotiation of an Intellectual Property Rights (IPR) clause. Finally, some delays were caused by lack of clarity on accreditation process and templates of the UN Multi-Partner Trust Fund Office (UN-MPTFO), lack of human capacity in the FMU to provide timely support and guidance, as well as technical issues with the newly established UN-MPTFO digital platform.

To prevent delays in project contracting due to political transitions that are beyond the competence of the Fund, it is recommended to elevate any such issue much sooner to the TFMC Co Chairs for their action. Considering certain capacity constraints amongst NUNOs to comply HACT/PSEAH requirements, it was recommended that the FMU provides early guidance and bespoke technical support to help them go through the due diligence process. All accreditation requirements are now clarified at the application stage and IRAF webpages serve as repository of templates and guidance. The recruitment of new positions in the FMU

Administrative Unit is also expected to establish a delegation of authority to provide more timely feedback and support during the project contracting phase.

### **TFMC Secretariat**

The TFMC membership, which includes representatives of the CDRI member countries and the three largest financial donors to the Fund, 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, thereby ensuring country leadership at all stages – design, decision-making and quality management – of the Fund.

The FMU Administrative Unit provided secretariat support to organize three meetings of the TFMC in 2024 – in March, September and November. This included the preparation of the Fund Annual Work Plan and Budget, the 2023 Annual Report, and the multi-year FMU project to be jointly implemented by CDRI and UNDP, as well as various technical inputs to the TFMC Agenda Notes such as the Fast-Track Delivery Action Plan or the IRAF Risk Management Strategy and Dashboard. The FMU convened preparatory meetings with the Board Co Chairs to ensure efficient facilitation of the TFMC discussion. TFMC Agenda Notes and meeting minutes were prepared in a timely manner and approved without objection. The FMU Administrative Unit implemented the Fund conflict-of-interest policy provisions by establishing a clear reporting procedure for each relevant TFMC decision item.

While the focus has been on the approval of the Fund policies and portfolio of projects during the first two years of implementation, in 2025 the FMU should ensure that more emphasis is placed on seeking strategic guidance from the TFMC on the Fund positioning, and the Fund investment strategy. The FMU Administrative Unit will also endeavour to extend support for TFMC preparation to all TFMC members including CDRI member country representatives, learning from the practice of other MPTF secretariats to ensure that all TFMC members can contribute.

### **Fund investment and resource framework**

Throughout the year, the FMU Administrative Unit provided regular updates to CDRI DG and UN Chair on the Fund resource framework and financial status. At the request of the TFMC, a Fund Dashboard was developed that captures both the financial and programmatic data: resources mobilized, actual receipts, commitment to projects, amounts transferred, cash available for programming, start and end dates of projects, project budgets, transfers and expenditures, project implementation by deliverables and project performance. The Fund investment framework with revised delivery targets should be updated in 2025.

### **Fund human resource capacity**

The FMU Administrative Unit capacity was strengthened in 2024 with the hiring of a Consultant for Fund Communications. The recruitment of the Fund M&E Specialist was completed, and the incumbent is expected to join in early 2025. In late 2024, the position for a Fund Senior Specialist for Communications was advertised, and a Fund Senior Operations Consultant was recruited. After a second advertisement, the FMU could not identify qualified candidates to fill the Operations Specialist position, which remains a critical capacity gap in 2025.

**Risk Management.** The Fund Risk Management Strategy was approved by the Fourth TFMC meeting in September 2024. The strategy gives an overview of the Fund's risk management approach, rules and procedures. It describes the processes and mechanisms the Fund has in place for risk management and the roles and responsibilities at the Fund as well as the Participating Organizations/projects' levels. It is complemented by a Fund risk dashboard, the main risk management tool describing the risk levels and the agreed prevention and mitigation measures. The Fund risk dashboard was developed by the Fund Administrative Unit through a series of brainstorming sessions and presented to the TFMC. It is maintained by the FMU Administrative Unit and quarterly updates are shared with the TFMC through the Fund quarterly bulletin.

The risk monitoring system is not yet properly institutionalized by the three co-chairs of the Trust Fund Management Committee. A review by the TFMC of the implementation status of the proposed risk mitigation measures for the high risks must be systematized, at least twice a year.



No complaints have been reported to the Fund Administrative Unit during the year under review.

### **Fund Monitoring & Evaluation**

With the start of implementation of the first batch of approved projects in January 2024, the FMU started implementing a monitoring system to track progress and identify risks and issues in project implementation. Different templates were refined or developed for project monitoring including guidance for the project inception phase, guidance for the quarterly and annual reviews, and the annual and quarterly project narrative reports.

Fund Monitoring & Evaluation was significantly strengthened with the alignment of approved projects with the strategic objectives of the IRIS programmes. An in-depth review of the projects' results frameworks was completed for 15 projects, leading to the revision of qualitative and quantitative indicators and targets to ensure a stronger alignment with the strategic objectives at the Programme and Fund levels as well as facilitate impact measurement at both levels.

Despite notable progress, much more remains to be done to implement an integrated M&E and communications plan to increase the Fund visibility and the quality of results reporting in 2025, supported by experienced FMU M&E and Communications specialists. More attention needs to be paid to the alignment of projects results with the programme objectives and expected outputs and outcomes, and the Fund level results.

### **Fund process development & innovation.**

Throughout the year, UNDP supported the development, testing and improvement of various guidelines, tools, processes and templates. These include, among others, the updated quick accreditation guide, the revised step-by-step guidance for managing a call for proposals, the inception phase template and guidance, the quarterly/annual report template and guidance, the revised long listing and short-listing templates, the quarterly bulletin template, the Fund dashboard template, the architecture for the information management system.

With respect to innovation, a draft background paper on government eligibility and a guidance note on eligibility criteria for academic institutions were prepared to inform a review of the Fund Terms of Reference in 2025.

### **CDRI Training & Capacity building**

All new guidelines, processes and templates that are co-created by UNDP and CDRI are systematically introduced to relevant CDRI personnel applying a learning by doing approach. In the first half of 2024, UNDP facilitated a series of orientation sessions on the HACT and PSEAH requirements to prepare for CDRI Secretariat's accreditation to the Fund. At the end of the 2024, CDRI staff seconded to the FMU Administrative Unit and Technical Unit are fully empowered to apply all Fund policies and procedures as per the Manual of Operations.

## **Part III. Lessons learnt & risks**

### **Lessons learnt**

**Contextual/political.** To prevent delays in project contracting due to political transitions that are beyond the competence of the Fund, it is recommended to systematically elevate any such issue, early enough, to the TFMC Co-Chairs for them to undertake the needed mitigating measures.

**NUNO capacity constraints.** Considering certain capacity constraints amongst NUNOs to comply with the HACT/PSEAH requirements, it is suggested that the FMU provide early guidance on these requirements.

**FMU efficiency.** Some delays in project contracting can be attributed to a lack of human capacity in the FMU Administrative Unit and lack of delegation of authority. In addition to the positions to fill, a FMU protocol should complement the FMU functional analysis conducted in 2023 to better define roles and responsibilities.

**Fund transition.** Taking into consideration the focus on CDRI capacity building to support the transition of the Fund management functions to the CDRI Secretariat in 2025-2027, it is recommended to recruit a UNDP international position based in Delhi as of 2025.

**TFMC preparation.** More technical support must be extended to the TFMC members to prepare them for the TFMC meetings, including on the Call for Proposals selection criteria.

**Stronger alignment of projects with programme objectives.** To facilitate impact monitoring, projects results and indicators must be more clearly articulated and linked with the programme level results and programmatic priorities of CDRI.

**7. Longer inception period for regional proposals.** Regional multi-country proposals require a longer inception phase period. It is recommended to allocate a minimum of four months for consultations on the project implementation approach with countries.

## Risks

1. The small project size contributes to under-spending and high transaction costs, affecting overall operational efficiency. The TFMC could consider increasing the size of the grants and the development of new programmatic instruments.
2. The inability of the FMU to recruit its Operations & Oversight Specialist after two readvertisements, coupled with the need to provide risk management, oversight and advisory support services for an increasing number of projects is a risk. A head-hunting strategy must be implemented by UNDP to fill the Operations, Oversight & Risk management position.
3. The setup of a functioning risk monitoring and management mechanism by TFMC Co-Chairs has been delayed and must be institutionalized in 2025.
4. Deviations from the UN-MPTF legal framework (for instance, on IPR) put the Fund partners at risk and should be avoided.

## Part IV. Indicators-based Performance Assessment

	Progress towards achieving indicator target	Reasons for variance with planned target (if any)	Source of verification
<b>Project Outcome:</b> CDRI Secretariat organizational capacity to manage a Multi-Partner Trust Fund and implement at scale established			
<b>Project Output 1:</b> Fund programming cycle supported: A results-based portfolio of projects is strategically designed and supported by strong resource mobilization and communications			
<b>Indicator 1.1:</b> No. of thematic funding windows and programmes and no. of call for proposals designed and approved annually.	Since 2023 (cumulative) one geographical and one thematic window approved, and 3 calls for proposals published.		TFMC minutes record
<b>Baseline:</b> One funding window for SIDS & one call for proposal for SIDS			
<b>Target 2024:</b> One thematic or geographical window or programme and 3 calls for proposals published.	One thematic window approved and 2 calls for proposals published in 2024.		TFMC minutes record
<b>Indicator 1.2:</b> Increase in IRAF financial resources disaggregated by no. of financing partners.	Since 2023 (cumulative) 4 donor financing agreements negotiated and signed and about US\$36 million mobilized.		MPTFO Gateway Signed donor financing agreements
<b>Baseline:</b> Four (4) financing partners committed (AUS, EU, IN, UK)			
<b>Target 2024:</b> At least USD 10 million mobilized and an additional commitment of at least USD 10 million every year including from the private sector	Two donor financing agreements negotiated and signed and US\$3.95 million (Australia) and about US\$18 million (India) mobilized in 2024.		MPTFO Gateway Signed donor financing agreements
<b>Indicator 1.3:</b> No of study tours, exposure missions and/or workshops/conferences attended to contribute to CDRI Secretariat capacity building.			
<b>Baseline:</b> N/A			
<b>Target 2024:</b> At least two study tours/exposure visits and/or workshop/conference attended providing equal learning opportunities to men and women (for CDRI Secretariat).	The study tour was postponed to the first semester of 2025.	The draft TOR for the study tour was prepared. The organization of the study tour was deprioritized due to the heavy workload of the CDRI Secretariat in 2024 and limited human capacities.	Study tour Mission report uploaded on IMS.

<b>Project Output 2:</b> The Fund oversight, monitoring and evaluation functions are strengthened supported by innovative Fund management systems and solid capacities.			
<b>Indicator 2.1:</b> No. of organizations going through due diligence process.	Since 2023 (cumulative) 5 non-UN organizations have undergone the due diligence process.		MPTFO Gateway
<b>Baseline:</b> 1 NUNO accredited (2023)			
<b>Target 2024:</b> At least 15 organizations have undergone the due diligence process	Four non-UN organizations have undergone the due diligence process (100% of awarded NUNOs).		MPTFO Gateway
<b>Indicator 2.2:</b> No. Fund risk management reviews based on Fund risk dashboard quarterly updates			
<b>Baseline:</b> N/A			
<b>Target 2024:</b> At least 2 risk management reviews based on Fund risk dashboard quarterly updates			
<b>Indicator 2.3:</b> No. of Fund tools, guidance, templates produced through co-creation process	Since 2023 (cumulative) 18 Fund tools, guidance, templates produced through co-creation		IMS
<b>Baseline:</b> 10 Fund tools, guidance, templates produced through co-creation process and two briefing sessions (2023)			
<b>Target 2024:</b> On average 8 Fund tools, guidance, templates produced through co-creation process annually	8 Fund tools, guidance, templates were produced through co-creation process with CDRI updated quick accreditation guide, revised step-by-step guidance for call for proposals, inception phase template and guidance, quarterly/annual report template and guidance, revised long		IMS

	listing and short-listing templates, quarterly bulletin template, the Fund dashboard template, IMS architecture		
<b>Indicator 2.4:</b> No. training and briefing sessions on Fund tools and innovations with participation disaggregated by programme and operations, gender and seniority.	Since 2023 (cumulative) four orientation / briefing sessions held for CDRI staff.		
<b>Baseline:</b> Two briefing sessions on Fund set up and funding windows (2023)			
<b>Target 2024:</b> At least two training sessions (programme/operations) with equal learning opportunities offered to women and middle/junior staff.	Two orientation sessions on HACT & PSEAH held for CDRI operations team. Regular orientation session on the Call for Proposals management process held with equal learning opportunities offered to men and women and middle/junior staff of CDRI.		



## Part V: Annual Financial Report

### UNSDG Overall Budget & Expenditure

No.	Budget Line <sup>2</sup>	Annual Expenditure [in USD]	Cumulative Expenditure [in USD]	Remarks
1.	Staff and other personnel			
2.	Supplies, commodities, materials			
3.	Equipment, vehicles and furniture incl. depreciation			
4.	Contractual services			
5.	Travel	422.00		
6.	Transfer and grants to counterparts			
7.	General Operating and other direct costs			
8.	Project cost (Sub-total)			
9.	Indirect support costs (7%)	29.54		
10.	<b>Total</b>	<b>451.54</b>		

<sup>2</sup> **1. Staff and other personnel costs:** Includes all related staff and temporary staff costs including base salary, post adjustment and all staff entitlements.

**2. Supplies, Commodities, Materials:** Includes all direct and indirect costs (e.g. freight, transport, delivery, distribution) associated with procurement of supplies, commodities, and materials. Office supplies should be reported as "General Operating".

**3. Equipment, Vehicles and Furniture including Depreciation:** For those reporting assets on UNSAS or modified UNSAS basis (i.e. expense up front) this would relate to all costs to put asset into service. For those who do donor reports according to IPSAS this would equal depreciation for period.

**4. Contractual Services:** Services contracted by an organization which follow the normal procurement processes. In IPSAS terminology this would be similar to exchange transactions. This could include contracts given to NGOs if they are more similar to procurement of services than a grant transfer.

**5. Travel:** includes staff and non-staff travel paid for by the organizations directly related to a project.

**6. Transfers and Grants to Counterparts:** Includes transfers to national counterparts and any other transfers given to an implementing partner (e.g. NGO) which is not similar to non-exchange transactions.

**7. General Operating and Other Direct Costs:** Includes general operating costs that can be directly attributed to the project implementation such as project telecommunications, project finance charges and other costs which cannot be mapped to other expenditure categories.

**9. Indirect Support Costs:** frequently referred to as "overhead expenses" that support the entire operations of the implementing organization. They typically include the implementing organization headquarters rent, utilities, equipment, and associated information systems and support and administrative staff such as HR, general finance, accounting, IT, and legal.