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COASTAL CITY ADAPTATION PROJECT

**FIRST ANNUAL WORK PLAN (MARCH 2014 – FEBRUARY 2015)
PHASE I: INITIAL WORK PLAN FRAMEWORK**

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The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS

ANAMM	National Association of Municipalities of Mozambique (Associação Nacional dos Municípios de Moçambique)
CCA	climate change adaptation
CCAP	Coastal City Adaptation Project
CCKC	Climate Change Knowledge Center
CDS-ZC	Center for Sustainable Development of Coastal Zones (Centro de Desenvolvimento Sustentável - Zonas Costeiras)
CSO	civil society organization
CVCA	Climate Vulnerability and Capacity Analysis
CVM	Mozambique Red Cross (Cruz Vermelha de Moçambique)
DANIDA	Danish International Development Agency
DNDA	National Directorate of Municipal Development (Direcção Nacional de Desenvolvimento Autárquico)
DRR	disaster risk reduction
UEM	Eduardo Mondlane University (Universidade Eduardo Mondlane)
GOM	Government of Mozambique
GUC	grants under contract
HNI	Human Network International
ICLEI	International Council for Local Environmental Initiatives
INAM	National Institute of Meteorology (Instituto Nacional de Meteorologia)
INGC	National Disaster Management Institute (Instituto Nacional de Gestão de Calamidades)
INPF	National Institute of Physical Planning (Instituto Nacional de Planeamento Físico)
MAE	Ministry of State Administration (Ministério da Administração Estatal)
MICOA	Ministry of Coordination of Environmental Affairs (Ministério para a Coordenação da Acção Ambiental)
MISAU	Ministry of Health (Ministério de Saúde)
MOU	memorandum of understanding
MOPH	Ministry of Public Works and Housing (Ministério da Obras Públicas e Habitação)

MPD	Ministry of Planning and Development (Ministério da Planificação e Desenvolvimento)
NGO	nongovernmental organization
SARUA	Southern African Regional Universities Association
SDAE	District Offices of Economic Activities (Serviços Distritais de Actividades Económicas)
SDEJT	District Offices of Education, Youth and Technology (Serviços Distritais de Educação, Juventude e Tecnologia)
SDPI	District Offices of Planning and Infrastructure (Serviços Distritais de Planeamento e Infraestrutura)
SMS	short message service

SECTION I

Introduction to First Year Work Plan

The work plan for the Coastal City Adaptation Project (CCAP) will be developed in an iterative, three-phase, collaborative process with stakeholders, as described in further detail below. We have opted for this approach in order to engage effectively with CCAP partners based on a concrete set of objectives, generate a shared understanding of the project's mandate and expected results, and develop activities that respond to the needs of the municipalities where the project will be working.

We have set up the work plan as a living document in an online platform that will allow us to easily adapt to changing circumstances and new opportunities. The online platform will also enable us to monitor and report on our progress to USAID and other stakeholders.

Phase 1: Development of the work plan framework

We developed the first draft of the work plan during a two-day workshop with a small team comprised of representatives from USAID, CCAP project staff, subcontractor Human Network International's Country Director, a Mozambican architect/urban planner, and Universidade Eduardo Mondlane (UEM) faculty members that have been engaged on a number of climate change adaptation initiatives in the country (including the drafting of INGC's *Responding to Climate Change in Mozambique, Phase II* report). The main goal of the workshop was to transform the contract requirements and the proposal submitted by Chemonics into a coherent plan, with clear strategic objectives and realistic implementation parameters. Although we emphasized activities that will take place during CCAP's first year, we also recorded activities that extended beyond this period. The main outputs of the workshop were the online work plan framework, an updated list of potential partners and stakeholders, and a list of data needs to help inform the development of the scopes of work for the initial assessments (municipal institutional, youth, and gender) required by the contract. The key activities, timeframes, expected result areas supported, list of partners, and team members responsible are presented in Section II of this document.

Phase 2: Consultation with partners and stakeholders

We will vet the work plan framework with the projects' main stakeholders, including national- and provincial-level ministry staff, other donors, municipal leadership of Pemba and Quelimane, and potential subcontractors, beneficiaries, and resource groups. These consultations will help us adjust the work plan to respond to current circumstances, generate buy-in, and identify potential partners and the areas of collaboration. We will use this updated version of the work plan to prepare a formal presentation and project launch.

Phase 3: Presentation of the final version of the work plan to partners and stakeholders

With the updated work plan in hand, and the CCAP team complete, we will organize a launch event to present and discuss the project with a broader set of stakeholders. This

will give us the opportunity to finalize the plan with the confidence that it has been fully vetted and that all the relevant concerns have been taken into account.

Project Overview

A wide array of evidence persuasively demonstrates that proactive investments in adaptation can cost-effectively avert a significant portion of the projected costs of climate change while yielding substantial co-benefits. To facilitate this process in vulnerable Mozambican coastal communities, CCAP will work with municipal governments to increase understanding of urban adaptation issues and increase the application of management options for urban adaptation. CCAP will also engage with academia and an array of civic organizations to increase climate awareness and the technical expertise of future urban planners and municipal authorities, and to facilitate local adaptive measures.

Specific intended results include:

1. Increased understanding of urban adaptation issues by municipal authorities and increased application of adaptation-relevant management options;
2. Decreased vulnerability to climate change for the population of select coastal cities;
3. Increased local capacity for managing resources to adapt to climate change; and
4. Synthesis and dissemination of lessons learned regarding coastal adaptation in urban settings, which can be applied by other coastal cities and future USAID urban adaptation efforts.

In the work plan, we have indicated the result that each activity supports to ensure that the activities are aligned with project objectives.

Project Organizational Structure

The CCAP project team (see Exhibit 1) will operate from our central project office in Maputo and small satellite offices in each of the target municipalities. Based on each municipality's unique capacity building needs, members of our project team will travel to each municipality as needed and will maintain regular virtual contact with key municipal counterparts, university partners, local subcontractors and grantees, and NGOs/CSOs. A key feature of our approach is to establish relationships with local partners in Pemba and Quelimane so that the project will be able to leverage local resources to accomplish project objectives, thereby increasing our "operational footprint" in the target municipalities and increasing the likelihood that activities will be sustained after the project ends.

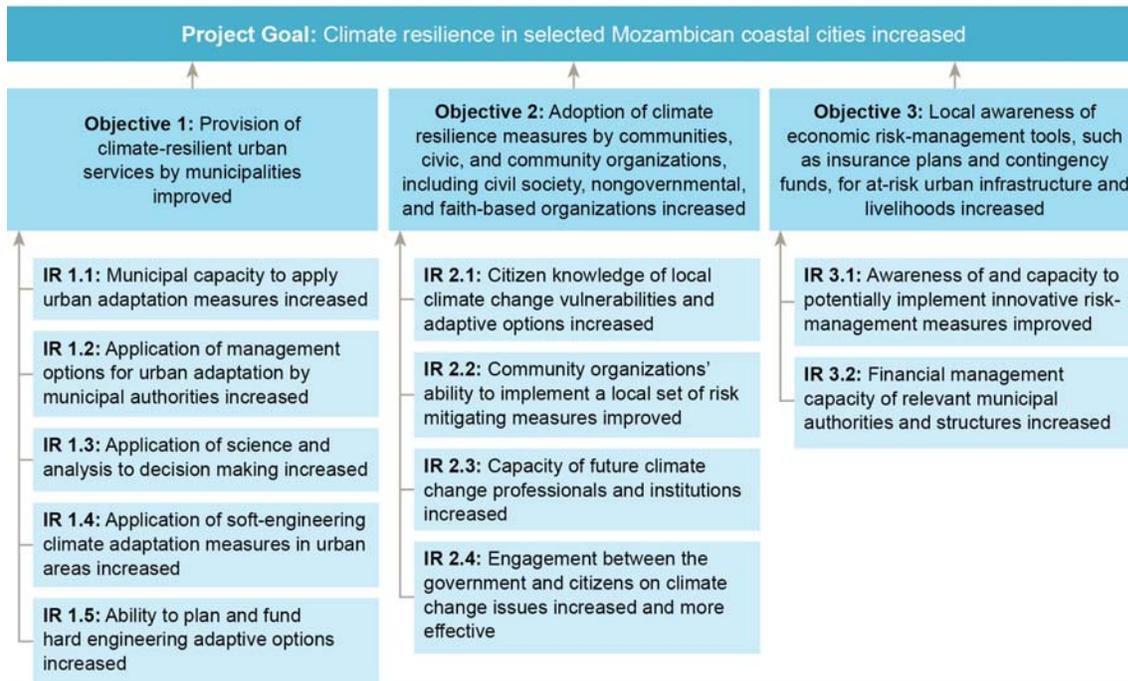
Exhibit 1: CCAP Project Team



Results Framework

We have organized the activities in our work plan according to the results framework shown in Exhibit 2. CCAP has three integrated objectives that will support the overall project goal. Each objective is further broken down into intermediate results, under which corresponding activities are grouped. The results framework will also provide a foundation for the monitoring and evaluation plan, which will be developed and submitted at a later date.

Exhibit 2: Results Framework



SECTION II

Detailed work plan

Objective 1: Improve the provision of climate-resilient urban services by municipalities

The activities under Objective 1 focus on upgrading the capacity and technical skills of municipal authorities to plan, manage, and lead the execution of climate change adaptation/disaster risk reduction (CCA/DRR) strategies. We also introduce participatory mechanisms for identifying and prioritizing adaptation options that combine technically credible and sound scientific analysis with engagement of vulnerable groups and communities in diagnosing problems and designing actions. This will ensure that CCA/DRR plans are technically reliable, responsive to local realities, and maximize the use of local resources for sustainability.

1.1 Increased municipal capacity to apply urban adaptation measures

Activity 1.1.1 Conduct baseline assessments

We will subcontract with local firms to conduct the municipal institutional, youth, and gender analyses in Pemba and Quelimane. The analyses will focus on gathering quantitative and qualitative data that the project will need in order to design and implement effective training, technical assistance, and community outreach interventions for municipal CCA/DRR. This information will also feed into the development of baseline indicators for the monitoring and evaluation plan. The analyses will cover the following areas, among others:

- The municipal institutional analysis will include a mapping of the municipal organizational structure; a survey of the technical and physical resources of relevant directorates, such as planning and finance, urbanization and construction, public works and housing, and infrastructure (including the professional profiles of municipal personnel); and a summary of other donors' municipal analyses, capabilities studies, and projects to ensure appropriate coordination, resource leveraging, and non-duplication of activities. We will draw upon data that may already be available from the Associação Nacional dos Municípios de Moçambique (ANAMM) and the Direcção Nacional de Desenvolvimento Autárquico (DNDA), which is within the Ministério da Administração Estatal (MAE).
- The gender analysis will include an assessment of differences between men and women in terms of political, social, economic, and cultural factors that influence the ability of the project to engage them; access to services and land rights; preferred communications channels; and the impacts of climate change and natural disasters.

- The youth analysis will include a demographic assessment to help identify the appropriate target age groups for CCAP; social and cultural factors that influence the ability of the project to engage youth; preferred communications channels; and the impacts of climate change and natural disasters on youth.

To generate buy-in from municipalities and to begin to develop a model of effective engagement with them, we will discuss the scope of work for these assessments with relevant municipal personnel and ensure that there is close collaboration with the municipality and other key stakeholders as the analyses are conducted. This will set the stage for the participatory manner in which we will work with municipal counterparts throughout project implementation. We will also share the results of the analyses with municipal counterparts and invite them to provide feedback to ensure the accuracy and completeness of the information collected. After these three analyses are completed, we will then subcontract with a local firm to update the comprehensive risk and vulnerability assessment for each city in close collaboration with municipal counterparts, drawing upon existing data from the Instituto Nacional de Gestão de Calamidades (INGC) and the Ministério para a Coordenação da Acção Ambiental (MICOA).

Project Intended Result	1. Increased understanding of urban adaptation issues by municipal authorities and increased application of adaptation-relevant management options.
Duration (business days)	120
Start	3/31/2014
Finish	9/12/2014
Partners	Municipal governments ANAMM DNDA, MAE INGC MICOA
Assigned to	Community engagement specialist

Activity 1.1.2 Design and implement a training program on CCA/DRR for municipalities

We will subcontract with UEM to develop and deliver a seminar for municipal staff that will include terminology used in disaster risk management, options for climate change mitigation/adaptation measures (including management, soft-engineering, and hard-engineering options), analysis of national and regional early warning systems, simplified cost-benefit analysis, and an overview of building code standards and innovative construction options such as those developed by UN HABITAT. UEM is well suited to design this seminar, as it has recently developed a Master’s degree curriculum for CCA/DRR and has been involved in the development of several other CCA/DRR training initiatives for municipal staff in Mozambique, including the USAID Climate Infrastructure Resilient Services project in Nacala and UN HABITAT’s municipal training program.

We will also design a study tour strategy for Years 1-3 for municipal authorities that will enable them to see first-hand how other cities have addressed CCA/DRR through city planning, the organization of municipal staff/departments, and involvement of the private sector. This will generate new ideas that city officials can bring back to inform the prioritization and selection of adaptation options and will be the first step in building resource networks that city officials can draw on to provide ongoing expertise and advice long after the project ends. Factors that we will consider in selecting study tour sites include exposure to hazards like those facing Mozambican cities (coastal/inland flooding, cyclones, epidemics), examples of effective planning and implementation, similar resource constraints and infrastructure challenges, and language compatibility. Study tours may also include participation in regional/international conferences on CCA/DRR, such as those organized by ICLEI. The study tour strategy will be updated annually to take advantage of new opportunities that emerge. In subsequent years, we will organize a national annual climate change conference of cities (in coordination with ANAMM and other donors, as appropriate) to further disseminate lessons learned and best practices.

Project Intended Result	1. Increased understanding of urban adaptation issues by municipal authorities and increased application of adaptation-relevant management options.
Duration (business days)	180
Start	5/19/2014
Finish	1/23/2015
Partners	UEM ANAMM ICLEI Municipalities selected as study tour sites
Assigned to	Capacity building director

1.2 Increased application of management options and soft engineering climate adaptation measures, and increased ability to plan and fund hard engineering adaptive options by municipal authorities.

Activity 1.2.1 Set up Adaptation Planning and Management Units in each municipality

As recommended by the INGC Phase II report, we will assist the municipality to establish an Adaptation and Management Planning Unit reporting to the municipal president (formalized as part of the project’s MOU with each municipality, if appropriate). The selection of the staff to comprise the unit will depend on the results of the municipal institutional assessment. The staff in this unit will serve as the primary counterparts for municipal advisors and will be engaged, consulted, and informed regarding all project activities taking place at the municipal level. In subsequent years, we will work to formally establish the unit by developing modes of operation, terms of reference, and annual work plans with the vision that this unit will ultimately lead CCA/DRR planning.

Project Intended Result	3. Increased local capacity for managing resources to adapt to climate change.
Duration (business days)	60
Start	5/19/2014
Finish	8/8/2014
Partners	Municipalities
Assigned to	Community engagement specialist

Activity 1.2.2 Establish a participatory steering committee for adaptation planning, coordination, and sustainability

The most successful resiliency planning processes engage a broad set of stakeholders in raising awareness for the need for adaptation and, again, in the planning process for selecting adaptation options. The municipal institutional assessment will determine if participatory planning structures already exist. If not, we will work with municipal authorities to establish a multi-sectoral Resiliency Planning Steering Committee in each municipality to ensure that provincial authorities, donors, the private sector, and community groups are adequately consulted and informed throughout the selection and implementation of CCA/DRR options. We will draw upon the experiences of participatory budgeting in other cities in Mozambique to design a process for selection and prioritization of CCA/DRR options.

Project Intended Result	3. Increased local capacity for managing resources to adapt to climate change.
Duration (business days)	60
Start	5/19/2014
Finish	8/8/2014
Partners	Heads of municipal directorates Municipal council members Provincial representative authorities (MICOA, MPD, MISAU, MOPH, INAM, and INGC) Private sector representatives Donors and implementing partners Civil society and community groups
Assigned to	Community engagement specialist

Activity 1.2.3 Design and implement multidisciplinary technical assistance and "on-the-job" training plan for municipalities

Based on the municipal institutional assessments, we will design a demand-driven, multi-disciplinary technical assistance plan in partnership with Mozambican organizations to ensure sustainability. The areas covered may include the following:

- Financial management and fundraising

- Coastal zone management
- Soft engineering adaptation measures
- Urban planning
- Land use management
- GIS technology
- Vulnerability and damage cost assessment
- Risk transfer options

Municipal advisors will be responsible for assisting the project team in identifying technical assistance needs, engaging short-term technical assistance, and providing on-the-job training to municipal staff to reinforce skill acquisition and development. We will incorporate communications and behavior change strategies as appropriate for all technical assistance, and we will codify all materials and tools for wider dissemination.

We expect that technical assistance will result in increased application of management, soft-engineering, and hard-engineering options (thus supporting Intermediate Results 1.2, 1.4, and 1.5) as well as increased resources to invest in these options, including:

- Increased tax revenue collection earmarked for CCA/DRR investments
- Adoption of basic zoning, drainage, and erosion control plans
- Implementation of coastal zone conservation and protection strategies
- Incorporation of contingency plans into the municipal annual strategic budget plan and 5-year strategic plans
- Construction and maintenance of municipal public works in compliance with standards appropriate to withstand predicted vulnerabilities/hazards

In subsequent years, we anticipate working with municipal authorities to produce a municipal master plan that integrates these elements into a unified, medium- and long-term growth strategy.

Project Intended Result	1. Increased understanding of urban adaptation issues by municipal authorities and increased application of adaptation-relevant management options.
Duration (business days)	205
Start	5/19/2014
Finish	2/27/2015
Partners	Municipalities MAE INGC Provincial/district stakeholders Serviços Distritais de Actividades Económicas (SDAE) Serviços Distritais de Educação, Juventude e Tecnologia (SDEJT) Serviços Distritais de Planeamento e Infraestrutura (SDPI) Instituto Nacional de Planeamento Físico (INPF)

	Centro de Desenvolvimento Sustentável - Zonas Costeiras (CDS-ZC)
Assigned to	Capacity building director

Activity 1.2.4 Design and implement SMS early warning system

Subcontractor Human Network International (HNI) will work with the provincial INGC and Instituto Nacional de Meteorologia (INAM) offices to identify and register the telephone numbers of local disaster management committee members and other community leaders as part of a mobile early warning system. We will ensure that women, youth, and traditional leaders are part of the mobile network to maximize coverage of the groups most vulnerable to disasters. Once registered, provincial INGC/INAM and municipal officials will be able to transmit messages with targeted SMS broadcasts.

HNI will also develop an SMS reporting system for use in post-disaster situations to receive damage reports from community volunteers and local disaster committee members. The system will include custom dashboards, maps, and other visualizations that will enhance the ability of decision-makers to allocate resources more efficiently after a disaster. HNI will conduct exploratory meetings with all three mobile network operators (mcel, Vodacom, Movitel) to explore public-private partnership options for delivering all of these services for free to target communities.

Project Intended Result	2. Decreased vulnerability to climate change for the population of select coastal cities.
Duration (business days)	120
Start	4/21/2014
Finish	10/3/2014
Partners	INGC INAM Municipalities Mobile phone companies Local disaster committees
Assigned to	Monitoring and evaluation specialist

Activity 1.2.5 Plan, implement, and manage grants under contract (GUCs), subcontracts and other funding mechanisms that provide financial, technical and capacity support to the targeted municipalities (Year 2 Activity)

Assuming that USAID provides CCAP with the appropriate waiver, beginning in Year 2, we will work with municipal staff in Pemba and Quelimane to prepare them to receive grants for CCA/DRR demonstration projects. By initiating grant activities with local governments in the project's second year, we will be able to work during the first year to establish relationships with municipal authorities and staff, develop a better understanding of municipal capacity to manage grants, and have a clearer picture of community needs and priorities. We will also assist municipalities to develop

partnerships with the private sector and identify and apply for funding from other sources for CCA/DRR investments.

Objective 2: Increase adoption of climate resilience measures by communities, civic and community organizations, including civil society, NGOs, and faith-based organizations

2.1 Increased citizen knowledge of local climate change vulnerabilities and adaptive options

Activity 2.1.1 Design a public awareness and behavior change strategy

We view every project activity as an opportunity to build awareness about CCA/DRR options among target communities; thus, every activity will have a communications component. This will also ensure that communications activities do not exist in a vacuum, but rather, are closely integrated with specific activities that yield tangible results. As the activities in the work plan become more defined, so will the communications components that will accompany them. The results from the municipal institutional, gender, and youth analyses will help us to determine the most appropriate channels (e.g. newspaper, radio, posters/brochures, and SMS/voice broadcasts) for reaching target audiences, including women, youth, CSOs, the private sector, and vulnerable populations living in peri-urban areas. All messages will be solution- and action-oriented, and will be guided by evidence-based behavior change strategies.

Project Intended Result	2. Decreased vulnerability to climate change for the population of select coastal cities.
Duration (business days)	30
Start	5/19/2014
Finish	6/27/2014
Partners	Municipalities Civil society Faith-based organizations Private sector Media Cultural groups: theater, music Universities
Assigned to	Communications specialist

Activity 2.1.2 Develop and implement CCA/DRR seminars for delivery to local business and municipal/ provincial staff (Year 2 Activity)

Building on the CCA/DRR training program for municipal personnel (Activity 1.1.2), we will subcontract with UEM to develop a longer and more comprehensive seminar targeting the private sector and municipal/provincial staff. We plan to engage local universities in Pemba and Quelimane in the delivery of the seminar so that capacity to deliver training is fully embedded in local institutions.

Activity 2.1.3 Support the establishment of the Climate Change Knowledge Center (Year 2 Activity)

A number of donors have pledged to support the establishment of the Climate Change Knowledge Center (CCKC), which will be a part of the Academy of Sciences under the Ministry of Science and Technology. We will explore ways in which project activities/resources can help to support the development of the knowledge center, complementing the work of other donors. We expect CCAP will have a greater focus on this activity in the project’s second year.

2.2 Improved community organization ability to implement a local set of risk mitigating measures

Activity 2.2.1 Support the development of local committees to serve as first responders, disaster risk managers, and community outreach specialists

Although INGC’s Directorate of Mitigation and Prevention and the Cruz Vermelha de Moçambique (CVM) have formed, trained, and equipped volunteer local disaster committees throughout Mozambique, many more volunteers require additional equipment and training to improve their effectiveness. We will engage CVM through a subcontract or grant to perform emergency management needs assessments of high-risk peri-urban communities. The CVM is well established in these communities and is known and trusted in fully engaging with youth and women, as well as men, in disaster preparedness activities. The subcontract/grant will allow CVM to train and equip local volunteers who will focus on disaster preparedness, mitigation activities, and disaster response skills. We will also engage CVM volunteers, supported by INGC provincial representatives, to test the new SMS early warning system (see Activity 1.2.4). We will reach out to the local business community to participate in these exercises and solicit contributions to help defray the cost of emergency supplies and equipment provided to local CVM volunteers. We will ensure that all vulnerability and needs assessment data gathered under these activities are shared with municipal Resiliency Planning Steering Committees for consideration in city planning and the selection of CCA/DRR options.

Project Intended Result	3. Increased local capacity for managing resources to adapt to climate change.
Duration (business days)	174
Start	7/1/2014
Finish	2/27/2015
Partners	INGC CVM DANIDA Local disaster committees
Assigned to	Community engagement specialist

Activity 2.2.2 Train university students through an interactive, online platform, to develop and implement low-cost, demand-driven risk-mitigating measures

Subcontractor TechChange will work in partnership with UEM to create a six-week webinar that will train university students in Pemba and Quelimane from departments such as environmental science and urban planning to develop and implement risk-mitigating projects in their cities. We will select students through a competitive application process. The course will include video presentations by climate change experts (both international and Mozambican), interactive discussions, guides and resources for developing climate change awareness campaigns, examples of adaptation/DRR solutions, and community engagement tools such as the Climate Vulnerability and Capacity Analysis (CVCA) methodology, which combines local knowledge with scientific data to build understanding of climate risk and identify practical adaptation strategies.

Faculty advisors will review student exercises to ensure mastery of seminar content and will oversee student field work, such as use of the CVCA tool with local communities. On completion of the webinar, participating students will compete in small teams to design a local climate change awareness campaign and adaptation/DRR project. By unleashing the competitive spirit and creativity of youth, we expect the campaigns to develop innovative methods for reaching communities with climate change messages and solutions. CCAP will convene a panel of judges consisting of local and international CCA/DRR experts to evaluate the student proposals (with an emphasis on those that provide meaningful, measurable indicators) and select a winning team for each city. CCAP will award a \$10,000 grant to each winning team (and provide technical assistance) to implement the identified projects.

Project Intended Result	3. Increased local capacity for managing resources to adapt to climate change.
Duration (business days)	149
Start	8/5/2014
Finish	2/27/2015
Partners	TechChange UEM University faculty advisors CCA/DRR experts
Assigned to	Community engagement specialist

Activity 2.2.3 Plan, implement, and manage GUCs, subcontracts and other funding mechanisms that provide financial, technical and capacity support to local universities, students, and NGOs

We have allocated \$700,000 annually for awarding grants and local subcontracts to local universities, CSOs, NGOs, community organizations, and local firms in Years 1-3 to support CCAP objectives. Some of these grants/subcontracts will be used to support priorities identified as part of the institutional assessments (Activity 1.1.1), fund

demonstration projects that emerge from our work with community groups (Activities 2.2.1 and 2.2.2), fund public awareness activities (Activity 2.1.1.), and pay for technical assistance/training services described in Activities 1.1.2 and 1.2.3.

In coordination with USAID, we will establish an independent grants and subcontracts evaluation committee and procedures to evaluate proposals submitted in response to solicitation documents. USAID will approve subcontracts that exceed \$150,000 and all grants to local organizations. CCAP will determine whether an activity merits a grant or subcontract and will ensure the recipient’s compliance with relevant regulations.

Grants have specific requirements for financial management and documentation, which will be clearly laid out in the GUC manual. The manual will also outline grantee requirements, such as USAID branding and marking and required certifications. We will provide the manual to grantees during comprehensive training sessions and discuss the grants management life cycle. Local subcontractors will either be selected through a competitive solicitation process or sole-sourced to specific firms (with USAID’s concurrence) in particular instances when justified. Our field-office grants management, technical, and accounting teams will coordinate closely to manage grant/subcontract funds.

We anticipate using a variety of award types, including:

- Fixed-obligation grants for NGOs, CSOs, and faith-based organizations
- In-kind grants for informal groups that may not have bank accounts or adequate financial controls in place. Using methods of simplified acquisition whenever possible and practical, and procedures such as blanket purchase agreements to expedite orders and delivery, our administrative team will conduct reasonable, targeted solicitations of offers with vendors.
- Fixed-price subcontracts for local service providers for simple, deliverables-based work
- Time and materials subcontracts for more complex technical assistance activities.

We will couple grants/subcontracts with strategic capacity building efforts (using tools such as the Non-U.S Organization Pre-Award Survey Guidelines and Organizational Capacity Assessment as appropriate) to increase organizations’ and stakeholders’ ability to receive direct USAID awards. For organizations that make the transition successfully, we will provide ongoing technical assistance, support, and quarterly audits to ensure funds are being used and accounted for in compliance with USG regulations.

Project Intended Result	3. Increased local capacity for managing resources to adapt to climate change.
Duration (business days)	215
Start	5/5/2014
Finish	2/27/2015
Partners	NGOs Community organizations Faith-based groups

	Universities INGC UEM CVM CCKC, when it is established
Assigned to	Capacity building director

Activity 2.2.4 Organize outreach activities aimed at increasing the participation of women

We will employ a range of strategies to ensure that female members of society have equal access to training materials and participation in project activities, including the following:

- *Engaging faith-based and community volunteer groups where women have significant representation.* We will ensure activities proactively engage women. For example, we will encourage the students participating in TechChange’s climate change adaptation webinar course to integrate faith-based groups and other women’s groups into climate change awareness campaigns and CCA/DRR projects. We will also ensure that project communications use channels that will reach females and disadvantaged groups.
- *Selecting women as trainers.* Women and girls may feel more comfortable receiving information and interacting with other women and girls. Our approach to working with the CVM to deliver training in disaster preparedness and disaster response capitalizes on the fact that many of its trainers are women who will be able to engage their peers in training activities.
- *Holding training sessions at times and locations that are convenient to women and arranging for care of dependents.* We will ensure that all training events are held at times that are convenient and accessible to women and will seek to develop partnerships with local businesses and community groups that can provide care for dependents that accompany women to training events.
- *Combining project activities with events that attract large numbers of women.* Recognizing the significant demands on women’s time, we will seek out opportunities to combine training events with other events and services in which women may already be participating. For example, if an NGO organizes a health fair, we will use that opportunity to conduct a vulnerability assessment or training on household disaster preparedness.

Project Intended Result	3. Increased local capacity for managing resources to adapt to climate change.
Duration (business days)	205
Start	5/19/2014
Finish	2/27/2015
Partners	Community organizations
Assigned to	Community engagement specialist

2.3 Increased capacity of future climate change professionals and institutions

Activity 2.3.1 Facilitate initial round of partnerships between U.S./regional universities and Mozambican climate change universities and professionals

We view establishing linkages between Mozambican and international universities as an essential way of bringing international best practices and science-based adaptation solutions to bear on climate change challenges in Mozambique, while simultaneously building the capacity of local organizations. We also aim to establish and strengthen communities of practice among universities within Mozambique by facilitating linkages among them so that solutions are shared and replicated once they are developed.

We will meet with universities in Pemba, Quelimane, and Maputo to map existing linkages among local and regional universities so that we can present a range of options and recommendations to USAID, discuss those with the greatest potential of helping CCAP meet its objectives, and agree on next steps before identifying or investing in new university partnerships. If new partnerships are appropriate, several departments and programs that have already expressed interest in partnering with Mozambican universities and/or engaging in research activities relevant to CCAP include the University of Rhode Island’s Coastal Resource Center; Virginia Tech University’s School of Urban Affairs and Planning; the University of North Carolina’s Community Preparedness and Disaster Management Program, Department of Health Policy and Management, and Gillings School of Global Public Health; and Stellenbosch University’s Disaster Mitigation for Sustainable Livelihoods Programme. Partnerships may include:

- Exchange programs to share best practices in adaptation and urban resilience
- Scholarships for Mozambican officials (INGC, MICOA, etc.) to earn certifications or degrees abroad relevant to architecture and urban planning, disaster risk management, and related areas
- Scholarships for Mozambican students to earn certifications or degrees abroad
- Linkages between Mozambican institutions and other climate change knowledge centers, global and regional organizations (e.g., ICLEI and SARUA), and U.S. and regional universities to share information, research, and tools

The role of CCAP will be to broker relationships and identify external resources for those activities that require levels of funding beyond what CCAP can provide through the project grants/subcontracts fund (see Activity 2.2.3). In subsequent years, we will build local universities’ capacity to research, identify, and negotiate partnerships as well as sustain partnership activities.

Project Intended Result	4. Synthesis and dissemination of lessons learned regarding coastal adaptation in urban settings, which can be applied by other coastal cities and future USAID urban adaptation efforts.
Duration (business days)	120
Start	5/19/2014

Finish	10/31/2014
Partners (potential)	University of Rhode Island Virginia Tech University University of North Carolina Stellenbosch University Mozambican Universities
Assigned to	Capacity building director

Activity 2.3.2 Design and implement internship program for municipal offices and relevant private sector firms (Year 2 Activity)

Beginning in Year 2, we will work with universities, municipalities, and local businesses to develop an internship program. The duration of internships and the number of students participating will depend on university schedules, municipal capacity, and student interest. The internships will target the municipal directorates already receiving technical assistance from the project and businesses that can benefit from human resources in the areas of CCA/DRR.

Objective 3: Increase local awareness of economic risk-management tools, such as insurance plans and contingency funds, for at-risk urban infrastructure and livelihoods

3.1 Improved awareness of and capacity to potentially implement innovative risk-management measures

Activity 3.1.1 Complete organizational capacity assessments to determine utilization of insurance or contingency funds at municipal level

As part of the baseline municipal institutional assessment (see Activity 1.1.1.) we will examine the extent to which municipal and national contingency plans/funds exist and the types and magnitude of insurance coverage already in place for municipalities, national/provincial government property located within the municipal boundaries, local businesses, and individuals.

Project Intended Result	3. Increased local capacity for managing resources to adapt to climate change.
Duration (business days)	60
Start	3/31/2014
Finish	6/20/2014
Partners	Municipal governments ANAMM DNDA, MAE
Assigned to	Community engagement specialist

Activity 3.1.2 Conduct data collection, modeling, and feasibility for risk-management tools

To accurately analyze risk-management options and assess the feasibility of pilot projects, data are required in four areas: frequency and severity of hazards, geographically distributed value and characteristics of physical assets, vulnerability curves for various asset types based on hazard severity, and financial parameters to inform coverage options. Subcontractor Guy Carpenter will bring its capabilities and experience in model development to build the capacity of the Mozambican organization that is best suited to analyze model options for risk management, including parametric insurance options and contingency funds. By involving a Mozambican organization in this activity, we will help build its capacity to carry out this work going forward. Although rough data are already available, additional data collection is required to make probabilistic models more accurate. Guy Carpenter will oversee the Mozambican organization in the data collection process, conduct the modeling necessary to present a range of risk-management options, and provide the guidance/technical assistance required for this work to be done by a Mozambican team in the future. Once the modeling exercise is complete, Guy Carpenter will consult with insurers, international reinsurers, and other relevant organizations as needed to assess the feasibility of insurance product development and produce a final report outlining the best potential options for pilot projects.

Project Intended Result	3. Increased local capacity for managing resources to adapt to climate change.
Duration (business days)	130
Start	7/1/2014
Finish	12/29/2014
Partners	Guy Carpenter Mozambican organization
Assigned to	Chief of Party

Activity 3.1.3 Conduct annual workshop on financial risk-management measures (Year 2 Activity)

Beginning in Year 2, we will hold national workshops on risk-management measures to strengthen awareness of insurance and other risk-transfer options for urban infrastructure and livelihoods. The conference will bring together representatives from the global reinsurance industry; banking, financial, and investment businesses; municipal authorities in the target cities; Mozambican insurance providers; GOM officials; USAID implementing partners working with the private sector; and private sector leaders who own key infrastructure in Pemba and Quelimane or have substantial business interests/operations (e.g., financial institutions, tourism operators, hotel owners, and business associations). The conference’s goal will be to guide participants in a constructive dialogue to develop a shared understanding of the barriers to insurance access and develop potential solutions.

3.2 Increased financial management capacity of GOM and relevant municipal authorities and structures

Activity 3.2.1 Provide technical assistance to GOM on fiscal disaster risk financing options (Year 2 Activity)

In Year 2, we will work with INGC and other relevant GOM authorities on the feasibility of establishing a national fund for disaster risk management and financing options (or we will provide technical assistance to further develop the fund if it already exists at that time). Technical assistance may cover the following:

- Review and critically assess the legal framework of existing funds to inform the fund's design and development
- Address the lack of awareness of holistic disaster risk management and financing best practices for public entities, and address this knowledge gap (e.g., through drafting and promulgation of international case studies)
- Assess the type, estimated financial needs, and pipeline of funding required from this fund
- Make recommendations on key design principles for the fund and assess training needs of GOM officials responsible for managing it

Activity 3.2.2 Design and develop financial management seminar on contingency/disaster response funds (Year 2 Activity)

Drawing upon the recommendations resulting from the data collection and modeling (Activity 3.1.2), findings from the annual risk management workshops (Activity 3.1.3), and financing options (Activity 3.2.1), subcontractor Guy Carpenter will lead a seminar for INGC officials, UEM faculty, and other GOM authorities on the design and development of contingency/disaster response funds as part of a holistic, countrywide disaster risk management framework. We will also examine the relevance of this type of seminar for municipal personnel and offer it to them if appropriate.

Annex A: CCAP Work Plan March 2014 - February 2015

Task Name	2014				2015				2016				2017			
	Q1	Q2	Q3	Q4												
1 <input type="checkbox"/> CCAP Mozambique																04/28/17
2 <input type="checkbox"/> Objective 1: Improve the provision of climate-resilient urban services by municipalities																11/13/15
3 <input type="checkbox"/> 1.1 Increased municipal capacity to apply urban adaptation measures.																02/27/15
4 <input checked="" type="checkbox"/> 1.1.1 Conduct baseline assessments																09/12/14
9 <input checked="" type="checkbox"/> 1.1.2 Design and implement a training program on climate change adaptation (CCA) and disaster risk reduction (DRR) for municipalities.																02/27/15
14 <input type="checkbox"/> 1.2 Increased application of management options and soft engineering climate adaptation measures, and increased ability to plan and fund hard engineering adaptive options by municipal authorities.																11/13/15
15 1.2.1 Set up Adaptation Planning and Management Units in each municipality.																08/08/14
16 1.2.2 Establish a participatory steering committee for adaptation planning, coordination, and sustainability.																08/08/14
17 <input checked="" type="checkbox"/> 1.2.3 Design and implement multidisciplinary technical assistance and "on-the-job" training plan for municipalities																11/13/15
20 <input checked="" type="checkbox"/> 1.2.4 Design and implement SMS early warning system																10/03/14
23 <input checked="" type="checkbox"/> 1.2.5 Plan, implement, and manage grants under contract (GUCs), subcontracts and other funding mechanisms that provide financial, technical and capacity support to the targeted municipalities.																10/09/15
27 <input type="checkbox"/> Objective 2: Increase adoption of climate resilience measures by communities, civic and community organizations, including civil society, NGOs, and faith-based organizations																04/28/17
28 <input type="checkbox"/> 2.1 Increased citizen knowledge of local climate change vulnerabilities and adaptive options.																05/27/16
29 2.1.1. Design a public awareness and behavior change strategy																06/27/14
30 2.1.2 Develop and implement CCA and DRR seminars for delivery to local business and municipal/ provincial staff																06/19/15
31 2.1.3 Support the establishment of the Climate Change Knowledge Center																05/27/16

Task Name	2014				2015				2016				2017				
	Q1	Q2	Q3	Q4													
32 <input type="checkbox"/> 2.2 Improved community organization ability to implement a local set of risk mitigating measures.																04/28/17	
33 2.2.1 Support the development of local committees to serve as first responders, disaster risk managers, and community outreach specialists.																	04/06/15
34 2.2.2 Train university students through an interactive, online platform, to develop and implement low-cost, demand-driven risk-mitigating measures																	02/27/15
35 <input checked="" type="checkbox"/> 2.2.3 Plan, implement, and manage GUCs, subcontracts and other funding mechanisms that provide financial, technical and capacity support to local universities, students, and NGOs.																	04/28/17
39 2.2.4 Organize outreach activities aimed at increasing the participation of women.																	01/20/17
40 <input type="checkbox"/> 2.3 Increased capacity of future climate change professionals and institutions.																	11/30/15
41 2.3.1 Facilitate initial round of partnerships between U.S./regional universities and Mozambican climate change universities and professionals																	10/31/14
42 2.3.2 Design and implement internship program for municipal offices and relevant private sector firms.																	11/30/15
43 <input type="checkbox"/> Objective 3: Increase local awareness of economic risk-management tools, such as insurance plans and contingency funds, for at-risk urban infrastructure and livelihoods																	09/11/15
44 <input type="checkbox"/> 3.1. Improved awareness of and capacity to potentially implement innovative risk-management measures.																	09/11/15
45 3.1.1 Complete organizational capacity assessments to determine utilization of insurance or contingency funds at municipal level.																	06/20/14
46 3.1.2 Conduct data collection, modeling, and feasibility for risk management tools																	12/29/14
47 3.1.3 Conduct annual workshop on financial risk-management measures																	09/11/15
48 <input type="checkbox"/> 3.2. Increased financial management capacity of GOM and relevant municipal authorities and structures.																	06/23/15
49 3.2.1 Provide technical assistance to GOM on fiscal disaster risk financing options																	05/12/15
50 3.2.2 Design and develop financial management seminar on contingency/disaster response funds																	06/23/15