



RESTRUCTURING PAPER
ON A
PROPOSED PROJECT RESTRUCTURING
OF
STRENGTHENING DRR COORDINATION, PLANNING AND POLICY ADVISORY CAPACITY OF SADC
APPROVED ON NOVEMBER 12, 2017
TO
SADC SECRETARIAT

SOCIAL, URBAN, RURAL AND RESILIENCE GLOBAL PRACTICE

AFRICA

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ABBREVIATIONS AND ACRONYMS

AU	African Union
AUC	African Union Commission
ACP	African, Caribbean, Pacific Group of States
AFS	Annual Financial Statements
AfDB	African Development Bank
CSO	Civil Society Organization
CCA	Climate Change Adaptation
CPF	Country Partnership Framework
DA	Designated Account
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
EU	European Union
EWS	Early Warning System
FM	Financial Management
FMS	Financial Management Specialist
GFDRR	Global Facility for Disaster Reduction and Recovery
GRS	Grievance Redress Service
GDP	Gross Domestic Product
HFA	Hyogo Framework for Action
MS	SADC Member State
IPCC	Intergovernmental Panel on Climate Change
IFR	Interim Financial Report
ISN	Interim Strategy Note
IBRD	International Bank for Reconstruction and Development
ICB	International Competitive Bidding
IDA	International Development Association
IFC	International Finance Corporation
IMF	International Monetary Fund
IPSAS	International Public Sector Accounting Standards
ISA	International Standards on Auditing
MDG	Millennium Development Goals
M&E	Monitoring and Evaluation
NCB	National Competitive Bidding
NDRR	Natural Disaster Risk Reduction Program
NGO	Non-Governmental Organization
PSD	Private Sector Development
PU	Procurement Unit
POA	Program of Action
PCU	Project Coordination Unit
PDNA	Post-Disaster Needs Assessment
PDO	Project Development Objective
PP	Project Paper



The World Bank

STRENGTHENING DRR COORDINATION, PLANNING AND POLICY ADVISORY CAPACITY OF SADC
(P163486)

PFM	Public Financial Management
PPP	Public-Private Partnership
QCBS	Quality and Cost Based Selection
QBS	Quality Based Selection
REC	Regional Economic Community
SADC	Southern African Development Community
SOE	Statement of Expenses
SC	Steering Committee
SSA	Sub-Saharan Africa
TA	Technical Assistance
TOR	Terms of Reference
UNISDR	United Nations International Strategy for Disaster Risk Reduction
WB	World Bank

Note to Task Teams: The following sections are system generated and can only be edited online in the Portal.

BASIC DATA

Product Information

Project ID	Financing Instrument
P163486	Investment Project Financing
Original EA Category	Current EA Category
Not Required (C)	Not Required (C)
Approval Date	Current Closing Date
12-Nov-2017	

Organizations

Borrower	Responsible Agency
SADC Secretariat	SADC DRR unit

Financing (in USD Million)

SUMMARY

Total Project Cost	1.25
Total Financing	0.00
Financing Gap	0.00

DETAILS

Project Development Objective (PDO)

Original PDO
 The development objective of the project is to strengthen the disaster resilience of Southern African Development Community (SADC) member states through regional collaboration and improved coordination, planning, policy advisory and knowledge dissemination capacity of SADC.

Summary Status of Financing

TF	Approval	Signing	Effectiveness	Closing	Net		Undisbursed
					Commitment	Disbursed	

Policy Waiver(s)

Does this restructuring trigger the need for any policy waiver(s)?
 No

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I. PROJECT STATUS AND RATIONALE FOR RESTRUCTURING

The grant package has been prepared in 2017 in close collaboration with the SADC DRR unit initially for the amount of US\$ 1.25 million, but has not yet been signed by SADC management. Following the meeting of the Country Director and the World Bank Special Envoy to SADC on April 11, 2018, it was agreed – upon request from SADC - to provide the overall project funding of US\$2.5 million in one phase instead of two phases of US\$1.25 million each. This request triggered a restructuring of the project, which is currently being reviewed by The World Bank.

The grant will become effective as soon as the restructuring is approved and signed. With the restructuring of the grant the duration of the project has been further shortened from initially 24 months to 18 months. The main challenge, i.e. the capacity of SADC to disburse properly and timely US\$ 2.5 million in 18 months in line with the project objectives, has been noted by the World Bank’s management and will require close attention and continuous implementation support to SADC.

II. DESCRIPTION OF PROPOSED CHANGES

Overall the project objectives, proposed components and activities will remain largely the same, but will be multiplied (“more of the same”) to cover the increased project envelope (US\$ 2.5 million instead of US\$ 1.25 million). In addition, the project will have a stronger focus on disaster preparedness and response, instead of policy advise for mainstreaming disaster risk reduction in different sectors of the economy.

Project implementation will furthermore depend largely on the existing SADC staff from the SADC Disaster Risk Reduction Unit and other parts of the organization. An overview to the detailed changes to the components and their budget is provided below (see also table “components” below).

IV. DETAILED CHANGE(S)

The program is supported by the Africa, Caribbean and Pacific (ACP) group of States - European Union (EU) cooperation program “*Building Disaster Resilience to Natural Hazards in Sub-Saharan African Regions, Countries and Communities*”. Result area 2 of this program supports “*African Regional Economic Communities (REC) have DRR coordination, planning and policy advisory capacities operational to support their respective member states and regional and sub-regional programs*”, providing up to USD 5 million to SADC to strengthen coordination, planning and policy advisory capacity for DRM and CCA, while fostering a strong regional collaboration and knowledge exchange.

The ACP-EU supported “*Building Disaster Resilience to Natural Hazards in Sub-Saharan African Regions, Countries and Communities*” program for SADC will be implemented in parallel through a World Bank executed project (USD 2.5 million) and a Recipient (SADC) executed project (USD 2.5 million). This implementation will promote the comparative advantages of both Bank and recipient executed implementation, while providing extra implementation and capacity building support through the Bank executed grant to SADC. Both projects contribute equally to a common work plan, which was jointly agreed with the World Bank and SADC.

- The Bank executed Bank-executed implementation supports SADC since August 2016 to kick-start the policy dialogue with member states and implement regional initiatives related to among others the Climate Outlook Forums, regional DRR Conference, regional DRR information and policy coordination, practice research and disaster preparedness capacity building.
- Recipient executed (SADC) activities will start in mid 2018 and will allow SADC to hire a project manager for implementing the DRR program in Southern Africa as well as deepening the engagement on recovery planning, systems and data integration as well as disaster preparedness and recovery planning. Recipient-executed implementation will also allow SADC to acquire some equipment

With the proposed restructuring the project will be implemented along five components as described below:

a. *Component 1: Enhancing regional institutional coordination mechanisms for disaster preparedness and response (USD 1.1 million):*

- This component will support the development of a feasibility study and consequently the implementation of the SADC Humanitarian and Emergency Operations Center (SHOC), which would be linked to the SADC member states, the UN system and the regional Inter Agency Standing Committee (RIASCO). In this context the grant provides critical support for consultants to support the conceptualization of the SHOC in close coordination with regional disaster response and humanitarian partners and member states. In this context the project will support several regional and national level consultations and, draft an operations manual and procure the basic equipment necessary to ensure the operation of the SHOC.

- The component will also support the operationalization of the SADC Disaster Preparedness Fund and support SADC to develop operational rules and adequate governance structures for this fund. In the same context it will promote regional and national simulation exercises and based on the lessons learnt from these simulation exercises support the preparation and updating of national and regional contingency plans. The response planning and stand by arrangements will be reviewed and updated, whereas SADC and member states will be supported to develop a regional mechanism for the cross border transfer of relief goods.

b. Component 2: Operationalize national and regional disaster risk reduction information and knowledge management systems (USD 629,000).

- The component will support the harmonization and integration of the national and regional disaster risk management information and data sets to ensure a more streamlined exchange and comparability of information. The project will thereby support taking stock of different hazard, weather, water and climate data as well as vulnerability and risk information and data, which have been developed at different scales in Southern Africa to increase its use, application and exchange of data among member states and as well as for regional initiatives.

- The information will be synthesized in a regional assessment of hazards, vulnerability and risks for the SADC region and its member states focusing on hotspots and areas of regional importance.

- At the policy level the component will support the identification of different standards and protocols for data sharing and management data and provide guidance for improving data and information exchange.

- In addition, the project will support convening bi-annual seasonal disaster preparedness and review workshops together with the Southern African Regional Climate Outlook Forums (SARCOF). The grant will facilitate bringing user groups from the disaster risk management, food security and related sector ministries to the SARCOF process and facilitate the targeting of dissemination and knowledge products to this group of stakeholders. With this regard resources will be made available for coordination meetings, communication and the key staffing with experts at SADC.

c. Component 3: Enhancing Mainstreaming of DRR in development plan and strategies (USD 186,000). Activities of *component 3* will be frontloaded as they were initially foreseen for a potential second phase of the grant. Activities will include support to DRR monitoring in different sector activities and an analysis of mainstreaming in different sectors. Activities related to Strengthening the regional DRR policy advocacy and capacity development program have been reduced and integrated into the other components.

d. Component 4: Strengthening the implementation and coordination capacity at the SADC Regional Disaster Risk Reduction Programme (USD 523,000). Activities of component 4 will focus on coordination with member states to support project implementation. The budget for component 4 has approximately doubled to US\$ 523,000. In the new project management set up day-to-day project implementation would mainly be conducted by SADC staff and not by a dedicated Project Implementation Unit. 7% are foreseen for project management by SADC and provide resources to the team to join the global and regional policy dialogue and provides critical

operational resources for among others office rental, office consumable, financial management and procurement support.

e. *Component 5 Auditing and compliance (S\$ 60,000)* summarizes in a new separate component the activities related to auditing and compliance.

III. SUMMARY OF CHANGES

	Changed	Not Changed
Change in Results Framework	✓	
Change in Components and Cost	✓	
Additional Financing Proposed	✓	
Change in Disbursement Estimates	✓	
Change in Overall Risk Rating	✓	
Change in Procurement	✓	
Change in Implementation Schedule	✓	
Change in Implementing Agency		✓
Change in Project's Development Objectives		✓
Change in Loan Closing Date(s)		✓
Cancellations Proposed		✓
Reallocation between Disbursement Categories		✓
Change in Disbursements Arrangements		✓
Change in Safeguard Policies Triggered		✓
Change of EA category		✓
Change in Legal Covenants		✓
Change in Institutional Arrangements		✓
Change in Financial Management		✓
Other Change(s)		✓

IV. DETAILED CHANGE(S)

RESULTS FRAMEWORK

Project Development Objective Indicators

Operational SADC regional institutional coordination mechanisms for disaster preparedness and response

Unit of Measure: Number

Indicator Type: Custom

	Baseline	Actual (Current)	End Target	Action
Value	0.00	0.00	12.00	Revised
Date	01-Jun-2017	30-Apr-2018	31-Dec-2019	

Functional SADC secretariat regional DRR Information Management System

Unit of Measure: Number

Indicator Type: Custom

	Baseline	Actual (Current)	End Target	Action
Value	0.00	0.00	12.00	Revised
Date	01-Jun-2017	30-Apr-2018	31-Dec-2019	

Capacity for the mainstreaming of disaster risk reduction in development plans and strategies of SADC Secretariat and member states improved

Unit of Measure: Number

Indicator Type: Custom

	Baseline	Actual (Current)	End Target	Action
Value	0.00	0.00	60.00	Revised
Date	01-Jun-2017	30-Apr-2018	31-Dec-2019	

Intermediate Indicators

Operational guidelines for the SADC Disaster Preparedness Fund available

Unit of Measure: Yes/No

Indicator Type: Custom

	Baseline	Actual (Current)	End Target	Action
Value	No	No	Yes	Revised
Date	01-Jun-2017	30-Apr-2018	31-Dec-2019	

Number of SADC countries participating in disaster simulation exercises

Unit of Measure: Number

Indicator Type: Custom

	Baseline	Actual (Current)	End Target	Action
Value	0.00	0.00	12.00	Revised
Date	01-Jun-2017	30-Apr-2018	31-Dec-2019	
Hazard risk maps for hotspots and areas of regional importance developed Unit of Measure: Yes/No Indicator Type: Custom				
	Baseline	Actual (Current)	End Target	Action
Value	No	No	Yes	Revised
Date	01-Jun-2017	30-Apr-2018	31-Dec-2019	
SADC Humanitarian and Emergency Operations Center (SHOC) operational Unit of Measure: Yes/No Indicator Type: Custom				
	Baseline	Actual (Current)	End Target	Action
Value	No	No	Yes	Revised
Date	01-Jun-2017	30-Apr-2018	31-Dec-2019	
Number of individuals trained as part of the regional SADC disaster response team (gender disaggregated) Unit of Measure: Number Indicator Type: Custom				
	Baseline	Actual (Current)	End Target	Action
Value	0.00	0.00	40.00	Revised
Date	01-Jun-2017	30-Apr-2018	31-Dec-2019	
Of which are female Unit of Measure: Number Indicator Type: Custom Supplement				
	Baseline	Actual (Current)	End Target	Action
Value	0.00	0.00	16.00	New
Training on regional data and information sharing and risk assessment frameworks delivered Unit of Measure: Number Indicator Type: Custom				

	Baseline	Actual (Current)	End Target	Action
Value	0.00	0.00	30.00	Revised
Date	01-Jun-2017	30-Apr-2018	31-Dec-2019	
Number of participants (gender disaggregated) contributing to the effective dissemination of climate risk information of the Southern African Regional Climate Outlook Forums (SARCOF) Unit of Measure: Number Indicator Type: Custom				
	Baseline	Actual (Current)	End Target	Action
Value	0.00	0.00	40.00	Revised
Date	01-Jun-2017	30-Apr-2018	31-Dec-2019	
Of which are female Unit of Measure: Number Indicator Type: Custom Supplement				
	Baseline	Actual (Current)	End Target	Action
Value	0.00	0.00	10.00	New
Common regional risk assessment methodology and guidelines developed Unit of Measure: Yes/No Indicator Type: Custom				
	Baseline	Actual (Current)	End Target	Action
Value	No	No	Yes	Marked for Deletion
Date	01-Jun-2017	30-Apr-2018	30-Jun-2020	
SADC regional DRM parliamentarians' forum established Unit of Measure: Yes/No Indicator Type: Custom				
	Baseline	Actual (Current)	End Target	Action
Value	No	No	Yes	Marked for Deletion
Date	01-Jun-2017	30-Apr-2018	30-Jun-2020	

COMPONENTS

Current Component Name	Current Cost (US\$M)	Action	Proposed Component Name	Proposed Cost (US\$M)
Enhancing regional disaster preparedness and response institutional and coordination mechanisms	265000.00	Revised	Enhancing regional institutional coordination mechanisms for disaster preparedness and response	1102000.00
Operationalize national and regional DRR information and knowledge management systems	190000.00	Revised	Operationalize national and regional disaster risk reduction information and knowledge management systems	629000.00
Strengthening the regional DRR policy advocacy and capacity development program	532500.00	Marked for Deletion	Strengthening the regional DRR policy advocacy and capacity development program	0.00
Enhancing Mainstreaming of DRR in development plan and strategies	0.00	Revised	Enhancing Mainstreaming of DRR in development plan and strategies	186000.00
Strengthening the implementation and coordination capacity at the SADC Secretariat	262500.00	Revised	Strengthening the implementation and coordination capacity of the SADC Regional DRR Program	523000.00
	0.00	New	Project Audit and Compliance	60000.00
TOTAL	1,250,000.00			2,500,000.00

ADDITIONAL FINANCING

Source	Currency	Amount	USD Equivalent
Global Facility for Disaster Reduction and Recovery(GFDR)	USD	1,250,000.00	1,250,000.00
Existing Net Commitment USD Amount			0.00
Total			1,250,000.00

DISBURSEMENT ESTIMATES

Change in Disbursement Estimates
Yes



Year	Current		Proposed
OVERALL RISK RATING			
Risk Category	Rating at Approval	Current Rating	
Overall	<div><div></div> Low</div>	<div><div></div> Moderate</div>	

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