



SADC DISASTER PREPAREDNESS AND RESPONSE STRATEGY AND FUND

2016 - 2030

Enhancing coordination for effective disaster preparedness, response and resilience

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EXECUTIVE SUMMARY

Enhancing coordination for effective disaster preparedness and response and resilience outlines the preparedness and response strategy and fund for the SADC region (hereinafter referred to as the Strategy and Fund) to facilitate a coordinated support for SADC Member States when they are overwhelmed by a disaster event. To this end the Strategy and Fund has three priorities: understanding risk and disaster management information systems; strengthening disaster preparedness and response planning; and the establishing the regional disaster preparedness and response fund. Cognisant of the fact that the Strategy and Fund initiatives are a new territory for SADC, a cautious approach has been adopted.

While there is recognition that SADC Member States should assume full responsibility for the preparedness and response activities, these require massive resources, which are limited, particularly considering that the majority of Member States are low-income developing countries. Thus, the need for the involvement of the Secretariat with a major focus of proposed strategy and fund (is) towards facilitating the coordination element of preparedness and response, with the assumption that the Secretariat will gradually strengthen the capacity of Member States to assume full responsibilities of the entire disaster management cycle. The Strategy and Fund respond(s) to the demand by SADC Member States for a coordinated approach in preparing and responding to disasters, and providing humanitarian relief when Member States, individually or collectively, are overwhelmed by a disaster event.

Preparedness and response planning has become even more compelling as there is overwhelming evidence that the SADC region is increasingly becoming at risk to multiple exposure and multiple vulnerabilities which when combined with multiple hazards produce multiple disasters. The common hazards that trigger disasters tend to be associated with hydro-meteorological scenarios such as droughts, floods and epidemics, which have been exacerbated by climate change. This does not mean other hazards such as wild fires, earthquakes, transport and industrial accidents are by no means less important. Informed by the decision of the Council of Ministers, consultations with Member States, stakeholders, regional bodies, and desk review, the *goal* of the Strategy and Fund is to build a culture of safety and disaster resilience by strengthening the preparedness and response for early recovery in the SADC region by 2030. If the goal is achieved, its *outcome would* be substantial reduction of the negative impact of disasters on losses of lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries in the SADC region by 2030.

The goal and outcome of the Strategy and Fund are consistent with Sendai Framework for Disaster Risk Reduction, which emphasizes, strong institutional arrangements to support DRR, preparedness and response. To ensure the Strategy and Fund meets international quality standards; it is consistent with international humanitarian principles, resilience principles, and Office for the Coordination of Humanitarian Affairs (OCHA) Minimum Preparedness Actions, with respect to coordination, assessment, response planning, monitoring and resource mobilisation, capacity building and training, and information management. Similarly, the Strategy and Fund is underpinned by SADC and African Union policies and principles, including Regional Indicative Strategic Development Plan (RSIDP), Strategic Indicative Plan for the Organ on Politics, Defence and Security Cooperation (SIPO), and the African Union Humanitarian Policy and Policy on Disaster Management, the Africa Policy on Post-Conflict Reconstruction, the Africa Plan of Action for the Implementation of the Sendai Framework and related mechanism and structures.

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ABBREVIATIONS AND ACRONYMS

ARC	African Risk Capacity
ASEAN	Association of Southeast Asian Nations
AU	African Union
CDEMA	Caribbean Disaster Emergency Management Agency
DMIS	Disaster Management Information System
DPR	Disaster Preparedness and Response
DPRSF	Disaster Preparedness and Response Strategy and Fund
DRR	Disaster Risk Reduction
ECOWAS	Economic Community of West African States
EU	European Union
EWS	Early Warning System
FANR	Food, Agriculture and Natural Resources Directorate
FAO	Food and Agriculture Organisation
IASC	Inter-Agency Standing Committee
IDPs	Internally Displaced Persons
IFS	Infrastructure and Services Directorate
IFRC	International Federation of the Red Cross and Red Crescent Societies
IOM	International Organisation of Migration
INSARAG	International Search and Rescue Advisory Group
IYCF	Infant and Young Child Feeding Practices
NFI	Non-food item
NGO	Non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
OSOCC	On-Site Operations Coordination Centre
PPTFI	Policy, Planning Trade, Finance and Investment
REC	Regional Economic Community
RDC	Reception and Departure Centre
RIASCO	Regional Inter-Agency Standing Committee
RISDP	Regional Indicative Strategic Development Plan
SADC	Southern African Development Community
SAM	Severe Acute Malnutrition
SARCOF	Southern African Regional Climate Outlook Forum
SFDRR	Sendai Framework for Disaster Risk Reduction
SHDS	Social and Human Development and Special Programmes Directorate
SHOC	SADC Humanitarian and Emergency Operations Centre
TCA	Thematic Content Analysis
UNFCCC	United Nations Framework - Convention on Climate Change
UNICEF	United Nations Children Fund
UNDP	United Nations Development Programme
UNDAC	United Nations Disaster Assessment and Coordination
UNISDR	United Nations International Strategy for Disaster Reduction
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme

DEFINITION OF TERMS

In this strategy,

- (a) “SADC” means the Southern African Development Community comprising of 15 Member States (Angola, Botswana, Democratic Republic of Congo, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, The United Republic of Tanzania, Zambia and Zimbabwe).
- (b) “Contingency Planning” means a management process that analyses emerging disaster risks (and potential events or emerging situations that might threaten society or the environment) and establishes arrangements in advance to enable timely, effective and appropriate responses to such events and situations.
- (c) “Disaster” means a serious disruption of the functioning of a community or a society due to hazardous events interacting with conditions of vulnerability and exposure, leading to widespread human, material, economic or environmental losses and impacts, which exceeds the ability of the affected community or society to cope using its own resources.
- (d) “Disaster Risk Reduction” means the policy objective aimed at preventing new and reducing existing disaster risk and managing residual risk, all of which contribute to strengthening resilience. (concept and practice of reducing disaster risks through systematic efforts to analyse and manage the causal factors of disasters, including through reduced exposure to hazards, lessened vulnerability of people and property, wise management of land and the environment, and improved preparedness for adverse events.)
- (e) “Disaster Management Information System” means a sustainable arrangement within an institution for the systematic collection, documentation and analysis of data about losses caused by natural and human-made disasters.
- (f) “Disaster Risk Reduction Platform” means mechanisms for coordination and policy guidance on disaster risk reduction that are multi-sectoral and interdisciplinary in nature, with public, private and civil society participation involving all concerned entities at local, provincial, national, regional and global levels.
- (g) “Humanitarian assistance” means the aid and action designed to save lives, alleviate suffering and maintain and protect human dignity during and in the aftermath of man-made crises and natural disasters, as well as to prevent and strengthen preparedness for the occurrence of such situations.
- (h) “Mitigation” means the lessening or limitation of the adverse impacts of a hazardous event.

- (i) “Prevention” means activities and measures to avoid existing and new disaster risks. (the outright avoidance of adverse impacts of hazards and related disasters).
- (j) “Preparedness” means the knowledge and capacities developed by governments, professional response and recovery organizations, communities and individuals to effectively anticipate, respond to, and recover from, the impacts of likely, imminent or current disasters. (hazard events or conditions).
- (k) “Recovery” means decisions and actions aimed at improving livelihoods, health, as well as economic, physical, social, cultural and environmental assets, systems and activities, (the restoration, and improvement where appropriate, of facilities, livelihoods and living conditions) of disaster-affected community or society, aligning with the principles of sustainable development, including build back better to avoid or reduce future disaster risk. (efforts to reduce disaster risk factors).
- (l) “Response” means actions taken during or immediately after a disaster and /or the provision of emergency services and public assistance during or immediately after a disaster in order to save lives, reduce health impacts, ensure public safety and meet the basic subsistence needs of the people affected.
- (m) “Risk” means the combination of the probability of a hazardous event and its consequences which result from interaction(s) between natural or man-made hazard(s), vulnerability, exposure and capacity. (negative consequences.)
- (n) “Risk Assessment” means an approach (methodology) to determine the nature and extent of risk by analysing potential hazards and evaluating existing conditions of vulnerability that together could potentially harm exposed people, property, services, livelihoods and the environment on which they depend.

CHAPTER 1: INTRODUCTION

1.1. Background

SADC Member States are at risk from a variety of hazards which, when combined with vulnerability, can lead to disasters. While it is difficult to compare the impact of human suffering against damage to property, livelihoods, the environment and national economies, the current importance of the risks posed by hazards in the SADC region is illustrated by the prevalence of: drought, floods, diseases (pandemics and epidemics), pest infestations, fires, transport and industrial accidents and, more rarely, conflict, earthquakes and tsunamis.

The SADC region is one of the African Union's seven Regional Economic Communities. It comprises 15 Member States: twelve (12) in-land and three (3) island states of the southwest Indian Ocean. SADC has a growing population with a growth rate of 2.68. SADC's population is projected to increase from about 250 million in 2015 to 550 million in 2050 (SADC, 2011). It is also projected that by 2050, the majority of countries in Southern Africa will be over 50% urbanized, with Angola and Botswana being over 80% urbanized (UN Habitat, 2010; Crush et al., 2012).

Similarly, the SADC economy is growing, with the growth rate averaging between 4.5 and 5.1 compared with 2.5–3.2 for the whole world for the period 2013–2017 (World Bank, 2015). Population, urban and economic growth provides opportunities but also provides challenges for Disaster Risk Reduction. On the one hand, population growth increases density and creates higher urban agglomeration, which is critical for achieving sustained growth and increasing economies of scale. These are the elements of resilient communities. The downside of “growth” is that it has increased the SADC region's exposure to a wide range of hazards, which trigger disasters, resulting in the loss of lives and livelihood assets, economic losses and population displacement.

The major hazards that affect the SADC region include drought, floods, tropical cyclones, storms, wild fires, earthquakes, landslides and epidemics such as malaria and cholera. In addition, animal diseases such as foot and mouth and anthrax pose risks to the SADC Region. There has been a notable increase in disaster occurrence in the SADC region; these include disasters triggered by:

- i. Floods in Madagascar, Namibia, Mozambique, Malawi and Angola (spanning 2000–2011);

- ii. Food insecurity in Lesotho, Malawi, Swaziland, Zimbabwe and Mozambique (2000–2004, 2005–2006, 2010 and 2012);
- iii. Drought in Madagascar and Zimbabwe (2000 and 2007); and
- iv. An earthquake in Malawi (2009) and a locust infestation in Madagascar (2010, 2013 and 2014).

Drawing from Centre for Research on the Epidemiology of Disasters (CRED, 2016) data, the likelihood of a drought happening ranges from highly unlikely in Seychelles to 1 in 3 years in Mozambique. Similarly, the likelihood of floods varies from unlikely to about 2 in 3 years in Malawi, South Africa and Tanzania. The likelihood of storms or cyclones is high in more than 2 in three years in Madagascar, 2 in 5 years in Mozambique and 1 in 2 years in South Africa. During the 2014–15 rain season, floods, drought and cholera had the most devastating impacts. Approximately 4 million people were affected by floods, the highest over the past five years. Malawi had the highest number of people (1.1 million)¹ affected by floods, with 106 deaths. Not only does this data suggest the intensity of floods in affected countries but it also demonstrates the inadequacy of preparedness and response capacity to match the changing nature of risks in the SADC region. There were at least 8,429 cases of cholera and 67 deaths in Malawi. Mozambique recorded the highest number of reported cases (7,847) with 8 deaths. Zimbabwe recorded 20 cases while Tanzania recorded 2 cases with no deaths. The number of cholera cases in 2014–15 was second highest after the total number of 2010–11 cases (22,283), suggesting that cholera-related disasters need particular attention.

Also, significant is the increasing trans-boundary risks that are being progressively exacerbated by, among other things, increased cross-border population flows, climate change and environmental degradation due to inappropriate arable land management systems (SADC, 2015).

To reduce the disaster risk, SADC Member States, individually or collectively, have adopted several disaster prevention measures. However, Member States are mindful that, even with best of prevention measures, disaster are inevitable, including those that are transboundary, which have become increasingly common in the region. The need to develop and establish a regional preparedness and response mechanism has been recognised by SADC, through the Disaster Risk Reduction Programme and calls by the Ministers responsible for Disaster Risk Management and Ministers of Finance as well as the Council of Ministers.

¹ See the [UNDAC Assessment report](#), 6th February 2015.

The United Nations International Strategy for Disaster Reduction² states that between 2005-2015, disasters impacts have continued to rise, with over 700 thousand people have lost their lives, over 1.4 million have been injured and approximately 23 million have been made homeless as a result of disasters. Overall, more than 1.5 billion people have been affected by disasters in various ways, with women, children and people in vulnerable situations disproportionately affected. The total economic loss was more than \$1.3 trillion. Evidence indicates that exposure of persons and assets in all countries has increased faster than vulnerability has decreased, thus generating new risks and a steady rise in disaster related losses. These losses are disproportionately higher in developing countries, including the SADC region.

According to CRED (2016), drought accounts for the highest losses, followed by floods and storms. The economic losses resulting from drought between 1980 and 2015 are more than USD 3,4 billion. The most extreme 1991/92 drought that affected Southern Africa reduced maize production by 10 million tonnes and cost US\$ 1 billion in cereal losses at import parity prices and US\$ 500 million in actual logistical costs of importing cereal into affected Southern African countries. There were also severe wider GDP and agricultural sector impacts over 12 months of at least double this magnitude. The climatically less severe 1994/95 drought involved costs of US\$1 billion in cereal losses because of higher prices in a tighter international cereal market. The 1997/98 El Niño event also caused significant but less serious losses³. Similarly, economic losses resulting from floods between 1980 and 2015 are more than USD 3,3 billion with South Africa, Mozambique and Malawi having incurred the highest losses. For storms, the Southern African region has incurred economic losses of at least USD2,2 billion between 1980 and 2015, with Madagascar, South Africa and Mozambique have incurred the highest losses.

In terms of humanitarian relief expenditure, OCHA's Financial Tracking Service notes that SADC's humanitarian relief expenditure between 2010 and October (2015) was US\$10.1 billion suggesting that annually US\$1 billion is spent on humanitarian relief in the SADC region.

Developing regional preparedness and response mechanisms in the SADC region is part of global and regional efforts of enhance resilience to disasters. At global level, the efforts to strengthen disasters preparedness and response, within the disaster risk

² See the [Sendai Framework for Disaster Risk Reduction 2015](#)

³ See Clay et al (2003) Malawi and Southern Africa Climatic Variability and Economic Performance, Disaster [Risk Management Working Paper Series No. 7](#), The World Bank

reduction framework, is emphasised through the Sendai Framework for Disaster risk Reduction (SFDRR), which has succeeded the Hyogo Framework for Action 2005-2015. The expected outcome of SFDRR is the substantial reduction of disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries. To this end, SFDRR should not only prevent new and reduce existing disaster risk but also increase preparedness for response and recovery, through the four priority actions:

1. Understanding disaster risk.
2. Strengthening disaster risk governance to manage disaster risk.
3. Investing in disaster risk reduction for resilience.
4. Enhancing disaster preparedness for effective response and to “Build Back Better” in recovery, rehabilitation and reconstruction

The SFDRR is complemented by the Addis Ababa Action Agenda on financing for development, the Sustainable Development Goals, and the COP21 Paris Agreement on climate change.

At the African regional level, following the Yaoundé Declaration on the implementation of SFDRR in July 2015, the Africa Working Group on Disaster Risk Reduction is in the process of revising of the African DRR Strategy to focus on the implementation of SFDRR. SADC is one of the regional economic communities (RECs) that will translate the African DRR Strategy into action.

It is against this background that the SADC Secretariat has developed the Regional Disaster Preparedness and Response Strategy and Fund. The overall the *goal* of the Strategy and Fund is to build a culture of safety and disaster resilience by strengthening the preparedness and response for early recovery in the SADC region by 2030. Ultimately, the Strategy and Fund should result in substantial reduction of the negative impact of disasters on losses of lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries in the SADC region by 2030. The goal and outcome will be achieved through three priorities: understanding risk and disaster management information systems; strengthening disaster preparedness and response planning; establishing the regional disaster preparedness and response fund.

1.2. Conceptual framework

Disaster preparedness and response was conceptualised with the context of the contemporary understanding of the constitutive elements of a disaster, including the disaster cycle and disaster risk reduction and resilience. A disaster is commonly viewed as a serious disruption of the functioning of a community or a society involving widespread human, material, economic or environmental losses and impacts, which exceeds the ability of the affected community or society to cope using its own

resources⁴. Disaster impacts can be widespread, and include loss of life, injury, disease and other negative effects on human physical, mental and social well-being, together with damage to property, destruction of assets, loss of services, social and economic disruption and environmental degradation⁵.

Disaster risk reduction (DRR), used here interchangeably with disaster risk management, is associated with the concept and practice of reducing disaster risks through systematic efforts to analyse and manage the causal factors of disasters, including through reduced exposure to hazards, lessened vulnerability of people and property, wise management of land and the environment, and improved preparedness for adverse events. DRR typically consists of four phases: mitigation, preparedness, response, and recovery.

Preparedness is used here to mean the knowledge and capacities developed by governments, professional response and recovery organizations, communities and individuals to effectively anticipate, respond to, and recover from the impacts of likely, imminent or current hazard events or conditions. The actions associated with preparedness include development of contingency plans, training and exercising, stockpiling equipment and supplies, issuance of early warning and public information, coordination arrangements and temporary evacuation of people and property from locations at risk.

Response involves the activation of preparedness and response plans to provide public services and assistance during or immediately after a disaster in order to save and sustain lives, reduce impacts, ensure public safety, meet the basic subsistence/service needs of and protect the people affected. Some of the response actions, such as the supply of temporary housing and water supplies, may extend well into the recovery stage. The preparedness and response activities must be supported by formal institutional, legal and budgetary capacities (UNISDR, 2009).

There were several key principles of disaster preparedness and response planning that guided the development of this Strategy and Fund. Disaster preparedness and response planning was viewed as a continuous process that aims at evoking appropriate action in order to reduce the unknowns in the anticipated disaster situation, thus it should be based on what is likely to happen. Along these lines of reasoning, preparedness and response planning is an educational activity which should be based on valid knowledge, whose assumptions should be tested to ensure its applicability to real events, including testing the institutional framework, coordination, response

⁴ See UNISDR (2009) [Terminology](#)

⁵ *ibid.*

mechanism, surge capacity deployment, Disaster Management Information Systems, early warning systems and disaster assessments.

1.3. STRUCTURE OF THE STRATEGY AND FUND

The rest of the Strategy and Fund is structured as follows:

Chapter 2: Goal, outcome and principles;

Chapter 3: Priority Areas for action;

Chapter 4: Role of stakeholders, partnerships and cooperation; and

Chapter 5: Coordination, resources and implementation.

Above all, the style and presentation of the strategy is consistent with the programme planning tools; it is organised according the logical framework, with each priority area having a specific goal, outputs and activities.

CHAPTER 2: GOAL, OUTCOME AND PRINCIPLES

2.1 Goal

The *goal* of the strategy is to build a culture of safety and disaster resilience by strengthening the preparedness and response for early recovery in the SADC region by 2030.

2.2 Outcome

The *outcome* of this strategy is substantial reduction of the negative impact of disasters on losses of lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries in the SADC region by 2030.

2.3 Guiding principles

The following principles will guide this strategy:

- (a) SADC founding principles: The strategy shall be subject to, and consistency with the relevant founding principles of SADC of sovereign equality of all Member States; solidarity, peace and security; human rights, democracy and the rule of law; equity, balance and mutual benefit; and peaceful settlement of disputes;
- (b) Primary responsibility of Member States: Member States shall take primary role and responsibility to protect and assist affected populations within their territories, through disaster preparedness and response policies and other measures at the local, national, and through regional, transboundary and bilateral cooperation;
- (c) Humanitarian Principles: Shall subscribe to the principles enshrined in the Humanitarian Charter of humanity, impartiality, independence and neutrality to ensure those affected by disaster have a right to life with dignity and, a right to assistance and that all possible steps should be taken to alleviate human suffering arising out of disaster or conflict;
- (d) Compliance: Member States and humanitarian actors commit to adhere to established international norms and standards including Guidelines and Codes of Conduct recognized by the African Union;
- (e) Non-indifference: conformity with the relevant provisions contained in the Constitutive Act of the African Union;
- (f) Solidarity: African customary extension of hospitality/egalitarianism and solidarity with peoples in situation of need and distress is institutionalized as an integral part of humanitarian response;
- (g) Accountability: Transparency and accountability must apply to all humanitarian assistance;

- (h) Do no harm: participation, ownership and inclusion of disaster-affected populations, including children, elderly, those living with disabilities, HIV and AIDS, in the planning and decision-making process for humanitarian assistance lies at the heart of this strategy;
- (i) Subsidiarity and Complementarity: between African Union Commission, other Organs of the African Union, Regional Economic Communities, member states, the United Nations and other actors and stakeholders;
- (j) Gender mainstreaming: All activities must take into account the gender dimensions of humanitarian assistance;
- (k) Non-Violability of Humanitarian workers: Humanitarian workers are to operate in a safe and secure environment, free of threat, harm and intimidation; and
- (l) Resilience-building principles: activities should align with the Regional Resilience Framework and should incorporate the resilience-building principles through:
 - i) bridging the emergency response and development approaches;
 - ii) increasing multi-stakeholder, multi-sectoral synergies and approaching disaster risk reduction holistically; and
 - iii) implementing risk-informed, multi-year programming that incorporates joint analysis and community participation.

CHAPTER 3: PRIORITY AREAS FOR ACTION

3.1 Overview

Recognising the regional experiences in disaster preparedness and response planning, and in pursuance of the goal and outcome of this strategy, there is need to focus on three broad priority areas:

Priority 1: Understanding risk and disaster management information systems;

Priority 2: Strengthening disaster preparedness and response planning; and

Priority 3: Establishing the regional disaster preparedness and response fund.

In approaching disaster preparedness and response planning and activation of regional response mechanisms, the SADC Secretariat, Member States, regional and international organizations and other relevant stakeholders should take into consideration the key activities listed under each of these three priorities and should implement them, as appropriate, taking into consideration respective capacities and capabilities, in line with national laws and regulations

and regional policies and protocols. More importantly, these considerations should be underpinned by the resilience capacity development including:

- Joint periodic context analysis of risk drivers;
- A people-centred approach that is context-based and enabling empowerment of at risk communities;
- Holistic understanding of multiple risks and drivers, multi-sectoral, aligning humanitarian/development agendas and searching for more synergies;
- Multiple scales and levels ranging from sub-national, national and regional levels;
- Sustainability and cost-efficiency underpinned by the economics of early response and disaster resilience; and
- Enhanced partnerships between and among stakeholders, including at risk communities.

In the context of increasing importance of local, regional and global multi-stakeholder involvement, concerted international cooperation, enabling regional environment and means of implementation are needed to stimulate and contribute to developing the knowledge, capacities and motivation for regional disaster preparedness and response.

3.2 Priority 1: Understanding risk and disaster information systems

3.2.1 Risk assessments

Disaster preparedness and response and recovery policies and practices should be based on knowledge and understanding of disaster risk in all its dimensions of vulnerability, capacity, exposure of persons and assets, the hazard characteristics and the environment. Such knowledge can be leveraged for the purpose of, among others, developing contingency mechanisms, mapping available resources, stockpiling of resources, and search and rescue.

(a) Overall Objective

To enhance the capacities required to identify, assess, monitor and evaluate risks, hazards and vulnerabilities.

(b) Areas of focus

Effective disaster preparedness and response should be supported by strong science-based methodologies and tools to assess, model, map and monitor risks and share data and statistics. The specific area of focus is:

- i) Harmonisation of risk assessment tools and methodologies, reporting requirements, tools and templates, including sex and age disaggregated data and gender responsive information; and
- ii) Capacity building of regional and Member States in risk assessments.

(c) Outputs

The following outputs are envisaged:

- i) Common risk assessment methodology developed, agreed and operationalized;
- ii) Guidelines on risk assessments including livelihood security developed, operationalized and periodically reviewed;
- iii) Comprehensive surveys on multi-hazard disaster risks assessments regularly conducted; and
- iv) Training provided to sectors and clusters to gather risk assessment data, data analysis and how to contribute to data standardization and sharing.

(d) Activities

The following activities will be undertaken:

- i) Facilitate the development of a common regional risk assessment methodology and guidelines in order to harmonise the existing risk assessment systems;
- ii) Systematically and periodically promote the identification, assessment, monitoring and evaluation of risks in terms of hazards, exposure, vulnerabilities and capacity downscaled to local levels to enable more accurate simulations; for example, hydrological services will be downscaled to the local levels; and
- iii) Facilitate regional capacity building in risk assessments, monitoring and evaluation.

3.2.2 Disaster Management Information Systems

An effective disaster management information system is a vital component of regional disaster preparedness, response, relief and recovery. Availability of accurate and timely information before (early warning and monitoring), during, and after disasters is critical for coordination, delivery of relief assistance, stakeholder and beneficiary involvement, monitoring and evaluation of intervention.

(a) Overall Objective

To develop and strengthen the Regional and National Disaster Information Management System in order to systematically collect, document and analyse data about impact of disasters arising from both natural and human origin.

(b) Area of focus

The following will be the areas of focus:

- i) Risk modelling, mapping and monitoring;
- ii) Regional and national disaster information management systems; and
- iii) Consolidated regional risk profile.

(c) Outputs

To achieve the objective the following outputs will be realised:

- i) Disaster information management system strengthened and operational;
- ii) Common Operational Datasets and Fundamental Operational Datasets are developed and periodically updated, including sex and age disaggregated data and gender-responsive information;
- iii) Regional disaster risk profile is developed, agreed and updated quarterly, with standard place names and place codes, baseline data, as well as thematic, base maps and scenarios, including climate change scenarios;
- iv) A regional portal is developed, agreed, operationalised and accessible to users in English, French and Portuguese using appropriate media including social technologies;
- v) A system for recording disaster losses, such as social, economic, health and environmental losses, is developed, agreed and operationalized;
- vi) The Disaster Management Information System data from assessments, including climate, health, hydrology and vulnerability, is consolidated to form the basis for a regional plan; and
- vii) A training programme for sectors and clusters on Disaster Management Information System and how to contribute to data information standardization and dissemination is developed and operationalized.

(d) Activities

The following activities will be undertaken:

- i) Facilitate the harmonisation of the current information mechanisms, Southern African Regional Climate Outlook Forum, Regional Vulnerability and Analysis, Health Information Systems, Hydrology, and so on will be harmonised into a single database and coordinated by the SADC Secretariat;
- ii) Promote and support partnerships with existing early warning institutions that may be more advanced and on which SADC can build the regional disaster management information system;
- iii) Encourage Member States to periodically communicate the risk data and information to the SADC Secretariat or appointed authority, following which the data will be consolidated into a regional risk profile and advise on the national and regional implications of the risk levels; and
- iv) Facilitate the development of an accessible consolidated risk profile, through a regional portal, which will be available to each Member State, the decision-makers, the general public and at-risk communities using appropriate media, including social media, and in English, French and Portuguese.

3.2.3 Early Warning and Early Action Systems

Early warning and early action systems can reduce injuries, loss of livelihoods and deaths from disasters. More emphasis should be placed in ensuring advances in science and technology, including use of satellites, computer modelling and other technologies, in forecasting techniques and the dissemination of information can reduce disaster impact.

(a) Overall objective

To strengthen forecasting, early warning and early action capabilities through improved data collation, analysis, monitoring and dissemination of risk information.

(b) Area of focus

The following will be the areas of focus:

- i) Risk knowledge of hazards and of vulnerable people and society to these hazards;
- ii) National monitoring and warning service supported by a technical capacity to monitor hazard precursors, to forecast the hazard and vulnerability evolution and to issue warnings;
- iii) Dissemination and communication of understandable warnings and prior preparedness information to those at risk; and
- iv) Early action response capability supported by knowledge, plans and capacities for timely and appropriate action by authorities and those at risk.

(c) Outputs

The following outputs will be realised:

- i) Early warning focal points appointed in each of the Member States;
- ii) Gender sensitive, people-centred, multi-hazard early warning systems with clear early warning indicators and triggers for contingency planning and early action for common hazards are developed, agreed and operational;
- iii) A proper, simple and accessible early warning communication system is established in three regional languages (English, French and Portuguese) to ensure the timely flow of early warning information before;
- iv) Standardised early warning symbols are developed, agreed and understood by authorities and at risk communities;
- v) Pre-formulated reporting templates readily available to allow standardised dissemination of early warning information;
- vi) Capacity for SADC Secretariat and relevant stakeholders developed in early warning and early action systems; and
- vii) Database on available capacity in Member States in disaster management information systems.

(d) Activities

The following activities will be undertaken:

- i) Facilitate the establishment of a regional multi-hazard, early warning and early action systems, which integrate indigenous and scientific knowledge systems,
- ii) Advocate for the creation of regional channels for disseminating early warning information that will increase public awareness, organise communities to respond and recover better from a disaster, and creation of knowledge centres.
- iii) Support the establishment and operationalization of a standardised alert system using symbols such as flags (for example, green, amber and red).
- iv) Encourage Member States to develop regional guidelines for early action for all common hazards to ensure responsible authorities and at risk communities act upon the warnings on the longest timescales.

3.3 Priority 2: Strengthening disaster preparedness and response capacity

3.3.1 Regional Preparedness and Response Planning

Effective regional disaster preparedness planning will involve strengthening the capacity in Member States in developing national contingency plans that are based on plausible scenarios in order to identify vulnerable communities, livelihoods and critical infrastructure likely to be affected by a disaster. The national contingency plan will, among others, state the existing as well as gaps in resources and capacities, roles and responsibilities, to be able to respond timely and effectively to a disaster should one occur.

(a) Overall Objective

To facilitate the development of disaster preparedness and response planning at regional and national level.

(b) Areas of focus

The following will be the areas of focus:

- i) Preparedness planning;
- ii) Contingency planning; and
- iii) Business continuity and recovery planning.

(c) Outputs

The following outputs are envisaged:

- i) Resources for the development of the regional contingency plan and business continuity and recovery plan are mobilised;
- ii) Multi-sector and multi-hazard national contingency plan and business continuity plan are developed annually, and these plans form the basis for sector response plans;
- iii) Contingency plan and business continuity and recovery plans are developed, reviewed and updated annually;
- iv) Sectoral response plans for the common hazards such as drought, floods, cyclones, structural failures and disease epidemics, including animal diseases are developed, agreed;
- v) A generic template to guide Member States in developing preparedness, contingency plans, business continuity plans and recovery plans is developed;

- vi) Lessons learning guidelines developed on preparedness and response planning.

(d) Activities

The following activities will be undertaken:

- i) Advocate for the development national contingency plans and business continuity plans, policies and programmes involving multi-sector and multi-stakeholder participation;
- ii) Facilitate the capacity development of Member States in contingency planning and business continuity planning as an on-going process, even at times of relative normality.
- iii) Encourage Member States to identify organisations involved in contingency planning and business continuity planning and to ensure they are appropriately prepared for disasters and how their roles and responsibilities relate to other responders and local communities.

3.3.2 Simulation Exercises

Simulation exercises or drills are among the key activities of disaster preparedness and response planning that helps to test and validate the planning assumptions. In particular, exercising enhances the awareness of the roles and responsibilities of responders, tests procedures, and builds morale among responders. The exercises will be generally in two forms: table-top (scenario-based discussions); and live or full-scale humanitarian circle. Table-top exercises will be regularly conducted based on realistic scenario and a time line to simulate the divisions between responders who need to communicate and be co-ordinated. Live exercises will be conducted to test the contingency plan to among others, test logistics, communications, and physical capabilities as well as develop confidence of responders.

(a) Overall Objective

To develop a rigorous mechanism for testing the contingency plans in order to improve response coordination, and clarify roles and responsibilities of lead SADC Secretariat directorates.

(b) Areas of focus

The following will be the areas of focus:

- i) Table-top exercising;
- ii) Live exercising; and
- iii) Lessons learned and case study development.

(c) Outputs

The following outputs are envisaged:

- i) Simulation exercise programme is developed and updated annually;
- ii) Capacity building for SADC Secretariat in contingency planning including scenario development in order to cascade the capacity to Member States;
- iii) Build a data bank of simulation materials, lessons learned and case studies, which Member States can use to run their own exercises; and
- iv) At least one simulation exercise is held for common hazards drought, floods, cyclones, structural failures and disease epidemics to validate contingency plans with respect to coordination, information management, communication, decision-making and maintaining situational awareness.

(d) Activities

The following activities will be undertaken:

- i) Facilitate regional simulation exercises on regular basis to test and validate the regional preparedness and response plans. For example live exercises may be hosted by a single Member State or jointly with other Member States invited either as observers or participants; and
- ii) Promote sharing of lessons that will be identified and acted upon in order to validate the preparedness plans.

3.3.3 Response Planning and Standby arrangements

Effective response to a disaster in the SADC region will depend on the swift deployment of experienced humanitarian experts. In this case, it will be essential for SADC to develop surge capacity mechanisms, including a standby roster of experts who can be deployed swiftly to unforeseen emergencies and disasters in the region.

(a) Overall objective

To strengthen response mechanisms through swift deployment of surge staff to Member States overwhelmed by a disaster event.

(b) Area of focus

The following will be the areas of focus:

- i) Building a standby-roster of experts;

- ii) Training for standby-staff in the United Nations Disaster Assessment and Coordination (UNDAC) and other methodologies;
- iii) Search and rescue;
- iv) Civil - military defence assets;
- v) Post-Disaster Needs Assessment; and
- vi) Sector or cluster coordination.

(c) Outputs

The following outputs are envisaged:

- i) System for rapid disaster needs assessment, information management and resources management in place;
- ii) Search and rescue system is in place;
- iii) Regional stand-by roster established and operationalized;
- iv) Mechanisms for regional coordination during a disaster are in place; and
- v) Surge capacity staff attends regular training.

(d) Activities

The following activities will be undertaken:

- i) Facilitate capacity building of the Regional Disaster Response Team to improve the coordination of disaster response. The Regional Disaster Response Team will draw members from each of the SADC Secretariat Directorates, Member States and partners, whose visa entry requirements shall be waived by the affected Member State during the period of the disaster;
- ii) Support the establishment of a regional standby roster comprising experts across professions and volunteers that will comprise staff from SADC Secretariat and Member States;
- iii) Facilitate the deployment of a regional disaster needs assessment team within 12-72 hours and following a declaration of a disaster and upon request from a Member State(s) overwhelmed by a disaster. Where possible the regional disaster needs assessment team will be deployed together with the United Nations Disaster Assessment and Coordination (UNDAC) to support the affected government;

- iv) Facilitate the establishment of an On-Site Operations Coordination Centre (OSOCC) and set up coordination structures, with the SADC Secretariat supporting the affected Member State in the overall coordination role, including setting up sector or cluster system comprising:
 - a. Food Security led by Food, Agriculture and Natural Resources Directorate.
 - b. Health, Nutrition, Education and Water, Sanitation and Hygiene led by the Social and Human Development and Special Programmes Directorate.
 - c. Logistics, Telecommunications and Camp Management led by Infrastructure and Services Directorate.
 - d. Protection and Shelter led by the Organ.
 - e. Early Recovery led by Policy, Planning Trade, Finance and Investment but as a cross-cutting element early recovery should be supported by Food, Agriculture and Natural Resources, Social and Human Development and Special Programmes, Infrastructure and Services and the Organ. This will ensure all cross-cutting issues e.g. gender, environment, HIV and AIDS are mainstreamed in early recovery.
- v) Facilitate assessments and information management systems;
- vi) Facilitate the coordination of the search and rescue teams responding to the disaster;
- vii) Assist the affected Member State in resources mobilisation by initiating the appeal process;
- viii) Encourage Member States, SADC Secretariat and organisations to make available experts on stand-by roster at short notice, and up to three weeks on a SADC mission. These experts will undergo the United Nations Disaster Assessment and Coordination training; and
- ix) Member States will as appropriate provide additional assistance at a bilateral level, including deployment of military defence assets, search and rescue and relief items to the affected Member State. Such arrangements will also be communicated to the SADC Humanitarian and Emergency Operations Centre to ensure a coordinated response.

3.3.4 SADC Humanitarian and Emergency Operation Centre (SHOC)

When a disaster that overwhelms the capacity of a Member State occurs, the Secretariat SADC, with the support from International Cooperating Partners, should provide leadership and coordination of international response, including

the deployment of staff and the procurement and management of all equipment and supplies that SADC responders may need during their deployment. To this end, SADC should establish a humanitarian and emergency operations centre to strengthen its capacity to respond effectively during a disaster.

(a) Overall objective

To establish SADC Humanitarian and Emergency Operation Centre (SHOC) to enable effective response when a Member State is overwhelmed by a disaster event.

(b) Area of focus

The following will be the areas of focus:

- i) Coordination of response activities to support the affected Member State;
- ii) Swift deployment of staff and the procurement and management of all equipment and supplies that SADC responders may need during their deployment;
- iii) Common response system; and
- iv) Emergency communication system.

(c) Outputs

The following outputs are envisaged:

- i) A feasibility study is conducted to establish the resources and technical requirements for SHOC;
- ii) SHOC is established, staffed and functional with clear links to the Member States Emergency Operation Centres, UN Office of the Coordination of Humanitarian Assistance, the UN Disaster Assessment and Coordination (UNDAC) system and the Regional Inter-Agency Standing Committee (RIASCO);
- iii) An inventory of regional disaster response assets is created; and
- iv) Standard operating procedures (see Annex 3) are in place for emergency response operating system, including communication and coordination with national structures and partners, including Regional Inter-Agency Standing Committee.

(d) Activities

The following activities are envisaged:

- i) Facilitate the feasibility study to establish the resources and technical requirements for SHOC;
- ii) Support the establish the SADC Humanitarian and Emergence Operation Centre (SHOC), consistent with United Nations Office of the Coordination of Humanitarian Affairs On-Site Operations Coordination Centre Guidelines (2014) to facilitate co-operation and co-ordinated disaster response at regional and local levels, involving Member States, Regional Inter-Agency Standing Committee, International Federation of the Red Cross and Red Crescent Societies, Cooperating Partners, Non-governmental Organisations and Private Sector Organisations;
- iii) Prior to the disaster, SHOC will facilitate, develop and periodically review standard operation procedures for emergency response operating systems in the region;
- iv) SHOC will facilitate, develop and periodically update a database on available regional assets and capacities for disaster response. These will including:
 - a) regional standby arrangements;
 - b) search and rescue;
 - c) rapid disaster needs assessment;
 - d) civil-military defence assets;
 - e) stockpiles and prepositioning of relief goods;
 - f) mortality and morbidity caused by disasters; and
 - g) volunteers.
- v) During a disaster, SHOC will be activated subject to the following levels:
 - (a) *Level 1*: SHOC will not be activated if the disaster event does not overwhelm the capacity of the affected Member State or Member States and the affected Member State has adequate resources to manage the disaster event.
 - (b) *Level 2*: SHOC will not be activated if the disaster event does not overwhelm national capacity to respond but some external assistance is required. The affected Member State or Member States may or may not declare a state of emergency.
 - (c) *Level 3*: SHOC is activated and regional operations are mounted in response as the disaster event overwhelms capacity of the affected Member State(s) to respond. The activation of SHOC will include the communication system and coordination to guide response through messages that are timely, accurate, consistent and actionable and written appropriately for the target audience either in English, French or Portuguese.

- vi) After the disaster, SHOC will facilitate an evaluation to establish lessons learned from the disaster response in order to make improvements for the future.

3.3.5 Prepositioning of relief

Prepositioning of relief items by storing them in disaster-prone areas is of special importance in the pre-disaster context as it reduces time needed to respond to an emergency situation. If no emergency supplies are stored in advance, large-scale disasters can lead to a sudden increase in demand. *Ad hoc* decisions result in higher costs, longer delivery times, delayed response and unsatisfied demand. Prepositioning of relief is also expensive; particularly in terms of inventory costs therefore cash might be an alternative.

(a) Overall objective

To strengthen prepositioning of relief for timely and adequate humanitarian response by identifying where current warehouses are located, propose new locations, and determine the minimum stock required to effectively respond in the event of a disaster that overwhelms a Member State.

(b) Areas of focus

The following will be the areas of focus:

- i) Information on stockpile at regional level;
- ii) Warehousing of relief and location;
- iii) Logistics; and
- iv) Financial stock facilities, including Financial Food Reserve Facility.

(c) Outputs

The outputs are:

- i) Regular regional inter-agency logistics coordination meetings are held to determine existing logistics capabilities and additional needs;
- ii) Database of warehouses in the region including map of where these are located, their capacity, the stock they hold and the stock they can hold;
- iii) Clear procedures on how to access and release stored goods in case of emergencies, including mechanisms for an affected Member State to access relief stock from other Member States during emergencies and ways and means of replenishment of the stock by the affected Member States individually or collectively;
- iv) Warehouses have minimum stock such as tents, blankets and boats;

- v) Database of local and regional suppliers and transporters of humanitarian relief; and
- vi) Guidelines for using gender-sensitive cash and voucher programmes during the emergency response phase developed and operationalized.

(d) Activities

The following activities will be conducted:

- i) Facilitate the maintenance of minimum relief stockpiles (food and non-food items) for distribution to any disaster affected Member State in the SADC Region;
- ii) Encourage strategic positioning warehouses in locations where relief goods can reach the affected communities within the shortest possible time;
- iii) Facilitate the evaluation of the feasibility of alternative stock, including financial stock, and using cash and voucher programmes during the emergency response phase, with due consideration to gender issues and implications;
- iv) Support the establishment of mechanisms for affected Member States to access stockpiles in other Member States in disaster response;
- v) Facilitate the development of a comprehensive sourcing strategy and procurement plan for goods and services, including compiling a comprehensive stock list of sector and partners stocks of priority relief items, the location of the relief stocks within the region and internationally, and procurement. For transit of stock between Member States, including stock sourced outside the region, custom, importation and delivery timelines and procedures will be developed;
- vi) Facilitate the creation of a database of local suppliers of humanitarian items to be included in a basic relief assistance package; and
- vii) Assist in identifying key logistical requirements to transport humanitarian relief items within the region.

3.3.6 Transit of humanitarian relief

Efficient transit of relief goods and services between Member States is essential during a disaster. A regional agreement on the transit of humanitarian relief can increase governments' efficiency and avoid delays in the dissemination of humanitarian relief while at the same time ensuring better coordination and quality of the assistance provided.

(a) Overall objective

To promote efficient transit of humanitarian personnel as well as relief goods and services between Member States in the SADC region.

(b) Area of focus

The areas of focus are:

- i) Efficient transit of humanitarian relief goods and services; and
- ii) Deployment logistics, including transport.

(c) Outputs

The outputs are:

- i) Regional agreement on transit of relief goods and services; and
- ii) Policies or legal frameworks on transit of humanitarian relief strengthened by Member States.

(d) Activities

The following activities will be conducted:

- i) Facilitate the development of a regional agreement that ensures efficient transit of humanitarian assistance goods and services across boundaries;
- ii) Support Member States to develop measures for the initiation and termination of international disaster assistance, coordination and preparedness for international assistance, responsibilities of assisting actors, eligibility of legal facilities for actors, including issuance of disaster visas, visa waivers, recognition of foreign professional qualifications, driver's licences for international personnel; and
- iii) Support Member State to outline the entry requirements of international disaster goods and equipment, including exemption from taxes, duties and restrictions, agreements on prepositioning of stock, requirements for medicines, food, telecommunication equipment, search dogs and disposal of equipment and unused goods.

3.4 Priority 3: DISASTER PREPAREDNESS AND RESPONSE FUND

The Council of Ministers, at its meeting held on 14 to 15th August, 2015 in Harare, Zimbabwe observed that there were inadequate funds set aside at regional level to coordinate disaster preparedness and response. Consequently, the need to establish a regional disaster fund was endorsed on the premise that the fund would be accessed quickly by Member States in cases where a disaster that overwhelms its capacity occurred requiring urgent emergency support.

(It is hereby established SADC Regional Disaster Preparedness and Response Fund [hereinafter referred to as 'the Fund']).

3.4.1 Objectives of the fund

The objectives of the Fund are:

- i) provide financial grant for rapid response in the event of disasters that overwhelm the capacity of Member States; (and)
- ii) enable SADC Secretariat and Member States to effectively and timely address lifesaving and life sustaining support to victims of natural disaster situations that occur in the region through provision of immediate financial support; and
- iii) enable better regional coordination of disaster response mechanisms.

3.4.2 The Scope of the fund

The Fund shall focus on disasters of natural hazard origin. On the basis of lessons learned from the implementation of the fund during the first five years, the decision shall be made whether or not to include response to civil conflict.

The Fund shall have three (3) components outlined in table 1 below;

- i) SADC Cash Relief Grant to be disbursed to the affected Member State to support interim relief efforts and also 'kick start' the international response activities. Annex 1(a) provides details on the timely and efficient implementation of SADC Cash Relief Grant,
- ii) Deployment costs (of \$110,000) for the Regional Disaster Response Team (comprising Member States and the Secretariat), that will support the affected Member State, including conducting a post-disaster needs assessment to establish the size, common understanding of the magnitude of the problem and make recommendations accordingly, and

iii) Fund Coordination and Administration focusing on facilitation of Fund Steering Committee Meetings and operationalization of Regional Coordination Centre.

Table 1: Main Activities support through the Fund

Activities	Approximate Budget (US\$)
Regional Emergency Response Training (15 Participants and 5 trainers per year)	130,000
Regional Simulation exercises (1 exercise per year)	150,000
Disaster Needs assessment (3 Member States)	300,000
Deployment of ERT (10 member team * 3 missions)	330,000
Grants to Member States (300,000 * 3 Member States)	900,000
Fund Steering Committee (2 Meetings)	30,000
Regional Coordination Centre (laptops, interpretation, communication, Internet)	50,000
Total	1,890,000

3.4.3 Size of the fund

The size of the Fund shall be based on the principle of affordability by Member States;

- i) at least United States Dollars (USD) 1.9 million⁶ or five (5) per cent of SADC Secretariat's annual budget, whichever is the higher, will be allocated to the fund annually;
- ii) to boost the size of the fund, Member States shall be encouraged to continue to assist affected Member State (s) through the existing bilateral mechanisms and /or contribute over and above the funds allocated through the SADC Secretariat budget;
- iii) the SADC Secretariat shall mobilise fund contributions from International Cooperating Partners, private sector and philanthropic donors; and
- iv) The Fund shall be a rolling fund and the unused funds rolled over to the following year and will not be returned to SADC Secretariat budget or the contributing Member State, International Cooperating Partners, donors and private sector.

⁶ Based on the 2016/17 Annual Budget

- v) (Unused funds will be invested on a recourse basis in short term money market investments with financial institutions in SADC or other economic regions to reap annual returns provided that such invested funds shall be recalled and readily accessible at a short notice when a disasters strikes.)

3.4.4 Sources of Funding (Fund Capitalisation)

Resource mobilization for the Fund shall use a 'Multiple Sources' approach as follows:

- i) *The Principal Source* of funding to capitalize the Fund being *Member States Contribution (based of SADC Formula)*, including but not limited to;
- *apportioning a percentage of the SADC Contingency Fund.*
 - *apportioning a percentage of the Regional Development Fund.*
- ii) *Secondary or additional* sources of funding being *International Cooperating Partners (ICPs)* and the *Private Sector*. *Conditions and Modalities for contributing to the Fund by ICPs and the Private Sector will be determined by the Secretariat and Member States, preferably on 'Contribution Agreement'*⁷ *mechanism.*

⁷ Using SADC Rules and Regulations

3.4.5 Governance, Administration and Management of the Fund

The governance, administration and management of the Fund shall be subject to the following:

a) Governance and administration

- i) The SADC Secretariat shall administer the fund subject to SADC Secretariat Financial Policy; Rules, Regulations and Procedures to ensure transparency, accessibility and effective reporting;
- ii) Establishment of a Fund Steering Committee consisting of Permanent Secretaries / Director Generals or designate responsible for Disaster Risk Management and Permanent Secretaries / Director Generals or designate responsible for Finance / Treasury of the Member States in a rotational basis;
- iii) The Membership shall be on a two-year rotational basis as prescribed in the SADC rules and regulations. This Committee shall report annually to the SADC Committee of Ministers responsible for Disaster Risk Reduction/Management;
- iv) The Fund Steering Committee shall elect a Chairperson from the represented Member States;
- v) The Secretariat shall convene the Fund Steering Committee meetings and where necessary lead monitoring and evaluation missions to Member States receiving assistance;
- vi) For this Fund, a special dispensation on any matter related to the use of the Fund can be developed and shall be put to Council for consideration before enforcement;
- vii) The Secretariat shall be responsible for verifying all reports; and
- viii) Where there are problems of absorptive capacity the Secretariat shall assist receiving Member States in identifying capacity from within the region to improve the utilization of Funds.

b) Fund Management

The financial arrangements are subject to the following:

- i) The Secretariat may open separate/dedicated bank account (s) for the

Fund in the name of SADC, where deemed necessary, and operate these accounts in line with the SADC financial rules and procedures;

- ii) Signatories to these accounts shall be in line with SADC financial rules, regulations and procedures; and
- iii) The Secretariat shall conduct at least one interim audit of the use of funds and facilitate a final audit by external auditors.

c) Criteria for the disbursement and release of funds

The criteria for the release of the funds are:

- i. A requesting Member State(s) shall declare a state of a disaster and therefore requires the activation of SHOC Level 3;
- ii. In consultation with the requesting Member State, a rapid disaster assessment shall be conducted and led by the Regional Disaster Response Team prior to the release of funds;
- iii. Funding for relief support shall be made available immediately after declaration and not exceeding 72 hours to enable the deployment of the rapid assessment team;
- vi) The channel for disbursement of funds shall be directed by the requesting Member State;
- vii) Disbursement of funds will be based on principle of solidarity rather the size of Member State's contribution; and
- viii) Disbursement and administration of the Fund shall not contradict or violate the principles of resilience (as outlined in section 2.3 (I)).

d) Application and use of relief funds

The application and use of funds shall be subject to the following conditions:

- i. The funds will be used to support humanitarian relief efforts and consistent with international standards, including those stated in the Sphere Standards, and mainly to meet the food, health, water, sanitation and hygiene, shelter, clothing, medicines, education, search and rescue and logistics needs;

- ii. The SADC Secretariat shall be responsible for verifying both technical and financial reports on the disbursed funds;
- iii. The beneficiary Member States shall submit the requisite reports to the Secretariat, which will then report to the Fund Steering Committee, other Member States and contributors to the Fund; and
- iv. Technical and financial reports on the operations of the Fund shall be submitted to the SADC Secretariat at intervals appropriate in accordance with SADC Rules and procedures. The SADC Secretariat shall ensure that all reports on the use of funds are submitted.

e) Non-eligible funding and penalties

The following shall not be eligible for funding:

- i. A disaster that falls in Levels 1 and 2 of activation of SADC regional mechanism, as this will be funded from local resources;
- ii. Insurable damage met by a third party;
- iii. Support activities related to civil, armed conflict, war and terrorism or any subversive activities or activities inconsistent with the founding principles of SADC;
- iv. Penalties shall apply where Member States:
- v. Persistently fail, without good reason, to use the funds to meet relief needs as stated in Section d;
- vi. Misappropriate, and or mismanage disbursed Funds and other assets;
- vii. Make false or incomplete statements to access the grant, or submit reports that do not reflect reality;
- viii. Engage in activities that bring disrepute to SADC as an organization or any of its Member States;

- ix. Engage in any act of fraud or corruption, or are involved with a criminal organization, or in any other illegal activity detrimental to the image of SADC;
- x. All parties shall do everything in their capacity to amicably settle any dispute before penalties are affected. Where such disputes fail to be resolved the following sanctions shall apply, either singularly or in combination;
- xi. Refund the Secretariat of all ineligible expenditures;
 - Suspension from receipt of assistance in the event of subsequent disaster or disasters that overwhelm the concerned Member State or Member States;
 - the suspension shall be lifted only on completion of any corrective measures as advised by the Secretariat and the Fund Steering Committee; and
 - Past performance, or any element relating to a track record shall be taken into consideration when a Member State's next request is evaluated.

CHAPTER 4: ROLE OF STAKEHOLDERS, PARTNERSHIPS AND COOPERATION

While the region will take the leadership and coordination role in supporting Member States overwhelmed by a disaster, it is a shared responsibility between relevant national, regional and international stakeholders (see Annex 4). National, regional and international stakeholders will play an important role as enablers in providing support to SADC in the implementation of the Regional Strategy and Fund. Their commitment, goodwill, knowledge, experience and resources will be required.

4.1 Role of stakeholders

(a) Overall objective

To promote wider and inclusive stakeholder involvement in the design, implementation and evaluation of national and regional disaster preparedness and response strategies, policies, programmes and projects.

(b) Area of Focus

The area of focus is:

Ownership of disaster preparedness and response processes and outcomes.

(c) Outputs

The key outputs are:

- i) Member States, SADC Secretariat, United Nations agencies, International Federation of the Red Cross, Non State Actors; academia, private sector civil society organisations, including women, farmers, people living with disabilities, people living with HIV and AIDS and children are aware of their roles and responsibilities, communication protocol, standards and procedures

(d) Activities

When determining specific roles and responsibilities for stakeholders, the following actions will be taken:

- i) Promoting participation and inclusion of civil society, volunteers, organized voluntary work organizations and community-based organizations. This will enable them to contribute to and support public awareness as well as provide specific knowledge and pragmatic guidance in the implementation, development of standards and plans for disaster preparedness and response planning;
- ii) Appropriate measures will be taken to ensure the participation of the following:
 - (a) Women to ensure the designs, resourcing and implementation of the disaster preparedness and response plans, policies and programmes are gender-sensitive, including empowerment of women for preparedness as well as to build their capacity to secure alternate means of livelihood in post-disaster situations;
 - (b) Children and youth are given the space and modalities to contribute to disaster preparedness and response, and support Member States to include disaster preparedness and response in educational curricula;
 - (c) Persons with disabilities are included in designing and implementing disaster preparedness and response plans tailored to specific requirements; and

- (d) Older persons and indigenous peoples should be included in the design of policies, plans and mechanisms, including for early warning;
- iii) Fostering the engagement of academia, scientific and research entities and networks to bridge the interface between policy and science for decision-making; and
- iv) Facilitating the participation of business, professional associations and private sector financial institutions, including financial regulators and accounting bodies, as well as philanthropic foundations, in integrating disaster preparedness and response plans, particularly business continuity plans into their operations.

4.3 International, Technical Cooperation and Global Partnership

Effective disaster preparedness and response will require international cooperation and global partnerships in order to enhance cooperation, exchange knowledge and skills, and capacities in the SADC region.

(a) Overall objective

To strengthen the disaster preparedness, response and recovery efforts and capacities, for through international and technical cooperation and global partnerships.

(b) Areas of focus

The areas of focus are:

- i) International cooperation;
- ii) Technology transfer; and
- iii) Cultural, knowledge and skills exchange.

(c) Outputs

The outputs are:

- i) Up to date database of local, regional and international donors, including private sector and the kinds of contributions they could provide during disaster preparedness and response; and
- ii) Proper and functioning communication protocol with local, regional and international partners, including private sector and academia is

developed in order to increase their role in disaster preparedness and response.

(d) Activities

The activities are:

- i) Mobilising resources, as appropriate, and on mutually agreed terms, including through enhanced technical and financial support and technology transfer;
- ii) Promoting relevant knowledge, skills, ideas, know-how, technology, research, innovation and information exchange;
- iii) Capacity development, training, public awareness and education for policy makers, disaster management organisations, and disaster responders at local, national and regional level;
- iv) Promoting cooperation with academia, scientific and research entities and networks to disaster preparedness, response and recovery; and
- v) Engaging business, professional associations and private sector financial institutions, as well as philanthropic foundations, to integrate disaster risk management, including business continuity, into business models.

CHAPTER 5: COORDINATION, RESOURCES AND IMPLEMENTATION

5.1 Institutional arrangements

To implement this strategy (see Annex 2), the institutional arrangements, in addition to those established by the SADC Treaty, will comprise:

- i) Council of Ministers: The Council of Ministers will provide policy guidance to facilitate and promote the implementation of the Strategy and Fund, as well as strengthen cooperation from stakeholders at all levels;
- ii) Committee of Ministers Responsible for Disaster Risk Reduction (The Committee): The Committee will receive and consider reports from the Standing Committee of Officials, provide oversight and guidance on the implementation of the Strategy and Fund. The committee will also prepare reports to appraise the Council of Ministers on the implementation of the Strategy and Fund;
- iii) Standing Committee of Officials on Disaster Risk Reduction: This group will comprise representatives from National Disaster Management Offices who will provide the link between Member States and the Secretariat. The group will also consider technical issues on the progress of implementation of the Strategy and Fund. The group will also

receive support from International Cooperating Partners, including the Regional Inter-Agency Standing Committee (RIASCO), International NGOs, Civil Society Organisations and Private Sector Organisations.

5.2 Implementation plan

The SADC Secretariat will provide overall leadership and coordination in the implementation of the Strategy and Fund. The implementation framework emphasises a multi-sectoral approach including the United Nations agencies, international organisations, civil society organisations, private sector, and academic institutions. The results matrix (Annex 5) will guide in developing their annual plans, monitoring and evaluation.

5.3 Resource requirements

- i) To operationalize the Strategy and Fund, the SADC Secretariat will facilitate resource mobilization. Notwithstanding the inclusion of recurrent costs for coordinating activities in the Fund, such as risk assessments, information systems, early warning systems, contingency planning, simulation exercises and training, these can be funded independent of the Fund; and
- ii) The mobilization of funds will take into account the Windhoek Declaration of April 2006 on a new Partnership between SADC and International Cooperating Partners. The Declaration outlines the guiding principles of cooperation, partnership, commitments, structure for dialogue and key areas of cooperation based on Regional Indicative Strategic Development Plan priorities.

5.4 Monitoring and evaluation mechanisms

- i) The SADC Policy on Strategy Development, Planning, Monitoring and Evaluation of 2012, which adopts a results-based framework, will guide the monitoring and evaluation of the Strategy and Fund;
- ii) To ensure consistency with international frameworks, the Sendai Framework for Disaster Risk Reduction indicators will inform the impact, outcome and activities and process indicators of the Strategy and Fund;
- iii) Annual and mid-term reviews of the Strategy and Fund will be conducted to draw and share lessons as well as document good practice; and
- iv) The SADC Secretariat will mobilise, where appropriate, assistance for monitoring the implementation of the Strategy and Fund. This will include

the publication of periodic overview reports on progress in the implementation of the Strategy and Fund.

ANNEX 1: TERMS OF REFERENCE FOR THE FUND STEERING COMMITTEE

The Steering Committee of the SADC Regional Disaster Response Fund

Background

The Steering Committee shall be established to oversee the implementation of the SADC Regional Disaster Response Fund. The Committee shall provide guidance on resource mobilization, financial management, and use of funds or any other matter related to the operations of the fund.

Specific Terms of Reference

Financial matters

- Approves the financial projections of the Fund;
- Monitors the disbursement by Member States and other stakeholders;
- Monitor budget of the grant beneficiaries; and
- Advices on sources of additional Funding.

Relief Matters

- Approves the release of relief funds;
- Keeps stakeholders updated about the Fund through the Secretariat;
- Identifies new partners for the Fund;
- Monitors compliance by Member States at all levels; and
- Recommends appropriate penalties to be applied to Member States.

Membership

- A Fund Steering Committee consisting of all Permanent Secretaries Responsible for Disaster Risk Management of the Member States in a rotating capacity shall be created;
- The Fund Steering Committee shall consist of eight (8) Senior Government Officials from Member States at any given time. In addition; Directors of i) the Organ, ii) Finance, iii) Finance, Investment & Customs as well as iv) Policy, Planning & Resource Mobilisation in the Secretariat shall be Members of the Fund Steering Committee. Further, the Disaster Risk Reduction Unit Coordinator shall be an ex officio Member of the Steering Committee; and
- The Membership shall be on a two-year rotational basis as prescribed in the SADC rules and regulations. This Committee shall report to the SADC Ministers Committee of Ministers Responsible for Disaster Risk Reduction.

Chair of the Committee

- The Fund Steering Committee shall elect a Chairperson from the represented Member States based on the Troika mechanism.

Meetings

- The Steering Committee will have two formal meetings each year. The meetings will be within the second quarter and the last quarter of the financial year. Representative from two Member States shall constitute a quorum. Additional meetings may be scheduled if the need arises. Furthermore, other means of communication (e.g. electronic discussions, teleconferencing) will be used to facilitate exchange of views between formal meetings.

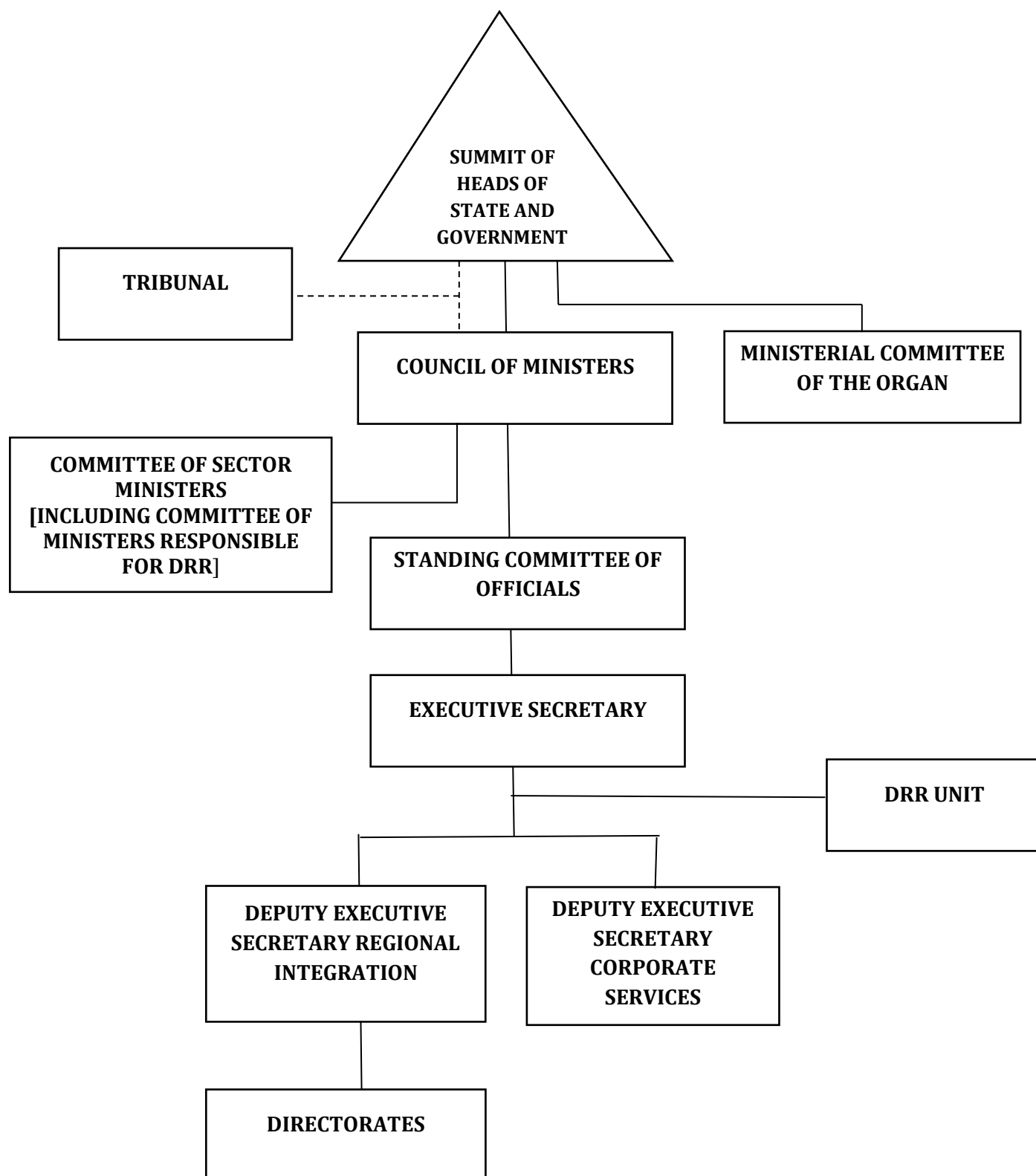
Reporting

- A summary of the meetings shall be issued within a month of the close of each meeting by the chair of the Steering Committee. The summary shall be distributed to all members of the Steering Committee.

Secretariat

- The SADC Secretariat will serve as the Secretariat to the Steering Committee, in particular with regard to the arrangements for the meetings, sending of invitations and providing logistics support.

ANNEX 2: SUGGESTED STRUCTURE FOR DRR IN SADC



ANNEX 3: PROPOSED STANDARD OPERATING PROCEDURES

Timeline	Early Warning Phase (immediately upon receipt of early warning information regarding an imminent threat)	Responsibility
Actions to take within the first 24 hours	<ul style="list-style-type: none"> Member State through SHOC contacts the DRR Unit Coordinator Coordinator alerts key partners to inform of the threat and share available details. 	Member State
	DRR Unit Coordinator alert the DES of the imminent threat	DRR Unit Coordinator
	DRR Coordinator verifies information with Member State	DRR Unit Coordinator, with support of SHOC programmes officer
	Alert the Regional Disaster Response Team	DRR Unit Coordinator, with support of SHOC programmes officer
	Issue Flash Update by e-mail to RDRT and Member State Focal Persons, UN agencies, cooperating representatives, NGOs and private sector	DRR Unit Coordinator, with support of SHOC programmes officer
	Inform OCHA of a potential disaster which will require international assistance for example if the services of (UNDAC and INSARAG) are required	DRR Unit Coordinator, with support of SHOC programmes officer
	Review capacity to respond and share information with partners on available stocks, personnel available for inter-agency assessments, staff deployable for a possible response.	SHOC programmes officer
	Gather relevant data and maps	RDRT with support of SHOC programmes officer
	RDRT assign and confirm reporting and information management system and to proactively share any relevant information on preparedness actions taken.	RDRT

	Contact the key Member State focal point and encourage regular information-sharing between SHOC and government through an agreed template.	DRR Unit Coordinator
	Identify constraints for accessing potential affected populations.	RDRT
	Response Phase	
	Obtain a brief overview of the scale and scope of the emergency (preliminary scenario) based on available information from national authorities, UN agencies, national and international NGOs, civil society organizations, Red Cross/Crescent Movement and the media	DRR Unit Coordinator
	<p>Contact the Government to:</p> <ol style="list-style-type: none"> 1. Review national capacity to deal with the emergency. 2. Clarify its intent to declare a state of emergency. 3. Clarify its intent to request, welcome or decline international assistance: <ul style="list-style-type: none"> • If welcomes assistance, outline support options available, request approval for additional humanitarian staff's entry into the country and the need for UNDAC team. • If declines, but assistance is nonetheless required, local emergency responders to increase their capacity to respond. 4. Request logistical assistance for site visits if required. 	DRR Coordinator
	Based on preliminary scenario and the Government's capacity assess if an international response is warranted .	DRR Unit Coordinator
	In case of cyclone, storm, floods or collapse of urban structures, encourage and support the Government to call for international Search and Rescue assistance, including INSARAG members.	DRR Unit Coordinator
	<p>Based on the scenario:</p> <p>If warranted, encourage and support the government to request for the deployment of RDRT and UNDAC team to conduct rapid assessment</p>	DRR Unit Coordinator
	Activate the regional contingency response plan. RDRT leads activate their respective contingency response plans.	DRR Unit Coordinator with support of RDRT Team

	If a decision is made not to activate the regional contingency response plan but assistance is requested by the Government, assistance to be coordinated through the government system in pace.	DRR Unit Coordinator with support of RDRT Team
	If the decision is made to activate the regional contingency plan, offer regional resources will be mobilised through coordinated through the DRR Unit	DRR Unit Coordinator with support of RDRT Team
	Put in place common planning of response activities.	DRR Unit Coordinator with support of RDRT Team
	Request assistance and surge capacity from OCHA, UNDAC, INSARAG, as deemed necessary, as well as from other regional mechanisms.	DRR Unit Coordinator with support of RDRT Team
Actions to take within the first week	Organise and coordination meeting.	Member State with support from the DRR Unit Coordinator
	Call regular coordination meetings, as well as inter-sector meetings, including national authorities whenever possible. Ensure inter cluster coordination and regular interaction and coordination with local NGOs.	Member State with support from the DRR Unit Coordinator and RDRT
	In consultation and collaboration with Disasters Management Authority, sector members to participate in joint needs assessments	Member State with support from the DRR Unit Coordinator and RDRT
	Analyse information from the assessments as soon as possible and share with sectors and SHOC	Member State with support from the RDRT
	Liaise with appropriate Government institutions, Police, Ministry of Defence on security matters.	Member State with support from the DRR Unit Coordinator
	Consider potential need for using Military and Civil Defence Assets and if necessary and coordinate the deployment	Member State with support from the DRR Unit Coordinator and RDRT
	Organise donor briefing. Ascertain intentions of donors to fund the response.	Member State with support from the DRR Unit Coordinator and RDRT

	After consultation with the government, and if required, discussion with donors, to launch a Preliminary Response Plan (PRP).	Member State with support from the DRR Unit Coordinator and RDRT
	Support the government to prepare a consolidated appeal to mobilize emergency funds, including through emergency cash grants, the Emergency Response Fund (ERF) and the Central Emergency Response Fund (CERF).	Member State with support from the DRR Unit Coordinator and RDRT
	Activate the disaster laws to enable efficient transit of relief goods and services including visa, entry and travel procedures to affected areas for staff and relief goods.	Member State with support from the DRR Unit Coordinator and RDRT
	Provide inputs on assistance, needs and gaps.	RDRT
	Issue regular Situation Reports (daily if necessary).	MS with support of SHOC
	Support sectors in obtaining information from concerned ministries/directorates and preparing a coordinated Humanitarian Response Plan (HRP).	Member State with support from the DRR Unit Coordinator and RDRT

Annex 4: Role of SADC Secretariat and Stakeholders

(A) During preparedness phase

Unit	Preparedness Role	Lead Directorate
Climate Services	Seasonal rainfall and temperature forecasts; and performance of the rainfall season	Infrastructure and Services, supported by FAO, FEWSNET, World Meteorological Organisation
Water	Water resources monitoring; advice on flood management and drought;	Infrastructure and Services, supported National Hydrological services, ASCI, CCSO, relevant RIASCO members
Health	Health surveillance	Social and Human Develop and Special Programmes, supported by ASCI, CCSOs, relevant RIASCO members (e.g. WHO and UNICEF, Save the Children)
Education	Mainstreaming DRR into school curricula and raising awareness; Education in Emergencies	Social and Human Develop and Special Programmes, supported by ASCI, CCSOs, relevant RIASCO members (e.g. WHO and UNICEF, Save the Children)
Agriculture and Food Security	Food security analysis, crop and livestock disease outbreaks	Food, Agriculture and Natural Resources, supported by ASCI, CCSOs, relevant RIASCO members (e.g. WHO and UNICEF, Save the Children)
Vulnerability Assessment and Analysis	Livelihoods and vulnerability analysis	Food, Agriculture and Natural Resources, supported by ASCI, CCSOs, relevant RIASCO members (e.g.

		WHO and UNICEF, Save the Children)
Environment	Climate Change adaptation; State of Environment and implications for DRR	Food, Agriculture and Natural Resources, supported by ASCI, CCSOs, relevant RIASCO members (e.g. WHO and UNICEF, Save the Children)
Transport	State of transportation facilities and implications for DRR	Infrastructure and Services, supported by ASCI, CCSOs, relevant RIASCO members (e.g. WHO and UNICEF, Save the Children)
SADC Standby Force	Logistics and operations, simulation exercises, including for maritime disasters	Organ Directorate, supported by ASCI, CCSOs, relevant RIASCO members (e.g. WHO and UNICEF, Save the Children)
Information and Communications Technology	Information and Communications support	Infrastructure and Services, Finance and Administration, supported by ASCI, CCSOs, relevant RIASCO members (e.g. WHO and UNICEF, Save the Children)

(B) Regional clusters / sectors during response phase

Sector	Lead Directorate	Supporting Stakeholders
Coordination	Executive Secretary's Office supported DRR Unit	OCHA, IFRC, Representatives from Association of SADC Chamber of Commerce and Industry (ASCI), SADC Council of CSOs (SADC-CCSOs)
Agriculture and Food Security	Food, Agriculture and Natural Resources Directorate	FAO, WFP, ASCI, CCSOs, relevant NGOs

Health	Social and Human Development and Special Programmes Directorate	World Health Organisation, IFRC, ASCI, CCSOs relevant NGOs
Nutrition	Social and Human Development and Special Programmes Directorate	UNICEF, ASCI, CCSOs, relevant NGOs
Education	Social and Human Development and Special Programmes Directorate	UNICEF, ASCI, CCSOs, relevant NGOs
Water, Sanitation and Hygiene	Social and Human Development and Special Programmes Directorate	UNICEF, ASCI, CCSOs, relevant NGOs
Camp Management and Coordination	Infrastructure and Services Directorate	IOM, UNHCR, ASCI, CCSOs, relevant NGOs
Transport and Logistics	Infrastructure and Services Directorate	WFP, ASCI, CCSOs, relevant NGOs
Emergency Telecommunications	Infrastructure and Services Directorate	WFP, SHOC and SADC standby Force, ASCI, CCSOs, relevant NGOs
Protection and Shelter	The Organ	IFRC, UNHCR, ASCI, CCSOs, relevant NGOs
Early Recovery	Policy, Planning Trade, Finance and Investment	UNDP, ASCI, CCSOs, relevant NGOs
Search and Rescue	SADC Standby Force	WFP, ASCI, CCSOs, relevant NGOs

ANNEX 5: IMPLEMENTATION PLAN

PRIORITY 1: UNDERSTANDING RISK AND DISASTER MANAGEMENT INFORMATION SYSTEMS

Intervention Area	Key Performance Indicator	Strategies/ Activities	Targeted Outputs	Lead Agency
Risk Assessments	Number of MS are using the common risk assessment methodology	Support the development and operationalization of a common risk assessment methodology.	At least 10 MS and stakeholders are consulted in developing common methodology by 2017.	DRR Unit
	Number of MS using the risk assessment guidelines.	Facilitate the development and operationalization of regional risk assessment guidelines.	At least 10 MS and stakeholder are consulted in developing risk assessment guidelines by 2017.	DRR Unit
	Number of MS using the revised VAA methodology; New VAA used at regional level.	Facilitate the review and broadening of Regional Vulnerability Assessment and Analysis guidelines to include livelihood security such as water etc.	VAA guidelines are reviewed and agreed by 2017.	DRR Unit
	Number of MS share data using an agreed template.	Facilitate training to sectors and clusters in gathering risk assessment data, data analysis and how to contribute to data standardization and sharing.	At least 10 representatives from MS trained are trained by 2018.	DRR Unit
Disaster Management information	Number of MS, decision-makers, and at risk-communities	Facilitate the development of common operational data (COD) sets and additional Fundamental	Regional risk profile/ register developed by 2018.	DRR Unit, Climate Services Centre, Statistics, RVAC,

Systems (DMIS)	accessing DMIS portal in three regional languages (English, French and Portuguese).	Operational Data (FOD) sets with standard place names, codes, baseline data, as well as thematic, base maps and scenarios, including climate change scenarios. Consolidation of MS risk profiles into a regional risk profile, through a regional portal, and using appropriate media, including social media and in English, French and Portuguese.	At least 10 MS actively participate in the development of regional risk profile and regional risk portal by 2018.	hydrology, FEWSNET
	Number of users accessing the consolidated DMIS from SACORF, RVAA, Health and Hydrology etc.	Consolidation of DMIS data from SARCOF, RVAA, Health, Hydrology etc. to form the basis for regional plans.	At least three data sets are consolidated by 2018.	DRR Unit, Climate Services Centre, Statistics, RVAC, hydrology, FEWSNET
	Disaster losses records available and updated regularly.	Encourage MS and SADC secretariat to develop a system for recording disaster losses is developed, agreed and operationalised.	Disaster losses data base is developed and functional by 2018.	DRR Unit, Climate Services Centre, Statistics, RVAC, hydrology, FEWSNET
	Number of people trained disaggregated by MS, organisation and gender.	Facilitate training to sectors and clusters DMIS and how to contribute to data information standardization and dissemination.	Representatives from at least 10 MS are trained, with at least 30% being women, in DMIS.	DRR Unit, Climate Services Centre, Statistics, RVAC, hydrology, FEWSNET

Early Warning and Early Action Systems	Evidence of national and Regional EWS with clear early warning indicators and triggers.	Supporting MS and regional level to strengthen gender sensitive, people-centred, multi-hazard early warning systems with clear early warning indicators and triggers.	National and regional EWS strengthened and fully operational by 2019.	DRR Unit, Climate Services Centre, Statistics, RVAC, hydrology, FEWSNET
	Simple and accessible early warning system in three regional languages (English, French and Portuguese) in place and functional.	Advocate for a simple and accessible regional systems for disseminating EW information.	A system for disseminating EW in three languages is in place by 2017.	DRR Unit, Climate Services Centre, Statistics, RVAC, hydrology, FEWSNET
	Number of Member States using the standardised regional EW symbols	Promote the use of regional standardised early warning symbols that are understood by authorities and at risk communities.	Standardised EW symbols for SADC agreed and operational by 2020.	DRR Unit, Climate Services Centre, Statistics, RVAC, hydrology, FEWSNET
	Number of Member States using the pre-formulated report template for disseminating EW.	Facilitate the development of pre-formulated report templates readily available to allow standardised dissemination of early warning information.	Pre-formulated report template for disseminating EW is developed and functional by 2019.	DRR Unit, Climate Services Centre, Statistics, RVAC, hydrology, FEWSNET
	Evidence of capacity for SADC Secretariat and relevant stakeholders in early warning and early action systems.	Facilitate training for representatives from MS and stakeholders in EWS.	Representatives from all MS and stakeholders attend EWS training by 2020.	DRR Unit

PRIORITY 2: STRENGTHENING DISASTER PREPAREDNESS AND RESPONSE CAPACITY

Preparedness Planning	Number of MS applying minimum regional preparedness actions guidelines in their preparedness and response plans.	Encourage and advocate for the development of minimum regional preparedness actions guidelines.	Minimum regional preparedness guidelines are developed and operationalised by 2018.	DRR Unit, SADC Standby Force, Regional Disaster Response Team (RDRT), National Disaster Management Organisations (NDMOs), African Risk Capacity (ARC) relevant RIASCO, ASCI, CCSOs representatives
	Number of MS have multi-sector and multi-hazard regional contingency plan and business continuity plan that are reviewed and updated annually considering the scenarios could have changed.	Promote a culture of preparing and updating multi-hazard contingency plans (including business continuity and recovery plans) for common hazards such as drought, floods, cyclones, structural failures and disease epidemics, including animal diseases.	At least 10 MS have developed contingency plans, and are updated annually by 2020.	DRR Unit, SADC Standby Force, RDRT, NDMOs, ARC, relevant RIASCO, ASCI, CCSOs representatives.
	Evidence of clear roles and responsibilities in both contingency and response plans for key	Promote a culture of preparing and updating multi-hazard contingency plans (including business continuity and recovery plans) for common	At least 10 MS n and the SADC Secretariat have clear roles and responsibilities for key	DRR Unit, RDRT, NDMOS, ARC, RIASCO,

	responders at national and regional levels.	hazards such as drought, floods, cyclones, structural failures and disease epidemics, including animal diseases.	responders at national and regional levels.	members ASCI, CCSOs
Training and Simulation Exercises	Inventory of capacity development needs and opportunities for disaster preparedness and response documented by MS and SADC Secretariat.	Facilitate identification of needs and opportunities for training and capacity building for MS and Regional Disaster Response Team and stakeholders on emergency preparedness and response.	Inventory for capacity development needs and opportunities developed by 2017.	DRR Unit, RDRT, NDMOS, relevant RIASCO, ASCI, CCSOs representatives
	Number of MS and SADC Secretariat have capacity development strategy for disaster preparedness and response.	Facilitate formulation of capacity development strategies and plans for disaster preparedness and response.	Capacity development strategies and plans are in place and functional by 2019.	DRR Unit, RDRT, relevant RIASCO, ASCI, CCSOs representatives
	Number of national and regional simulation exercises conducted for common hazards drought, floods, cyclones, structural failures and disease epidemics to validate contingency plans with respect to coordination, information management, communication, decision-	Promote a culture of simulation exercises in SADC region to validate preparedness and response plans.	Simulation exercises guidelines are developed and operationalised by 2018.	Standby Force, supported by DRR Unit, SADC, ARC, relevant RIASCO, ASCI, CCSOs representatives

	making and maintaining situational awareness			
	Evidence of a data bank for simulation materials which MS can use to run their own exercises as well as share with other MS.	Encourage and support MS to develop data banks for simulation materials.	At least 10 MS have simulation materials data bank by 2025.	SADC Standby Force, supported by DRR Unit, RDRT, NDMOS, RIASCO members
	Evidence of a data bank for simulation materials at regional level.	Develop data banks for simulation materials.	SADC Secretariat has developed simulation materials data bank by 2025.	SADC Standby Force supported by DRR Unit, RDRT, RIASCO members
	Number of representatives from MS, SADC Secretariat (including RDRT) and stakeholders (ASCI and CCSOs) trained in humanitarian principles, roles and responsibilities, humanitarian architecture and available international response tools.	Facilitate training on humanitarian principles, roles and responsibilities, humanitarian architecture and available international response tools.	Representatives from at 10 MS, SADC Secretariat and stakeholders are trained in humanitarian response by 2019.	DRR Unit, RDRT, OCHA
	Number of MS, SADC Secretariat and stakeholders ASCI and CCSOs) are trained in civil-military coordination	Facilitate training on civil military coordination during emergencies.	Representatives from at 10 MS, SADC Secretariat and stakeholders are	SADC Standby Force, OCHA

	consistent with Oslo Guidelines.		trained in civil-military by 2019.	
	Number of humanitarian responders are familiar with the sector or cluster approach and are aware of cross-cutting issues such as GBSV, HIV/AIDS, protection, etc. in emergency settings.	Promote awareness of sector or cluster approach including the integration of cross-cutting issues such as GBSV, HIV/AIDS, protection, etc. in emergency settings.	MS and regional sector or clusters are in place and operational by 2018.	DRR Unit, supported by OCHA and relevant RIASCO members
	Number of people from SADC Secretariat and MS trained in contingency planning.	Facilitate capacity building for SADC Secretariat and MS in contingency planning including scenario development.	SADC Secretariat and MS trained in contingency planning regularly attending training on contingency planning.	DRR Unit, RIASCO Members, ARC
Coordination, Response Planning and Standby arrangements	SADC Humanitarian and Emergency Operation Centre (SHOC) is established and operational.	Facilitate the establishment of the SADC Humanitarian and Emergency Operation Centre (SHOC).	SHOC has office space, human resources and equipment by 2018.	DRR Unit supported by RIASCO members, Cooperating Partners and ASCI
	Evidence of an inventory of regional assets for search and rescue, civil-military defence assets etc. to support SHOC operations.	Facilitate the creation of SHOC inventory of regional assets for search and rescue, civil-military defence assets etc.	SHOC inventory of assets are in place and updated annually as from 2019.	SADC Standby Force, DRR Unit, OCHA, and relevant RIASCO members, ASCI

	Number of disaster events where the regional coordination mechanism is activated.	Facilitate the creation of a regional coordination mechanism for disaster response, including respective responsibilities for clusters/sectors, the Regional Disaster Response Team, and stakeholders.	A regional coordination mechanism for response is agreed and operationalised by 2018.	DRR Unit and OCHA
	Number of humanitarian agencies participating in awareness workshops on regional emergency response coordination mechanisms.	Promote awareness of regional emergency response coordination among humanitarian agencies.	An action plan for creating awareness on regional emergency response mechanisms is developed by 2017.	DRR Unit and OCHA
	A list of government focal persons (technical and political) and civil-military coordination in each of the MS is compiled.	Encourage MS to develop lists of government focal persons (technical and political) and civil-military coordination in each of the MS who are available for deployment at short notice.	A list of officials available for deployment during disasters is shared by SADC Secretariat by 2018 and thereafter updated annually.	SADC Secretariat
	Number of Member States using the SADC rapid disaster assessment methodology.	Facilitate the contextualisation of the UNDAC rapid needs assessment tool to the SADC region.	The inter-agency multi-cluster rapid needs assessment tool, with clear roles and responsibilities, is adapted and validated by MS and partners, and members are trained in conducting	SADC Secretariat

			this assessment by 2019.	
	Number of candidates enrolled on the regional rapid disaster needs assessment team drawn from MS and stakeholders.	Facilitate the creation of a regional roster of candidates to be trained and easily deployed for needs assessments in case of emergencies.	A regional roster for the rapid disaster needs assessment team is created and operational by 2019.	SADC Secretariat and UNDAC / OCHA and relevant stakeholders
	Quantities of equipment available for conducting rapid disaster assessments.	Facilitate the acquisition of necessary equipment for conducting the assessments (calculators, GPS, etc.)	Equipment for conducting rapid disaster assessments is acquired by 2019.	SADC Secretariat
	Number of MS using On-Site Operations Coordination Centre (OSOCC).	Facilitate the development of guidelines for establishing On-Site Operations Coordination Centre (OSOCC) during a disaster.	The OSOCC guidelines are agreed by MS and operational by 2019.	SADC Secretariat supported by OCHA
	Number of MS using the regional protocol in handling media during disasters, with a designated spokesperson.	Advocate for a regional system / protocol for handling media issues when a disaster occurs.	A regional protocol / system for handling media issues when a disaster occurs is place by 2018.	SADC Secretariat
	Number of people trained on principles of crisis communication, including use a reporting template, basic structures and timeline that that allow for joint situation reporting.	Facilitate training for Regional Disaster Response Team and other co-cluster leads on principles of crisis communications and on the development of key messages.	A crisis media and communication strategy for the region, including a reporting template is developed and functional by 2020.	SADC Secretariat

	A system for the transit of humanitarian goods and services between MS is agreed and operational and clear to relevant stakeholders.	Advocate for a system for efficient transit of humanitarian relief between MS including custom clearances, visas, and access to affected populations.	A regional framework is agreed by SADC Council of Ministers on the efficient transit of humanitarian relief between MS by 2019.	SADC Secretariat
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PRIORITY 3: ESTABLISHING THE REGIONAL DISASTER PREPAREDNESS AND RESPONSE FUND (RDPRF)

Establishing the institutional arrangements for the RDPRF	Number of meetings held by the Fund Steering Committee	Facilitate Fund Committee meetings	At least three meetings held annually	SADC Secretariat
Establishing financial management system for RDPRF	No. of financial reports	Facilitate setting up the RDPRF financial management system	Financial reports from Fund Steering Committee Meetings	SADC Secretariat
Resource mobilisation for the RDPRF	No. of initiatives on mobilisation of resources, including alternative sources of funding	Facilitate mobilisation of resources for the Fund	At least USD 2million is raised by 2018	SADC Secretariat
Operationalising the RDPRF	Number of MS receiving support from SADC Secretariat when their capacity is overwhelmed by a disaster event.	Facilitate the creation of a regional disaster preparedness and response fund.	A regional preparedness and response fund is established and operational by 2019.	SADC Secretariat

ANNEX 6: SADC CASH RELIEF GRANT GUIDELINES

1. PURPOSE

This guideline aims to ensure timely and efficient implementation of the SADC Cash Relief Grant (CRG) (Grant), which provides funds to address life saving and life sustaining support to victims of natural disaster situations.

2. SCOPE

This Guideline addresses the SADC Humanitarian and Emergency Operation Centre (SHOC), as the Manager of the grant. In addition to SHOC Coordinator, the Fund Steering Committee and the designated officials in the requesting / receiving Member State of the CRG must be familiar with this guideline.

2. RATIONALE

The SADC region has over the past decades seen an increase in not only the number of disasters but also in the magnitude of devastation and destruction left in their aftermath. This Guideline aims at ensuring thorough understanding of the SADC Cash Relief Grant tool to assist the SADC Secretariat, the Fund Steering Committee and the requesting / receiving Member State in dealing with the immediate effects of disasters by facilitating the timely release of the grant.

4. GUIDELINES

4.1 Overview of the Cash Relief Grant

The Council of Ministers Decision of (Date) established the Cash Relief Grant provision to assist the SADC Member States affected by natural disasters and enables SADC Secretariat to urgently release cash relief grant to support relief efforts in the immediate aftermath of a disaster. The SADC Secretariat releases US\$1.9 million per annum to the Disaster Relief Fund to fund the grant facility.

4.2 Parameters of the for Cash Relief Grant

The CRG is intended to provide immediate support for relief operations responding to natural and environmental disaster situations including:

- i) Local purchases of relief items such as blankets, plastic sheeting etc. to assist victims of the disaster.
- ii) Logistical support for the relief operation, e.g. rental of aircraft for search and rescue operations, equipment for road clearance, tools/equipment needed to assist in the disaster response, etc.

- iii) Exceptionally, for short-term recruitment of personnel to assist the requesting / receiving Member States in relief coordination;
- iv) The grant cannot be authorized for reconstruction and rehabilitation of physical infrastructure.
- v) As the custodian of the Fund, the SADC Secretariat is entrusted to evaluate requests and make determinations on the appropriate allocation of cash relief grants. The allocation amount per disaster should not exceed US\$300,000.

4.3 Division of Responsibilities

- i) The SHOC coordinator is responsible for liaison with the field, decision-making and reporting on the Cash Relief Grant allocations to the Director of Finance and the Fund Steering Committee. The Director of Finance is the responsible manager for administering the funds. The Director of Finance nominates Focal Point within the Finance Directorate in the information management related to the tracking of CRG.
- ii) The Director of Finance, with support from the Focal Point, issues financial authorisation, maintains grant balances and prepares Certified Statements of Accounts for the Fund.
- iii) On a regular basis, the Focal Point shares with Director of Finance on the status of the Cash Relief Grant balances using the SADC Secretariat accounting system.

4.4 Grant Request

- i) Requests for the Cash Relief Grant shall be initiated the Member State affected by a disaster following a declaration of a state of disaster.
- ii) Upon verification that the recipient country requests or welcomes international assistance, the SHOC Coordinator prepares a written request to the Director of Finance. At a minimum, the request includes: (a) the nature of the disaster, and (b) an outline of the assistance required.
- iii) The Director of Finance reviews the request along with balances of the Cash Disaster Relief Fund to determine (a) whether the request meets the criteria mentioned in Section 2; and (b) if the grant amount is in line with the magnitude and impact of the disaster, as well as local resources and capacities.

- iv) The grant is typically requested by a Member State affected by the deterioration of a humanitarian situation that typically warrants a minor, in some exceptions a major international response. The Member State responsible authority for the use of the grant and reporting back to the SADC Secretariat.
- v) The SHOC Coordinator notifies the Member State responsible authority of the Cash Relief Grant approval, which outlines the terms and conditions of the Grant and is signed by the Director of Finance.
- vi) The Member State responsible authority prepares a basic cost plan to indicate the planned outputs for the Grant. The cost plan should reach the Director of Finance within 10 days of the initial request. The SADC Cash Relief Grant does not have any programme support costs.
- vii) Upon receipt of the cost plan from the Member State responsible authority the Director of Finance prepares the Grant Request Form and a Memorandum signed by the Director of Finance and requesting Member State responsible authority to release the CRG.
- viii) The Director of Finance will release funds as directed by the requesting / receiving Member State.
- ix) The Member State determines the implementation arrangements either through direct purchasing by the responsible authority or channeled to an implementing partner. Regardless of the channeling mechanism, the Member State remains responsible for the use of the funds.
- x) The implementation timeframe of the CRG is two months from the date of the release of the financial authorisation.
- xi) The Member State may request an extension of the implementation period if supported by significant justification. This request needs to be formally approved by the Director of Finance and be communicated through the SHOC Coordinator with a formal memorandum.

4.6 Reporting on the Use of the Emergency Cash Grant

- i) The responsible authority in the Member State is responsible for compiling a narrative report on the use of funds addressed to Director of Finance along with financial documentation including original invoices and/or receipts for purchases.

- ii) As indicated in the notification to the Member State responsible authority on the release of the Grant, the narrative report and financial documentation are due to the Director of Finance within four months of the date indicated in the notification.
- iii) The SHOC Coordinator, with the assistance of Focal Point in the Directorate of Finance, tracks reports and follow up on late reporting.
- iv) The SHOC Coordinator shares the narrative report with Focal Point in the Directorate of Finance before it is presented to the Director of Finance.
- v) If funds remain unused, the Member State will liquidate them.

**SADC Secretariat
Director of Finance**

To: xxxxxxxxx

From: Executive Secretary, SADC Secretariat

Date: xxxxxxxxxxxxx

Subject: SADC Cash Relief Grant

I am pleased to inform you that SADC is providing an emergency grant of US\$300,000 to provide immediate life-saving and life-sustaining support to the victims of this disaster.

Please note the general conditions for the use of this grant:

1. The grant should be used for the local purchase of items to assist the victims for the disaster, such as blankets or plastic sheeting for distribution to the people affected or tools/equipment used by a governmental authority or an NGO in their work related to this disaster.
2. The actual purchasing may be carried out by a governmental service, the Red Cross/Crescent, or an NGO. Whatever the channeling of the grant may be, the Member State is authorized to use the funds and remains responsible to SADC for their use.
3. A cost plan for the use of the grant should reach Director of Finance within 10 days. Once the cost plan has been approved, the grant will be released and should be spent within two months of the date of approval. A narrative report on the use of funds and the accountancy documentation with original invoices and receipts for purchases should reach the Director of Finance via the SHOC Coordinator four months of this date.

We are looking forward to receiving your cost plan for the use of the SADC Cash Relief Grant.

Best regards.

Cost Plan for funds

1. Brief description of objectives and target population
2. Brief description of activities to be carried out
3. Name of implementing organization(s)
4. Time-frame (start/completion date)
5. Budget Breakdown

Description of item	Unit price	Quantity	Total
Grand total			

The cost plan for the use of the funds should reach the SADC Secretariat within ten days of the date at which the Member State is informed about the contribution. Once the cost plan has been approved, the funds should be spent within two months of the date of approval. A narrative report (outline attached) on the use of the funds and the accountancy documentation with the original invoices and receipts for purchases made should reach the SADC Secretariat within four months of this date.

Narrative Report Format on the Use of Member State Funds channeled through SADC Secretariat

1. Objective
 - State the primary objective of the project.
2. Budget and expenditures
 - Indicate total budget with source of funds by donor
 - List total expenditures by main items
3. Name of implementing organization(s)
4. Implementation
 - Indicate timeframe (start/completion date)
 - Describe the activities carried out
 - Indicate procedures followed for distribution of relief items
 - Has the project been carried out as planned?
 - Comment on important changes regarding the budget, if any.
 - What problems arose and how were they solved?
5. Target groups
 - Indicate the size and composition of the target groups
 - Area and location of implementation
 - State the criteria for the selection of target groups
 - Were any groups particularly difficult to reach?
6. Coordination, monitoring and distribution of tasks
 - Coordination and distribution of tasks between the parties involved: (national authorities, recipient organization, cooperation partners, other aid organizations target groups, etc.)
 - Arrangements for supervision and monitoring of project implementation
7. Food aid
 - Information about final quantities, transport, storage, distribution
 - How was the food prepared and accepted?
 - Problems encountered and how they were solved.
8. Experience/conclusions
 - Have the objectives of the project been reached?
 - Comment on the results of the work and describe both positive and negative aspects of the experience gained.
 - What should be kept in mind in the planning and implementation of similar work?
 - What should have been done differently?
 - Are there any follow-up measures planned and/or recommended?