



Kingdom of Swaziland



United Nations Development Programme, Swaziland

**Project Title: *Strengthening National and Local Resilience to Disaster Risks in Swaziland***

**June 2008 to July 2010**

**Project Brief**

*January 2008*

**Project description:** Swaziland is experiencing a new humanitarian crisis resulting from the unrelenting onslaught of HIV and AIDS, deepening food insecurity due to erratic rainfall extremes, poverty and the declining capacity of national institutions to effectively provide adequate social services. Consequently, the resilience and coping mechanisms of households continue to be negatively affected by a number of factors, including erratic climatic conditions induced by climate change, economic shocks, the erosion of household assets and increased morbidity and mortality levels due to HIV/AIDS. The process of sustained development is being interrupted by external shocks especially the cyclic droughts and floods that lead to a continuous fall of social indicators with institutions increasingly unable to respond effectively.

In 2005, the Government of Swaziland together with the United Nations Development Programme (UNDP) conducted a National Disaster Risk Reduction Capacity Needs Assessment which identified major resource constraints and capacity gaps in policy and legal systems, risk identification, information and knowledge management, emergency response and preparedness, and risk management applications

Following the capacity needs assessment a National Action Plan for capacity development in disaster risk reduction was developed by the Govt of Swaziland with UNDP/BCPR financial and technical support. The national action plan identifies priority activities to address corresponding capacity (*mission & strategy; culture/structure and competencies; Processes – external and internal organisational systems; human resources; financial resources; information resources and infrastructure*) gaps identified. Effective implementation of the NAP has become a national priority as reducing risk and increasing community resilience to disasters will help achieve Swaziland's Vision 2022 and the national Millennium Development Goals. A Disaster Management Act exists since April 2006 but has not been effectively implemented due to financial resources and DRR capacity constraints.

Consequently both the overall national and this project strategy are focused on a planning and implementation approach that reduces vulnerabilities and managing risks, and contributing to poverty reduction and sustainable national development in Swaziland. Specifically, the project seeks to *strengthen national and local resilience to disaster risks within the context of sustainable development - through strengthening national and local disaster risk reduction capacities. Project activities will complement the GEF funded Climate Change and Adaptation Programme.*

To achieve a sustainable reduction of risks and vulnerabilities and the protection of development gains, the project will support strengthening of capacities in i) strengthening governance systems for DRR and climate adaptation; ii) disaster risk identification, and early warning linked to climate change adaptation programme ; iii) integrating risk reduction in development initiatives; and iv) enhancing capacity for preparedness and emergence response at local level.

The direct beneficiaries of the project will be local communities (at Tinkhundla level) especially vulnerable women, children, unemployed youths, People Living With HIV/AIDS (PLWHA), other vulnerable groups such as the physically challenged and elderly as well as disaster management institutions and their development counterparts. The project will ensure that gender perspectives are mainstreamed in DRR activities including efforts to ensure full participation of women in DRR decision-making processes.

The project has two years duration (One year for BCPR funds and related activities) at an estimated cost of US\$557,000.00, US\$380,000.00 of which is sought from UNDP/BCPR, US\$48,000 as UNDP CO contribution and \$131,000.00 contributed by Government of Swaziland. However, implementation of the DRR initiatives in Swaziland will go beyond the two years duration of this project, including expected technical and programmatic support from UNDP/BCPR

**SIGNATURE PAGE**

Country: **Swaziland**

**UNDAF Outcome(s)/Indicator(s):**

**UNDAF Outcome 3:** Livelihood and Food Security are improved

**Indicators:**

**Expected Outcome(s)/Indicator (s):**

**Country Programme Outcome:** Strengthened national/regional capacities for disaster preparedness, mitigation and response.

**Indicators:**

- Existence of a legal framework for DRM
- Number of agencies using results of risk assessment/maps for decision making in development planning
- Number of development plans integrating disaster risk reduction issues
- Number of districts with preparedness / contingency plans being implemented including simulation

*(Those that are linked to the project, are extracted from the CP and are linked to the SRF/MYFF goal and service line)*

**Expected Output(s)/Indicator(s):**

*Output 1.1:* Legal and institutional framework for disaster risk reduction reviewed developed

*Output 1.2:* Risk identification mechanisms improved

*Output 1.3:* Information and knowledge management for DRR enhanced

*Output 2.1:* Disaster preparedness and emergency response practices strengthened

*Output 2.2:* Gender equality strengthened in disaster risk reduction implementation

*Output 2.3:* Monitoring and evaluation system developed and implemented

**Indicators:**

- 50% reduction in losses (death, displacement, livelihoods) due to drought/snowfall and other hazards compared to baseline (Year: 2002).
- 75% of agencies (UN agencies, government departments) using risk and vulnerability assessment outcomes/maps for decision-making in development programming;
- 50% of government development plans have integrated DRR
- 75% of regions/local areas have preparedness/contingency plans for at least one specific hazard.
- 75% of preparedness /contingency plans are implemented including simulation
- Existence of a functional Swaziland Disaster Risk Assessment Team
- Availability of tools and guidelines for disaster and recovery needs assessment
- 30% increase in number of women in decision making positions/bodies dealing with DRR issues.

*(Those that are linked to the project, are extracted from the CP and are linked to the SRF/MYFF goal and service line)*

Programme Period: June 2008 to December 2010 Programme Component: _____ Project Title: <i>Strengthening National and Local Resilience to Disaster Risks in Swaziland</i> Project Code: _____ Project Duration: February 2008 to January 2010 Management arrangements:
--

Total budget:	US\$ 557,000
Allocated resources:	
• Government	US\$ 131,000
• Regular	US\$48,000
• Other:	
o BCPR:	380,000

**Agreed by:**

<i>On behalf of</i>	<i>Signature</i>	<i>Date</i>	<i>Name/Title</i>
<b>Government of Swaziland (Min of Regional Development &amp; Youth Affairs)</b>			
<b>United Nations Development Programme - Swaziland</b>			

**TABLE OF CONTENTS**

Acronyms and Abbreviations ..... 4

*SECTION I—ELABORATION OF THE NARRATIVE*

I. SITUATION ANALYSIS ..... 5

II. NATIONAL DISASTER RISK REDUCTION STRATEGY ..... 6

III. PROJECT OUTCOMES..... 8

IV. MANAGEMENT ARRANGEMENTS..... 14

V. MONITORING AND EVALUATION ..... **Error! Bookmark not defined.**

VI. LEGAL CONTEXT ..... 18

*SECTION II: PROJECT RESULTS AND RESOURCES FRAMEWORK: **Strengthening National and Local Resilience** to Disaster Risks in Swaziland.....19*

ANNUAL WORK PLAN ..... 24

MONITORING AND COMMUNICATION PLAN.....29

---

## Acronyms and Abbreviations

ARSDRR	Africa Regional Strategy for Disaster Risk Reduction
BCPR	Bureau for Crisis Prevention and Recovery
CANGO	Coordinating Assembly of Non Governmental Organisations
CCAs	Common Country Assessments
CPAP	Country Programme Action Plan
CPR	Crisis Prevention and Recovery
CRM	Climate Risk Management
DMA	Disaster Management Agency
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
DRRI	Disaster Risk Reduction Initiative
DRT	Disaster Reduction Team
EWS	Early Warning System
GMI	Global Mainstreaming Initiative
GRIP	Global Risk Identification Project
HFA	Hyogo Framework for Action
MDGs	Millennium Development Goals
MIC	Medium Income Country
MRDYA	Ministry of Regional Development and Youths Affairs
NAP	National Action Plan
NERCHA	National emergency Response Council on HIV/AIDS
NSDMC	National Sustainable Disaster Management Council)
OCHA	Office for the Coordination of Humanitarian Affairs
OFDA	Office for Foreign Development Assistance/US
OVC	Orphans and Vulnerable Children
SAHIMS	Southern Africa Humanitarian Information Management System
SDRAT	Swazi Disaster Risk Assessment Team
TRAC	Total Resource Allocated for Core
UNCT	United Nations Coordinating Team
UNDAF	United Nations Development Assistance Framework
VAC	Vulnerability Assessment Committee

## I. SITUATION ANALYSIS

1. In recent years, the socio-economic situation in Swaziland has exhibited a number of serious challenges. These include: (1) interrelated issues of high HIV sero-prevalence and poverty rates, (2) an intensification of drought-like conditions that has exacerbated food insecurity<sup>1</sup>, particularly in rural areas and (3) continuing difficulties in ensuring sustained macroeconomic stability. The reasons for these challenges are multifaceted, although all can be attributed to larger issues of political and economic governance. It appears weakened governance stymies the finalization of policies from draft to final form, and the subsequent implementation of these policies.
2. At 39.2% the country has the world's highest HIV-1 sero-prevalence rates. The national response to the pandemic has been adversely affected by inadequate coordination and operational management constraints. The increase in poverty, high unemployment, youthful population and continued socio-economic marginalization of women are factors that if not urgently addressed, could lead to an acceleration of the pandemic.
3. Although classified as a Middle Income Country (MIC), according to the 2006 Human Development Report Swaziland is ranked 146 out of 177 countries. According to data from the 2001 Swaziland Household Income and Expenditure Survey (SHIES), approximately 69% of the Swazi population live below the official poverty line, with 48% unable to meet their food requirements. In 2006, 26% of the population received food aid from government and the World Food Programme, a testament to the difficulty that many Swazis have in securing their most basic of needs. Income inequality is a major concern, with the Gini coefficient estimated at 51% and the poorest 20% of Swazi households holding only 4.3% of the nation's wealth. Unemployment for youth is believed to be in the area of 40% while over 70% of women are deemed to be unemployed.
4. Against this background, the country is experiencing increasing disasters, some of which are related to climate change such as droughts and floods resulting in famine, destruction, and death induced by drought, chronic poverty and, of course, HIV/AIDS. Data from the OFDA/CRED International Disaster Database showed that 1983-1984 was the worst disaster period during the past two decades: the highest mortality from a single event occurred during the 1983 drought in which 500 people died while the highest number of people (632,500) were affected in the windstorm that followed in 1984 (EM-DAT 2005). Disaster risk levels are spiralling up due to extreme vulnerability to increasing hazards<sup>2</sup> such as droughts, environmental degradation, windstorm, flood, and hailstorm. With increasing manifestation of global warming, it is clear that hydro-meteorological hazards will continue to rack havoc in poverty stricken countries such as Swaziland.
5. Prior to 2005, national efforts on disaster risk reduction were almost non-existent. However, after the November 2004 SADC Regional Workshop in Disaster Risk Reduction organized by UNDP/BCPR in Johannesburg, South Africa, the Government of Swaziland embraced the need for a paradigm shift from a mere focus on emergency response/relief by its Disaster Management Task Force, to identification of root causes of risks, and hence the disaster risk reduction approach, also within the context of climate risk management. Disaster risk management (DRM) was identified as one of the priority areas of adaptation in

---

<sup>1</sup> The issue of food insecurity is a combination of several factors, some transitory, while others are structural.

<sup>2</sup> Episodes of disaster induced by these factors include the 1981/82, 1991/92 and 1994/96 droughts, the 1982 cholera outbreak, the 1984 cyclone ("Domoina"), foot and mouth disease epidemic and flood in 2000. The worst storm in 20 years hit the country in January 2005 affecting about 100,000 people, causing widespread damage and killing about 30 people. Earths tremors have also occurred particularly in 1999 and 2000.

addition to agriculture and food security, water resources and quality. Capacity to implement DRM was, however, a major constraint in Swaziland.

6. A capacity needs assessment on DRR conducted by Government of Swaziland with support from UNDP in 2004 identified the following major challenges/gaps:

- Revising, integrating and approving the DRR Policy, Bill and Plan
- Developing the human resource base of the national disaster management system
- Integrating structures for drought/food security, flood destruction and HIV/AIDS (linking NERCHA and the NSDMC)
- Institutionalizing vulnerability assessment and early warning processes including a major shift to risk assessment and analysis.
- Integrating food aid relief in development frameworks – enhancing programming of relief to minimize potential disincentive effects
- Decentralizing disaster management effectively, and ensuring effective preparedness for response at community level.
- Strengthening government-development partner-NGO partnerships (policy, guidelines, modalities)
- Integrating disaster risk management in national planning: strengthening links with national and regional planning authorities and promoting risk management applications.

7. Lack of DRR funding, DRR capacity constraints and other DRR governance issues resulted in little progress being made in addressing the above gaps/challenges. The only celebrated successes were the development of a DRR National Action Plan and the DRM Bill and its promulgation into law/act. Establishment of a Disaster Management Agency only took off recently after government approval of funds to enable recruitment of key DMA staff positions, and the establishment of other structures of the Disaster Risk Management System in accordance with the new Act. With the recent location of the government disaster risk reduction activities in the Ministry of Regional Development and Youth Affairs (MRDYA), both the Minister and Principal Secretaries are showing high commitment to disaster risk reduction – especially following the August 2007 devastating fires, the current drought, potential effects of climate change and the need to deal with underlying disaster risks, and not only emergency relief. However, a close analysis shows that, overall, government, NGOs and UN capacity in DRR needs strengthening. Building capacity of all key stakeholders, including local communities, will therefore lead to improved national and local resilience to disasters within the context of sustainable development.

## II. NATIONAL DISASTER RISK REDUCTION STRATEGY

8. During the DRR capacity needs assessment process in 2005 the Government of Swaziland agreed to re-strategise its approach to constant humanitarian crisis by firmly focusing on attaining sustainable development and poverty reduction. Consensus was reached that this could be achieved in part through advocacy for the integration of disaster risk reduction into development, strengthening of institutional and legal systems, risk identification and early warning processes, awareness/information dissemination on disaster risk reduction measures, and strengthening preparedness for emergence response. Consequently, the objectives of the strategy are to:

- (i) Improve governance for disaster risk reduction especially the legal and institutional systems, as well as the process of implementation;
- (ii) Improve capacity for risk assessment/identification and early warning;
- (iii) Strengthen knowledge and information/public awareness on climate change and the importance of disaster risk reduction;

- (iv) Enhance capacity for emergency response, preparedness and recovery;
- (v) Contribute to the overall planning and implementation processes to reduce risk; and,
- (v) Improve risk management applications especially at community level.

9. The strategy also seeks to ensure an integrated disaster risk reduction programming within sub-systems, components and sectors, and linkages with climate risk management activities. As detailed in the National Action Plan, an integrated approach that encompasses risk management, capacity building, governance, environment, agriculture and HIV/AIDS to address the challenge of improving people's capacity to withstand shocks (e.g. drought and veld fires of 2007) and increasing chronic vulnerability is imperative. A complete change of mindset even within the UN family and other development partners is necessary – to ensure understanding that the country's dependency on aid is not the answer to chronic vulnerabilities.

10. Effective implementation of the NAP, both as a roadmap and strategy for capacity building in DRR, will contribute to minimising vulnerabilities, hazards and the unfolding of disaster impacts in Swaziland within the broad context of sustainable development. *A six months response to the 2006/2007 drought emergency alone will cost over US\$25 million. The fires that ravaged part of the Eastern Part of Swaziland destroyed grazing, livestock and 120 households. The approximate recovery cost is over US\$5 million.* Direct and indirect disaster impacts on efforts to meet the MDGs are well documented. The strategy is therefore meant to ensure that efforts to achieve the MDGs are not hampered by effects disasters on development.

11. The strategy and project focus are consistent with Swaziland Vision 2022<sup>3</sup>, the UNDAF and UNDP Country Programme Action Plan (CPAP)<sup>4</sup>. Reducing vulnerabilities and managing drought & HIV/AIDS risks, poverty reduction and sustainable national development are at core of these strategies.

12. *It is also important to note that the strategy is linked to the Africa Regional Strategy for Disaster Risk Reduction (ARSfDRR) as well as consistent with the Hyogo Framework for Action (HFA), both of which were endorsed by the Government of Swaziland. The objectives of the strategy and those of the HFA & ARSDRR are complementary. The strategy focuses on strengthening national capacities in the following five key elements of DRR:*

- *Institutional and legal systems*
- *Risk identification & early warning*
- *Information and knowledge management*
- *Risk management applications, including mainstreaming DRR into development; and*
- *Emergency preparedness*

*The above themes are key focus areas of both the HFA and ARSDRR.*

---

<sup>3</sup> The Swazi Government's Vision 2022 aspires among others to reduce poverty by more than half (from 69% to 30%) by 2015 and eliminating it by 2022. To achieve this goal the government and stakeholders will have to, during this period, ensure that all development programmes have a poverty focus.

<sup>4</sup> UNDAF Outcome 3: By 2010, livelihoods and food security among most vulnerable groups are improved in highly affected locations. Country Programme Outcome 3.3: Strengthened national/regional capacities for disaster preparedness, mitigation and emergency humanitarian response. CPAP: National capacities in key development sectors on DRR, poverty monitoring and adopting multidisciplinary approaches to assess and mitigate disaster risk strengthened.

### III. PROJECT OUTCOMES

**13. Project goal:** *The project seeks to strengthen national and local resilience to disaster risks within the context of sustainable development.*

**14. Geographical Coverage:** The project will be implemented at national, regional and local levels in line with the NAP. However, at community level, implementation of some demonstrative activities on local-level risk reduction is planned.

**15. Direct and Indirect Beneficiaries:** The direct beneficiaries of the project will be local communities, especially vulnerable women, children e.g. Orphans and Vulnerable Children, the physically challenged, elderly and People Living With HIV/AIDS (PLWHA), the Disaster Management Agency (DMA) and local level disaster risk management structures. Indirect benefits will accrue to other government departments, Non Governmental Organisations (NGOs) and UN agencies in the form of human resource development achieved through training programmes.

16. Capacity of the United Nations System in Swaziland including UNDP on disaster risk reduction will be enhanced through this project. In particular, improving DRR human resources (personnel & skills) capacity within UNDP Country Office in Swaziland is a priority.

The Ministry of Regional Development and Youth Affairs (MRDYA) is the project implementing partner.

#### Specific Outcomes

17. To achieve a sustainable reduction of risks and vulnerabilities and enhancement and protection of development gains, the project will specifically support strengthening of capacities in:

- i) Developing institutional and legal systems, including policy implementation. This outcome includes advocacy activities for climate change adaptation and the link between climate change and disasters.
- ii) Climate and disaster risk assessment /identification and early warning. This will include use of risk outcomes in development plans.
- iii) Integrating disaster risk reduction in development initiatives / development organisations at national and community level.
- iv) Strengthening national and community level preparedness for response.

Consequently this project brief has two outcomes.

#### Outcome 1: Improved national and community resilience to disasters

18. To achieve this outcome the project will review and strengthen legal and institutional framework for disaster risk reduction in Swaziland, enhance information and knowledge management for DRR and improve risk identification and early warning mechanisms at national, regional and community levels. Considering the disproportionate impact of disasters on poor communities and women, gender considerations and a focus on women, children and PLWHA will be undertaken in the policy review, policy implementation, and identification of risks. The project will take a conscious approach in advocating for and ensuring participation of the most affected populations both at national and local levels.



19. *Policy development:* Swaziland already has a Disaster Management Act of 2006. The draft 1999 National Disaster Management Policy will be reviewed and developed to ensure alignment with the new Act and other relevant legislation in Swaziland, the National Action Plan for Capacity Development in Disaster Risk Reduction, the SADC Strategy for Disaster Management and the Africa Regional Strategy for Disaster Risk Reduction (ARSfDRR). Policy review, development and implementation will be conducted with full participation of all Swazi population.

20. UNDP and the MRDYA will work with FAO, the Ministry of Agriculture and Cooperatives, the Ministry of Natural Resources and Energy to develop a national drought risk reduction policy. Existing stakeholder structures such as the River Basin Authorities or Associations will be used as vehicles to ensure increased stakeholder participation in policy implementation.

21. *Strengthening disaster management institutions:* The new Disaster Management Agency, regional and local level disaster management institutions' capacity for disaster risk management will be strengthened through targeted training including field work. The project will facilitate development of key institutions at the regional and local level in accordance with the new Disaster Management Act. The project will advocate for institutionalisation of the Swaziland Vulnerability Assessment Committee (SVAC). The government of Swaziland has already approved about one million dollars for the establishment of offices for disaster management institutions at national and local levels as prescribed in the Disaster Management Act.

22. The DRR training will be carried out for both the DMA and all stakeholders including government departments, NGOs, Community Based Organisations, UN agencies. Key training sessions will include risk assessment/analysis (including risk & hazard mapping), mainstreaming disaster risk reduction into development plans/policies, for example, PRS and National Development Plans and preparedness/contingency planning (including early warning mechanisms for specific hazards, e.g. drought early warning). Technical support for such training initiatives will be sought mainly from the CPR Team in Johannesburg and other experts in the Region. Trained staff from all Agencies will use the newly acquired skills in undertaking their own risk analysis work, mainstreaming DRR into policies, projects/programmes and the PRS/national development plans. Training on contingency/preparedness planning will result in the developing of such in regions and districts. These are key activities for the achievement of the project objectives...

23. *Strengthening climate /disaster risk assessment/analysis capacity and risk management decision-making:* Capacity for risk assessment /analysis is a key component of the project. This capacity is needed both for UNCT and government departments. Using the Framework & Guide for Risk Assessment in Africa developed by UNDP/BCPR within the context of the Disaster Risk Reduction and Recovery Initiative for Southern Africa, and other methods, rigorous training will therefore be provided to key government ministries and UN agencies. Risk assessments will then be carried out in the regions to improve the evidence base for risk management decision-making in high-risk areas. National consultative meetings will be organised to discuss, specify and reach consensus on:

- i) The outcome(s) of which the risk are being evaluated in agreed areas;
- ii) The methodology and data which must be theoretically sound identifying causal factors (the degree to which a set of identified socio-economically valuable assets are exposed to natural hazards; and, the vulnerability of those assets to the hazards to which they are exposed);

- iii) How to make the connection between the analysis and risk management decision-making. Institutions/organisations including government departments will develop clear plans on how to use the results of the risk assessment.
- iv) The composition of a Swazi multidisciplinary Disaster Risk Assessment Team (including the National Meteorological Services –NMS) to lead risk assessments/analysis. Each key ministry/sector will be represented in this team. This will ensure that capacity for risk assessment is developed within each sector/ministry and that results of risk assessments/analysis are filtered by each sector as appropriate and used for decision-making in development planning. This team could be built from the current Swaziland Vulnerability Assessment Committee.

24. The risk information will be primarily housed within the Ministry of Regional Development and Youth Affairs and the Ministry of Economic Development. However, since the SDRAT is a multi-sectoral team this data /information will be devolved to all key stakeholders including risk maps.

25. In addition, a pilot programme will be implemented in one of the most hazard prone area targeting mainly women. The design of programme interventions will be informed by results/outcomes of a risk assessment/analysis especially in climate sensitive areas such as agriculture, water resources, health, food security, the environment and livelihoods also as part of climate risk management approach. Because drought is a major climate related disaster in Swaziland, the pilot project will integrate the following aspects of climate and sustainable development:

- i) Climate change and meteorological information for decision support in climate affected sectors.
- ii) Improvements in development outcomes in the face of present climate variability with capacity building to manage risks of longer term climate change, and
- iii) reduced socio-economic vulnerability to extreme climate events with strategies to enable communities to capitalize on favourable climate conditions.

The project management team will identify key organisations (NGOs) and/or government departments working in one of these hazards prone areas to lead the implementation of this programme component at community level.

26. Advocacy for climate risk management including climate change adaptation will be a key activity under this outcome. This activity is linked to the GEF funded climate change and adaptation programme currently being implemented by the Ministry of Environment. The GEF Project has three outcomes: i) Adaptation Measures Piloted; ii) Early Warning Information Flow; and, iii) Integration Climate Change Concerns into Policies. The outcomes on early information flow and the integration of climate change into policies will be strengthened by this project which also focuses on mainstreaming disaster risk reduction into development as well as improving early warning systems coherence in Swaziland. A joint strategy will be developed and implemented by the Ministry of Environment and the Ministry of Regional Development and Youth Affairs to avoid any duplication of activities but enhance complementarity of all activities in the context of climate risk management.

27. *Strengthening early warning systems:* Early warning involves the generation, dissemination and use of information about potential risks, hazards and vulnerabilities to empower individuals and communities under threat from natural and other hazards to take effective and timely decision-making to protect lives, property and the environment from the effects of disasters. The early warning 'system' in operation in Swaziland is not a complete system as it focuses only on a warning sub-system and does not adequately involve the other functions of a proper EWS. It does not incorporate mechanisms for turning

scientific/technical information on weather from the National Early Warning Unit (NEWU) into risk scenarios, for developing warning messages (such as evacuate in the face of potential floods/fires/hail storms) keyed to those scenarios, and, for transmitting those messages to communities at risk.

28. Early warning systems (EWS) containing the following five essential elements will be developed at national level and at least two most hard prone areas in the country:

- (i) an institutional structure for organizing and managing the system;
- (ii) a warning sub-system for monitoring and forecasting hazards involving the production and communication of information on potential hazards (through technical identification, detection and modelling of hazard threats) to disaster management authorities;
- (iii) a risk information sub-system for disaster management authorities to generate scenarios of potential impacts of imminent risks targeted at specific vulnerable groups, sectors and areas of society,
- (iv) a preparedness sub-system for developing strategic actions to be taken to avoid or reduce potential hazard loss or damage,
- (v) an education and communication sub-system for empowering vulnerable groups through information dissemination and awareness creation on potential threats, risk scenarios and recommended preparedness strategies for effective mitigating measures in vulnerable areas.

The NEWU will be the leading entity for the EW activities though working closely with different sectoral organisations/ministries.

29. *Mainstreaming DRR into development:* The project will seek to utilise the development of drought policy, the review of national DRM policy and PRS to integrate DRR into development. A number of training workshops (for all sectors/departments involved in PRS/National Development Plan development) on mainstreaming DRR into development will be organised to ensure that DRR is mainstreamed in the PRS/National Development Plan and UNDP programmes and projects. Advocacy at national level on DRR mainstreaming is paramount for success on efforts to integrate DRR into development in Swaziland. To this end, the MRDYA Principal Secretary is already the champion for DRR mainstreaming in Swaziland.

30. UNCT and DMA will solicit further capacity development support on DRR mainstreaming into UNDAF programmes/projects as well as sectoral programmes/projects from UNDP/BCPR. The Guidelines for Integrating DRR into CCA/UNDAF produced and circulated to all Country Offices will be used as training materials and guidance notes.

31. *Climate change/DRR advocacy and public awareness:* Advocacy and public awareness on climate change and disaster risk reduction are some of the key components under this outcome. Information management system for disaster risk reduction will be created. This will include hazard and vulnerability maps and disaster loss trends. Substantial reduction of disaster losses is also an outcome of the ARSfDRR and the HFA. So a system for tracking losses will be established as part of the DRR information management system. The loss data in Swaziland is required for response planning, documenting impacts of losses on development, and for risk assessment.

32. A major role of the DMA will be to establish DRR networks, advocate, disseminate and share the risk outcome (s) information with all development partners (including other government departments) to ensure its use in development planning. A Swazi DRR website will be created to share information on DRR as well results of risk assessments to enable planners to use this information.

33. *Gender and risk reduction:* As part of a gender strategy, participation of women and other vulnerable groups in policy development and risk assessment/analysis is imperative. Potential risk outcomes – risk of mortality, economic loss, structural damage, livelihoods or income losses and agricultural losses – and their impact on women will be analysed. Based on this, risk management strategies targeted at women and other vulnerable groups will be developed with full participation of the beneficiaries themselves.

34. The Ministry of Regional Development and Youth Affairs and the Ministry of Economic Planning and Statistics will be instrumental in ensuring participation of all other stakeholders/sectors in the development and implementation of these risk management strategies. A further study of the Eight Point Gender Strategy will be carried out with full participation of community women's groups/clubs to determine other aspects to include in the project.

## **Outcome 2: Community emergency preparedness strengthened/improved**

35. Under this outcome, the project will focus on strengthening and /or establishing disaster preparedness and emergency response practices at regional and community levels. Training in preparedness and contingency planning, development of preparedness/contingency plans and their subsequent simulations will constitute major deliverables under this outcome. Drought, fire, floods, and spread of diseases as potential hazards in Swaziland form the main focus of these plans. Avian flue preparedness plans have been developed although these plans need to be strengthened at community level.

Contingency /preparedness plans will be developed through national, regional and local workshops. Three to four days workshops will be organised with participation of all relevant stakeholders at the national, regional or local level. In order to enhance ownership and capacity of national staff, government staff have been trained to facilitate such workshops. The workshops are planned in such a way that by the end of the three days, participants would have come up with a contingency/preparedness plan with roles and responsibilities clearly outlined and understood by all.

36. Developing capacity for drought recovery planning including early recovery assessments is also a major component of this outcome. In addition, both the UN agencies and government agencies need training on pre- and post-disaster assessments. This capacity will be developed down to the chiefdom level. UN emergency response coordination and early recovery planning and implementation will be strengthened through human resource development within the Resident Coordinator's Office. In addition to the DMA, key agencies involved in ensuring achievement of this outcome include the Swaziland National Red Cross and NGOs based at community level.

37. *The project will use CADRI (DMTP) materials on development of contingency and preparedness plans. However, training on use of these materials will be required and the UNCT and Govt will solicit technical assistance from both UNDP/BCPR and OCHA. Target audience for the Training of Trainers' workshop on preparedness and contingency planning will initially be MRDYA and a few new UN agencies' staff members.*

38. Swaziland is lagging behind in including women in decision-making processes at community level. The project will seek to strengthen this process through ensuring full and active participation of women and other vulnerable groups in contingency /preparedness planning. Preparedness and contingency plans will be designed in such a way that the needs and perspectives of the most vulnerable segments of the community assume the central focus.

39. *Knowledge management activities:* Knowledge management will be incorporated in all two outcomes – with selected lessons learnt papers produced for each outcome towards the end of the project. At least one national workshop on sharing experiences in DRR will be held at the end of the project. Representatives from neighbouring countries are expected to participate and share experiences on DRR.

40. The information officers within UNDP CO and DMA will compile an electronic half annual newsletter on DRR activities in Swaziland. In addition, a 'key lessons learnt paper on drought risk reduction' is to be compiled by both UNDP CO and DMA eighteen months after project commencement.

### **Partnership strategy**

41. Implementation of the project will be carried out in partnership with all other government departments, Private Sector, NGOs and UN agencies in Swaziland. In particular advocacy for climate risk management will be fully achieved through effective partnership between the Ministry of Regional Development and Youth Affairs and Ministry of Environment. WFP and UNDP will play a key role in support of SVAC and overall capacity development of the DMA and its subsystems at regional and local level.

42. To complement the national capacity for disaster risk reduction programme, joint programming based on the Common Country Assessment and UNDAF will be enhanced.

43. UNDP/BCPR will provide technical support to facilitate DRR legal and policy framework as well as DRR mainstreaming into development – especially training UNDP CO staff, DMA and other govt staff members to further train stakeholders at regional and local levels.

New DMA staff skills capacity development is crucial for the success of this project. However the Principal Secretary in the Ministry, the senior economic development advisor, the disaster management and logistics officers all now trained in DRR form an important resource for new DMA staff. The MRDYA as project leader is already liaising with other ministries and NGOs on the need for integrating DRR into development. The ministry has started advocating for risk identification and the use of risk information in decision making for development. The University of Swaziland has been identified as a resource for the development of risk maps, however, with the MRDYA/DMA and the MED as the main information hub.

44. Partnerships will also be established with the International Strategy for Disaster Reduction (ISDR), the New Economic Partnership for Africa's Development (NEPAD) and the Africa Union (AU) to enhance linkages in DRR activities. Private sector, international and local NGOs are important partners in resource mobilisation, technical and programmatic support.

45. To facilitate effective technical and material support, UNDP CO in addition to hiring a UNV DRM Advisor/Officer, shall also draw technical advice from UNDP/BCPR and OCHA. Efforts will be made to ensure that in strengthening capacities in risk assessment, the overall approach will comply with Global Risk Identification Program standards developed by UNDP/BCPR. In addition, the project will feed *knowledge and information about good practices, tools and resources for disaster risk management in UNDP/BCPR Global Programmes*. The National Meteorological Service will be a key partner in risk identification. Technical support in risk identification will be sought from the World Meteorological Organisation (WMO) where necessary, as hydro-meteorological hazards are envisaged to increase in future due to climate change.

46. The Ministry of Regional Development and Youth Affairs and UNDP CO will work with government departments, including the National Meteorological Service –especially for

EWS, other UN agencies, Red Cross Society, local and international NGOs to ensure that regional level have skills to develop contingency plans and to timely activate the plans. The flood, fire and drought contingency plans will be tested and post disaster assessment will be conducted to evaluate the application of the contingency plans. Support will be given to regional levels to cascade training to the constituency and village levels. Linkages will be made between this project and efforts being made in achieving the Millennium Development Goals.

47. Since the project strategy is linked to the Africa Regional Strategy for Disaster Risk Reduction as well as the Hyogo Framework for Action, the UNDP CO & the Government of Swaziland will feed in the results and lessons learnt from this project to both AU/NEPAD DRR Departments and to ISDR where necessary.

48. Gender Advisors both in UNDP COs, UNDP Regional Services Centre in Johannesburg and BCPR Gender Advisor will be called upon to input on the gender dimension of the project activities, for example, monitoring consistency on assessing the implications of DRR activities on women and children. They will also ensure that DRR strategies are always developed with full involvement of and largely benefit women and other vulnerable groups (OVCs, PLWHA, the elderly and disabled) as per project design.

#### **IV. MANAGEMENT ARRANGEMENTS**

##### **A: PROJECT RESULTS MANAGEMENT**

49. The project will be implemented over a period of 24 months starting February 1<sup>st</sup>, 2008. Project activities will be executed by the Ministry of Regional Development & Youth Affairs (MRDYA)<sup>5</sup> with the support of UNDP Swaziland CO and BCPR's CPR Team in Johannesburg. Management arrangements will conform to the stipulations in the new Results Management Guide.

50. As the Government Execution Agency, the MRDYA will be responsible for the project coordination and management, and monitoring adherence to the work plan, which forms the basis of the execution. Coordination among various stakeholders in the government and civil society including UN agencies will be achieved through creation of DRR Project Management and Advisory Committee. The committee will consist of selected senior officers from key ministries, UN agencies, BCPR DRR Advisor, Private sector and NGOs. This committee will meet quarterly and chaired by the MRDYA Principal Secretary or his designate. Its role will be:

- To supervise and approve appointment of project staff
- To supervise project activities that is coordinated by Disaster Management Agency in the MRDYA through monitoring its progress and analysing reports.
- To review and approve work plans and financial plans/reports
- To provide direction for project implementation.

51. The committee will ensure that the project includes necessary aspects required to deliver the expected outcomes and identifies similar projects within various ministries, NGOs and UN systems that will contribute to realising more benefits and help achieve outcomes.

<sup>5</sup> The MRDYA has appointed a Project Manager, and two Projects Coordinators at national level who have been trained in DRR by DiMP at the University of Cape Town in February /March 2008. The project staff are already establishing local level committees as required by DM Law and training them on DRR. The Principal Secretary in MRDYA is also a champion for DRR in Swaziland. WFP has seconded a UNV Project Advisor in the MRDYA who is provides overall guidance, policy and technical support to the MRDYA and other ministries on DRR. There is high commitment for DRR from his Majesty, Swazi King, the Minister responsible and the Principal Secretary including Parliamentarians who after training on DRR in 2006, quickly debated and approved the DM Bill which was then signed into law by the King in April 2006

This committee will therefore assume the roles of the National Co-ordination Authority and the Outcome Board.

52. A Project Execution Group will be formed to undertake project assurance reviews at designated decision points during the running of the project. This group makes executive decisions for the project including approval of project revision, when guidance is required by the Project Manager. The group will consist of a UNDP Senior Staff Member, the Director of DMA and one CANGO officer representing beneficiary perspectives.

53. As MRDYA/DMA is the implementing partner responsible and accountable for managing project, achieving project outputs and effective use of UNDP resources, it will appoint a Project Manager responsible for day-to-day management and decision making for the project. UNDP will appoint an officer to assume responsibility for project assurance. The Project Assurer will support the Project Execution Group and the Outcome Board, that is, in this case, the DRR Project Management and Advisory Committee by carrying out objective and independent project oversight and monitoring functions. During the running of a project process, this role ensures appropriate project management milestones are managed and completed.

#### **B: CAPACITY DEVELOPMENT OF UNDP CO AND DMA**

54. UNDP/BCPR and consultants will provide technical support to the project. Their major role will be skills capacity development of MRDYA/DMA and UNDP CO on disaster risk reduction. Currently the DMA has five staff members. The DMA Director is being recruited to replace the previous one who is going into retirement. Within UNDP CO, the UN Coordination Specialist and a Programme Officer both work with government on disaster risk reduction issues.

55. In addition, a UNV Project Advisor/DRR Officer/specialist will be recruited to develop DRR capacity of UNDP, the UNCT and the Disaster Management Agency for a period of at least one and half years. UNDP CO already appointed a project manager (Programme Officer) who will work closely with the UNV Advisor/DRM Officer. The programme officer and UN coordination specialist will continue to provide technical support to government even after the project has ended.

56. In terms of training, at least two DRR training workshops will be conducted for UNDP CO staff and DMA staff. The workshop will cover DRR, recovery, mainstreaming DRR into development, risk assessment/analysis including hazard mapping, early warning and preparedness planning. It is anticipated that the CPR Team in Johannesburg or BCPR HQs will be able to provide technical assistance on these issues. Where this is not possible, experts will be hired to facilitate such workshops.

57. BCPR technical support is further requested for the development of legal and institutional frameworks for DRR, risk identification, knowledge and information management, risk management applications and disaster preparedness and response plans especially at national level. It is important to ensure that a cadre of national and UNDP CO staff is effectively trained and equipped to continue effective DRR implementation beyond the project life. It is also assumed that continued UNDP/BCPR technical and programmatic support is assured beyond project duration – in the context of BCPR mandate – also beyond the project life.

58. Capacity for financial management is adequate both within UNDP CO and MRDYA. However, the administration and finance unit at the MRDYA will be trained on specific UNDP procedures for financial management.

**C: INPUTS**

59. The total funding required to support all the above-mentioned activities is US\$557,000. Funding is being sought from UNDP TRAC 1.1.3, the Government of Swaziland and UNDP CO. The Government of Swaziland will contribute US\$131,000, UNDP/BCPR US\$380,000 and UNDP CO a sum of US\$48,000.

60. Resources transfer from UNDP CO to the Ministry of Regional Development and Youth Affairs will be done through direct payment for project services to be conducted at a particular time. The ministry will follow UNDP operations guidelines/procedures on financial management and project expenditures.

61. The Table below shows a summary of the project budget and contributions from the GoS and UNDP CO. Priority activities to be undertaken within one year will be funded from UNDP/BCPR financial contributions while other interventions could be implemented in the second year.

**Table 1: Budget summary**

BUDGET DESCRIPTION /MAIN ACTIVITY	BCPR	GOVERNMENT OF SWAZILAND	UNDP CO	TOTAL BUDGET
	2008/2009	2009	2009	
1. DRR consultancy	18,000	1,000	8,000	27,000
2. Project personnel	75,000	50,000	10,000	135,000
3. Material development	4,000	5,000	4,000	13,000
4. Training workshops	189,000	54,000	9,000	252,000
5. Equipment	25,000	-	-	25,000
6. Pilot community risk management project	21,000	5,000	5,000	31,000
7. Technical support	23,000	2,000	9,000	34,000
8. Travel	25,000	12,000	3,000	40,000
TOTAL	380,000	129,000	48,000	557,000

62. Equipment to be purchased to strengthen DRR information management system within the DMA, for risk identification /assessment and early warning includes the following: 2 Computers, 4 GPS and 2 Two Way Communication Radios.

**D: RISKS**

63. For the MRDYA – Disaster Management Agency to successfully implement this project, it should be availed with resources and clear mandate to fulfil its responsibilities with full accountability and transparency. Responsibilities must be clearly defined amongst the CPR Team in Johannesburg, DRT, UNDP CO and DMA.

64. Best modalities for timely mobilization and delivery of financial and human resources to carry out project activities as planned are required. The activities proposed will also require full support by the National Government as well other stakeholders such as NGOs, other UN agencies and even the private sector.

65. The Government of Swaziland should effectively provide financial, moral and high level political support for this project. Both statements and deeds should be complementary to the



project goal and not undermine it. The goal of this project is to strengthen national resilience to disasters, with a main focus on DRR. In this context Government Authorities will undermine this project if the DMA is regarded as, literally, an Emergency Response/ Relief Agency. It is important to see linkages between disasters and development and approach DRR implementation within the context of Swaziland sustainable development.

66. The successful implementation of the project will also be determined by timely disbursement of project funds. Furthermore the success of the project will hinge on government support against competing priorities. There is also need for effective coordination of inputs to UNCT between OCHA and BCPR.

## **E. FINANCIAL SUSTAINABILITY OF THE PROGRAM**

67. It is envisaged that DRR interventions will continue to be rigorously implemented in the country after the completion of this project which currently has two years duration. This will be ensured through mainstreaming DRR activities into the development plans of the GoS and other development partners. The Government of Swaziland has approved increased annual budget allocation for drought risk management for the next five years. The continuity of the program activities is vital to achieve satisfactory results in the longer term.

68. One of the major focus areas under this project would therefore be to ensure the financial sustainability of the program. Some of the sub action points under this activity would be to involve the GoS as well as the development partners in consultative meetings and discussions aimed at this objective. In due course two main objectives may have to be achieved. One, to create a national DRR budget and the second would be for line ministries and development partners to allocate funds for DRR activities in their annual budgets.

69. A number of fundraising activities/resource mobilization activities for DRR will be carried out during the year to ensure that there is adequate funding beyond 2009. The DRR strategy /National Action Plan will be used as a main tool in resource mobilization with donors such as the UK Department for International Development, ECHO and Canadian International Development Agency.

## **V. MONITORING AND EVALUATION**

70. To assess progress in project implementation, a monitoring tool will be developed to track specific indicators developed in the Project Results and Resources Framework. The Project Manager will compile monthly, quarterly, half annual and annual reports and give updates to Advisory Committees as required.

71. The project manager will also compile the quarterly, half annual and annual reports and present these to the DRR Stakeholders including the government's Disaster Management Board that reports to cabinet, and also share the reports with the UNCT in Swaziland. Joint annual and mid-term reviews will be undertaken by GoS in partnership with existing civil society partners and UN agencies.

72. The results will be fed into the Swaziland **UNDAF Outcome 3: Livelihood and Food Security are improved** (Strengthened national/regional capacities for disaster preparedness, mitigation and response) and the overall **BCPR Prevention Outcomes** to which the project outcomes contribute, for example:

**Outcome 1:** Common understanding of crises establishes (**Project activities:** risk assessment and developing early warning systems)

**Outcome 3:** National capacity to manage crisis risks strengthened (**Project activities:** Training and technical support to Disaster Management Agency, development and implementation of a National DRR Policy and legislation)

**Outcome 4:** Crisis risk reduction integrated into development planning (**Project activity:** mainstreaming DRR into PRS, NSP and other UNDAF /CPD projects/programmes).

## VI. LEGAL CONTEXT

73. The project will be implemented within the framework of UNDAF (2005) and CPAP (2007) which form the basis of cooperation between the Government of Swaziland and the United Nations System as well as UNDP Swaziland, in addition to the Memorandum Of Agreement signed between the GoS and the UN in 1980.

---

## SECTION II: *Strengthening National and Local Resilience to Disaster Risks in Swaziland*

<b>Outcome 1: National resilience to disasters improved</b>				
<b>Outcome indicators</b>				
<ul style="list-style-type: none"> <li>• 50% reduction in losses (death, displacement, livelihoods) due to drought/fire/flood disasters compared to 2004 baseline.</li> <li>• 75% of disaster risk reduction initiatives and policies formulated are implemented at national and regional levels (e.g. number of functional policies)</li> <li>• 75% of all UN agencies, government departments, regional and local authorities, and NGOs use risk assessment outcomes for decision-making in development programming;</li> <li>• 50% of sectoral plans, UNDP programmes/projects and NGOs new programmes / projects have mainstreamed DRR</li> </ul>				
<b>Applicable MYFF Service Line: Natural Disaster Reduction</b>				
<p><b>Partnership Strategy:</b> Implementation of the project will be in partnership with other government departments, Private Sector, NGOs and UN agencies in Swaziland. WFP and UNDP will play a key role in support of SVAC/SDRAT and overall capacity development of the DMA and its subsystems at regional and local level. To complement the national capacity for disaster risk reduction programme, joint programming based on the Common Country Assessment and UNDAF will be enhanced. UNDP/BCPR will provide technical support to facilitate DRR legal and policy framework, risk assessment/analysis, recovery, as well as DRR mainstreaming into development – esp. training UNDP CO staff, DMA and other govt staff members to further train stakeholders at regional &amp; local levels. Partnership will be developed with ISDR &amp; AU/NEPAD specially in ensuring link with HFA and ARSfDRR respectively. Since drought is a major problem, drought risk identification exercises will also be done with support from the NMS and WMO where possible.</p>				
<b>Project title and ID: <i>Strengthening National and Local Resilience to Disaster Risks in Swaziland</i></b>			<b>Project ID:</b>	
<b>Intended Outputs</b>	<b>Output Targets for (years)</b>	<b>Indicative Activities (For BCPR funding only)</b>	<b>Responsible parties</b>	<b>Inputs US\$ (BCPR)</b>
<p><b>Output 1.1: Legal and institutional framework for disaster risk reduction developed and strengthened.</b></p> <p><i>Indicators:</i> Outputs targets are hereby serving as proxy indicators</p>	<ul style="list-style-type: none"> <li>• Drought risk reduction policy in place by Dec 2008</li> <li>• National DRM Policy in place by August 2008.</li> <li>• Local disaster management institutions established and functional</li> <li>• Climate risk management as well as DRR integrated in PRS/NDP by end of project</li> </ul>	<p><i>Activity 1.1.1:</i> Develop capacity of DMA, other govt depts, UNDP CO and all stakeholders in disaster risk reduction</p> <p><i>Activity 1.1.2:</i> Review the disaster management policy, revise as necessary and implement</p> <p><i>Activity 1.1.3:</i> Review and develop a drought risk management policy.</p> <p><i>Activity 1.1.4:</i> Revise and develop a National Action Plan for Capacity Development in DRR</p> <p><i>Activity 1.1.5:</i> Establish and operationalise disaster management institutions at national, regional and local levels including institutionalisation of SVAC.</p> <p><i>Activity 1.1.6:</i> Conduct training on DRR as well as roles and responsibilities of disaster management institutions at regional and local levels</p> <p><i>Activity 1.1.7:</i> Conduct Climate risk management/DRR advocacy/ training for legislators, Governors, Permanent Secretaries &amp; DM Board on DRR</p> <p><i>Activity 1.1.8:</i> Mainstream DRR into NDP/PRS and UNDP Country Programmes/projects</p>	<p>UNDP/BCPR and/or Consultants</p> <p>MDRYA/DMA</p> <p>Min of Agriculture/FAO and Other agencies</p> <p>MRDYA/DMA and other agencies</p> <p>MRDYA/DMA and other agencies</p> <p>MRDYA/DMA and other agencies</p> <p>MRDYA/DMA/UNDP CO and other agencies</p> <p>Min of Planning and other agencies</p>	<p>Project personnel: 15,000</p> <p>Consultants: 9,000</p> <p>Training workshops: 58,000</p> <p>Technical support: 7,000</p> <p>Travel: 5,000</p> <p><b>TOTAL OUTPUT 1.1: 94,000</b></p>

Intended Outputs	Output Targets for (year 1)	Indicative Activities	Responsible parties	Inputs (BCPR only) (USD)
<p><b>Output 1.2: Risk identification mechanisms</b> (including use of risk outcomes in development planning) <b>improved at national, regional and local levels.</b></p> <p><i>Indicators:</i> Outputs Targets are serving as proxy indicators</p>	<ul style="list-style-type: none"> <li>DMA, UNDP CO and key ministries have the capacity to conduct risk assessment/analysis on their own</li> <li>A Swazi Disaster Risk Assessment Team (in the form of or linked to SVAC) established</li> <li>Sectoral and other plans developed using risk assessment information.</li> <li>Risk and hazard maps developed</li> <li>National and local level early warning established and operational.</li> <li>A pilot community risk management project initiated – clear use of risk outcomes in the design of the project</li> </ul>	<p>1.2.1: Conduct training in climate /disaster risk assessment/analysis with special focus on drought/floods, for DMA, other key govt depts, sectors, UN agencies, and private sector and institutions of higher learning</p> <p>1.2.2 Establish a National Disaster Risk Assessment Team (in the form of or linked to SVAC) and institutionalize the Team (or develop team as subcommittee of SVAC!)</p> <p>1.2.3: Undertake risk assessment (Training regions followed by practicals/field work in selected communities) in two regions (Lubombo and Shiselweni) and at least one community in each of these 3 regions and produce hazard and risk maps as well</p> <p>1.2.4: Present results of the risk assessment/analysis to all stakeholders and discuss relevancy and use for development planning</p> <p>1.2.5: Facilitate design and compilation of development plans including PRS &amp; UN Programmes using risk assessment/analysis results</p> <p>1.2.6: Review and establish effective early warning systems at national, regional and community levels</p> <p>1.2.7: Design, fund and implement a community risk management project as a pilot/demonstration project on use of risk assessment in development programming</p>	<p>Consultants/ UNDP/BCPR</p> <p>MRDYA/DMA and other agencies / govt departments</p> <p>MRDYA/DMA Min of Planning &amp; Other agencies</p> <p>SDRAT and other Agencies</p> <p>Min of Planning &amp; Other agencies</p> <p>MRDYA/DMA and Other agencies</p> <p>UNDP CO</p>	<p>Project personnel: 15,000</p> <p>Technical support: 13,000</p> <p>Training workshops: 65,000</p> <p>Communication Equipment: 10,000 (for EW)</p> <p>CRM Project: 21,000</p> <p>Travel: 10,000</p> <p><b>TOTAL OUTPUT 1.2: 134,000</b></p>

Intended Outputs	Output Targets for (Year 1)	Indicative Activities	Responsible parties	Inputs ( BCPR Only) (US\$)
<p><b>Output 1.3: Information and knowledge management for disaster management enhanced</b></p> <p><i>Indicators:</i> Outputs Targets are hereby serving as proxy indicators</p>	<ul style="list-style-type: none"> <li>• Swazi DRR Website in place</li> <li>• DRR school materials developed</li> <li>• Media personnel trained on DRR and report on DRR not only response</li> <li>• Harmonized disaster management data base and web-based information exchange set up by August 2008 – risk assessment data/information captured and analysed and continuously shared by Dec 2008 – for development planning</li> </ul>	<p>1.3.1: Conduct public awareness campaigns as well as training on DRR through chiefdoms</p> <p>1.3.2: Undertake consultative meetings with Educationists on mainstreaming DRM especially drought risk management into the schools curricula</p> <p>1.3.3: Develop materials and pilot in at least one school</p> <p>1.3.4: Conduct advocacy meetings/training on DRM for the media.</p> <p>1.3.5: Establish an information management system for DRR – including data on disaster losses, risk maps, hazard maps, DRR plans and activities</p> <p>1.3.6: Review and update Swazi DRM Website</p>	<p>MRDYA/DMA/NGOs/ UN agencies</p> <p>MRDYA/DMA/ UNDP CO</p> <p>MRDYA/DMA/ Education Ministry</p> <p>MRDYA/DMA/UNDP</p> <p>MRDYA/DMA</p> <p>MRDYA/DMA</p>	<p>Project personnel: 15,000</p> <p>Consultants: 9,000</p> <p>Training workshops: 5,000</p> <p>Equipment: 15,000 (for EW)</p> <p>Material development: 4,000</p> <p><b>TOTAL OUTPUT 1.3: 48,000</b></p>

<b>Outcome 2: Community emergency preparedness strengthened/improved</b>				
<b><u>Outcome indicators</u></b>				
<ul style="list-style-type: none"> <li>• 70% of regions and tinkundla (chiefdom) local areas with developed preparedness/contingency plans for specific hazards.</li> <li>• 75% of preparedness /contingency plans are implemented including simulation.</li> <li>• Availability of tools and guidelines for disaster and recovery needs assessment</li> <li>• 30% increase in number of women in key DRR decision making bodies</li> </ul>				
<b>Applicable MYFF Service Line: Natural Disaster Reduction</b>				
<b>Partnership Strategy:</b> The MRDYA and UNDP will work with government departments, NGOs and other UN agencies to ensure preparedness for better response at national, regional and community levels. UNDP will also work with OCHA in strengthening the UNCT's capacity to develop and implement preparedness and contingency plans. In addition, technical support will be sought from BCPR in developing preparedness/contingency plans.				
<b>Project title and ID:</b>		<b>Strengthening National and Local Resilience to Disaster Risks in Swaziland</b>		<b>Project ID:</b>
<b>Intended Outputs</b>	<b>Output Targets for (years 1)</b>	<b>Indicative Activities</b>	<b>Responsible parties</b>	<b>Inputs</b>
<p><b>Output 2.1: Disaster preparedness and emergency response practices strengthened.</b></p> <p><i>Indicators</i> 75% of preparedness plans developed are also implemented</p> <p>Needs assessments are conducted within 24hrs after a disaster</p> <p>% of recovery plans developed after a disaster/emergency</p>	<ul style="list-style-type: none"> <li>• Training on preparedness and emergency response conducted by May 2008.</li> <li>• At least 3 preparedness plans developed by end of project.</li> <li>• Guidelines and tools for rapid disaster and recovery needs assessment developed by June 2008</li> <li>• Resources mobilized to sustain DRR activities after this project</li> <li>• Lessons learnt report on steps for developing and implementing a drought preparedness plan</li> </ul>	<p>2.1.1 Conduct training on emergence response and preparedness including rapid &amp; early recovery needs assessment for major hazards</p> <p>2.1.2 Develop guidelines and tools for rapid immediate and recovery needs assessments and train key stakeholders on their application.</p> <p>2.1.3 Conduct training on early recovery planning.</p> <p>2.1.4 Prepare/Develop and periodically update disaster preparedness and contingency plans at all levels with particular focus on the most vulnerable areas and groups</p> <p>2.1.5 Integrate disaster risk reduction into emergency management and response strategies at national, regional and community levels.</p> <p>2.1.6 Undertake resource mobilisation for DRR implementation in Swaziland beyond 2008.</p>	<p>MRDYA/DMA</p> <p>MRDYA/DMA/ UNDP CO</p> <p>MRDYA/DMA and other Agencies</p> <p>Govt Depts, All Agencies/ NGOS</p>	<p>Project personnel: 15,000</p> <p>Technical support: 3,000</p> <p>Training workshops: 30,000</p> <p><b>TOTAL OUTPUT 2.1: 48,000</b></p>

Intended Outputs	Output Targets for (year 1)	Indicative Activities	Responsible parties	Inputs (BCPR only) (US\$)
<p><b>Output 2.2: Gender equality in Disaster Risk Reduction strengthened</b></p> <p><i>Indicators:</i> 30% increase in number of women in DRR related decision making bodies.</p> <p>Disaster assessment tools incorporate gender.</p> <p>50% increase in number of operational women's networks</p>	<p>Disaggregated data/information on severity of impact of drought on different vulnerable groups by May 2008</p> <p>DRR Plan of Action for at least one Women's Network in place by December 2008.</p> <p>A gender strategy incorporated in National DRR Policy and drought policy</p> <p>Lessons learnt report and recommendations on how to improve women's security (e.g. against abuse/violence) during disasters e.g. drought in Swaziland produced by January 2009.</p>	<p>2.2.1 Conduct a gender focused analysis of drought/disaster impact and document results.</p> <p>2.2.2 Incorporate gender analysis in risk assessments, policy and legislative development</p> <p>2.2.3 Strengthen women's DRR networks and activities</p> <p>2.2.4 Organise at least one regional workshop on gender and disasters in Swaziland (ensure 80% of women, youths and children).</p> <p>2.2.5 Compile lessons learnt report on women and DRR in Swaziland</p>	<p>MRDYA/DMA UNDP CO</p> <p>All agencies</p> <p>MRDYA/DMA</p> <p>MRDYA/DMA</p>	<p>Training workshops: 38,000</p> <p>Travel: 10,000</p> <p>Project personnel: 8,000</p> <p><b>TOTAL OUTPUT 2.2: 56,000</b></p> <p><b>GRAND TOTAL REQUESTED FROM BCPR: \$380,000</b></p>

## ANNUAL WORK PLAN

United Nations Development Programme, Swaziland

Year: 2008/2009

Project Number:

Project Title: Strengthening National and Local Resilience to Disaster Risks in Swaziland

Project Period: 1 February 2008 to January 2009

PROJ. ID: EXPECTED OUTPUT	KEY ACTIVITIES	TIME FRAME				RESP.	FUND	DONOR	BUDGET DESCRIPTION	PLANNED BUDGET AMOUNT – US\$
		Q1 <sup>6</sup>	Q2	Q3	Q4					
<b>Output 1.1: Legal and institutional framework for disaster risk reduction developed and strengthened/ Implemented</b>	1.1.1: Develop capacity of DMA, other govt depts, UNDP CO and other stakeholders in disaster risk reduction					MRDYA/ DMA	TRAC 1.1.3	UNDP	Training Project personnel	10,000 15,000
	1.1.2: Review the disaster management policy, revise as necessary and implement					MRDYA/ DMA	TRAC 1.1.3	UNDP	Technical support/Consultancy	9,000
	1.1.3: Develop a drought risk management policy.								Workshops	25,000
	1.1.4: Revise and develop a National Action Plan for Capacity Development in DRR					MRDYA/ DMA	TRAC 1.1.3	UNDP	Workshops	5,000
	1.1.5: Establish and operationalise disaster management institutions at national, regional and local levels including institutionalisation of SVAC.					MRDYA/ DMA	TRAC 1.1.3	UNDP	Training	
	1.1.6: Conduct training on DRR as well as roles and responsibilities of disaster management institutions at regional and local levels					MRDYA/ DMA	TRAC 1.1.3	UNDP	Training Travel	10,000 5,000

<sup>6</sup> Project implementation to begin in February 2008 and end January 2009 (Q1=Feb-April, Q2=May - July, Q3= Aug - Oct, and Q4 = Nov -Jan)



PROJ. ID: EXPECTED OUTPUT	KEY ACTIVITIES	TIME FRAME				RESP.	FUND	DONOR	BUDGET DESCRIPTION	PLANNED BUDGET AMOUNT – US\$
		Q1 <sup>7</sup>	Q2	Q3	Q4					
<i>Output 1.1 continues.</i>	1.1.7: Conduct country wide public awareness on climate change/DRR, DRM Policy and Act					MRDYA/ DMA	TRAC 1.1.3	UNDP	Workshops	
	1.1.8: Conduct climate change/DRR advocacy/ training for legislators, Governors, Permanent Secretaries & DM Board on DRR					MRDYA/ DMA	TRAC 1.1.3	UNDP	Training	8,000
	1.1.9: Mainstream CRM/DRR into NDP/PRS and UNDP Country Programmes/projects					MRDYA/ DMA	TRAC 1.1.3	UNDP	Technical support	7,000
	<b>SUB TOTAL (OUTPUT 1.1)</b>									<b>94,000</b>
<b>Output 1.2: Risk identification mechanisms (including use of risk outcomes in development planning) improved at national, regional and local levels.</b>	1.2.1: Conduct training in disaster risk assessment/analysis with special focus on drought/floods, for DMA, other key govt depts, sectors, UN agencies, and reps of business community and institutions of higher learning					MRDYA/ DMA	TRAC 1.1.3	UNDP	Training  Project Personnel	25,000  15,000
	1.2.2 Establish and build capacity of a Swaziland Disaster Risk Assessment Team – SDRAT (Linked to SVAC)					MRDYA/ DMA	TRAC 1.1.3	UNDP	Training	6,000
	1.2.3: Undertake climate /disaster risk assessment (Training regions followed by practicals/field work in selected communities) in at least two regions (Lubombo and Shiselweni) and at least one community in each of these 3 regions					MRDYA/ DMA	TRAC 1.1.3	UNDP	Training and local travel (Field work and actual assessments) Travel	25,000 10,000
	1.2.4: Produce hazard and risk maps					MRDYA/ DMA	TRAC 1.1.3	UNDP	Technical support (mapping)  Material development (Hazard & risk maps)	8,000
<b>PROJ. ID:</b>		<b>TIME FRAME</b>							<b>BUDGET</b>	<b>PLANNED</b>

<sup>7</sup> Project implementation to begin in February 2008 and end January 2009 (Q1=Feb-April, Q2=May - July, Q3= Aug - Oct, and Q4 = Nov -Jan)

EXPECTED OUTPUT	KEY ACTIVITIES	Q1 <sup>8</sup>	Q2	Q3	Q4	RESP.	FUND	DONOR	DESCRIPTION	BUDGET AMOUNT –US\$
										BCPR
<b>Output 1.2 continues.</b>	1.2.5: Present results of the risk assessment/analysis to all stakeholders and discuss relevancy and use for development planning					MRDYA/DMA	TRAC 1.1.3	UNDP	Consultative meetings with stakeholders:	5,000
	1.2.6: Facilitate design and compilation of development plans including PRS & UNDP Programmes using risk assessment/analysis results					MRDYA/DMA	TRAC 1.1.3	UNDP	Planning workshop(s)	
	1.2.7: Review and establish effective early warning systems at national, regional and community levels	Training (early warning)					MRDYA/DMA	TRAC 1.1.3	UNDP	4,000
		Communication Equipment								10,000
	1.2.8: Design, fund and implement a community risk management project as a pilot/demonstration project on use of risk assessment in development programming	Community risk management project					MRDYA/DMA	TRAC 1.1.3	UNDP	21,000
		Technical support (EW and Risk assessment)					MRDYA/DMA	TRAC 1.1.3	UNDP	5,000
										<b>134,000</b>
<b>Output 1.3: Information and knowledge management for disaster management enhanced</b>	1.3.1: Conduct public awareness campaigns as well as training on DRR through chiefdom system					MRDYA/DMA	TRAC 1.1.3	UNDP	Training/Public Meetings	
									Project personnel	15,000
	1.3.2: Undertake consultative meetings with Educationists on mainstreaming DRM especially drought risk management into the schools curricula	Meetings (Advocacy & Awareness)					MRDYA/DMA	TRAC 1.1.3	UNDP	2,000
		1.3.3: Develop materials and pilot in at least one school					MRDYA/DMA	TRAC 1.1.3	UNDP	Consultancy and materials for schools curricula
1.3.4: Conduct advocacy meetings on DRM for the media.						MRDYA/DMA	TRAC 1.1.3	UNDP	Training workshop(s)	4,000
										3,000

<sup>8</sup> Project implementation to begin in February 2008 and end January 2009 (Q1=Feb-April, Q2=May - July, Q3= Aug - Oct, and Q4 = Nov -Jan)

PROJ. ID: EXPECTED OUTPUT	KEY ACTIVITIES	TIME FRAME				RESP.	FUND	DONOR	BUDGET DESCRIPTION	PLANNED BUDGET AMOUNT – US\$
		Q1	Q2	Q3	Q4					BCPR
<b>Output 1.3 continues.</b>	1.3.5: Establish an information management system for DRR – including data on disaster losses, risk maps, hazard maps, DRR plans and activities					MRDYA/ DMA	TRAC 1.1.3	UNDP	Equipment (computer & soft ware)	15,000
	1.3.6: Develop Swazi DRM Website					MRDYA/ DMA	TRAC 1.1.3	UNDP	Consultancy	3,000
	<b>SUB TOTAL (Output 1.3)</b>									<b>48,000</b>
<b>Intended Outcome 2: Community emergency preparedness strengthened</b>										
<b>Output 2.1: Disaster preparedness and emergency response practices strengthened.</b>	2.1.1 Conduct training on emergence response and preparedness including rapid assessment for major hazards					MRDYA/ DMA	TRAC 1.1.3	UNDP	Local /International consultants	-
	2.1.2 Develop guidelines and tools for rapid assessments and train key stakeholders on their application					MRDYA/ DMA	TRAC 1.1.3	UNDP	Project personnel	15,000
	2.1.3 Develop and periodically update disaster preparedness and contingency plans at all levels and conduct simulation for at least one contingency plan					MRDYA/ DMA	TRAC 1.1.3	UNDP	Workshops	25,000
	2.1.4 Train and develop early recovery/recovery plans as necessary					MRDYA/ DMA	TRAC 1.1.3	UNDP	Training workshops:	-
	2.1.5 Integrate disaster risk reduction into emergency management and response strategies at national, district and community levels.					MRDYA/ DMA	TRAC 1.1.3	UNDP	Technical support	3,000
	2.1.6 Undertake resource mobilisation for DRR implementation in Swaziland beyond Jan 2009.					MRDYA/ DMA	TRAC 1.1.3	UNDP	Meetings Travel	5,000
	<b>SUB TOTAL (OUTPUT 2.1)</b>									<b>\$48,000</b>

PROJ. ID: EXPECTED OUTPUT	KEY ACTIVITIES	TIME FRAME				RESP.	FUND	DONOR	BUDGET DESCRIPTION	PLANNED BUDGET AMOUNT - US\$
		Q1	Q2	Q3	Q4					
<b>Intended Outcome 2: Community emergency preparedness strengthened</b>									<b>BCPR</b>	
<b>Output 2.2: Gender equality in Disaster Risk Reduction strengthened</b>	2.2.1 Conduct a gender focused analysis of drought/disaster impact, and document and share results.					MRDYA/ DMA	TRAC 1.1.3	UNDP	Technical support	8,000.00
	2.2.2 Incorporate gender analysis in risk assessments, policy and legislative development					MRDYA/ DMA	TRAC 1.1.3	UNDP	Project personnel	
	2.2.3 Strengthen women's Disaster Risk Reduction networks and activities at local level					MRDYA/ DMA	TRAC 1.1.3	UNDP	Training /workshops	10,000.00
	2.2.4 Develop and implement a strategy for strengthening women's security in crisis (disasters) especially stopping violence against women					MRDYA/ DMA	TRAC 1.1.3	UNDP	Training /workshops	20,000.00
	2.2.5 Organise at least one regional workshop on gender and disasters in Swaziland (ensure 80% of women, youths and children).					MRDYA/ DMA	TRAC 1.1.3	UNDP	Meetings/ workshops	8,000.00
	2.2.6 Produce a lessons learnt report and recommendations on how to improve women's security (e.g. against abuse/ violence) during drought disasters in Swaziland by January 2009					MRDYA/ DMA	TRAC 1.1.3	UNDP	Travel	10,000.00
	<b>SUB TOTAL (OUTPUT 2.2)</b>									<b>\$56,000.00</b>
<b>Output 2.3: Monitoring and evaluation system for project progress and disaster impacts on development established.</b>	2.3.1 Develop a M & E system, conduct project reviews and produce and upload progress reports in ATLAS					MRDYA/ DMA	TRAC	UNDP CO	Local travel	
									Review Meetings	
	2.3.2 Monitor, evaluate and document economic losses due to disasters					MRDYA/ DMA	TRAC	UNDP CO		
	2.3.3 Undertake joint annual & mid-term reviews by Government, civil society & UN agencies									
	<b>SUB TOTAL OUTPUT 2.3</b>									<b>-</b>
<b>TOTAL</b>										
<b>TOTAL REQUESTED FROM UNDP/BCPR</b>									<b>380,000</b>	

## MONITORING AND COMMUNICATION PLAN:

**Project Title:** Strengthening national and local resilience to disasters in Swaziland

**Date:** 21 August 2007

**Approximate Project Start-Up date:** 1 February 2007

Output (s)	Product (s)	Reporting Line	Method of communicating product to stakeholders	Time Line /Frequency
<b>Output 1.1: Legal and institutional framework for disaster risk reduction reviewed developed and strengthened.</b>	National policy on DRM by Dec 2008	MRDYA submits to Cabinet for approval	- National workshop - Meetings with parliamentarians - Meetings with communities	Twice in 2008
	Drought Policy Nov 2008	MOAC submits to Parliament for Debate	- National workshop - Meetings with parliamentarians - Meetings with communities	At least twice in 2008
	Disaster Management Committees established as subcommittees of Development Committees	DMA Director to Principal Secretary	Media	Quarterly
	PRS/NDS document with DRR mainstreamed	Principal Secretary (PS) to Minister/ Director of Planning to PSs	Swazi website Meetings and workshops Media briefing	Once a year
	UNDP programme /projects with DRR mainstreamed	Deputy RR to RR & UNDP/BCPR	E-mails UNDP website UNDP CO Annual reports	Once a year
<b>Output 1.2: Risk identification mechanisms (including use of risk outcomes in development planning) improved at national, regional and local levels</b>	Training workshop on risk assessment/analysis by June 2008	Principal Secretary to Minister/ Director of Planning to PSs	Swazi website Media briefing	Twice a year
	A Swazi Disaster Risk Assessment Team (in the form of or linked to SVAC) established – by September 2008	Principal Secretary to Minister/ Director of Planning to PSs	Swazi website Media briefing	Once a year
	Risk and hazard maps - by November 2008	Principal Secretary to Minister/ Director of Planning to PSs	Swazi website Meetings and workshops Media briefing	Twice a year
	Sectoral and other plans developed using risk assessment /analysis information – Dec 2008	Principal Secretary to Minister/ Director of Planning to PSs	Swazi website Meetings and workshops Media briefing Emails	Once a year
	National and local level early warning systems – June – Nov 2008	Principal Secretary to Minister/ Director of Planning to PSs	Swazi website Meetings and workshops Media briefing Emails	Twice a year
	A pilot community risk management project initiated – clear use of risk outcomes in the design of the project – by Nov 2008.	Principal Secretary to Minister/ Director of Planning to PSs	Swazi website Meetings and workshops Media briefing Emails	Twice a year

Output (s)	Product (s)	Reporting Line	Method of communicating product to stakeholders	Time Line /Frequency
<b>Output 1.3: Information and knowledge management for disaster management enhanced</b>	Swazi DRR Website in place by July 2008	DMA Director to PS	Meetings/workshops Media briefing Emails	Twice a year
	DRR school materials – by October 2008	Director – Education Curricula to PSs	Meetings/workshops Media briefing Radio talk show	Twice a year
	Media personnel training workshop – by March 2007	DMA Director to PS and Min of Information	Media Swazi website Emails	Once a year
	DRR information management system in place – and in use – containing important DRR information for development planning and effective response – by Sep 2008	DMA Director to PSs & Ministry of Economic Planning and Cooperatives	Meetings/workshops Media briefing Radio talk show E-mails	Quarterly
<b>Output 2.1: Disaster preparedness and emergency response practices strengthened.</b> <i>Indicators</i> 75% of preparedness plans developed are also implemented  Needs assessments are conducted within 24hrs after a disaster  % of recovery plans developed after a disaster/emergency	Training workshop (s) on preparedness and emergency response - by May 2008.	DMA Director to PSs Project Manager to UNDP CO/DMA Director	E-mails Media Radio	Twice a year
	At least 3 preparedness /contingency plans – by end of project.	DMA Director to PSs Project Manager to UNDP CO/DMA Director	Meeting/workshop E-mails Media Radio	Twice a year
	Guidelines and tools for rapid disaster and recovery needs assessment available - June 2008	DMA Director to PSs Project Manager to UNDP CO/DMA Director	Meeting/workshop E-mails Media Radio	Twice a year
	Recovery plan developed by -... (as necessary)	Minister to Cabinet PSs to Ministers Project Manager to UNDP CO/DMA Director PS to UN RC/donors	Meeting/workshop E-mails Media Radio	As necessary and required
	Resources mobilization Round Table Conference	Minister to Cabinet PSs to Ministers Project Manager to UNDP CO/DMA Director PS to UN RC/donors	Meeting/workshop E-mails Media	Twice a year
	Lessons learnt report (on steps for developing and implementing a drought preparedness plan) –by Nov 2008	DMA Director to PSs Project Manager DMA Director & UNDP CO	Meeting/workshop Media Radio talk show	Once a year

Output(s)	Product (s) (\$ Time Line)	Reporting Line	Method of communicating product to stakeholders	Frequency
<b>Output 2.2: Gender equality in Disaster Risk Reduction strengthened</b>	Disaggregated data/information on severity of impact of drought on different vulnerable groups by May 2008	DMA Director to PSs Project Manager DMA Director & UNDP CO	Meeting/workshop E-mails Media Radio	Once a year
<i>Indicators:</i> 30% increase in number of women in DRR related decision making bodies.	DRR Plan of Action for at least one Women's Network in place by Aug 2008.	DMA Director to PSs Project Manager DMA Director & UNDP CO	Meeting/workshop E-mails Media Radio	Once a year
Disaster assessment tools incorporate gender.	A gender strategy incorporated in both National DRR Policy and drought policy	DMA Director to PSs Project Manager DMA Director & UNDP CO	Meeting/workshop E-mails Media Radio	Twice a year
50% increase in number of operational women's networks	Lessons learnt report and recommendations on how to improve women's security (e.g. against abuse/violence) during disasters e.g. drought in Swaziland produced by January 2009.	DMA Director to PSs Project Manager DMA Director & UNDP CO	Meeting/workshop E-mails Media Radio	Once a year