



**SOUTHERN AFRICAN
DEVELOPMENT COMMUNITY**

**Strengthening Vulnerability Assessments and Analysis in the
SADC Region, through the SADC Regional Vulnerability
Assessment Committee**

A Five-Year Programme (2005-09)

Gaborone, June 2005

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List of Acronyms

AIMS	Agricultural Information Management System
CFSAM	Crop and Food Supply Assessment Mission (WFP and FAO)
CSO	Civil Society Organisation(s)
DFID	Department for International Development
EC	European Commission
EMOP	WFP Emergency Operation
FAO	UN Food and Agriculture Organisation
ICP	SADC International Cooperating Partners
FARNPAN	Food, Agriculture and Natural Resources Policy Analysis Network
FEWSNET	Famine Early Warning System Network
FIVIMS	Food Insecurity and Vulnerability Information and Mapping Systems
NGO	Non-Governmental Organization
NVAC	National Vulnerability Assessment Committee
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
PAC	Programme Advisory Committee
PRRO	WFP Protracted Relief and Recovery Operations
PRSP	Poverty Reduction Strategy Paper
REWS	SADC Regional Early Warning System
RHVP	(DFIDSA) Regional Hunger and Vulnerability Programme
RVAC	Regional Vulnerability Assessment Committee
RVAP	Regional Vulnerability Analysis Programme
SADC	Southern Africa Development Community
SADC- FANR	SADC Food Agriculture and Natural Resources Directorate
SAHIMS	Southern African Humanitarian Information Network
SARPN	Southern African Regional Poverty Network
ToR	Terms of Reference
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
VAA	Vulnerability assessment and analysis
VAM	Vulnerability Assessment and Mapping (WFP)
WFP	United Nations World Food Programme
WFP EMOP	WFP Emergency Operation
WFP PRRO	WFP Protracted Relief and Recovery Operations

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Chapter 1: Background

1.1 Situation Analysis

The SADC region continues to be severely affected by high levels of chronic vulnerability and repeated or continuous food insecurity, extending for periods of several years. Since the start of the Southern Africa food crisis in 2001, families, households and whole communities, across the region have been subject to a variety of natural disasters and socio-economic shocks, which have undermined their ability to obtain sufficient food and income on a regular basis.

According to FAO's annual report on the State of Food Insecurity in the World (SOFI) the number of undernourished¹ in Sub-Saharan Africa have increased in absolute numbers from 198 to 204 million from period of 1999-2001 to 2000-2002. The percentage of undernourished people in the SADC countries has generally decreased in 2001 compared to the 1990/91, with the exception of some countries where it has slightly increased. The Democratic Republic of Congo has seen a vast decline in food availability and access, a deterioration of undernourished citizens from just over 30 per cent in 1990-1992 to 75 per cent in the period of 1999 to 2001. The impact of such a populous country (estimated above 50 million for 1999-2001) on the overall levels of undernourishment in Sub-Saharan Africa and SADC as a political region are evident. East and Southern Africa actually have made improvements between the period of 1990-2 and 2000-2, the former with a decline in percentage of undernourished from 46 to 40 per cent and the latter from 48 to 40 per cent. It is uncertain if this progress has been sustained over the past 3 years (2001-4), as the impact of latest food crisis has hit several parts of the SADC region, in particular Southern Africa. It can be assumed that the substantial support from international agencies and governments to supply the region with food aid must have saved the region from deterioration towards widespread hunger. This was in part verified by a UNICEF review in 2003 that looked into regional nutritional trends. The study found that acute malnutrition was kept more or less under control, while chronic malnutrition, as measured through levels of stunting have worsened considerably (UNICEF: 2003). Further information on health and education trends about the most affected countries in Southern Africa countries can be found in Table 1.

Table 1: Health and Education Trends, Southern Africa, 2001-2 (and 2015 targets)

Country	Hunger (% Under 5s Underweight)	Undernourished People (% of Population)		Under 5 Mortality (per 1,000)			Primary School Enrolment (% enrolled in primary school)		
		1990/92 Baseline	Situation 2001	1970 Baseline	Situation 2002	Target 2015	1990/91 Baseline	Situation 2001	Target 2015
Angola	31%	61%	49%	300	260	87	58%	30%	100%
Botswana	13%	18%	24%	142	110		85%	81%	
Republic of Congo	31%	31%	75%	245	205		54%	35%	
Lesotho	18%	27%	25%	190	87	49	73%	84%	100%
Malawi	25%	49%	33%	330	183	80	50%	81%	100%
Mauritius	15%	6%	5%	86	19		95%	93%	
Mozambique	26%	69%	53%	278	197	80	45%	60%	100%
Namibia	24%	20%	7%	155	67		83%	78%	
South Africa	12%	-	-	-	65		88%	90%	
Swaziland	10%	10%	12%	196	149	37	77%	77%	100%
Tanzania	29%	35%	43%	218	165		50%	54%	
Zambia	28%	45%	50%	181	192	60	79%	66%	100%
Zimbabwe	13%	43%	39%	138	123	27	86%	83%	100%

Source: United Nations Development Programme - Human Development Report, 2004

¹ taking into account the amount of food available per person nationally and the extent of inequality in access to food (FAO)

Although national food insecurity provides an important indication of peoples' vulnerability to food insecurity, the real situation for households and their livelihoods have worsened considerably in the region, as recent VAC analysis shows. For the past 10 to 20 years, households across the region have experienced a succession of economic shocks, which has reduced their ability to secure sufficient food and income in a sustainable fashion. Failing livelihoods and even destitution are increasingly common. The resilience of households continues to be severely tested by a number of factors, including erratic climatic conditions, resulting in decreased crop production, reduced purchasing power due to falling incomes, rising staple food prices, failing employment markets, reduction of remittances and increased morbidity and mortality levels linked to HIV/AIDS (See Table for prevalence rates).

Table 2: HIV and AIDS Prevalence by Country (Adult 15 to 49 yrs)

Country	2001	2003
Lesotho	31.0	28.9
Malawi	15.0	14.2
Mozambique	13.0	12.2
Swaziland	33.4	38.8
Zambia	21.5	16.5
Zimbabwe	33.7	24.6
Angola	5.5	3.9
Botswana	38.8	37.3
Mauritius	0.1	..
Namibia	22.5	21.3
RSA	20.1	17.8 to 24.3
Tanzania	7.8	8.8

Source: UNDP HDR. 2002 and 2004

HIV/AIDS has become a main driving factor of vulnerability in southern Africa. Whilst previously thought of as a consequence, ever-increasing prevalence rates have elevated HIV/AIDS to the core of the problem. High prevalence across the region, accompanied by a significant increase in related communicable diseases such as TB all lead to high morbidity and mortality rates, vastly reducing the viability of already weakened livelihood strategies, entrenching poverty further. Currently, eight countries in SADC (Botswana, Lesotho, Malawi, Namibia, South Africa, Swaziland, Zambia and Zimbabwe) have negative human development index trends as compared to 1995, mainly because of the massive drop in life expectancy caused by HIV/AIDS (UNDP HDR 2004).

The high number of AIDS casualties has created more than 4 million orphans in southern Africa (UNAIDS Epidemic Update 2004), out of a population of 65 million children. In other words, 6% of the population of southern Africa under the age of 18 is

orphan. Orphan numbers and other chronically vulnerable households are growing at a significant rates contributing to the growing levels of livelihood failures of many poorer groups throughout the region with an increasing inability of households to cope.

At the same time, the ability of many governments to provide social services is being undermined by the destructive combination of extreme poverty and HIV/AIDS. Human resources and technological capacities of the public sector, particularly in health, water and sanitation, education and agriculture, are extremely weak across the region. These systems were already suffering from chronic inadequacy as a consequence of budget constraints, inadequate training programmes and poor staff retention. HIV/AIDS is further undermining the State's ability to plan, budget and respond to humanitarian and development needs. It is devouring scarce State resources and eroding the professional base within the State apparatus and in so doing constraining service delivery.

1.1.1 International response

In early 2002, poor cereal harvests in six southern African countries of Lesotho, Malawi, Mozambique, Swaziland, Zambia and Zimbabwe prompted a major humanitarian response from the international community. The crisis was initially seen as one of acute food insecurity, caused by a combination of factors, including inadequate climatic conditions, poverty, deteriorating social services, outbreaks of communicable diseases, and HIV/AIDS. As a result, the UN launched the 2002 – 2003 Consolidated Appeal to respond to the needs of 15.2 million people, during the implementation of which, the emphasis on HIV/AIDS as being a major factor in the crisis facing Southern Africa came to prominence. This appeal was followed in July 2003 by a second appeal for six million people, who proved unable to recover because of the compounded effects of food insecurity, HIV/AIDS and weakened institutional capacity to deliver basic social services. A parallel appeal funded by USAID under the umbrella of a Consolidated Southern Africa Food Emergency (CSAFE) was launched by World Vision, Care and Catholic Relief Service for some of the

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countries. The second UN appeal, which ended in June 2004, has not been followed by a third inter-agency appeal given the need to move towards a more holistic approach to programming and resource mobilisation. In this regard, and based on the evolving understanding of the crisis, the UN adopted a new programming approach for its activities in the region, which addresses simultaneously short-term needs and long-term challenges. The new approach is laid out in the strategy document "Organizing the UN Response to the Triple Threat of Food Insecurity, Weakened Capacity for Governance and AIDS", approved by the UN Chief Executives Board for Coordination (CEB) on 31 October 2003.

As part of this new approach, the WFP Executive Board approved the "Protracted Relief and Recovery Operations" (PRRO) for a three year period. Under this programme, which will run from 2005-7, food aid is expected to be used only in connection with the provision of social services, to allow for strengthening of people's livelihoods through building their assets and social capital base.

The information needed for targeting the most-needy people in the region has been collected, processed, analysed and disseminated under the auspices of the SADC Secretariat.

1.2 Southern Africa Development Community (SADC)

Even before the drought of 1991-2, SADC has been engaged in efforts to improve food security among Member States. Food security monitoring and early warning systems have been developed in several Southern African nations, with their development partners over the past several decades. The FAO, USAID and others, have been assisting countries to monitor their weather and crop conditions, to identify potential shortages and avert or reduce the devastating effects of famine and disease, caused primarily by natural and man-made disasters including drought, floods, economic shocks and conflict. To date, the Regional Early Warning System (REWS) under the SADC-FANR Directorate has been responsible for coordination of technical support to individual Member States. More recently, issues around food accessibility have been incorporated into the analysis through the activities of Regional and National Vulnerability Committees as indicated below.

1.2.1 SADC Regional Indicative Strategic Development Plan (RISDP)

In March 2001, SADC Heads of State and Government met in an Extra-ordinary Summit in Windhoek, Namibia and approved the preparation of the Regional Indicative Strategic Development Plan (RISDP) to complement the restructuring of SADC operations and institutions and to provide a clear direction for SADC policies and programmes over the long term. The RISDP was finally approved at the Summit held in Dar-es-Salaam, United Republic of Tanzania in August 2003. The purpose of the RISDP is to deepen regional integration in SADC. It provides the SADC Member States with a consistent and comprehensive programme for long-term economic and social interventions and provides the SADC Secretariat and other regional institutions with a clear view of SADC's approved economic and social policies and priorities.

In short, the RISDP highlights priority intervention areas as; *Poverty eradication* – promote sustainable and equitable economic growth and socio economic development that will ensure poverty alleviation and this priority is covered in all the interventions; *HIV and AIDS* – reducing the number of HIV and AIDS infected in the region; *Gender equality and development* – achieving substantive equality between men and women in the SADC region through mainstreaming of gender into all national and regional policies; *Science and technology* in economic development and increasing competitiveness; *Environment and Sustainable Development, Private sector development*, with the objective being to integrate private sector in policy and strategy formulation and programme implementation; *Statistics* aims at providing relevant, timely, accurate and comparable statistical information, implementation, monitoring and evaluation of SADC integrated activities; *Infrastructure development, Trade economic liberalisation and development, Sustainable food security* in order to achieve lasting access to safe and adequate food at all times by all people in the SADC region; and *Human and social development*.

Based on the RISDP, the SADC Secretariat has developed a 15-year operational plan broken down to five and one year business plans. As part of this process, SADC has committed to improving the availability of information

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necessary for the development of food security and poverty reductions policies and strategies at regional and national levels.

In recognition of the magnitude of problems relating to chronic poverty and in line with the commitments that Member States have made under the Millennium Project, (the Millennium Development Goals - MDGs), SADC has adopted poverty eradication as its overarching goal, with an aim to promote sustainable equitable economic growth and socio economic development (SADC RISDP, 2003). In May 2004, the SADC Head of States Extra-Ordinary Summit on *Agriculture and Food Security recommended* the strengthening of vulnerability assessment in Member States aimed at better understanding of household food security and livelihood conditions to allow better targeting of emergency and development interventions. This programme is aimed at contributing towards these goals.

1.2.2 SADC Vulnerability Assessment Committees (VAC)

The VAC-system includes the Regional Vulnerability Assessment Committee (RVAC), a multi-agency committee established under the Food, Agriculture and Natural Resources Directorate (FANR), which has the mandate to strengthen capacity of Member States to undertake and utilise vulnerability assessments for the purposes of food security planning in both emergency and non-emergency situations. National Vulnerability Assessment Committees (NVAC) were created under the leadership of national governments to strengthen vulnerability assessment capacity at the country level.

1.2.2.1 Regional Vulnerability Assessment Committee (RVAC)

The RVAC was set up by SADC in 1999 in Harare with the support of FEWSNET, WFP, FAO, UNDP, and Save the Children UK. All supportive bodies became members of the RVAC and have since been expanded to include UNICEF and OCHA. SADC REWS has provided the RVAC chair to maintain a close link with the SADC Secretariat. Under the SADC restructuring process, all the SADC Sectors including the FANR units later moved to Gaborone, Botswana.

On its initiation in 1999 the RVAC was tasked with **“keeping abreast and encourage co-ordinated development in the field of vulnerability assessment in the Southern African region.”** In response to the southern African food crisis in 2002, the RVAC facilitated and coordinated a series of vulnerability assessments in six SADC countries² throughout 2002 - 2004. The overall aim of these assessments was to provide timely and reliable information regarding the food security situation and related conditions to determine appropriate emergency interventions, as well as inform medium and longer-term programming and policy considerations. The results proved to be essential for programming the humanitarian response to the crisis. It was widely recognised that the assessments contributed to building a common understanding among stakeholders about the magnitude and nature of vulnerability in the region.

1.2.2.2 National Vulnerability Assessment Committee(s) (NVAC)

The RVAC assisted SADC member states to conduct emergency food security assessments in 2002-3, in Malawi, Mozambique, Zimbabwe, Zambia, Lesotho and Swaziland. These were the countries that benefited from the humanitarian assistance under the UN's regional Consolidated Appeal.

In four of the six countries, national livelihood baselines were established to assist with the deeper analysis required to identify appropriate food security and other humanitarian and development interventions. The process involved collecting household data and setting up baselines and models for food availability, access and utilisation, and making short and medium term projections on the impact of shocks and hazards such as extreme weather conditions, fluctuating prices and HIV/AIDS.

² Lesotho, Malawi, Mozambique, Swaziland, Zambia and Zimbabwe in August 2002, December 2002, May /June 2003 and May/June 2004

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After an initial focus on emergency type assessments, focussing on the food gap, in 2003, it became increasingly clear that responses to the food crisis needed to go beyond short-term food aid needs to longer term livelihood programmes, addressing chronic issues, such as poverty, poor macro economic conditions, HIV/AIDS. The process of conducting these assessments also revealed the need for adopting a multi-sectoral approach to vulnerability assessments, which support an integrated response to the crisis.

In the past years the NVAC activities have emphasized on:

- Establishing and/or enhancing livelihood-based monitoring systems, based on the information from previous vulnerability assessments,
- Establishing linkages with assessment and monitoring activities in sectors related to social services and HIV/AIDS; and
- Strengthening and formalizing the institutional arrangements of the NVACs within the country and RVAC.

Although the information generated through the VAC system has been acknowledged by governments and donors alike, the arrangements between RVAC and the NVACs has been ad-hoc and informal and kept alive with the generous support of DFID. Hence, in 2004, the RVAC in conjunction with the Member States undertook a three step consultation process to collect views and opinions of all stakeholders pertaining to institutional, technical and policy issues related to the VAC system. This resulted in the RVAC mission statement restated as ***“strengthen national and regional vulnerability analysis systems in order to inform policy formulation, development programmes and emergency interventions that lead to a reduction in vulnerability in the SADC region.”*** The three-step consultation process provided the basis for the five-year regional programme (See Annex 3 for the details of the three step consultation). The 5-year programme is expected to formalize these relations, expand the capacity to conduct comprehensive vulnerability assessments and analysis (VAA); all with the view to better inform decision-makers in the SADC region.

1.3. Donor Engagement

1.3.1. Department of International Development's (DFID) Regional Hunger and Vulnerability Programme (2005-8)

A new 4-year DFID Regional Hunger and Vulnerability Programme (RHVP) is expected to start implementation by mid- 2005 and run till 2008. DFID, who has strongly supported vulnerability assessments and analysis in this region for the past 5 years or so, has spent £140 million to reduce food insecurity in Southern Africa since 2002. As the main financial sponsor of VA activities in the region, including the RVAC three-step consultation process, it is expected that the DFID programme will closely work together with SADC and actually will implement parts of this 5 year Regional Programme to avoid duplication. In fact, DFID's support to vulnerability analysis in the region under the RVAC umbrella is a key justification for their regional approach followed in the RHVP. More specifically, the RHVP is expected to cover technical inputs that would coordinate VA work and would allow wider training in methodological improvements that would supplement the planned contribution from the Government of South Africa, the UN World Food Programme and the UN Food and Agriculture Organisation. Key areas for technical support include:

- Deepening the knowledge of food dynamics at country level, to better match vulnerability assessment with appropriate response (food, other safety nets such as cash vouchers for exchange of inputs, or a mix);
-
- Enhance the government-led mechanisms to critique UN Agency appeals and encourage a more balanced response from donors;
-
- Better integration of VAC information with results from the FAO/WFP Crop and Food Supply Assessment Missions (CFSAM).

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As SADC is committed to improving the availability of information necessary for the development of food security and poverty reductions policies and strategies at regional and national levels, there is strong coherence between SADC objectives and the RHVP priority support plans (DFID: 2005).

1.3.2. South Africa's Support to Strengthen Vulnerability Assessment and Analysis in South Africa and the SADC region (2005-6)

The Government of South Africa has provided 10 million Rands to WFP (out of 100 million ZA Rands contribution to WFP and FAO for the Southern Africa crisis in 2004) to support the development of an integrated food security information and vulnerability monitoring system within South Africa and strengthen the SADC vulnerability analysis initiative. The overall purpose of the project is to:

- 1) Strengthen technical capacity in South Africa in food security monitoring, and vulnerability analysis. Emphasis will be on capacity building at provincial and institutional levels, methodologies, training, and linking the outputs to decision making and programming.
- 2) Enhance technical and analytical capacity of the SADC Regional Vulnerability Analysis Committee (RVAC) to co-ordinate and promote multi-disciplinary food security and vulnerability analysis activities.

The project will be implemented over a two-year period with a possibility of extension to five to ten years under plans for long-term financial support from the South Africa Department of Agriculture. The RVAC five-year programme will work closely with this initiative.

1.3.3. Other donors

There is a general interest for peripheral funding of this programme by a number of ICPs, starting with USAID-Regional Centre for Southern Africa (RCSA), who already has contributed significantly to the operations of NVACs in the past years, Australian Agency for International Development (AUSAID) and the European Community. The latter has at various regional meetings promised to strongly consider support to the VAC-system, once NVACs have found their institutional place inside government structures, and as such are recognized by national governments as a priority activity that will be used to strengthen evidence-based decision making processes to reduce poverty, food insecurity and vulnerability in their respective countries.

Chapter 2: Programme Justification

In order to reduce poverty, food insecurity and halt the trend towards increased vulnerability, there is a need to understand fully and address the underlying causes of vulnerability, starting by identifying who are the vulnerable groups, where they are, and what are the shocks or hazards that they are vulnerable to.

The recent results of the VAC three-step consultation process and vulnerability assessments reports clearly indicate the importance of strengthening the capacity of institutions responsible for generating information and analysis on vulnerability. It is also imperative to ensure that vulnerability information is fed into the design of regional and national policies, strategies and programmes as well as other relief and development programmes.

This 5-year programme, therefore, focuses on strengthening the capacity of the VA systems in the SADC Region by addressing institutional, technical and policy considerations in support of three user groups:

1. SADC Member States, through support to the National Vulnerability Assessment and Analysis Committees;
2. SADC Secretariat, in support of overall regional coordination and monitoring progress of RISDP; and

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3. International Cooperating Partners, for further development of VA-methodologies.

The RVAC five-year programme is aimed to contribute to the MDGs of Member States and SADC RISDP priority interventions of:

- a) Statistics;
- b) Poverty eradication; and
- c) Sustainable food security.

The programme will contribute to timely and relevant accurate comparable statistics on food security and vulnerability in the region, and will contribute to the target of developing an integrated regional information system (AIMS). The programme will also contribute to the strengthening of early warning systems, enhance disaster preparedness and response, and analysis of livelihoods. It will provide financial and technical support to all the SADC Member States to establish the capacity to conduct comprehensive multi-sectoral vulnerability assessments and analysis (VAA). The experiences from the six NVACs involved in the rolling assessments are thought to generate enough examples to support the other countries in deciding the particular set up feasible to that country. This is thought to be critical for a quick adoption of VAA in those countries.

It is expected that the Programme Management Unit (PMU) under the overall supervision of the SADC FANR Director will be established to carry out the activities. The Programme will be funded, staffed and equipped to support the specialist inputs and technical functions to the three user groups. Donor funds will be utilised for the duration of the project. At the end of this 5-year period, the SADC Secretariat is expected to absorb a significant part of the recurrent and capital costs of coordinating and facilitating this process, starting with the institutionalisation of the SADC Programme Manager post. Donors will continue to support vulnerability monitoring function in the region, as this is also vital to their own operations in the region.

The Programme will also provide critical technical and financial support to the existing and newly to be formed NVACs, while at the same time NVACs will be responsible for the search for financial support from government agencies and donors at national level. The PMU will assist the NVACs, when international donors such as DFID, USAID, EU and the WB require a regional set up or umbrella organization for disbursement of funds.

The 5 year Programme will be implemented alongside a number of other ongoing or newly developed projects and programmes in the wider sphere of vulnerability related to food insecurity, poverty, illness, HIV/AIDS, lack of social services and/or safety nets. As such it is important that the programme is flexible in its approach and should be careful to develop bi-annual and detailed annual working plans based on its assessment of the international and regional working environment so as to be as complementary to other initiatives as possible and to prevent duplication of efforts.

Finally, this programme will be one of the operational regional institutional networks that can be used for the disaster response and mitigation of any future crisis. As the region is extremely vulnerable to shocks of any sort the likelihood of such an event happening are significant. These shocks could range from natural disasters, such as droughts, floods, and diseases (e.g. HIV/AIDS, TB, Malaria) to socio-economic shocks, such as the impact of global trade.

Chapter 3: Programme Goal, Objectives and Outputs

3.1. Programme Goals

The programme will contribute to the reduction in poverty in the SADC region by reducing livelihood vulnerability by operating simultaneously at three levels, through:

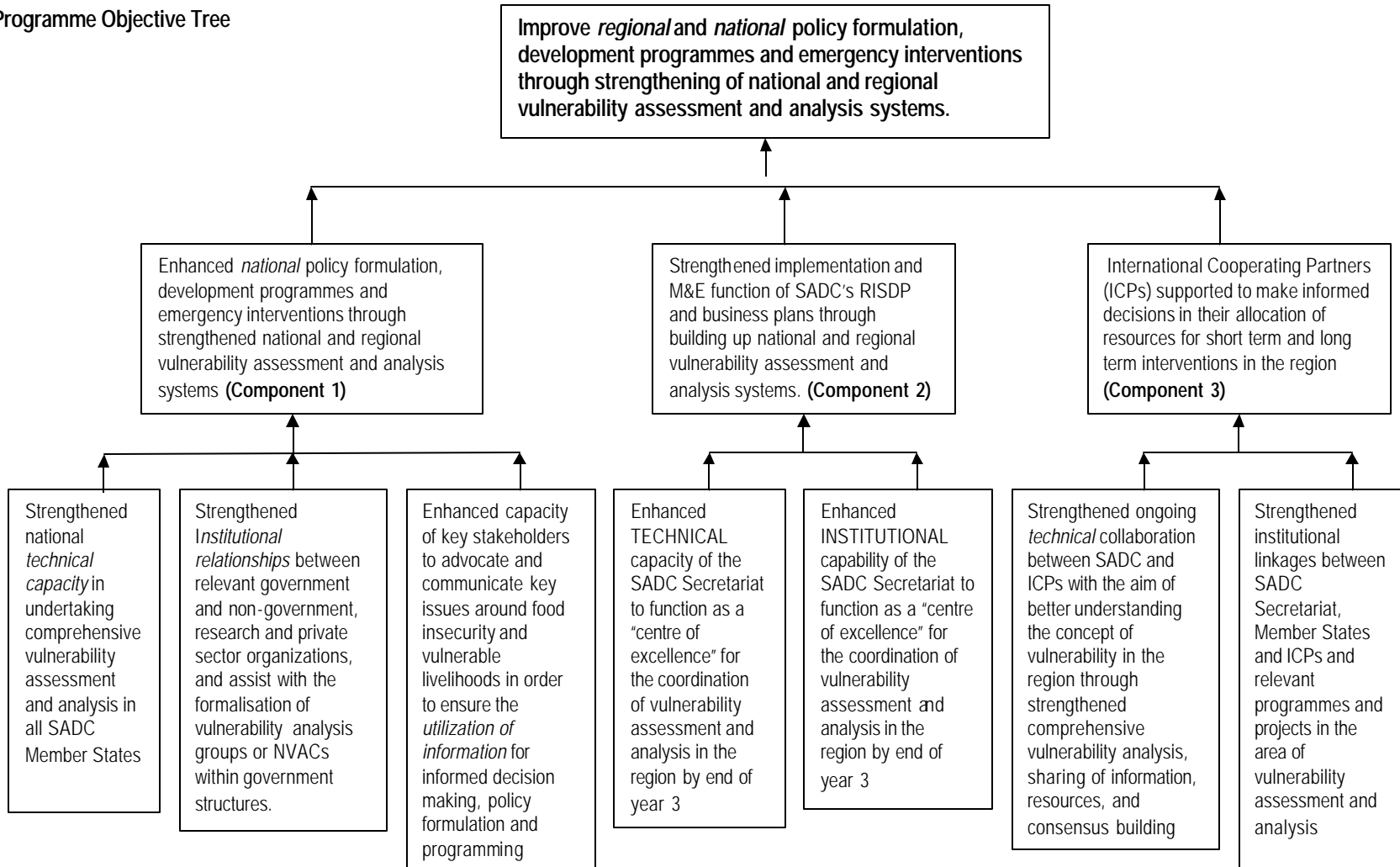
- a) Enhancing *national* policy formulation, development programmes and emergency interventions through strengthening of national and regional vulnerability assessment and analysis systems;
- b) Strengthening the design, implementation and M&E function of SADC's RISDP and business plans through building up national and regional vulnerability assessment and analysis systems; and
- c) Supporting International Cooperating Partners (ICPs) to make informed decisions in their allocation of resources for short term and long term interventions in the region.

3.2. Programme Purpose

This broad objectives will be met through the programme support to coherent policy making at both national and regional levels, by promoting a common understanding between government departments, donors, UN Agencies, NGOs, and other appropriate institutions, concerning the nature and causes of vulnerability in the SADC region. The overarching or development goal is to contribute to poverty reduction in the SADC region and increase household food security by reducing livelihood vulnerability. The purpose is to improve *regional* and *national* policy formulation, development programmes and emergency interventions through strengthening of national and regional vulnerability assessment and analysis systems.

It will support civil society and good governance initiatives, by generating high quality information that can be used in local (poverty reduction) decision making processes by local communities. Detailed local studies will also reinforce progress towards achieving the Millennium Development Goals, by providing insights into household access to nutritional requirements and other basic developmental needs, including access to basic services. At the end of 5 years, the programme is expected to have strengthened national food security and vulnerability assessment and analysis in SADC Member States that feed into policy, strategy and programme formulation related to emergency and development assistance in support of the most needy and vulnerable population groups.

Programme Objective Tree



3.3. Programme Objectives and Outputs

3.3.1. Component 1: Objectives and Outputs in relation to SADC Member States

Programme Objective 1

Enhance *national* policy formulation, development programmes and emergency interventions through strengthening of national and regional vulnerability assessment and analysis systems

Programme Output 1:

- Appropriate and timely information available to contribute to the improved design and targeting of national policies, strategies and programmes, providing clear guidance on reducing vulnerability to poverty, food insecurity and mitigating the impact of HIV/AIDS in the individual SADC Member States.

Specific Objective 1.1

Strengthen national *technical capacity* in undertaking comprehensive vulnerability monitoring, assessment and analysis in all SADC Member States.

Output 1.1

- *NVACs have sustained and institutionalised technical capacity to conduct comprehensive vulnerability assessments and analyses.*

Output 1.2

- *Guidelines and toolkits on multi-disciplinary vulnerability assessments and analysis developed at end of year 1, disseminated and adopted by NVACs in SADC countries at end of year 3.*

Output 1.3

- *Guidelines on vulnerability monitoring system, which are linked to the existing multisectoral information systems, developed and adopted by NVACs in SADC countries at end of year 2.*

Specific Objective 1.2

Strengthen *institutional relationships* between relevant government and non-government, research and private sector organizations, and assist with the formalisation of vulnerability analysis groups or NVACs within government structures. For six countries within 2 years of start of programme and all countries new to VAC-system by end of year 4 of the programme.

Output 1.4

- *Expanded VAC to all SADC Member States beyond the six countries (Lesotho, Malawi, Mozambique, Swaziland, Zambia and Zimbabwe) where such committees already exist.*

Output 1.5

- *Formalized institutional positioning for NVACs inside government structure, within 2 years of start of programme in countries where NVACs already exists and by end of year 4 of the programme in the countries where NVACs do not exist.*

Specific Objective 1.3

Enhance the capacity of key stakeholders to advocate and communicate key issues around food insecurity and vulnerable livelihoods in order to ensure the *utilization of information* for informed decision making, policy formulation and programming, with a particular emphasis on both short- AND long-term interventions.

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Output .1.6

- *Demonstrated use of information generated through vulnerability analysis to improve policy formulation, national early warning, disaster and risk management, poverty reduction strategies and other interventions.*

3.3.2. Component 2: Objectives and Outputs in relation to the SADC Secretariat

Programme Objective 2:

Strengthen the design, implementation and M&E function of SADC's RISDP, AIMS and business plans through building up national and regional vulnerability assessment and analysis systems.

Programme Output 2:

- Better informed, coordinated response and support to member States from SADC Secretariat in areas related to food insecurity, vulnerability and trans-boundary issues under RISDP and AIMS.

Specific Objective 2.1

Enhance technical capacity of the SADC Secretariat to function as a "centre of excellence" for the coordination of vulnerability assessment and analysis in the region by end of year 3.

Output 2.1

- *SADC Secretariat enhanced as a "centre of excellence" for the technical coordination of vulnerability assessment and analysis in the region by member states, donors and international organizations.*

Specific Objective 2.2

Enhance institutional capability of the SADC Secretariat to function as a "centre of excellence" for the coordination of vulnerability assessment and analysis in the region by end of year 3.

Output 2.2.

- *Established institutional mechanism for exchange of information between different Directorates/ units inside SADC secretariat (including social sector, gender, poverty, health and HIV/AIDS and inclusion in the process as RVAC members*

3.3.3. Component 3: Objectives and Outputs in relation to International Cooperating Partners (ICPs)

Programme Objective 3:

Support ICPs to make informed decisions in their allocation of resources for short term and long term interventions in the region.

Programme Output 3:

Better informed, coordinated response and support to SADC Member States from ICPs in areas relevant to food insecurity and vulnerability.

Specific Objective 3.1

Strengthen ongoing *technical* collaboration between SADC and ICPs with the aim of better understanding the concept of vulnerability in the region through strengthening of comprehensive vulnerability analysis, sharing of information, resources, and consensus building.

Output 3.1

- *Increased use of vulnerability analysis data in the design and formulation of programmes and projects developed under the responsibility of ICP (e.g. EMOP, PRRO, CAP appeals, UNDAF,*

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PRSP process including poverty monitoring framework, social safety net programmes and CFSAMs), as well as in the design of sector wide assistance programmes, and national AIDS policies and strategies.

Output 3.2

- *Expanded vulnerability analysis including other sectors such as HIV and AIDS, health, nutrition, water and sanitation, education, livestock etc*

Specific Objective 3.2

Strengthen the *institutional* linkages between SADC Secretariat, Member States and ICPs and relevant programmes and projects in the area of vulnerability assessment and analysis.

Output 3.3

- *RVAC membership expanded to include other UN agencies, donors (AUSAID, EU) and international NGOs such as CARE, Oxfam and WV and expanded membership represented on Steering Committee*

Chapter 4: Programme Activities

The activities outlined below will specifically contribute to the specific objectives and outputs outlined in Chapter 3 under each of the three components of the programme.

4.1. Component 1: Activities in relation to SADC Member States

4.1.1. Activities in support of Specific Objective 1.1 (Outputs 1.1; 1.2 and 1.3)

- 1.1. *NVACs have sustained and institutionalised technical capacity to conduct comprehensive vulnerability assessments and analyses.*
- 1.2. *Guidelines and toolkits on multi-disciplinary vulnerability assessments and analysis developed at end of year 1, disseminated and adopted by NVACs in SADC countries at end of year 3.*
- 1.3. *Guidelines on vulnerability monitoring system, which are linked to the existing multi-sectoral information systems, developed and adopted by NVACs in SADC countries at end of year 2.*

Activities in support of outputs 1.1; 1.2 and 1.3

- 1.1. Set up operational RVAC Programme Management Unit inside SADC Secretariat
- 1.2. Implement a comprehensive capacity building and training strategy based on assessed individual and institutional needs, at a scale sufficient to offset increased attrition rates due to HIV/AIDS.
- 1.3. Identify "Training Centres of Excellence" in the region, to provide institutional accreditation and continuity for NVACs
- 1.4. Facilitate and support specific training on the basis of identified needs, and ensure the institutional and material conditions to ensure that individual training contributes to sustained institutional capacity.
- 1.5. Establish a mentoring and peer review mechanism to enable the development of a regional pool of NVAC expertise to be utilised to the mutual benefit of SADC Member States.
- 1.6. Provide technical backstopping services to NVACs in SADC to undertake reliable, cost-effective livelihoods-based vulnerability assessment and analysis (including formulation of annual work plans, budgets, etc.)

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- 1.7. Facilitate the development of a livelihoods-based socio-economic baseline, bringing together different data sets from ongoing government and non-government monitoring systems and past VAC-assessments. Provide information management support to facilitate the consolidation and analysis of the data.
- 1.8. Facilitate designing of a vulnerability monitoring framework than encompasses all sectors and trial run the model and have it adopted by the Member States.
- 1.9. Facilitate and help design the development of a repository of best practices by providing guidelines (what to use and when) and toolkits (approaches and methodologies) on vulnerability assessment and analysis. Use a modular approach for the collation of the different technical areas involved.
- 1.10. Facilitate the central dissemination and/or easy access of this repository through email, mail and/or website(s).
- 1.11. Organize a 2-3 day Annual Technical/ Organizational Meeting between SADC and all NVACs to discuss operational constraints to progress, and share experiences on one or two technical topics in more depth

4.1.2. Activities in support of Specific Objective 1.2 (Outputs 1.4 and 1.5)

- 1.4. *Expanded VAC to all SADC Member States beyond the 6 countries where NVACs exist, i.e. Lesotho, Malawi, Mozambique, Swaziland, Zambia and Zimbabwe.*
- 1.5. *Formalized institutional positioning for NVACs inside government structure, within 2 years of start of programme in countries where NVACs already exists and by end of year 4 of the programme in the countries where NVACs do not exist.*

Activities in support of output 1.4

- 2.1. Conduct general assessment missions to other SADC member states outside the six countries, to identify steps to set up a NVAC to strengthen comprehensive vulnerability assessments and analysis in country
- 2.2. Provide for or facilitate the means for countries new to the VAC-system to participate in the discussions through email/ website and meetings.

Activities in support of output 1.5

- 2.3. Collate experiences from the region and develop a set of guidelines for the establishment of NVACs and their Mission Statements, Terms of Reference (ToR), Structure, Membership, Budgeting and procedures, including the case studies describing the different institutional set ups of NVACs or similar initiatives (national fivims) in the region, providing different options to choose from
- 2.4. Provide technical advise on best institutional placement when requested
- 2.5. Provide further technical backstopping in formulating MoUs, etc. with government partners, donors, multilateral agencies and international NGOs.
- 2.6. Actively facilitate the institutionalisation process upon request, promoting the merits of the NVACs high policy and technical levels.

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4.1.3. Activities in support of Specific Objective 1.3 (Output 1.6)

1.6 Demonstrated use of information generated through vulnerability analysis to improve policy formulation, national early warning, disaster and risk management, poverty reduction strategies and other interventions.

Activities in support of output 1.6

3.1. Develop an advocacy and communication strategy to promote the utilization of vulnerability information, which will propose ways to influence and access high-level political decision-makers (Parliament, Cabinet Committees, media, etc.)

3.2. Hold meetings, conduct workshops, write short papers and communicate through other means with policy planners and senior decision-makers at national level to emphasize the need for vulnerability information to strengthen the design of policies, strategies, action planning.

3.3. Hold meetings and communicate through other means with the SADC Member States to emphasize the need for maintaining key sectoral data sets (agriculture, crop forecasting, income, markets, health, etc.) are maintained as the basis for vulnerability analysis.

3.4. Maintain an inventory of case studies from inside (and outside) the region that show the ability of vulnerability information to strengthen policies, strategies (e.g. PRSP), programmes and project (e.g. in support of social safety nets)

3.5. Build a repository of case studies where advocacy has been successful, accessible to the general public

4.2. Component 2: Activities in Support to SADC Secretariat

4.2.1. Activities in support of Specific Objective 2.1 (Output 2.1)

2.1 SADC Secretariat enhanced as a "centre of excellence" for the technical coordination of vulnerability assessment and analysis in the region by member states, donors and international organizations.

Activities in Support of Output 2.1

1.1 Establish operational RVAC Programme Management Unit inside SADC Secretariat, with the support of 2 full-time staff members for the entire 5 years (one Programme Manager and one Vulnerability Assessment and Analysis Expert). These staff members are expected to form the core staff to implement the programme.

1.2 Assist in providing an understanding on regional trends in food insecurity and vulnerability through the production of

- an annual Regional Vulnerability Summary Document,
- Quarterly Regional Synthesis Bulletins,
- Flash Alert Circulars, special sectoral reports and
- Maintenance of a much-improved SADC RVAC Website.

1.3 Promote and facilitate inter-disciplinary exchanges between staff from different SADC Directorates through meetings, email updates and contributions to the SADC website

1.4 Coordinate and facilitate with other Directorates and networks in identifying priority issues for conduct of special studies, workshops, etc.

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4.2.2. Activities in support of Specific Objective 2.2 (Output 2.2)

2.2. Established institutional mechanism for exchange of information between different Directorates/ units inside SADC secretariat (including social sector, gender, poverty, health and HIV/AIDS and inclusion in the process as RVAC members)

Activities in Support of Output 2.2

2.1. Start consultation process within SADC Secretariat to establish an internal institutional mechanism for exchange of information between different Directorates/ units inside SADC secretariat (e.g. statistics, social sector, poverty, health and HIV/AIDS).

2.2. Set up of RVAC Steering Committee with Chief Director (CD) as Chair

2.3. Conduct Annual Steering Committee Meeting with ICPs on board

2.4. Develop an Advocacy and Communication plan for the SADC secretariat

2.5. Engage a facilitator to discuss with stakeholders to reduce vulnerability in the SADC region through strengthening the regional and national policy frameworks.

4.3. Component 3: Activities in Support to International Cooperating Partners

4.3.1. Activities in support of Specific Objective 3.1 (Output 3.1 and 3.2)

3.1. Increased use of vulnerability analysis data in the design and formulation of programmes and projects developed under the responsibility of ICP (e.g., EMOP, PRRO, CAP appeals, UNDAF, PRSP process including poverty monitoring framework, social safety net programmes and CFSAMs), as well as in the design of sector-wide assistance programmes, and national AIDS policies and strategies.

3.2. Expanded vulnerability analysis including other sectors such as HIV and AIDS, health, nutrition, water and sanitation, education, livestock etc

Activities in Support of Output 3.1 and 3.2

1.1. Help SADC establish an operational RVAC Programme Management Unit or Technical Secretariat inside SADC Secretariat and facilitate the development of MoUs with ICPs to access seconded technical staff to assist in technical backstopping of NVACs.

1.2. Engage with major partner organizations active in the region, including UN, donors (e.g. the DFID Regional Hunger and Vulnerability Programme (RHVP)), NGOs, etc. to identify opportunities for closer technical collaboration and a coordinated approach towards vulnerability assessments and analysis in the region.

1.3. Develop an Advocacy and Communication plan for ICPs

1.4. Assist SADC in providing an understanding on regional trends in food insecurity and vulnerability through the production of

- An annual Regional Vulnerability Overview Document,
- Quarterly Regional Synthesis Bulletins,
- Flash Alert Circulars,
- Maintenance of a much-improved SADC RVAC Website, and linkages with relevant websites, such as SARPN and SAHIMS.

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1.5. Work closely with ICPs (e.g. RHVP) to prevent duplication of efforts, in selection of topics for special studies, regional synthesis reports (DFID, FEWS-NET, WFP, etc.)

1.6. Work closely with UN agencies and donors to support the strengthening of sectoral information systems (agriculture (and livestock), crop forecasting, income, markets, health and nutrition, etc.), in respective countries that together form the building blocks for comprehensive vulnerability analysis.

1.7. Facilitate coordination of technical support on offer by ICPs (e.g. RHVP) to Member States in the areas relevant to vulnerability assessment and analysis (poverty, HIV/AIDS, health, social protection, markets, cross-border trade, etc.)

1.8. Support and facilitate, where possible, a coordinated approach towards financial and technical assistance provided among ICPs (e.g. RHVP) to NVACs in the region.

1.9. Facilitate with ICPs and Member States the forming and conduct of topical technical working groups (possibly through internet) to make progress in harmonization of methods, definitions, sectoral approaches and data sets in the region.

4.3.2. Activities in Support of Specific Objective 3.2 (Output 3.3)

3.3. RVAC membership expanded to include other UN agencies, donors and international NGOs and expanded membership represented on Steering Committee

Activities in Support of Output 3.3

2.1. Engagement with major partner organizations active in the region, including UN, donors, NGOs, etc. to draw them in as new RVAC members towards a coordinated approach to vulnerability assessments and analysis in the region.

2.2. Organize an Annual Organizational Meeting for SADC Secretariat and ICPs to discuss and solve operational constraints

2.3. Select representatives from expanded RVAC membership in the RVAC Steering Committee and conduct a one day high-level annual meeting

Chapter 5: Programme Implementation

5.1 Project Management/ Institutional Arrangements

The Programme Management Unit (PMU) will be operating under the office of the FANR Directorate. The PMU would coordinate closely with other Directorates and the emerging Strategic Planning Unit, which will also take on the poverty mapping unit in the near future. Two technical professionals, a SADC Programme Manager and a Vulnerability Assessment and Analysis Expert (VAAE), will staff the PMU. It is expected that the participation from ICPs in the RVAC will increase considerably to enable broad collaboration in promoting VAA among the whole region. This will include SADC bodies covering social issues, health, food security and nutrition, poverty and HIV/AIDS.

As the programme has identified funds for technical support to SADC Member States, an important part of the activities for the PMU is the facilitation among ICPs to streamline their technical backstopping activities to recipient countries in order to ensure complementarity and avoid duplication of efforts.

Regular meetings, including telephone conference calls, will be organized between RVAC Members on a monthly basis or as the need arises. At the start of the programme, a Steering/Advisory Committee will be

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constituted under the chair of the SADC Chief Director and comprising of senior-level officials from the following: SADC member states, SADC bodies covering social issues, health, food security and nutrition, poverty and HIV/AIDS, Technical collaborating partners and donors (ICPs). The Steering/ Advisory Committee will further monitor the progress made by the programme on a 6-monthly basis.

Furthermore, to make sure that important feed-back is received from the SADC Member States and NVACs, an Annual Organisational Meeting will be organized to discuss the progress of implementation and specific constraints felt during the implementation of the programme. More direct feedback from participating countries will be directed to the SADC Programme Manager, responsible for the overall implementation of the Programme.

5.2 Sustainability of the Programme

The Programme will be funded, staffed and equipped to support the specialist inputs and technical functions to the three user groups. Donor funds will be utilised for the duration of the programme. At the end of the 5 year period a review for further donor support will be undertaken, but the SADC Secretariat is expected to absorb a significant part of the recurrent and capital costs of coordinating and facilitating this process, starting with the institutionalisation of the SADC Programme Manager post. Donors are thought to continue to support this vulnerability monitoring function in the region, as this is also vital to their own operations in the region.

It can be anticipated that Governments in programme countries will have difficulty in sustaining capacity beyond the project implementation period. Most Governments of the region suffer from high staff turnover and do not have systems to retain and develop skills. The programme will therefore aim to work with academic and training institutions in SADC countries to incorporate basic analytical, methodological and fieldwork training into established courses. Partnership with at least one leading university in the region will be established during the project period, as a centre for more advanced VA training and analysis, and to promote related research.

Chapter 6: Monitoring and Evaluation

Upon start of the programme the PMU will review the existing logframe (see Annex) and modify the result into a performance measurement framework, by expanding upon the Objective Verifiable Indicators (OVI) and Means of Verification (MOV) columns to include data sources, collection methods, frequency and responsibility. This will provide the necessary detail for monitoring progress of the programme. An important part of monitoring progress will be undertaken by the Programme Manager by looking at the number of high quality technical reports, guidelines, tool kits that have been successfully developed, and efficiently distributed to the general public through the expanded RVAC Website. Another important function of the PMU will be effective disbursement of funds to NVACs and consultants undertaking various assignments.

A mid-term review and a final review meeting will be scheduled to analyse programme achievements and to discuss follow-up. The PMU, SADC Secretariat, SADC Member States and ICPs, including Donor Governments, will jointly decide the exact timing, as well as organisation and place, of these review meetings. In preparation of these review meetings, the PMU will prepare an *Interim Report* and will be submitted to each of the parties prior to the review meeting.

The Programme's *Terminal Report* will be prepared prior to the final review meeting, and will form the basis for the discussions during that meeting. All three parties will jointly decide the terms of reference, and the exact timing, duration, and place of the tripartite evaluation.

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Chapter 7: Reporting

The programme will produce the following reports as part of monitoring the progress of the implementation versus the programme document and bi-annual and annual work plans:

- After 3 months the programme will write an *inception report*.
- 6 monthly *progress reports* (in a format as requested by SADC and contributing donors), that include details on expenditures, technical achievements, constraints, etc.
- An *interim report* after 2 years by the project team, which will form the basis of a Mid-Term Evaluation mid-way programme duration (2.5 years).
- A *Mid-Term Evaluation report*, after 2.5 years after commencement date. The report will be written by a team of experts, including representatives from SADC, donors, RVAC members and an independent mission leader.
- The project team prepares a terminal report four months before the completion date of the programme.

The programme is expected to generate a large number of technical reports as outputs. It is expected that RVAC members will assist the PMU in reviewing and providing comments to these reports, often undertaken by consultants and will therefore function as a mechanism for technical clearance before payment is due to consultants.

Furthermore, if RVAC members assign staff to the PMU for periods exceeding 2 months, these staff members are expected to write an *end-of-assignment report*, covering the technical achievements, problems encountered, etc., of the entire assignment period. This would describe in detail the activities undertaken; the results obtained, and proposed conclusions and recommendations. The report is submitted to the PMU for comments and clearance.

Chapter 8: Programme Budget

8.1 Programme Inputs

The programme will cost about US\$5.06 million over the 5-year period or on average US\$1 million per year and the programme and costs will be reviewed annually.

8.1.1. Personnel (US\$2 830 000)

a) Regional Experts, Consultants and Programme Staff (US\$1 100 000)

Two full-time project staff will be employed by the Programme inside the SADC Secretariat:

1. *Programme Manager* (P5), responsible for the coordination of the programme within the office of the FANR Directorate and communication with other relevant Directorates as how they can incorporate vulnerability information generated through the Programme into the RISDP and individual business plans. The Manager is responsible for the overall implementation of the programme and projects, focussing on the institutional aspects of the RVAC as the leading regional network for vulnerability assessment and analysis, expansion of membership of the RVAC and

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institutionalisation of NVACs in their respective countries. The manager will also be responsible for negotiations to sign MoUs with ICPs to outsource an important part of the technical backstopping required by NVACs to participating RVAC members such as SCF, FEWS-NET, FAO, WFP, UNICEF, UNAIDS, etc. (US\$120 000 per annum).

2. *Vulnerability Assessment and Analysis Expert* (P4), responsible for the coordination of technical backstopping from RVAC members to NVACs. This expert will also be responsible for the management of the documentation (consultancy reports, lessons learned, etc.), and maintenance of the repository of best practises generated during the programme. (US\$100 000 per annum)

b) Regional Consultancies (US\$655 000)

As the already or newly established NVACs identified as the main RVAC clients, a core part of the funds will be made available towards technical backstopping services of the NVACs - from development of annual plans, conduct of assessments, data management and comprehensive (statistical) analysis – and the generation of tool kits, guidelines and repository of best practises. In cases where no local experts can be identified international (regional) experts will be identified and hired (@ US\$15 000 per month, including honorarium, DSA and travel). Although a number of technical areas already have been identified during the three-step consultation process and the formulation phase of this programme, the technical support will be reviewed on an annual basis. Each of the participating countries have access to half a month of international/regional technical support every year. Any additional support will have to come directly from the ICPs on the RVAC, government budget and/or locally found support (US\$520 000).

The programme has further identified about 5 months of regional/international consultancy to incorporate information generated by the NVACs and RVAC into the SADC policy regional framework, starting with the RISDP, AIMS and relevant business plans of SADC Directorates (US\$75 000).

Two months of international consultancies are added for the recruitment of technical expertise in supporting the mid-term review and the final evaluation of the programme (US\$60 000).

c) National Experts and Consultants (US\$1 075 000)

In further support of the NVACs, each NVAC will each have access to 3 months of national consultancies every year (@monthly rate of US\$3 000), which will be discussed and agreed to in the annual work plans. This can be used for e.g. training and/or special studies. Again, any additional support will have to be found locally from donors or from core funding provided separately by RVAC members (US\$585 000).

The Programme Management Unit in Gaborone will also need local consultancy inputs, starting with an information expert who will maintain the RVAC Website on a part-time basis (US\$90 000). Another part will remain non- designated (US\$50 000).

d) National Support Staff

The PMU staff will include a locally hired administrative secretary who will assist the PMU with administrative and secretarial duties. In addition, a driver will be hired who will be responsible for driving the project vehicle around Gaborone and to inland locations. The driver will also serve as office messenger (US\$350 000).

e) Contribution from SADC Secretariat

It is proposed that SADC Secretariat's contribution to the programme includes the following personnel:

1. Full-time financial administrative support staff member, familiar with SADC administrative rules and regulations.

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8.1.2. Contracts (US\$50 000)

It is anticipated that the programme will enter into MoUs with SADC Secretariat, Member States and ICPs to strengthen the regional and national institutionalisation of vulnerability assessments and analysis (US\$50 000).

8.1.3. PMU Staff Travel (US\$880 000)

a) International Travel (US\$375 000)

Funds are requested to underwrite international travel around the SADC region to Member States and from Gaborone by the Programme Manager, and the VAA Specialist, for the purpose of technical backstopping, training of national staff, participation in project reviews and evaluations, and attendance to a limited number of international conferences. Funds include applicable daily subsistence allowances. (US\$75 000)

Additional international travel will cover representatives from NVACs to participate in regional technical workshops, training sessions, exchange programmes, study tours and the Annual Organisational Meeting. (US\$300 000). This is based on 2 large regional meetings per year, with 2 representatives per Member State.

c) Domestic Travel (US\$505 000)

Domestic travel by PMU staff will be limited as few activities take place in Botswana outside the capital Gaborone @ US\$10 000 per year (US\$50 000).

Domestic travel also covers in-country travel for fieldwork by all 13 NVACs @ US\$7 000 per country (US\$455 000).

8.1.4. Training (US\$1 000 000)

Regional and in-country workshops, training sessions will be frequently held. Funds are requested to cover expenses related to the rental of training space, and the acquisition of training equipment and materials. In addition funds are needed to cover annual organisational meetings.

8.1.5. Expendable Equipment (US\$125 000)

A total of 17 desktop computers with ancillary equipment (printers, voltage regulators) will be purchased and contributed by the programme. Four to furnish the PMU and 13 in total to equipment each of the NVACs. Appropriate data management and analysis software will also be acquired and installed in each of the computers.

8.1.6. Non-Expendable Equipment (US\$50 000)

One programme vehicle will be purchased for domestic transportation, for 3 PMU staff members, international and national experts and consultants, and visiting RVAC members.

8.1.7. General Operating Expenses US\$125 000

Funds are requested to cover materials and supplies, production of reports and publications, including duplication, as well as telecommunications expenses in the form of international telephone calls, fax services and email @US\$25 000 per year.

It is proposed that the SADC Secretariat contributes appropriate office space for the project management unit in Gaborone, and covers the costs of utilities such as water, electricity and domestic telephone service.

8.1.8. General Overhead Expenses

Administrative backstopping of the project will be provided by the SADC Secretariat. RVAC members from ICPs with a substantial presence in the region (e.g. WFP) may provide additional support to assist the programme management with administrative matters.

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8.2 Risks

Assumptions and risks have been listed in detail in the Log-frame, which can be found in Annex 3.

In short, the RVAC programme concerns itself with the promotion of VAA as an important tool to improve policy formulation, programming and action planning among three user groups. Therefore, all risks for failure involve the lack of cooperation from the three user groups, that is the SADC Secretariat, SADC Member States and International Cooperating Partners.

As a SADC committee, the RVAC Programme Management Unit has been located inside the SADC Secretariat in Gaborone, this to emphasize the ownership of the process in the region by SADC. Inside, the PMU has been put under the FANR Directorate's supervision. To emphasize the multi-disciplinary nature of VAA, coordination mechanisms with other Directorates within SADC currently ongoing will be improved. The risks involved include lack of ownership and cooperation by the SADC Secretariat to achieve full participation from all relevant Directorates (poverty, health, HIV/AIDS, statistics, etc.). The probability is low to medium, although the awareness of VAA among staff has considerably increased in the past year or so. The programme design has further put a lot of emphasis on communication, emphasized through the preparation of an advocacy and communication plan, the establishment of an internal institutional mechanism for exchange of information between different Directorates and finally to promote and facilitate inter-disciplinary exchanges through meetings, email updates and contributions to the SADC website. As the large restructuring of the SADC Secretariat nears completion, including recruitment of technical staff, the risk for non-cooperation is much smaller now than it was a year ago.

The main risk involved with SADC Member States is the lack of commitment to make VAA a high priority item on the national agenda. One of the risks involved deals with the decline in project support by donors, as they increasingly provide financial assistance through budget support to individual countries. Often it may be easier to convince donors of the necessity of good monitoring systems than national governments. Cooperation from the Member States is also crucial with the institutionalisation of the NVACs into government structures and allocates funds for these activities as a regular budget item. The chances for failure differ from country to country. More specifically, there are 6 countries that have extensive experience with NVACs, and are already in the process of institutionalisation, while other SADC Member States (DRC, Madagascar to name a few) are new to this process where it may take more time to build awareness among senior government staff. Therefore the likelihood for a lack of commitment is higher for the new participating countries. Overall, the risk seems to be low to medium for the majority of the countries while for a few the risk seem to be medium to high. Based on an impressive record of the NVACs having played a crucial role in informing the regional and national disaster response in the past couple of years, the programme is thought to be able to fully institutionalise NVACs in all SADC Member States over a period of 5 years. Success in DRC, of course, depends strongly on the accessibility of the country and hinterlands, which is determined by the security situation.

Finally, the programme is very much dependent on the collaboration from ICPs to provide technical backstopping to Member States, in the development of common technical guidelines, tool kits and repository of best practises in the region, and coordination among them to ensure complementarity and to prevent duplication of efforts. The risk of insufficient commitment from ICPs cannot be neglected, especially if the VAC system fails to provide clarity on a common conceptual framework for vulnerability assessment and analysis in the region. As all ICPs (UN, donors as well as international NGOs) have their own plans and activities to implement, the risk is that little actual collaboration is achieved on the ground. This is particularly true for ICPs where their HQ is key in identifying the priorities for the region and nations and allocating time to work in partnership with others. This could prevent true and expanded partnership and common planning under the RVAC umbrella.

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The probability for this risk though is thought to be low, as a number of ICPs have collaborated for years together under the RVAC umbrella. There is also the advantage that it has become accepted that individual agencies can no longer operate in isolation. Finally, the Programme has the strong backing from DFID.

RVAC 5 Year Programme Indicative Budget

Budget Lines in US\$ x '000	Year 1	Year 2	Year 3	Year 4	Year 5	Sub-Totals
PERSONNEL	554	584	554	554	584	2830
Regional Experts/ Consultants/ Programme Management Unit	339	369	339	339	369	1755
PMU staff x2	220	220	220	220	220	1100
- Programme Manager @ 120 per annum	120	120	120	120	120	600
- Vulnerability Expert @ 100 per annum	100	100	100	100	100	500
Regional/ International Experts and Consultants	119	149	119	119	149	655
Half a month for 13 NVACs @ 15 per month= 104 per annum	104	104	104	104	104	520
1 months for SADC Secretariat @ 15 per annum	15	15	15	15	15	75
2 months M&E @ 30 year 2 and year 5		30			30	60
National Experts and Support Staff	215	215	215	215	215	1075
National Experts and Consultants	145	145	145	145	145	725
3 months for 13 NVACs @ 117 per annum	117	117	117	117	117	585
- PMU: Information expert (Website) + undesignated @ 28 per annum	28	28	28	28	28	140
National Support staff	70	70	70	70	70	350
- Secretary @ 30 per annum	30	30	30	30	30	150
- Driver @ 30 per annum	30	30	30	30	30	150
CONTRACTS	10	10	10	10	10	50
Support of Contracts and MoUs @ 10 per annum	10	10	10	10	10	50
PMU STAFF TRAVEL	176	176	176	176	176	880
International	75	75	75	75	75	375
PMU staff@ 15 per annum	15	15	15	15	15	75
NVAC representatives (x13), including 2 large regional meetings yearly @60 per annum	60	60	60	60	60	300
National	101	101	101	101	101	505
- Domestic Travel PMU staff @ 10 per annum	10	10	10	10	10	50
3 for 13 NVACs for field work in-country @91 per annum	91	91	91	91	91	455
TRAINING	200	200	200	200	200	1000
Regional and in-country training workshops @ 200 per annum	200	200	200	200	200	1000
EXPENDABLE EQUIPMENT	105	5	5	5	5	125
17 Desk top computers for PMU and NVACs plus ancillary equipment @100 in year 1	100					100
- regular cost internet, licenses @ 5 per annum	5	5	5	5	5	25
NON-EXPENDABLE EQUIPMENT	50					50
- Programme vehicle @ 50 year 1	50					50
GENERAL OPERATING EXPENSES	25	25	25	25	25	125
Materials and supplies, reports, publications, etc. @ 25 per annum	25	25	25	25	25	125
PROGRAMME BUDGET TOTAL	1120	1000	970	970	1000	5060

Annex 1: RVAC Mission Statement and Terms of Reference

DRAFT MISSION STATEMENT

"The RVAC will work to strengthen national and regional vulnerability analysis systems in order to inform policy formulation, development programmes and emergency interventions that will lead to a reduction of vulnerability in the SADC region."

DRAFT TERMS OF REFERENCE

General:

1. Acquaint and keep abreast with initiatives and issues in the area of vulnerability analysis at all levels: globally, regionally, nationally, and sub-nationally.
2. Develop and maintain an inventory and database of institutions currently involved in any form of vulnerability analysis in the SADC region.
3. Disseminate information of interest to the member states and other stakeholders, including vulnerability analysis reports and products from the countries themselves.
4. Advocate and raise awareness for the increased use of vulnerability analysis products in policy formulation, development programmes and emergency interventions.

Support to NVACs:

5. Facilitate the institutionalisation of national VACs, including for those countries where they do not already exist and facilitate in strengthening links with other sectors for those countries where national VACs exist, as requested by member states.
6. Develop and maintain a toolkit of the different methodologies / approaches for undertaking vulnerability analysis.
7. Develop and facilitate a modular approach to vulnerability analysis that can be adopted at national and regional levels.
8. Provide resources for training and analysis as a repository of best practices and facilitation for cross-country learning.
9. Develop training programmes to enhance the technical capacity of human resources through to policy and decision-making levels, in collaboration with appropriate institutions within SADC.
10. Support partnership building and resource mobilisation activities for the benefit of increased vulnerability analysis work at national and regional levels.
11. Facilitate conducting of special sector studies, policy studies and harmonization of information systems across countries,
12. Facilitate training needs assessments and coordinate and monitor implementation of NVAC activities

Support to SADC:

13. Perform monitoring activities in line with the SADC RISDP, with regards to food security, HIV/AIDS and poverty, in particular.
14. Advise the SADC Secretariat as appropriate on any relevant matter.

Support to collaborating partners (practitioners):

15. Explore ways and means of enhancing collaboration and coordination among the relevant institutions with a view to harmonising definitions and methodologies for comparability, sharing of data and improved analysis.

Annex 2: Terms of Reference - Staff Programme Management Unit

1.

Job Description:	Programme Manager
Duty Station:	Gaborone (Botswana)
Duration:	2 years (renewable)
UN Post equivalent:	P5

Under the direct supervision of the FANR Director, SADC Secretariat and in close collaboration with the Steering Committee members, and all RVAC members (ICPs), the Programme Manager is responsible for the coordination of the programme within the SADC Secretariat, in particular the office of the FANR Directorate and communicate with other relevant Directorates and facilitate incorporation of vulnerability information generated through the Programme into the RISDP, AIMS and individual business plans of the Directorates. The Manager will also be responsible for the overall technical and financial implementation of the programme. More specifically, the Programme Manager is responsible for overseeing the promotion of vulnerability assessment and analysis as an important tool for influencing policy formulation, programming and action planning processes with relevant stakeholder groups in the region. They include the SADC Secretariat, SADC Member States (NVACs) and SADC's International Cooperating Partners, including UN agencies, donors and international NGOs.

In more detail, the following activities are expected:

- Develop the RVAC as the leading regional network for vulnerability assessment and analysis, expand membership of the RVAC and help institutionalisation of NVACs in their respective countries.
- Engage closely with RVAC members to link the programme closely to other related in the region, starting with DFID's RHVP, FEWS-NET, RIACSO (WFP-PRRO) and FAO's FIVIMS.
- Work towards the recognition of the SADC Secretariat as a "Centre of Excellence" in the field of vulnerability assessments and analysis.
- Develop an advocacy and communication plan for the Programme's 3 user groups.
- Provide technical supervision to the VAA expert
- Work closely with the SADC FANR Director to keep optimal communication channels with SADC Secretariat.
- Conduct of official correspondence between the RVAC PMU and the individual Member States.
- Negotiate with ICPs to outsource an important part of the technical backstopping required by NVACs to participating RVAC members
- Assist the VAA expert in the coordination of technical backstopping to NVACs in the region.
- Develop an advocacy and communication plan for the Programme's 3 user groups, in particular towards the SADC Secretariat and Member States.

Experience required:

- At least 15 years of relevant working experience, the last five in senior programme/project management positions.
- The manager will have proven work experience with information management in the region, and in particular with linking information to policy formulation, programming and action planning processes.
- The PM will have extensive technical working experience in the region in managing projects or programme
- Familiar with SADC Secretariat procedures.
- Well-versed with VAA conducted by RVAC and NVACs in the SADC Region.
- A technical background in Food Security, Health, Poverty, and/or AIDS/HIV, preferably in information management and/or policy formulation

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2.

Job Description: Vulnerability Assessment and Analysis Specialist
Duty Station: Gaborone (Botswana)
Duration: 2 years (renewable)
UN Post equivalent: P3-4

Under the overall supervision of the FANR Director, SADC Secretariat, the direct supervision of the Programme Manager and in close participating RVAC members (ICPs), the VAA Specialist is responsible for the coordination of technical backstopping services from RVAC members to NVACs in the 13 SADC countries.

In more detail, the following activities are expected:

- Coordinating the technical support provided to all 13 SADC Member States (NVACs) in support of VAA.
- Provide technical backstopping to NVACs
- Conduct management of the documentation (consultancy reports, lessons learned, etc.), and maintenance of the repository of best practises generated during the programme.
- Coordinate the regional training activities for NVACs
- Assist the PM in developing an advocacy and communication plan for the Programme's 3 user groups, in particular towards the NVACs and SADC Member States

Experience required:

- The Regional VAA Specialist will have as at least 5 years experience in food security and vulnerability assessments and analysis and a minimum qualification of a Master of Social Sciences
- Have a demonstrated ability in analysis of food security information.
- He/she should be technically familiar with common food security, early warning, nutrition and health indicators,
- He/she should be familiar with vulnerability assessment methodologies, survey techniques, and macro food security analysis using primary and secondary data.
- He/she should also be familiar with key issues affecting the food insecurity in the SADC region.
- Excellent written and oral communication skills are essential,
- High degree of computer literacy in spreadsheets, SPSS, Mapping and word processing.

Annex 3: Three-Step VAC Consultation Process

Three Step Consultations

Early 2004, the RVAC started a so-called 3-step consultation process to collect the views and opinions of all stakeholders to provide the basis for such a 5-year regional programme. It had the following objectives:

- Strengthen institutional relationships between the RVAC, NVAC and other institutions operating in the areas of food insecurity and vulnerability analysis in the region;
- Improve the coordination of vulnerability assessments led by the NVACs with existing governments' monitoring systems and other relevant initiatives developed by partner organizations;
- Discuss how the RVAC can provide guidance to ensure that assessment and monitoring activities produce credible results that are comparable within the region.

As part of the consultation process, which took place from March till end of July 2004, the following activities were conducted:

Step 1: A national stakeholders' consultation process in each of the 6 pilot countries under the leadership of the NVACs. These consultations produced the following outputs:

- An inventory and assessment report of national information systems relevant to vulnerability analysis, which included a review of most important information system activities, information providers and users, national policies and strategies, and institutional placement of the NVAC in government structures.
- Recommendations on the terms of reference for the NVACs and relationships with the RVAC and other institutions at the national level, and prioritised needs for support from the RVAC.

Step 2: In early June and July 2004, an RVAC Retreat and an RVAC-NVAC meeting took place following the national consultations to determine the future of vulnerability analysis in the region, including the basic features of a 5-year programme. The meetings produced:

- An improved understanding of institutional arrangements with regards to SADC Secretariat, RVAC and NVACs.
- Identified criteria for a strong RVAC supporting NVACs as their most important client (along with other clients i.e. the SADC Secretariat and international partner agencies).
- Better understanding of roles and relationships between NVACs and RVAC,
- Amended RVAC mission statement and terms of reference.

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Step 3: In late July, the consultation concluded the VAC consultation process by engaging with a broader range of stakeholders at the Rosebank Hotel in Johannesburg in developing the main elements of the 5-year regional programme to conduct vulnerability analysis in the SADC region.

This large stakeholder meeting found common agreement on the following results:

1. RVAC and NVACs should broaden the scope of vulnerability analysis around a number of core competencies. In this regard, VAC-led activities would focus on better understanding of underlying factors that lead to poverty, food insecurity and malnutrition.
2. RVAC and NVACs should improve the use of vulnerability information in policy formulation, programme design and action planning. Vulnerability analysis was recognised as an important source of information for the preparation and review of the poverty reduction strategy papers (PRSP) and the design of social safety nets. Vulnerability information was considered instrumental in supporting livelihoods, as it enables better understanding of the impact of macro-economic policies and targeting of interventions.
3. Areas for support from RVAC to NVACs include provision of technical support in terms of development of information management and training of personnel, resource mobilization, exchange of best practises and advocacy for adequate institutional placement.
4. It was concurred that it was crucial for both RVAC as well as NVACs to be placed into institutional structures that facilitate the use of vulnerability information for policy information and linkages with poverty mapping.

The process emphasized further that although the VAC assessments had served their importance to inform the emergency in the past three years, the RVAC and NVACs should re-focus towards longer-term (low-input) monitoring rather than conducting large one-off assessments, which are expensive and do not provide time-series for trend analysis. This emphasized the need to incorporate ongoing monitoring activities by sectoral information systems owned by government.

In conclusion, the 3-step consultation process elicited a strong and clear articulation for a continued RVAC role in support of SADC Member States. Moreover, the meeting called the RVAC to be chaired by the SADC Chief Director's¹ Unit, mainly to enable a better link with other relevant sectors in the SADC Secretariat (poverty, health, statistics, etc.) and improve SADC's wider coordination and planning processes under the RISDP. Based on the results from the consultation process, the objective for the VAC-system was revised to:

" strengthen national and regional vulnerability analysis systems in order to inform policy formulation, development programmes and emergency interventions that lead to a reduction in vulnerability in the SADC region."

For more details of the new RVAC Terms of Reference and Mandate please see Annex 1.

¹ The position reached has been reversed in light of the February 2005 Council Meeting in Mauritius that approved that all units under the Chief Director (CD) be moved to the Directorates

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Annex 4: Logical Framework RVAC Five-Year Programme

Narrative Summary	Indicators (OVI)	Verification	Assumptions
<p>DEVELOPMENT GOAL: Contribute to poverty reduction in the SADC region and increase household food security by reducing livelihood vulnerability.</p>	Improvements in poverty and household food security levels across the region	Decrease in food aid contributions to the region Improvement of relevant MDGs	Resources are allocated appropriately by decision makers
<p>PURPOSE: Improve <i>regional</i> and <i>national</i> policy formulation, development programmes and emergency interventions through strengthening of national and regional vulnerability assessment and analysis systems.</p>	Increase budget allocations from Member States and contributions from donors and in this field	Uptake of VAC recommendations in government policy and programme formulation	
COMPONENT 1: PROGRAMME OBJECTIVES, OUTPUTS AND ACTIVITIES IN SUPPORT TO SADC MEMBER STATES	Indicators (OVI)	Verification	Assumptions
<p>PROGRAMME OBJECTIVE 1: Enhance <i>national</i> policy formulation, development programmes and emergency interventions through strengthening of national and regional vulnerability assessment and analysis systems</p>			
<p>PROGRAMME OUTPUT 1: Appropriate and timely information available to contribute to the improved design and targeting of national policies, strategies and programmes, providing clear guidance on reducing vulnerability to poverty, food insecurity and mitigation the impact of HIV/AIDS in the individual SADC Member States.</p>	New policy documents, etc. approved that provide details on assessment of, and design of interventions towards vulnerable areas and groups most affected.	Policy documents (poverty, food security, HIV/AIDS, etc.) and relevant programme and project	
<p>SPECIFIC OBJECTIVES: Specific Objective 1.1 Strengthen national <i>technical capacity</i> in undertaking comprehensive vulnerability assessment and analysis in all SADC Member States.</p>	Assessments and analysis are based on comprehensive framework linking: food insecurity, gender, poverty, and HIV/AIDS, differentiating between chronic and transitory vulnerability		Technical disciplines in SADC Secretariat willing to engage
<p>Specific Objective 1.2 Strengthen <i>institutional relationships</i> between relevant government and non-government, research and private sector organizations, and assist with the formalisation of vulnerability analysis groups or NVACs within government structures. Within 2 years of start of programme for the countries where a VAC already exists and by end of year 4 of the programme for the countries where a VAC does not exist.</p>	Institutional framework ratified by appropriate government authorities	NVACs Composition expanded to include social sectors in the 6 EMOP Countries. New VACs formulated in four SADC Countries. RVAC institutionally placed in the CD office and composition expand to	

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		include other social sectors	
Specific Objective 1.3 Enhance the capacity of key stakeholders to advocate and communicate key issues around food insecurity and vulnerable livelihoods in order to ensure the <i>utilization of information</i> for informed decision making, policy formulation and programming, with a particular emphasis on both short- AND long-term interventions.	Key policy documents show explicit link between technical analysis and recommendations, addressing short and long term needs.		
SPECIFIC OUTPUTS: Output 1.1 <i>NVACs have sustained and institutionalised technical capacity to conduct comprehensive vulnerability assessments and analyses.</i>	Reduced level of technical support needed towards end of programme cycle	Reduced travel by international experts while quality of reports produced at national level remains high.	
Output 1.2 <i>Guidelines and toolkits on multi-disciplinary vulnerability assessments and analysis developed at end of year 1, disseminated and adopted by NVACs in SADC countries at end of year 3.</i>	Tool kits and guidelines produced and accessible through internet	RVAC and NVAC reports Number of downloads from RVAC Website	Once opportunities are available they will be used by NVACs
Output 1.3 <i>Guidelines on vulnerability monitoring system, which are linked to the existing multisectoral information systems, developed and adopted by NVACs in SADC countries at end of year 2.</i>	Guidelines on monitoring developed and available on the web	Guidelines adopted in some of the Member States	
Output 1.4 <i>Expanded VAC to all SADC Member States beyond the six countries (Lesotho, Malawi, Mozambique, Swaziland, Zambia and Zimbabwe) where such committees already exist.</i>	SADC Member States officially being part of the RVAC set up	MoU signed Official correspondence with Member States	Need for NVAC recognized in all SADC Member States
Output 1.5 <i>Formalized institutional positioning for NVACs inside government structure. Within 2 years of start of programme for the countries where a VAC already exists and by end of year 4 of the programme for the countries where a VAC does not exist.</i>	Formal position and ToRs NVAC approved by individual governments	National Budget: Funds set aside for NVAC activities	
Output 1.6 <i>Demonstrated use of information generated through vulnerability analysis to improve policy formulation, national early warning, disaster and risk management, poverty reduction strategies and other interventions.</i>	Interventions proposed targeting specific vulnerable geographical areas and/or population groups	Policy documents, strategies, reports, etc.	With VA-information at hand access to networks of policy makers and planners is easy to achieve

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ACTIVITIES:			
Activities in support of Specific Objective 1.1 (Outputs 1.1; 1.2 and 1.3)			
1.1 Set up operational RVAC Programme Management Unit inside SADC Secretariat	PMU established in SADC Secretariat	Physical space occupied in CD's Office	Space is available in CD's office CD recognizes the importance of VAA and has the capacity to supervise the work of the PMU
1.2 Implement a comprehensive capacity building and training strategy based on assessed individual and institutional needs, at a scale sufficient to offset increased attrition rates due to HIV/AIDS.	Training accredited by recognised institutions; VA and analysis concepts, methods and tools are incorporated into the curriculae of key institutions Reduced attrition of national expertise, through broader incentive base	RVAC progress reports	
1.3 Identify "Training Centres of Excellence" in the region, to provide institutional accreditation and continuity for NVACs	Training accredited by recognised institutions;	RVAC progress reports	
1.4 Facilitate and support specific training on the basis of identified needs, and ensure the institutional and material conditions to ensure that individual training contributes to sustained institutional capacity.	Reduced attrition of national expertise, through broader incentive base	RVAC progress reports	
1.5 Establish a mentoring and peer review mechanism to enable the development of a regional pool of NVAC expertise to be utilised to the mutual benefit of SADC members	a mentoring and peer review mechanism established	RVAC progress reports	
1.6 Provide technical backstopping services to NVACs in SADC to undertake reliable, cost-effective livelihoods-based vulnerability assessment and analysis (including formulation of annual work plans, budgets, etc.)			
1.7 Facilitate the development of a livelihoods-based socio-economic baseline, bringing together different data sets from ongoing government and non-government monitoring systems and past VAC-assessments. Provide information management support to facilitate the consolidation and analysis of the data.	Comprehensive database operational	MoUs between different Ministries providing access to individual sectoral data sets (CBSI)	
1.8 Facilitate designing of a vulnerability monitoring framework than encompasses all sectors and trial run the model and have it adopted by the Member States.	Tool kits and guidelines produced and accessible through internet	RVAC Website, RVAC publications, NVAC reports	
1.9 Facilitate and help design the development of a repository of best practices by providing guidelines (what to use and when) and toolkits (approaches and methodologies) on vulnerability assessment and analysis. Use a modular approach	Tool kits and guidelines produced and accessible through internet	RVAC Website, RVAC publications, NVAC reports	

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for the collation of the different technical areas involved.			
1.10 Facilitate the central dissemination and/or easy access of this repository through email, mail and/or website(s)	Tool kits and guidelines accessible through SADC region	NVAC reports, RVAC Website traffic, Number of downloads	NVACs are willing/ able to use toolkits and guidelines
1.11 Organize a 23 day Annual Technical/ Organizational Meeting between SADC and all NVACs to discuss operational constraints to progress, and share experiences on one or two technical topics in more depth	Discussion papers prepared AOM report	RVAC publications, official correspondence	
Activities in support of Specific Objective 1.2 (Outputs 1.4 and 1.5)			
2.1 Conduct general assessment missions to countries where NVACs do not yet exist, to identify steps to set up a NVAC to strengthen comprehensive vulnerability assessments and analysis in-country.	Assessment reports produced	RVAC publications	
2.2 Provide for or facilitate the means for countries where NVACs do not yet exist, to participate in the discussions through email/ website and meetings	MoU with Member States Member States drawing funds from PMU	Official correspondence Bank statements	Money drawn will be used for actual purpose
<i>Activities in support of output 1.5</i>			
2.3 Collate experiences from the region and develop a set of guidelines for the establishment of NVACs and their Mission Statements, ToR, Structure, Membership, Budgeting and procedures, including the case studies describing the different institutional set ups of NVACs or similar initiatives (national fivims) in the region, providing different options to choose from.	Guidelines and case studies developed and made available to the public	RVAC Website, number of downloads. Number of references found on Google	
2.4 Provide technical advise on best institutional placement when requested	Email, correspondence, visits	Official correspondence	
2.5 Provide further technical backstopping in formulating MoUs, etc. with government partners, donors, multilateral agencies and international NGOs.	Email, correspondence, visits	Official correspondence	
2.6 Actively facilitate the institutionalisation process upon request, promoting the merits of the NVACs high policy and technical levels.	Field visits, participation in ATOM	Back-To-Office Reports ATOM reports and contributions made	
Activities in support of Specific Objective 1.3 (Output 1.6)			
3.1 Develop an advocacy and communication strategy to promote the utilization of vulnerability information, which will propose ways to influence and access high-level political decision-makers (Parliament, Cabinet Committees, media, etc.)	Strategy prepared and distributed to stakeholders	Official correspondence RVAC Website	
3.2 Hold meetings, conduct workshops, write short papers and communicate through other means with policy planners and senior decision-makers at national level to emphasize the need for vulnerability information to strengthen the design of policies, strategies, action planning.	Short (White) Papers written	RVAC Publications	

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3.3 Hold meetings and communicate through other means with the SADC member states to emphasize the need for maintaining key sectoral data sets (agriculture, crop forecasting, income, markets, health, etc.) are maintained as the basis for vulnerability analysis.	Gradual increase in availability of key sectoral data sets from year 1-5.	Progress report Mid-Term Evaluation And Final Evaluation	Together we manage to put information high on the agenda and access necessary resources
3.4 Maintain an inventory of case studies from inside (and outside) the region that show the ability of vulnerability information to strengthen policies, strategies (e.g. PRSP), programmes and project (e.g. in support of social safety nets)	Inventory produced, case studies conducted and made available to the public	RVAC Publications RVCA Website	
3.5 Build a repository of case studies where advocacy has been successful, accessible to the general public	Repository of utilization practises developed and maintained	Accessible through internet	

COMPONENT 2: PROGRAMME OBJECTIVES, OUTPUTS AND ACTIVITIES IN SUPPORT TO SADC SECRETARIAT	Indicators (OVI)	Verification	Assumptions
<u>PROGRAMME OBJECTIVE 2</u> Strengthen the design, implementation and M&E function of SADC's RISDP and business plans through building up national and regional vulnerability assessment and analysis systems.	Improved quality of SADC documents, referring to VA-information.	SADC library, official documentation and correspondence with Member States and ICPs	
<u>PROGRAMME OUTPUT 2</u> Better informed, coordinated response and support to member States from SADC Secretariat in areas related to food insecurity, vulnerability and transboundary issues under RISDP.	Increase budget allocations from Member States and contributions from donors in this field		
<u>SPECIFIC OBJECTIVES:</u> Specific Objective 2.1 Enhance technical capacity of the SADC Secretariat to function as a "centre of excellence" for the coordination of vulnerability assessment and analysis in the region by end of year 3.			
Specific Objective 2.2 Enhance institutional capability of the SADC Secretariat to function as a "centre of excellence" for the coordination of vulnerability assessment and analysis in the region by end of year 3.			
<u>SPECIFIC OUTPUTS:</u> Output 2.1 <i>SADC Secretariat enhanced as a "centre of excellence" for the technical coordination of vulnerability assessment and analysis in the region by member states, donors and international organizations.</i>	RISDP and business plans show evidence that vulnerability information has been incorporated into the design of business plans and relevant M&E sections. SADC Secretariat mentioned by international partners as "centre of excellence" in reports	RISDP update and business plans related to food security, health, HIV/AIDS, poverty reduction, etc. Project documents from international partners	

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<p>Output 2.2. <i>Established institutional mechanism for exchange of information between different Directorates/ units inside SADC secretariat (including social sector, gender, poverty, health and HIV/AIDS and inclusion in the process as RVAC members)</i></p>	Regular inter-Directorate multi-disciplinary meetings	Minutes meetings	
ACTIVITIES:			
Activities in support of Specific Objective 2.1 (Output 2.1)			
1.1 Establish operational RVAC Programme Management Unit inside SADC Secretariat, with the support of 2 full-time staff members for the entire 5 years (one SADC Programme Manager and one VAA Expert). These staff members are expected to form the core staff to implement the programme.	Unit set up: 2 experts in place with physical office in SADC bank account opened and first payment from PMU to NVAC	Bank statements Official correspondence	
1.2 Assist in providing an understanding on regional trends in food insecurity and vulnerability through the production of <ul style="list-style-type: none"> - an annual Regional Vulnerability Overview Document, - Quarterly Regional Synthesis Bulletins, - Flash Alert Circulars, and maintenance of a much-improved SADC RVAC Website and linkages with relevant regional websites, such as SARPN or SAHIMS.	Documents produced Website set-up and maintained	RVAC publications Number of visits to Website and number of downloads	There is high demand for vulnerability information from SADC, Member States and ICPs
1.3 Promote and facilitate inter-disciplinary exchanges between staff from different SADC Directorates through meetings, email updates and contributions to the SADC website	Contributions from other Directorates to RVAC publications	RVAC publications	Other SADC Directorates willing to contribute
1.4 Coordinate and facilitate with other Directorates and networks in identifying priority issues for conduct of special studies, workshops, etc.	Contributions from other Directorates to RVAC publications	RVAC publications	
Activities in support of Specific Objective 2.2 (Output 2.2)			
2.1 Start consultation process within SADC Secretariat to establish an internal institutional mechanism for exchange of information between different Directorates/ units inside SADC secretariat (e.g. statistics, social sector, poverty, health and HIV/AIDS).	Mechanisms established and composition expanded to include other social sectors Actions coming out of meetings	Minutes meetings	
2.2 Set up of RVAC Steering Committee with CD as Chair			
2.3 Conduct Annual Steering Committee Meeting with ICPs on board	Meetings actually taking place High-level representatives present	Minutes and participant list	
2.4 Develop an Advocacy and Communication plan for the SADC secretariat	Advocacy and communication plan developed	Official Documentation	
2.5 Engage a facilitator to discuss with stakeholders to reduce vulnerability in the SADC region through strengthening the regional and national policy frameworks.	Contract/ MoU with Identified Facilitators Publications	Official Correspondence RVAC publications	

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COMPONENT 3: PROGRAMME OBJECTIVES, OUTPUTS AND ACTIVITIES IN SUPPORT TO INTERNATIONAL COLLABORATING PARTNERS (ICPs)	Indicators (OVI)	Verification	Assumptions
<p>PROGRAMME OBJECTIVE 3: Support ICPs to make informed decisions in their allocation of resources for short term and long term interventions in the region.</p>			
<p>PROGRAMME OUTPUT 3: Better informed, coordinated response and support to SADC Member States from ICPs in areas relevant to food insecurity and vulnerability.</p>	MoUs between ICPs Technical answers to decrease in vulnerability identified, case studies ready	Mid-Term Evaluation report Evaluation	
<p>SPECIFIC OBJECTIVES: Specific Objective 3.1 Strengthen ongoing <i>technical</i> collaboration between SADC and ICPs with the aim of better understanding the concept of vulnerability in the region through strengthening of comprehensive vulnerability analysis, sharing of information, resources, and consensus building.</p>			
<p>Specific Objective 3.2 Strengthen the <i>institutional</i> linkages between SADC Secretariat, Member States and ICPs and relevant programmes and projects in the area of vulnerability assessment and analysis.</p>			
<p>SPECIFIC OUTPUTS: Output 3.1 <i>Increased use of vulnerability analysis data in the design and formulation of programmes and projects developed under the responsibility of ICP (e.g. EMOP, PRRO, CAP appeals, UNDAF, PRSP process including poverty monitoring framework, social safety net programmes) as well as in the design of sector wide assistance programmes, national AIDS policies and strategies and CFSAMs.</i></p>	References to RVAC and NVAC work in mentioned documents, identification of geographical areas and population groups a priority	Respective documents	High demand for vulnerability information from ICPs
<p>Output 3.2 <i>Expanded vulnerability analysis including other sectors such as HIV and AIDS, health, nutrition, water and sanitation, education, livestock etc</i></p>	Different technical expertise represented in NVAC and RVAC		
<p>Output 3.3 <i>RVAC membership expanded to include other UN agencies, donors and international NGOs and expanded membership represented on Steering Committee</i></p>	MoUs ICPs with SADC Secretariat to become RVAC member agency Participation of ICPs in Steering Committee meetings	Official Documentation Minutes Steering Committee meetings	

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ACTIVITIES:			
Activities in support of Specific Objective 3.1 (Outputs 3.1 and 3.2)			
1.1. Help SADC establish an operational RVAC Programme Management Unit or Technical Secretariat inside SADC Secretariat and facilitate the development of MoUs with ICPs to access seconded technical staff to assist in technical backstopping of NVACs.	MoUs with RVAC members to provide additional technical support	Official Documentation	
1.2. Engage with major partner organizations active in the region, including UN, donors (e.g. RHVP) , NGOs, etc. to identify opportunities for closer technical collaboration and a coordinated approach towards vulnerability assessments and analysis in the region.	Reports, proposals for close collaboration in SADC region, in particular with RHVP	Official Documentation	
1.3 Develop an Advocacy and Communication plan for ICPs	Advocacy and communication plan developed	Official Documentation	
1.4 Assist in providing an understanding on regional trends in food insecurity and vulnerability through the production of - an annual Regional Vulnerability Overview Document, - Quarterly Regional Synthesis Bulletins, - Flash Alert Circulars, and maintenance of a much-improved SADC RVAC Website and linkage with appropriate regional websites, such as SARPN and SAHIMS.	Documents produced Website updated Number of downloads, etc.	RVAC publications Website visits, downloads	
1.5 Work closely with ICPs (e.g. RHVP) to prevent duplication of efforts, in selection of topics for special studies, regional synthesis reports (DFID, FEWS-NET, WFP, etc.)	Generation of multi-agency products (e.g. reports, websites)	RVAC/ SADC/ ICP documentation RVAC/ SADC/ ICP Websites	
1.6 Work closely with UN agencies and donors to support the strengthening of sectoral information systems (agriculture (and livestock), crop forecasting, income, markets, health and nutrition, etc.) in respective countries, that together form the building blocks for comprehensive vulnerability analysis.	Increase in funds being spent on strengthening sectoral databases in the region	Annual reports ICPs, Member States, etc.	ICPs willing to give up independence in support to SADC Member States
1.7 Facilitate coordination of technical support on offer by ICPs (e.g. RHVP) to Member States in the areas relevant to vulnerability assessment and analysis (poverty, HIV/AIDS, health, social protection, markets, cross-border trade, etc.)	MoU between SADC/ PMU and ICPs.	ToRs and mission reports from technical experts sent out in support of NVACs	Different technical specialists bring up patience and willing to collaborate across marked disciplinary borders
1.8 Support and facilitate, where possible, a coordinated approach towards financial and technical assistance provided among ICPs (e.g. RHVP) to NVACs in the region.	Activities under RVAC Programme financed through different ICPs	Programme Account details	SADC Secretariat facilitates these transactions under the operation of one account
1.9 Facilitate with ICPs and Member States the forming and conduct of topical technical working groups (possibly through internet) to make progress in harmonization of methods, definitions, sectoral approaches and data sets in the region.	Technical Working groups established and operational	Minutes, discussions, reports generated (website)	Members have time to participate in these often "extra curricular" activities
Activities in support of Specific Objective 3.2 (Output 3.3)			
2.1. Engagement with major partner organizations active in the region, including UN, donors, NGOs, etc. to draw them in as new RVAC members towards a coordinated approach towards vulnerability assessments and analysis in the region.	MoUs with new RVAC members (ICP) Comprehensive annual work	Official documentation	ICPs willing to collaborate under RVAC umbrella

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	plans, incorporating details from ICPs		
2.2 Organize an Annual Organizational Meeting for SADC Secretariat and ICPs to discuss and solve operational constraints	AOM minutes and reports produced	RVAC publications, official documentation	High-level policy makers see RVAC Programme as a priority
2.3 Select representatives from expanded RVAC membership in the RVAC Steering Committee and conduct a one day high-level annual meeting	RVAC Steering Committee meeting conducted	Official documentation	High-level policy makers see RVAC Programme as a priority