Project Title: **UNDP support for strengthening capacity for disaster preparedness response and recovery at regional and community levels.**

Programme Area	**Crisis Prevention and Recovery**
Programme Title	**UNDP support for strengthening capacity for disaster preparedness, response and recovery at regional and community levels**
UNDAF Outcome(s):	Increased national capacity for emergency preparedness, response, coordination and development, and implementation of disaster risk reduction by 2013.
Expected CP Outcome(s): *[Those linked to the project and extracted from the CPAP]*	Strengthen national/regional capacities for disaster preparedness, mitigation, and emergency humanitarian response and recovery
Expected Outputs: *[Those that will result from the project and extracted from the CPAP]*	**OUTPUT 1: Preparedness:** Strengthened capacity for disaster preparedness in target regions and localities **OUTPUT 2: DRR:** Strengthened capacity for integrating DRR into development planning, policies, and programmes for sectors and stakeholders at national and regional levels. **OUTPUT 3: Recovery:** Strategic framework for post disaster diversified and adaptive livelihoods for vulnerable groups developed.
Implementing Partner:	Office of the Prime Minister (OPM)
Responsible Parties:	Ministry of Regional Local Government Housing and Rural Development (MRLGHRD), National Planning Commission (NPC), Ministry of Gender Equality and Child Welfare (MGECW)
Implementation	National Execution

Brief Description

The project aims to minimize vulnerability to future disasters through increased resilience, strengthened coordination capacity for disaster risk reduction (DRR), and prevention for regional and community disaster risk management (DRM) structures. The project will benefit the 6 regional councils and local authorities, and the communities vulnerable to natural and man-made disasters. Reduced vulnerability to disasters will be achieved through improved early warning; disaster prevention; enhanced regional and local preparedness; and response planning and increased disaster awareness. In this regard, the project will support activities to strengthen disaster preparedness through the development of a national disaster prevention, preparedness, response and recovery plan, contingency planning, the development of an emergency management operational procedure (EMOP), and the establishment of community disaster response teams and local disaster volunteer systems. In support of strengthening institutional capacity for DRM, the project will support the mainstreaming of DRR and climate change adaptation (CCA) into development planning, policies, and programmes for sectors and disaster management institutions in Namibia. Capacity development will be an integral component of the project through training in mainstreaming DRR and CCA, the development and establishment of early warning systems and operationalising the National Disaster Risk Management Policy and EMOP. The project will facilitate raising awareness on disaster risk reduction in the education sector and conducting feasibility studies for the integration of DRR into school curricula. The project places particular focus on integrating a prominent gender dimension in all phases of project implementation and will establish linkages with the Ministry of Gender Equality and Child Welfare on gender projects.

Project implementation will be guided by recommendations made in the 2009 inter-agency Post Disaster Needs Assessment (PDNA), the Early Recovery Framework for flood prone areas in Namibia (2009), the Flood Preparedness, Response & Mitigation Action Plan 2009/10, and the priorities of the third National Development Plan (2007) (NDP III), the UNDAF 2005-2012 and DRR benchmarks in the National Disaster Risk Management Policy.

The project outputs are three-fold and will focus on: (1) Prevention and preparedness: Strengthened capacity for disaster prevention and preparedness in target regions and localities (2) DRR and CCA: Strengthened capacity for integrating DRR and Climate Change Adaptation (CCA) into development planning, policies, and programmes for sectors and line ministries at national and regional levels. (3) Recovery: Strategic framework for post disaster diversified and adaptive livelihoods for vulnerable groups developed. The focus of this project is the nexus between disaster risk reduction and poverty, in a context of global climate change.

The Office of the Prime Minister (OPM) - the implementing institution will engage sector ministries such as the National Planning Commission Secretariat, Ministries of Regional Local Government Housing and Rural Development, Agriculture Water and Forestry, Health and Social Services, Education, Gender Equality and Child Welfare, Environment and Tourism as well as the Namibia Red Cross Society, UNDP and other UN agencies in the execution of some activities under the project. It is expected that other donors, UN agencies and line ministries will provide funding and capacity for an integrated approach to disaster prevention, preparedness, response and recovery in their areas of comparative advantage.

The total project budget will be US$1,098,680 UNDP/BCPR will contribute US$700,000 and the GRN will contribute US$398,680.

Programme Period: 2010-2013	
Key Result Area: Disaster risk reduction, recovery and sustainable livelihoods	
Atlas Award ID:	_____
Start date: September 2010	
End Date: August 2013	
PAC Meeting Date	_____
Management Arrangements	NEX

YYYY AWP budget:	US$1,098,6800
Total resources required: XXXX (BCPR)	
Total allocated resources:	
• Regular:	US$700,000
• Other:	
○ Donor	_____
○ Donor	_____
○ Donor	_____
○ Government:	US$398,680
Unfunded budget:	_____
In-kind Contributions	

Agreed by Office of the Prime Minister mbalo

Ms Nangula: Permanent Secretary:

Agreed by UNDP: a.i

PP **Ms Kari Egge, UN Resident Coordinator:**

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Acronyms

AAP	Africa Adaptation Plan
AWP	Annual Work Plan
CCA	Climate Change Adaptation
CPAP	Country Programme Action Plan
CRED	Centre for Research on Epidemiology of Disasters
CVA	Capacity and Vulnerability Assessment
DRFN	Desert Research Foundation of Namibia
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
EMOP	Emergency Management Operational Procedures
GDP	Gross domestic product
GEF	Global Environmental Facility
GRN	Govern of the Republic of Namibia
HDI	Human development index
HFA	Hyogo Framework for Action
HPI	Human poverty index
MAWF	Ministry of Agriculture Water and Forestry
MDGs	Millennium Development Goals
MGECW	Ministry of Gender Equality and Child Welfare
MITC	Ministry of Information Technology and Communication
MRLGHRD	Ministry of Regional Local Government Housing and Rural Development
Nam-Vac	Namibia Vulnerability Assessment Committee
NASA-NOAA	National Aeronautics and Space Administration – National Oceanic and Atmospheric Administration
NDMS	National Disaster Management System
NGOs	Non-Governmental Organizations
ODA	Official development assistance
OMAs	Offices Ministries and Agencies
OPM-DDRM	Office of the Prime Minister Directorate Disaster Risk Management
PAC	Project Appraisal Committee
PDNA	Post Disaster Needs Assessment
SBAA	Standard Basic Assistance Agreement
UNDAF	United National Development Assistance Framework
UNDP/BCPR	United Nations Development Programme Bureau for Crisis Prevention and Recovery
UNOCHA	United Nations Office for Coordination of Humanitarian Affairs
UNOSAT	United Nations Office for Outer Space
UNSPIDER	United Nations Platform for Space-based Information for Disaster Management and Emergency Response
UNVs	United Nations Volunteers
USAID	United States Agency for International Development

I. SITUATION ANALYSIS

A. Development status of Namibia

Namibia is classified as a higher middle income country with an estimated annual gross domestic product (GDP) per capita of US$5,155. However, this masks extreme inequalities in income distribution, standard of living, and quality of life. In terms of the Human Development Index (HDI), Namibia is ranked 128th out of 182 countries with an HDI of 0.686, while in terms of Human Poverty Index (HPI), Namibia ranks 70th out of 135 countries with a HPI of 17%. With relatively high poverty levels, currently estimated at 28% of households; a high unemployment rate of 37%; low levels of industrialization; an HIV/AIDS prevalence rate of 17.8%; and a largely skewed income distribution with a Gini Coefficient of 0.63, a large proportion of the Namibian population are particularly vulnerable to unfavourable developments in the global economy. Given its small market size, openness and heavy dependence on international trade, the Namibian economy is still vulnerable to external shocks such as changes in terms of trade, external demand and climatic variations. Namibia imports about 65% of its food requirements. Therefore, a considerable proportion of Namibia's population can be considered as vulnerable and food insecure with an estimated 23% of the population suffering from under-nourishment. At least 80% of the rural population is engaged in agricultural activities as subsistence farmers but the share of agriculture in GDP is about 6%, reflecting low productivity in the sector. Poverty remains a predominantly rural phenomenon: 42% of all households in the rural areas are classified as poor, compared to just 7% in the urban areas in 2003/04 (Namibia Country Strategy Paper 2009-2013). Although less than 1% of Namibia is arable, natural resources are the main source of livelihood and survival for approximately 70% of Namibia's population that is directly dependant on subsistence agriculture and livestock husbandry. Due to the country's propensity for periodic climate-induced natural disasters and difficult environmental conditions, major disruptions to food production occur on a frequent basis.

Furthermore, development efforts are increasingly at risk. A faltering global economy, food and energy insecurity, global climate change, declining ecosystems, extreme poverty and the threat of pandemics are amongst the factors challenging progress towards improving social welfare and economic stability in Namibia. The series of catastrophes in 2007, 2008 and 2009 yet again reminded the country that disaster risks associated with hazards such as floods, droughts, outbreaks of human and animal diseases, and other natural hazards form a critical part of intertwined threats that constitute a critical challenge to development.

Since the reclassification of Namibia as a middle low income country, donor activities initially declined and then increased. Official Development Assistance (ODA) as a percentage of GDP declined from 2.8% in 2001/02 to 2.3% in 2004/05 before increasing to 7.2% in 2006/07 due to the availability of new sources of funding such as the Global Fund, Global Environmental Facility (GEF), President's Emergency Programme for AIDS Relief (PEPFAR) and Millennium Challenge Account (MCA)[1]. The country has, however, been reclassified as a higher low middle income country (2009). The reclassification of Namibia as a higher low middle income country has thus meant that the country cannot access concessional loans for development programmes especially those targeted at tackling inequality, social exclusion, and economic and social vulnerability. Furthermore, donor assistance in the form of technical assistance (TA) and other areas is not as forthcoming and effective as it should be[2].

[1] Namibia COUNTRY STRATEGY PAPER 2009-2013. African Development Bank. (April 2009)
[2] An analysis of the Economic Challenges of Namibia and How the Donor Community should Assist. NPC (March 2007)

The above scenario is further exacerbated by a decline in revenue growth that Namibia is experiencing. Projections show revenue declining by 8.9 percent in 2010/11 and by a further 1.6 percent in 2011/12. This sharp decline is due to the Southern Africa Customs Union (SACU) revenue shocks, with income from SACU set to decrease by 47 percent in 2010/11 and a further 45 percent in 2011/12[3]. This trend comes as a result of the decline in revenue generated from the export market which has been affected by global recession. According to the 2010-2011 budget statement, other risks may exert pressure on revenue growth in the medium term. The decline in revenue growth will likely impact on development programmes and on the capacity of the GRN to support social safety net programmes for the vulnerable, further exposing the vulnerable people to existing hazard risks. The above trend will also impact on post disaster recovery activities due to competing needs on shrinking financial resources. There is thus an urgent need to analyze and identify ways in which development partners can provide resources to cover the gap in development financing through ODA.

B. Development disaster links

Evidence clearly shows that the impact of natural disasters is a key factor in setting back the development process. The 2008 and 2009 flood disaster in Namibia destroyed roads, schools, health facilities and livelihoods bases. The flood disasters caused extensive damages to private and public property and infrastructure valued at US$136.4 million, equivalent of 1% of Gross Domestic Product (GDP) or 0.6% of 2009 GDP (PDNA.2009). Flood disaster losses to the economy were estimated to be US$78.2 million. According to the 2009 PDNA report, the private sector experienced the highest damages and losses (72.1 percent and 94 percent respectively). Namibia will require US$622.1 million for recovery and reconstruction following the 2009 flood disasters (PDNA Report. 2009). The PDNA, Nam-VAC and other local assessments revealed that the productive sector, mainly agriculture and commerce (trade and markets), were among the worst affected sectors with an estimated 70-80% loss of crop production in the 2009/10 consumption year (NamVac 2009). While the total economic impact of disasters in any single year may not be an exorbitant amount at a sub-national or national scale, the cumulative damages and losses from extreme events (flooding, droughts, veld and forest fires, and animal disease outbreaks) over the last ten years, if computed, are more significant. Meeting national development targets and the Millennium Development Goals (MDGs) is thus severely challenged by losses from disasters.

C. Disaster situation: hazard, exposure and vulnerability status

Namibia has recorded 6 drought episodes between 1999 and 2007, and 6 flood disasters between 2000 and 2009. The Centre for Research on Epidemiology of Disasters (CRED) reported an increase in the number of people affected by drought from 25,000 in 1998 to 345,000 in 2002, and people affected by floods from 2,000 in 2000 to 350,000 in 2009[4]. Flood disasters, although relatively more infrequent than other hazards, often result in population displacement, economic disruption as transport, communication, livestock, crops and other physical and environmental assets are destroyed, resulting in significant economic costs. In addition, vulnerability is also growing. Increasing urbanisation, including growing concentrations of people in unplanned and unsafe urban settlements, unrelenting poverty levels, and HIV prevalence and inadequate attention to changing risk patterns, are placing more and more people in disaster-prone locations.

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[3] Statement for the 2010/11 Budget. Presented by the Hon. Saara Kuugongelwa-Amadhila Minister of Finance. GRN (March 2010)

[4] Source: EM-DAT: The OFDA/CRED International Disaster Database/Feb-21-2010

As a developing country located in an arid region where drought and high climatic variability are endemic, and where great demands are placed upon natural resources, Namibia is considered particularly vulnerable to the effects of climate change. Although detailed climate modelling has not yet been carried out for Namibia, there are indications that the country with future climate change will be highly susceptible to (i) increased flooding, both in terms of extent and frequency, (ii) increased moisture stress during dry periods leading to increased drought both in terms of intensity and frequency with the central part of the country being particularly vulnerable to increased moisture stress (Namibia National Climate Change Programme 2007).

Desertification threatens sustainable economic development in Namibia because it reduces productivity, including water supply, limits opportunities for other forms of land use, alters natural habitats and threatens biodiversity. This results in economic losses and escalating poverty for the majority of the population through declining agricultural production and reduced food security. These in turn have led to greater vulnerability towards the accelerating HIV and AIDS epidemic, human migration, rapid urbanization, and an increased dependence on government support and importation of food. Poverty, food insecurity, environmental degradation and HIV and AIDS form a vicious circle, which are key challenges to sustainable development in Namibia.

Other hazards:

Apart from the above, Namibia also experiences frequent veld and forest fires that destroy pasture for livestock and forests. 3.5 to 7 million hectares of forest and veld land burn every year and 90% of the fire is caused by human activities. Veld and forest fires are also linked to the unfolding climate change in Namibia and further exacerbate its impacts they contribute to environmental degradation. Veld and forest fires contribute green house gases, threaten human security and ecosystems, watershed stability, destroy biodiversity and hence compromise food security, as well as health, and have a role in constraining sustainable development. Forest fires also contribute to deforestation and land degradation, and are a threat to livelihoods of many indigenous communities. "The battle against **climate change** cannot be won without the world's forests – this is now clear" (Ban Ki-moon UN Secretary General). Forests are an option to mitigate the impacts of climate change and are thus important for climate change adaptation and mitigation.

Namibia is also prone to earthquakes. An earthquake of **magnitude 5.6** on the Richter Scale struck the north western part of Namibia in July 2009. This was the largest ever recorded earthquake Namibia has experienced. An earthquake of this magnitude is above the threshold earthquake of size 5.0 expected in the country. The earthquake is believed to have occurred along the faults lines registered southwest of Namibia. Another earthquake of magnitude 5.6 (local Scale) or ~ 5.0 on Richter scale was reported in April 2008 along the same fault line of the 2009 earthquake. More such incidences may be expected in the future, affecting already disaster-prone communities.

D. DRR situation

Namibia is in a transition period from disaster response to disaster risk reduction. Post independence in 1990, the country established the Emergency Management system (EMS) in the Office of the Prime Minister. The functions of the EMS are (i) to act as a national disaster preparedness and response unit; (ii) to coordinate the programmes of preparedness and relief operations in the country; (iii) monitoring and evaluation of disasters in the country; (iv) conduct disaster training and mobilize the available and trained human resources; and (v) to keep complete inventory of all resources and coordinate the deployment of the required facilities and supplies. The intuitional structure of the EMS included; the National Emergency Management Committee (NEMC) - the policy making body comprising of the permanent secretaries of government ministries and heads of agencies and organizations with a stake in disaster management chaired by the Secretary to Cabinet; the

Emergency Management Unit - the government structure responsible for coordinating disaster management activities headed by a deputy director; the Regional Emergency Management Units (REMUs) for the 13 regions made up of heads of government departments and regional councilors chaired by the Regional Governors and responsible for coordinating and implementing disaster management activities at regional level; the Constituency Emergency Management Units (CEMUs) for the 103 constituencies in the country made up of field government officers chaired by the constituency councilors and responsible for coordinating disaster management activities at constituency levels.

In 2005, with support from UNDP, the country conducted a capacity needs assessment (CNA) for the national disaster management system. The CNA paved the way to restructure the disaster management system approach from disaster management to disaster risk reduction. A national disaster management strategic plan (2005-2015) was developed based on the Hyogo Framework for Action. The current efforts are to change the mindset for policy makers to effect the policy shift from disaster management to disaster risk reduction.

Section E below shows some of the disaster risk reduction efforts that have been initiated by the national disaster risk management system.

E. Actions taken by the GRN

The GRN with support from the UNDP Country Office and UNDP/BCPR and in collaboration with national stakeholders and development partners has actively been involved in strengthening institutional capacity for disaster risk management. Of special note were the development and adoption of the National Disaster Risk Management Policy and the drafting of the Disaster Risk Management Bill both instruments critical for guiding the disaster risk management programming in Namibia. In collaboration with UN ISDR, Namibia launched the Namibia National Platform. In addition the following activities were undertaken:

i. The National Planning Commission Secretariat in response to the declaration of the 2009 flood national disaster invited the international community to assist in conducting a post disaster needs assessment. World Bank, United Nations, European Union, USAID and GRN teams undertook the assessment. The PDNA report has now been finalized and awaiting printing. GRN plans to call a round table of donors to fund components of the PDNA action plans. An Early Recovery Framework Strategy for flood prone areas in Namibia has been developed with assistance from UNDP/BCPR, and is a key reference and guide for stakeholders in implementing the recovery process.

ii. Flood disaster lessons learned workshops were conducted to consolidate the 2008 and 2009 recommendations into the 2009-2010 flood preparedness, response and mitigation action plan. The action plan has been approved by the Cabinet and some components of the plan have since been implemented.

iii. The GRN with support from UNOCHA conducted a series of workshops at which draft flood contingency plans for the 6 regions affected by the 2009 flood disaster were developed.

iv. As a follow-up to recommendations made in the PDNA report, the Department of Hydrology in the Ministry of Agriculture Water and Forestry in collaboration with UNOSAT[5], NASA-NOAA[6], UN-SPIDER[7], DLR-ZKI (Germany) and national stakeholders

[5] United Nations Office for Outer Space Affairs
[6] National Aeronautics and Space Administration - National Oceanic and Atmospheric Administration (USA)
[7] United Nations Platform for Space-based Information for Disaster Management and Emergency Response

undertook a mission to assess the possibilities to map the flood prone areas. A project proposal is being developed to support a national flood mapping exercise.

v. With support from the abovementioned organization, Namibia now has access to satellite imagery that will assist in flood forecasting, and will soon be piloting operational early warning and communication systems based on remote sensing for possible flooding.

vi. With support from the SADC Regional Vulnerability Assessment and Analysis, Namibia is currently conducting livelihoods profiles in the 12 livelihoods zones identified in 2008. The livelihoods profiles will facilitate the livelihoods vulnerability analysis that will inform targeted interventions in the event of external shocks.

F. The problem to be addressed by the project

The following cover areas of Output 1.

1. Early Warning System

During the 2009 flood disaster, the Department of Water Affairs provided frequent early warnings; however, these were not fully effective on the ground. Several communities were trapped by the floods leading to a total of 115 deaths due to drowning. Lessons learned from the 2009 disaster indicate the need to strengthen the early warning system at several levels:

Although the national flood forecasting system is well established and functional, mechanisms for the transformation of the flood forecasting into early warning information for critical public warning and for activating emergency actions at regional and community levels have not been established. According to the PDNA report, the Directorate Disaster Risk Management lacks capacity in geospatial skills or means to rapidly assemble emergency and risk management information, and the same can be said for the Regional and Constituency Disaster Risk Management committees. It is critical that Namibia creates a harmonized disaster risk management information database and operations room able to inform policy makers and the public on a real-time basis.

Disaster Preparedness Response and Recovery Plans

There is also a need to develop an elaborate emergency management operational manual that guides coordinated emergency response actions when disasters or significant events are threatening or have occurred. There is further need to develop a comprehensive disaster preparedness, response and recovery plan at national level.

2. Contingency planning:

One of the major weakneses noted by the PDNA was the lack of national, regional and inter-agency contingency plans. Efforts have, however, been made to develop regional flood contingency plans for the 6 flood prone regions. The flood prone regions have, however, not taken total ownership for contingency planning process. The plans still need to be completed, adopted by the regional authorities, and simulation training conducted in preparation of future disasters. Only three sectors at national level (Education, Health and Transport) have developed draft contingency plans. The lack of a contingency plan has seriously impacted on preparedness actions and poor coordination during disasters and significant events.

3. Community participation:

Experience from the 2009 flood disaster showed a dependency syndrome and low levels of community participation in disaster preparedness, response and recovery activities. There are no

formal community structures and volunteer systems through which community participation before, during and after disasters can be activated. The need for conducting public awareness on disaster risk management and advocacy for the establishment of community structures (local disaster response teams and volunteer systems) have thus become critical to facilitate enhanced preparedness among vulnerable communities.

4. **Education:**

The education sector is one of the sectors that suffers significant disruptions in disasters situations either due to damages to school infrastructure, being cut off by flood water or failure to attend school as parents fail to raise school fees due to economic hardships. According to the PDNA Report (2009), the 2009 floods affected 328 schools with 159 schools completely closed thus disrupting teaching and learning for approximately 94,000 children. Access to schools was disrupted in the 6 flood affected regions, because flooded roads prevented access to schools. School children had to be provided with temporary structures such as dormitories and classrooms, and a significant number were separated from their families. Children crossed water bodies surrounding their schools on foot or by makeshift boats risking their lives to crocodile and snake bites or drowning. Children are thus one of the most vulnerable groups during disasters. Factors such as their age affect their vulnerability, and shape their ability to cope and survive in a disaster context. Separated school children had to fend for themselves and aside from physical threat to life, experiences of fear, violence, separation from parents and caregivers, exploitation and abuse were threats to their well-being and development. However children possess capacities according to their stage of development which form the basis for their active participation in emergency response, preparedness and mitigation. Nurturing and supportive environments help children cope with adverse situations, and contribute to building their resilience. In order to capitalize on children's capacities to contribute to disaster risk reduction, the project proposes to explore mechanisms to integrate DRR into the education curriculum. Apart from using children as a medium for DRR messages, the integration of DRR in the education curriculum will also be a platform to enhance children's resilience to disasters. The ultimate aim will be to reduce children's vulnerabilities to disaster risk.

5. **Gender:**

When a natural disaster strikes, "women are more vulnerable to its strains because of traditional social, economic and cultural roles, which marginalize and discriminate against them" (Gupta, 2002). On average, about 45% of households in Namibia are headed by women (Namibia Country Strategy Paper 2009-2013). During the 2009 flood disaster, some men stayed closer to their flooded homes while their wives and children went to relocation camps. Women assumed the role of being heads of households and had to make decisions to sustain their families. Emergency shelter created serious disruption of social life, compromised privacy, and exposed women to sexual harassment and security concerns. Given the likelihood of future flooding, it is essential that preparedness response and recovery planning, pay attention to the needs of women in disaster situations, and most importantly, involve women in all phases of disaster preparedness, response and recovery.

The following covers areas for Output 2

6. **Capacity for disaster risk management:**

Namibia experiences alternate recurrence of floods and droughts and it is anticipated that these are likely to increase with climate change. It will be critical for the GRN to strengthen its disaster risk management strategy. According to the PDNA report (2009), the 2009 flood disaster offers an opportunity to review lessons learned and substantially strengthen Namibia's risk management framework. The insufficient skilled human resource capacity for coordination and operations regarding disaster risk management currently existing will adversely impact on preparedness, response and recovery against future disasters. It is also evident that disaster risk management committees are still incipient and ad hoc, and require further training and equipment PDNA report (2009). Disaster risk is further compounded by weaknesses in the disaster risk management structure that constrain its ability to act swiftly. The major weaknesses of the structure are: (i) decision makers at regional level are not familiar with their responsibilities as stated in the National Disaster Risk Management Policy; (ii) there is no legal instrument that specifies the chain of command to facilitate the disaster risk management authority (DDRM) to mobilise the regional authorities and stakeholders during disasters and significant events; (iii) there are no parametric triggers i.e. pre-agreed indicators of disasters or significant events that inform the declaration of state of national disaster. Namibia has not integrated climate change adaptation with disaster risk management vis-à-vis risk profiles, structures and procedures, and their linkages with sectoral disaster risk management plans. Although efforts have been made to sensitise national stakeholders in mainstreaming DRR into development planning, policies and programmes, there has been little progress on the ground. Most importantly, DRR has not been included in the third National Development Plan (NDP III). The failure to integrate DRR has relegated DRR to national level and it being regarded as a responsibility of the Office of the Prime Minister alone. Furthermore, although efforts have been made to build synergies between DRR and CCA, institutional frameworks, funding mechanisms, information exchange fora and capacity building initiatives have developed independently and remain largely separate. To address the abovementioned, the project will support the elevation of DRR as a national priority and build synergies with ongoing CCA activities. Training on DRR and CCA mainstreaming at regional council and local authority levels will form an integral component of the project. The project will also support selected regions and local authorities to develop policies and development plans that are sensitive to DRR and encompass CCA.

Assistance to help prevent and mitigate the effects of the above crises and to support government management of the process of recovery can help to restore the foundations to attain the MDGs, reduce human suffering and improve living conditions for the poor. The above thus require special support from UNDP and other players in the country for adequate preparedness, response and recovery operations for the immediate, medium and long-term to meet the needs of stricken populations.

The section below covers output 3

7. **Livelihoods Income**:

The flood affected represented household assets, wage and none-wage incomes, crop and livestock production and other non-agricultural activities as their livelihoods income. On average, affected households lost 7.7% of their income during the 4 months of the floods with the average household in Caprivi and Ohangwena region losing 12% of their income. However according to the PDNA, per capita income loss was typically higher in areas with high poverty levels. More than 50% of households in the flood affected areas reported that food crop production was either their first or second most important livelihood source and these households obtained 34% of their total food

from own production (PDNA.2009. pp. 187). A total of 95,000 hectares of crop fields were damaged by the floods in the 6 flood affected regions resulting in 27% reduction of crop harvest. The loss of crop fields thus meant loss of livelihoods for these households. The flood disaster response and recovery efforts have not adequately provided support for livelihood recovery and for future resistance to hazards.

Post disaster assessments and lessons learned workshops have been conducted in Namibia. Many recommendations and lessons learned are right on target in terms of the requirements needed to reduce the adverse impacts of the hazards. Most of the recommendations made, however, have not been acted upon. The failure to implement recommendations and lessons learned has meant that communities continue being at risk to the impacts of hazards for which risks could have been reduced, had recommendations been pursued and identified lessons applied.

A number of post disaster recovery and development activities planned for 2008 and those added on following the 2009 flood disaster are still outstanding due to inadequate technical capacity and limited financial resources, while others are work-in-progress. The project will address some of the outstanding issues and will leverage some the activities that may not be within the scope of the project especially those where other UN agencies and partners have a buy in.

II. STRATEGY, OUTPUTS AND KEY ACTIVITIES

1. National strategy for livelihoods, preparedness, disaster risk reduction and recovery

Namibia's vision 2030 advocates that "All people in Namibia enjoy a safe environment; share and care for those in need and are prepared to face and respond to any man-made and or natural calamities (Vision 2030. p. 40)." Since 1994, Namibia has established a national disaster management system responsible for the coordination of disaster risk management. Namibia has adopted the Hyogo Framework for Action. In this regard, Namibia's national disaster risk management system's strategy has shifted from a response-oriented approach to a more proactive approach guided by the following broad policy strategies:

- The strengthening of disaster risk management structures, mechanisms and capacities to build resilience to hazards at national, regional, local authority, constituency and community levels.
- The systematic incorporation of risk reduction approaches into the implementation of emergency preparedness, response and recovery programmes.
- The integration of disaster risk reduction into sustainable development policies and planning at all levels.
- Building multi-stakeholder partnerships at all levels to contribute to the implementation of total disaster risk management.

The National Disaster Risk Management Policy (2009) advocates for "Strengthening of disaster risk management structures, mechanisms and capacities to build resilience to hazards at all levels and the systematic incorporation of risk reduction approaches into the implementation of emergency preparedness, response and recovery programmes". The national disaster risk management system in Namibia also promotes a post disaster recovery approach that bridges humanitarian response with sustainable development. In this regard, the recovery process aims at a resilient Namibia through a progressive development undertaking which requires reconstructing the natural and built environment, livelihoods and socio-economic systems of affected communities to standards higher than those of pre-disaster levels so as to reduce exposure to and impact of prospective hazards. The National Disaster Risk Management Policy also recognizes the need to mainstream gender in disaster risk management as a pivotal component of disaster risk management implementation. To support policy implementation, a draft disaster management bill has been developed and is awaiting presentation to parliament for debate before being enacted into law.

2. Project Strategy for ensuring effectiveness and impact of project intervention

Stemming from the various post disaster reports and field assessments including the Post Disaster Needs Assessment following the 2009 flood disaster conducted in Namibia, and based on the data and information provided therein, this project presents concrete proposals for intervention in priority areas. The following main priorities have been identified to reduce disasters risk: (i) an enabling legislation and strengthening institutions for disaster risk reduction; (ii) strengthened risk assessment; and (iii) strengthened disaster preparedness and response. The focus of the project will thus be on strengthening capacities for disaster preparedness, response and recovery in target regions and localities. In keeping with the UNDP Strategic Plan that has been amended to include a climate change and adaptation focus, the project will be a vehicle for mainstreaming DRR and CCA. The project will support training in the mainstreaming of DRR and CCA into national, regional council and local authority sectoral policies, plans and programmes and facilitate the development of DRR and CCA sensitive policies, plans and programmes in 3 pilot regional councils and local authorities. To address the impact of disasters on livelihoods, the project will support the development of a

livelihoods recovery strategic framework to ensure that livelihoods and food security amongst the most vulnerable groups are improved in highly affected locations. The project will build synergies and complement on-going programmes to support the GRN's poverty reduction strategy and to facilitate sustainable livelihoods for the vulnerable groups.

The Regional Councils and Local Authorities will be the drivers that will implement activities outlined in the project with the national level playing a supportive role aiming to develop institutional and human capacity. A Project Coordinator based in the OPM and 3 National Volunteers based in the regions will support project implementation. Consultants and experts will be contracted on a short-term basis for the following: (i) development of the emergency management operational procedures, (ii) DRM communication strategy, (iii) Assessment of the integration of DRR and CCA into regional council and local authority plans, policies and programmes; (iv) Conducting a feasibility study for the integration of DRR into the education curriculum; and (v) Development of a strategic framework for livelihoods for vulnerable groups.

3. Project Outcomes

The project will be guided by the Namibia UNDAF outcomes. UNDAF has two outcomes that encompass disaster risk reduction and these are:-

Outcome 1: Increased national capacity for emergency preparedness, response, coordination and development, and implementation of disaster risk reduction

Outcome 2: By 2012, livelihoods and food security among most vulnerable groups are improved in highly affected locations

4. Project Outputs

Outputs under the two UNDAF outcomes include: (i) improved income earning, agricultural productivity and access to food; (ii) strengthened sustainable land and water management; and (iii) strengthened capacities for emergency management at the national and regional levels. The planned project design will formulate Activity Results that will directly contribute to attaining these outputs. Building on the overall development framework of Namibia, the project design for this project is detailed in the following.

4.1 Project Outputs

The project has 3 outputs as shown below.

Output 1: Preparedness: Strengthened capacity for disaster preparedness in target regions and localities

Output 2: DRR: Strengthened capacity for risk warning, integrating DRR, and CCA into development planning and response system management in target regions and local areas

Output 3: Recovery: Strategic framework for post disaster diversified and adaptive livelihoods for vulnerable groups developed

To address the identified problems and some of the underling causes of disasters in Namibia, the following project activities have been proposed.

Output 1 Activities

Activity 1: Disaster Prevention and Preparedness planning at national and regional levels;
Activity 2: Enhance Community Early warning systems;
Activity 3: National, Regional and Contingency planning;
Activity 4: Development of Emergency Management Operational Procedures (EMOPs)
Activity 5: Development of DRM Communication Strategy
Activity 6: Living with Flood Risk Campaigns
Activity 7: Increasing community participation in disaster risk management

Output 2 Activities

Activity 1: Build capacity for mainstreaming DRR and CCA into Regional Councils and Local Authorities development policies, planning and programmes
Activity 2: Integrating disaster risk reduction (DRR) into the education curriculum

Output 3 Activities

Activity 1: Development of Livelihoods Recovery Strategic Framework.

4.2 Outputs, Activities and Actions

Output 1: Strengthened capacity for disaster preparedness in target regions and localities

Activity Result 1: Disaster Prevention and Preparedness planning at national and regional levels

To address the threats from disasters in Namibia, the National Disaster Risk Management Policy specifies the need to strengthen preparedness for response at all levels, and highlights the essential role that disaster preparedness can play in saving lives and livelihoods particularly when integrated into an overall disaster risk reduction approach. The Disaster Prevention, Preparedness, Response and Recovery planning process will involve risk assessments, sector-specific risk reduction plans, and the development of strategies and specific actions to control and reduce risks and losses. To achieve the abovementioned, following activities will be implemented:

Actions

1.1 Conduct a national risk vulnerability and capacity analysis including socio-economic data for disaster affected areas;
1.2 Convene a national consultative process for consensus-building on the analysis findings;
1.3 Use the results of the assessment to develop national prevention, preparedness, and response;
1.4 Present the national prevention and preparedness plan to policy makers for endorsement;
1.5 Print and distribute the national plan to stakeholders;
1.6 Train regional and local authority staff in risk assessment, and developing prevention and preparedness planning; and
1.7 Support regional councils and local authorities to develop prevention and preparedness plans.

Activity Result 2: Enhance Community Early warning systems:

Early warning systems provide advanced warning of probable disasters or significant events to potential vulnerable communities by collecting and analyzing such information as rainfall and river level data, and by providing means for disseminating alarms and instructions to individuals in threatened areas. The lessons learned from the 2009 flood disaster indicate the need to strengthen early warning at all levels.

According to the UNISDR Global Review Report (2009), the following are challenges identified in early warning: (i) there is a lack of technical capacities, equipment and financial resources for effective early warning; (ii) there are difficulties in communicating early warning information to poor and vulnerable communities; (iii) it has also been noted that there is lack of coordination between institutions responsible for disaster preparedness and those responsible for hazard monitoring. Namibia is experiencing similar problems in early warning. The Kavango region, for example, remains deeply affected by the ineffectiveness of the Okavango River Basin Commission to provide river water readings to the Government of Namibia. The previously good collaboration with the Zambezi River Authority was interrupted in 2009 by lack of financial support from the Government of Namibia. Vulnerable communities failed to adhere and to take appropriate preventive actions after flood early warning information in 2009. The Cuvelai basin does not have adequate flood monitoring equipment to relay water level readings to warn of possible flooding. There is thus a need to strengthen local capacities, link hazard monitoring and disaster preparedness, and involve vulnerable communities in the design of early warning messages that help them to take appropriate actions. The project will complement ongoing work in strengthening national early warning systems.

The project will support the strengthening of early warning systems through the integration of indigenous early warning with the conventional early warning systems. Mechanisms will also be established for receipt and processing of forecasts, and development of appropriate early warning messages at local levels. Regional and constituency early warning committees will be established for hazard monitoring and to activate response plans. Community early warning committees will also have responsibility for alerting vulnerable people through appropriate means of communication and to assist in evacuations where necessary. Regional and constituency early warning committees will be trained in all aspects of early warning system. The following activities will be supported by the project:

Actions

2.1 Conduct community consultations on indigenous early warning systems;
2.2 Develop appropriate early warning messages through participatory methods;
2.3 Establish regional and constituency early warning committees;
2.4 Conduct training of regional staff in hazard mapping, disaster data sources-GIS, GPS, remote sensing interpretation;
2.5 Designate early warning information management focal points at regional level;
2.6 Organize inter-country meeting to improve on transboundary sharing of early warning information;
2.7 Conduct simulation training on use of early warning information; and
2.8 Support the integration of early warning systems into the regional council policies.

Activity Result 3: National, Regional Contingency planning

One of the major weaknesses of the Namibia disaster risk management system was the lack of contingency plans by all sectors at national and regional levels, as well as among the key stakeholders namely the UNCT and Namibia Red Cross Society. To address this weakness, the project will

support the development of sectoral contingency plans at national and regional levels, and the development of inter-agency contingency plans. The sectoral contingency plans will define how organizations, ministries and agencies will work together to achieve sector-specific objectives. The inter-agency contingency plans will provide a common strategic planning framework to ensure complementarities of humanitarian action between agencies/organizations.

Contingency planning will target drought, flood, veld and forest fire, human and animal disease outbreaks, and area specific hazards such as windstorms and extremes of temperatures that are known to occur in some of the regions.

Six (6) draft flood contingency plans developed in November 2009 will be completed and where necessary reviewed and tested in preparation for the next season.

Actions

3.1 Conduct training in contingency planning for national sectoral focal points;
3.2 Facilitate development of sectoral contingency plans;
3.3 Cascade national sectoral contingency plans to regional level;
3.4 Review regional flood contingency plans; and
3.5 Conduct simulation exercises of the plans;

Activity Result 4: Development of Emergency Management Operational Procedures (EMOPs)

The national disaster risk management policy (p.71) requires that the National Disaster Risk Management Committee (NDRMC) must ensure the development of regulations, directives and standard operational procedures (SOP)/ Emergency Management Operational Procedures (EMOPs) to standardize and regulate the practice and management of response and recovery operations at all levels. EMOPs are documents where the activities of a specific person or organisation to face a specific situation (in this case the impact of a hazard) are described in a clear, logical, sequential and methodical manner. The entire exercise of putting in place EMOPs (alternatively known as trigger mechanism), essentially comprises of determining the intensities for each type of disaster at the constituency, regional and national level, and developing/devising actions that need to be followed before, during and after an emergency. These EMOPs will draw from the vast knowledge of the professional disaster managers (their own experience) and stakeholders on the latest technology and best practices available to meet the demands of disaster situations. The objectives of developing EMOPs are:

1. To describe the components of a standard operating procedure for disaster preparedness and response;
2. To clearly distinguish and standardize the roles and responsibilities for different stakeholders in disaster preparedness and response;
3. To provide action checklists for key staff members for different levels of disasters;
4. To provide a base template for developing EMOPs for different disasters; and
5. To make the understanding easier to design, write, understand, revise, use, execute, evaluate, and update for disaster managers and disaster management organizations.
6. The project will support the development of the EMOPs through the following activities:

Actions

4.1 Develop draft EMOP;
4.2 Establish a core team with representatives from Regional Councils, Local Authorities and national stakeholders to analyse the draft EMOP;
4.3 Conduct consultations to seek consensus on the draft EMOP;
4.4 Pre-test the EMOP;
4.5 Conduct national regional training on the use of the EMOP; and
4.6 Print and distribute EMOP to all stakeholders

Activity Result 5: DRM Communication Strategy

The momentum for disaster risk reduction is building. Recent disasters, and broad media coverage, have raised public awareness of vulnerability and GRN is strengthening its commitment to implement the Hyogo Framework, as demonstrated by the adoption and approval of the National Disaster Risk Management and the development of the Draft Disaster Risk Management Bill. There is thus a need to maintain the momentum for DRR as well as to raise awareness critical to revive and update adaptation practice through practical actions that individuals and communities can take to reduce disaster losses. To achieve the above-mentioned, the project will support the development of a DRR communication strategy. The objectives of the communication strategy are to:

- Increase political commitment to disaster risk reduction, particularly at local level;
- Strengthen the media's understanding and role in providing information to the public;
- Stimulate the dissemination of information at national and local levels; and
- Highlight partnerships and activities supporting community initiatives.

A three year communication plan will be drawn reflecting priority areas for action from the Namibia's Disaster Risk Management National Action Plan (NAP), and practical disaster risk reduction actions that have immediate relevance to individuals and communities. For each annual campaign, key messages will be developed, and champions or opinion leaders identified for media interviews. A web page and public awareness materials will be designed. The approach to implementation will focus efforts at the national and community levels, in disaster-prone regions

The communication strategy will increase awareness on disaster risks among the communities while at the same time promote increased participation of communities in disaster risk management thereby building their resilience to disasters. The overarching goal of the campaigns is to raise awareness through an interactive movement in which different parties are engaged to create social pressure and change peoples' perceptions towards reducing the risks and vulnerabilities. The campaigns will target policy makers, regional councils and local authorities, and high risk communities through training of community leaders, school children, youths and opinion leaders to learn to live with disaster risk. The campaigns will also include training on disaster survival tactics, first aid, interpretation of hazard forecasts and early warning, evacuation and emergency communication.

Actions

5.1 Develop DRM communication strategy;
5.2 Conduct stakeholder consultations on the draft communication strategy;
5.3 Develop a communication plan;
5.4 Identify "champions of disaster reduction", representing different cultures and experiences;
5.5 Establish a communication network and partnership across sectors with a wide variety of stakeholders;

5.6 Leverage the communications potential of existing coalitions and organizations to effectively and efficiently convey messages and distribute products;
5.7 Print and disseminate communication strategy and plan to stakeholders; and
5.8 Train national and regional staff on the use of the communication strategy.

Activity Result 6: Living with Flood Risk Campaigns

According to PDNA report (2009), the impacts of the 2009 flood disaster were attributed to the loss of the traditions of adapting to floods following 20 years of relative climate stability. Furthermore various communities continue to experience losses from droughts, veld and forest fires, and other hazards inherent in their environment. It is thus now critical to revive and update adaptation practices through major awareness campaigns. The disaster risk campaigns will increase awareness on disaster risks among the communities while at the same time promoting increased participation of communities in disaster risk management thereby building their resilience to disasters. The overarching goal of the campaigns is to raise awareness through an interactive movement in which different parties are engaged to create social pressure and change peoples' perceptions towards reducing the risks and vulnerabilities to the negative impacts of natural hazards. The aim of the campaigns is to improve operational capacity, availability of resources, and consolidating activities regarding disaster risk management initiatives at regional and community levels. The campaigns will target policy makers, regional councils and local authorities, and high risk communities through training of community leaders, school children, youths and opinion leaders to learn to live with disaster risk. The campaigns will also include training on disaster survival tactics, first aid, interpretation of hazard forecasts and early warning, evacuation and emergency communication.

Actions

6.1 Conduct living with risk campaigns for policy makers and vulnerable communities in 6 regions;
6.2 Conduct a workshop for the Traditional Authorities, community leaders to conduct advocacy on living with disaster risk;
6.3 Organize youth training on disaster risk, first aid, disaster survival tactics, evacuation, interpretation and early warning information and communication in emergency situation;
6.4 Conduct flood awareness and safety campaigns for schools in 6 regions prone to flooding; and
6.5 Develop and disseminate print and electronic disaster awareness materials in English and local languages.

Activity Result 7: Increased community participation in disaster risk management

Community participation is necessary to reverse and reduce disaster occurrence and losses. The aim is for vulnerable groups and communities to be transformed to disaster resilient communities which can withstand and recover from stresses and shocks from natural/physical hazards. Community organizations in disaster management are essential to sustain the risk reduction process for communities to meet intended aims and targets. The approach to increasing community participation in DRM will be through the establishment of community disaster management committees, community disaster response teams and disaster volunteer groups. The process will also involve building rapport with the communities, community profiling to understand the disaster situation, participatory assessment of hazards, vulnerabilities, capacities and people's perception of risks. Communities will also be involved in developing disaster risk reduction plans. Disaster risk reduction planning will involve identification of appropriate mitigation and preparedness measures including public awareness, training and education. The community volunteers, disaster management committees, and the disaster response organization will be the necessary interface or the channel for outsiders such as government agencies and NGOs or to assist/support the community at large.

Actions

7.1 Conduct advocacy for establishment of community disaster management committees, response teams and volunteer systems;
7.2 Develop TORs for community disaster management committees, response teams and volunteer teams;
7.3 Establish community disaster management committees, response teams;
7.4 Recruit disaster risk management volunteers;
7.5 Conduct training on hazard and risk assessment and disaster preparedness for committees, response and volunteer teams; and
7.6 Support committees and teams to develop local disaster preparedness plans.

Output 2: Strengthened capacity for risk warning, integrating DRR into development planning and response system management in target regions and local areas

Activity Result 1: Build capacity for mainstreaming DRR and CCA into Regional councils and Local Authorities development policies, planning and programmes.

By understanding and anticipating future hazard events, communities, public authorities and development organisations can minimise the risk disasters pose to socio-economic development. Furthermore, understanding the interactions between projects and environmental hazards is crucial to ensure the sustainability of development gains. The project will support training in mainstreaming DRR and climate change adaptation into development planning, policies and programmes for government staff at national, Regional Councils and Local Authorities levels. The project will also support 3 pilot Regional Councils and Local Authorities to develop DRR and CCA sensitive policies, plans and programme. The approach to this task will be to engage a consultant to review regional council and local authority policies, development plans and programmes to assess the level of DRR and CCA integration. The findings of the review will then be used to develop appropriate training on mainstreaming DRR and CCA. The training will also include orientation on the DRM bill and national disaster risk management policy. Relevant global DRR and CCA mainstreaming guidelines will be adopted and used in training regional council and local authority staff in mainstreaming DRR and CCA.

Actions

1.1. Assess the levels of DRR and CCA integration into 6 pilot regional council and 6 local authorities plans, policies and programmes;
1.2. Disseminate assessment findings to stakeholders;
1.3. Conduct awareness on the roles and responsibilities of regional and constituency stakeholders in the new DRM Policy and DRM bill;
1.4. Adopt global guidelines for mainstreaming DRR and CCA;
1.5. Conduct training on mainstreaming DRR and CCA for regional council and local authority staff; and
1.6. Support mainstreaming of DRR and CCA into pilot regional councils and local authorities' development policies, plans and programmes.

Activity Result 2: Integrating disaster risk reduction (DRR) into the education curriculum

One of the sector early recovery actions proposed in the Early Strategic Recovery Framework for Namibia following the 2009 flood disaster was the development of risk reduction strategies for affected schools to improve resilience to natural disasters, provision of special services to affected learners and teachers, as well as training and technical assistance in disaster preparedness, response and management. In keeping with the above, the project will support the integration of DRR into the

In developing the strategy, livelihoods recovery will build on the local and indigenous coping and adaptive capacities that are the most important components in people's survival in crisis/post crisis situations. Key national stakeholders such as the National Planning Commission Secretariat, Ministry of Agriculture, Water and Forestry, the University of Namibia, the United Nations Food and Agricultural Organization, the World Food Programme and UNDP/BCPR area livelihoods will be consulted in developing Namibia integrated livelihoods recovery strategy.

The following actions will be implemented:

Actions

1.1 Conduct livelihood vulnerability and capacity analysis;
1.2 Conduct an analysis of the progress in livelihoods recovery in the disaster affected areas;
1.3 Document the progress and feedback to the national and regional level stakeholders;
1.4 Develop a national livelihoods recovery framework; and
1.5 Train national and regional staff in livelihoods recovery.

4.7 Intended Beneficiaries

The project will be multi-dimensional and multi-sectoral in order to address multiple hazards but will, however, be temporally specific, targeted at people and communities affected by the 2008 and 2009 floods. The direct beneficiaries of the project will be local communities, especially vulnerable women and children at the community level. Indirect benefits will accrue to government departments, disaster risk management institutions and its counterparts in the form of human resource development achieved through training programmes.

III Management Arrangements

The Project **execution is** by the Office of the Prime Minister. Implementation oversight will be by UNDP.

The success of the project will depend, inter alia, on the adoption of effective arrangements for the implementation and monitoring. The project will be implemented over a period of 36 months. Project activities will be executed by the Office of the Prime Minister with the support of the Ministry of Regional, Local Government, Housing and Rural Development (MRLGHRD), the Ministry of Water Affairs and Forestry (MWAF), the UNDP Namibia CO and the UNDP Bureau of Crisis Prevention and Recovery (BCPR) Crisis Prevention Team.

As the Government Execution Agency, OPM will be responsible for the project coordination and management, and monitoring of the adherence to the work plan which forms the basis of the execution. OPM will appoint a Project Manger at the rank of Deputy Director who will act as the focal point for the project (see Annex 5 for roles and responsibilities of the Project Manager).

Coordination among various stakeholders in the government and civil society will be achieved through the creation of a National Committee for Project Management and Advisory (PMA). The Project Management and Advisory will consist of selected senior officers from key ministries, the BCPR Regional Advisor, the Namibia Red Cross Society and NGOs. The PMA will meet quarterly and be chaired by the OPM Permanent Secretary or her designate. Its role will be:

- To supervise and approve appointment of project staff;
- To supervise project activities that are coordinated by the Directorate Disaster Risk Management in the Office of the Prime Minister through monitoring its progress and analysing reports;
- To review and approve work plans and financial plans/reports; and
- To provide direction for project implementation.

The committee will ensure that the project includes necessary aspects required to deliver the expected outcomes, and identifies similar projects within various ministries and NGOs that will contribute to realising more benefits, enhance synergies and help achieve outcomes. This committee will therefore assume the roles of the national coordination authority and the Outcome Board.

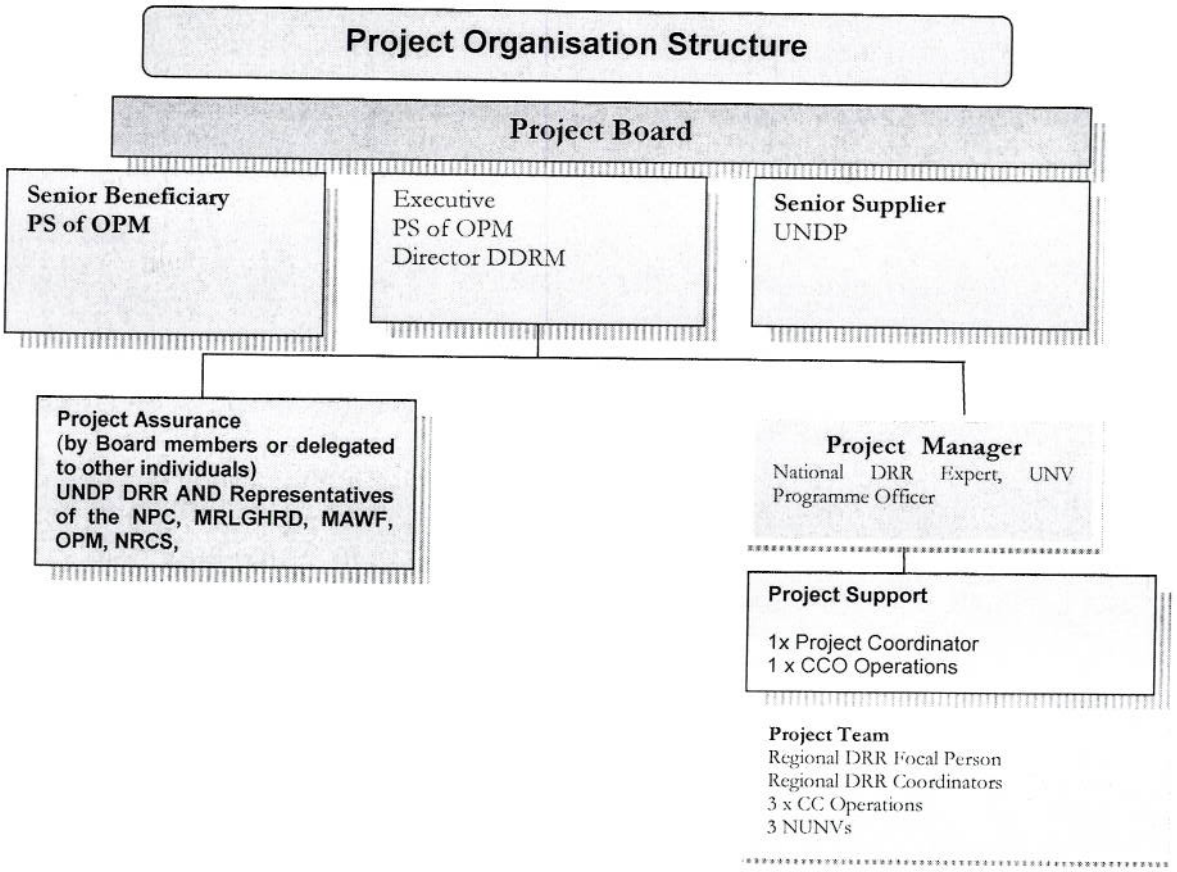
Day-to-day management

The overall management responsibility of the project rests with the appointed *Project Coordinator* and the Project Team. Whereas the *Project Management Unit (PMU)* is primarily responsible for project planning, implementation, financial management and M&E (see detailed TOR in Annex 2), the composition of the team includes technical staff to ensure that critical technical aspects of the project will be adequately addressed. The Project Manager (Deputy Director Policy and Coordination) will preside over the PMU (See Annex 3 for roles and responsibilities). The Project Team will comprise of the Regional Council Deputy Director who will be the DRR Focal Person, Regional DRR Coordinators, 3 Control Officers from DDRM and 3 National UNVs.

Project oversight

The Project Board has the highest project oversight function, with Senior Managers of the Office of the Prime Minister, National Planning Commission (NPC), the Ministry of Local Government Housing and Rural Development (MLGHRD), the Ministry of Gender Equality and Child Welfare (MGECW) and UNDP guiding and appraising project implementation. The Project Coordinator reports to the Director of DDRM, as delegated by the PS of OPM.

The project will draw from the good practices identified in the Namibia 2008 and 2009 Flood Disaster Lessons Learned as well as experiences in other DRR good practices gathered and shared by the United Nations System such "Supporting Local Decision Making with Inter-Community Platform and Local-Level Monitoring",[8] a project implemented by the Desert Research Foundation of Namibia (DRFN) to contribute to building disaster resilient communities. The project will also draw from experiences in other countries where UN-supported early recovery projects have been implemented.



Monitoring Framework and Evaluation

Global/Regional-Level

This project forms part of a selected number of national projects supported by UNDP. In this regard, monitoring will be undertaken within the broader context of learning and creating a platform for documenting, and creating a platform for experience sharing.

[8] Good Practices and Lessons Learned: A Publication of the "Global Network of NGOs" for Disaster Risk Reduction *Article compiled by the UNITED Nations(2007)*

National-Level

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the Programme will be monitored at the national levels through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods.
- An Issue Log shall be activated in Atlas and updated by the Programme Manager/National Project Managers to facilitate tracking and response of potential problems or requests for change.
- Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Report (PPR) shall be submitted by the Programme Manager to the Project Board and the National Project Managers to the National Project Boards through Project Assurance, using the standard report format available in the Executive Snapshot.
- A Project Lesson-Learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-Learned Report at the end of the project.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

LEARNING AND KNOWLEDGE SHARING

Results from the project will be disseminated within and beyond the project intervention zone through a number of existing information sharing networks and forums. In addition:

i. The project will participate, as relevant and appropriate, in biennual UN ISDR global assessment networks, organized for national disaster risk management authorities and stakeholders that share common characteristics. The 5 priority actions in the Hyogo Framework for Action will adapted for use by the project. DRR related activities from the project will contribute to learning and knowledge sharing as follows:

- Best practices in integrating DRR into national and local development policy, and project design and implementation mechanisms.
- Lessons learned on removing the most common barriers to community participation in DRR activities, early warning and post disaster livelihoods recovery with special attention to the roles of government departments, local partners, UN agencies and stakeholders in designing and implementing projects.
- The conditions for success (or failure), including replication and scaling up.

ii. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation though lessons learned.

iii. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. Identification and analysis of lessons learned is an ongoing process, and the need to communicate such lessons as one of the project's central contributions is a requirement to be delivered not less frequently than once every 12 months. UNDP-BCPR shall provide a format and assist the project team in

categorizing, documenting and reporting on lessons learned. To this end, a percentage of project resources will need to be allocated for these activities.

Annually

- *Annual Review Report.* An Annual Review Report shall be prepared by the Programme Manager and shared with the Project Board and the National Project Managers, as well as the National Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the Quarterly Progress Report (QPR) covering the whole year with updated information for each above element of the QPR, as well as a summary of results achieved against pre-defined annual targets at the output level.
- *Annual Project Review.* Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. The national review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcome(s).

IV Risk Log

#	Description	Date Identified	Description	Countermeasures / Management response	Status	Responsible Person
1	Financial	Programme Formulation	Risk of misuse or misappropriation of funds.	Rigorous monitoring of project support, with heavy emphasis on field validation of outputs, beneficiary interviews and surveys, and review of financial expenditure. Measures such as independent third-party monitoring are being supported to mitigate corruption risks.	To be factored into design and implementation of monitoring system.	National Committee for Project Management and Advisory and Project Coordinator
2	Institutional	Programme Formulation	Ineffective coordination leads to overlaps and lost opportunities for synergy	Close coordination is required in order to ensure that funds for recovery amongst various national and international parties are used in the most effective and complementary way. Through the UN cluster working groups, as well as through the NPC action planning process, roles and responsibilities amongst agencies and organizations should be clearly defined in order to prevent overlap and maximize synergy between projects and activities.	To be factored into programme formulation and monitored via working groups.	National Committee for Project Management and Advisory and Project Coordinator

3	Institutional	Programme Formulation	Limited capacity of local responsible parties / implementing agents hinders speed of project implementation	Need to ensure partnerships arrangements factor in need for technical assistance to local responsible parties and implementing delivery agents and partners	To be factored into programme formulation.	National Committee for Project Management and Advisory and Project Coordinator
4	External	Programme Formulation	Recurrence of natural disaster causes new loss and creates setbacks in project progress	A firm focus needs to be maintained on natural disaster preparedness and risk reduction, particularly with respect to technical assistance to local authorities, community-based disaster risk management efforts, and public awareness programs for early warning and preparedness.	To be factored into programme formulation	National Committee for Project Management and Advisory and Project Coordinator
5	External	Programme formulation	Exchange rate fluctuations	Additional cost implications	GRN to support additional cost implications or alternatively programme adjustment to meet the cost implications.	National Committee for Project Management and Advisory and Project Coordinator

V. Legal context

This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement (SBAA) between the Government of Namibia and the United Nations Development Programme, signed on the 22nd of March, 1990. The host country implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the Government Cooperating Agency described in that Agreement.

The UNDP Resident Representative in Namibia is authorised to effect in writing the following types of revision to this Project Document, provided that s/he has verified the agreement thereto by the UNDP-BCPR and is assured that the other signatories to the Project Document have no objection to the proposed changes:

a) Revision of, or addition to, any of the annexes to the Project Document;
b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
c) Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or to take into account agency expenditure flexibility; and

d) Inclusion of additional annexes and attachments only as set out here in this Project Document.

Tables below shows the project outputs and activities

VI Results and Resources Framework

Year: 2010-2013

Intended Outcome as stated in the Country Programme Results and Resource Framework:
UNDAF Outcome 3.4: Increased national capacity for emergency preparedness, response, coordination and development and implementation of disaster risk reduction.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

- Contingency Plans developed for all Sectors and at National and Regional Level
- Number of National and Regional Coordination structures with operational inter-ministerial guidelines and communication strategies.
- Reports on the data collection, management analysis and distribution on DRR to all concerned stakeholders

Applicable Key Result Area (from 2008-11 Strategic Plan): Disaster risk Reduction

Partnership Strategy: The partnership arrangements proposed are guided by the three interlinked principles of ensuring timely and efficient delivery of services, inclusion and full participation of all stakeholders including beneficiaries and national ownership. Through its strong partnership approach, UNDP can leverage additional support and collaboration with other development partners, especially within the UN family. The project will also maximize synergies amongst different actors through efficient coordination of stakeholders in project implementation.

Project title and ID (ATLAS Award ID):

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	*INPUTS*
Output 1: **Strengthened capacity for disaster preparedness in target regions and localities** ***Baseline:*** *The National Disaster Plan is response oriented and requires updating.* *Indicators:* ▪ National and sub-national multi-sectoral platforms for disaster risk reduction are functioning, have adequate levels of funding, hold regular meetings, and updates policies and plans as needed ▪ Percentage of administrative	**Targets (year 1):** - *National and regional disaster prevention and preparedness plans developed and implemented by 2012.* - *Effective and appropriate early warning strategies developed and implemented in 6 flood prone regions by 2012* - *Training of regional and constituency staff on early warning information management by 2011* - *Early warning committees established and functioning at regional and constituency levels by 2012.* - *Flood contingency plans are*	***Activity Result 1*** **Disaster Prevention and Preparedness planning at national and regional levels** 1.1 Conduct a national risk vulnerability and capacity analysis including socio-economic data for disaster affected areas; 1.2 Convene a national consultative process for consensus building on the analysis findings; 1.3 Use the results of the assessment to develop national prevention, preparedness, response; 1.4 Present the national prevention and preparedness plan to policy makers for endorsement; 1.5 Print and distribute national plan to stakeholders; 1.6 Train regional and local authority staff in risk assessment and developing prevention and preparedness planning; 1.7 Support regional councils and local authorities to develop prevention and preparedness plans;	*OPM-DDRM, Namibia Vulnerability Assessment Committee, Regional Councils and NPC*	Consultancy fees, consultative meetings, printing services, DSA, local travel. **US$72,072**

areas with disaster preparedness plans and contingency plans ▪ Regularity of training drills and rehearsals to test and develop disaster response programmes ▪ Indigenous and community-based early warning knowledge is incorporated into early warning systems ▪ Level of understanding by women and men of disaster risk ▪ Percentage of post-disaster recovery and rehabilitation programmes adequately integrating disaster risk reduction ▪ Amount of emergency funds in place to support response, recovery and preparedness measures	*completed and tested by Dec March 2011* - National, regional and interagency contingency plans developed and implemented by Dec 2012; - 6 flood contingency plans reviewed and tested; - A communication strategy developed through a participatory process by 2012; - Living with risk campaigns conducted for high risk communities in 6 regions - Establish community disaster management committees, response teams and volunteer teams by Dec 2011.	***Activity Result 2*** ***Enhance Community Early Warning Systems*** 2.1 Conduct community consultations on indigenous early warning systems; 2.2 Develop appropriate early warning messages through participatory methods; 2.3 Establish regional and constituency early warning committees; 2.4 Conduct training of regional staff in hazard mapping, disaster data sources-GIS, GPS, remote sensing interpretation; 2.5 Designate early warning information management focal points at regional level; 2.6 Organize inter-country meeting to improve on transboundary sharing of early warning information; 2.7 Conduct simulation training on use of early warning information; 2.8 Support the integration of early warning systems into the regional council policies.	*MWAF, MRLGHRD, MGEWCA, OPM-DDRM, UNDP CO and Regional Councils*	Community meetings, local travel and DSA, field allowances for extension staff, transboundary meetings **US$109,670**
		Activity Result 3: **National, Regional Contingency planning.** 3.1 Conduct training in contingency planning for national sectoral focal points; 3.2 Facilitate development of sectoral contingency plans; 3.3 Cascade national sectoral contingency plans to regional level; 3.4 Review regional flood contingency plans; 3.5 Conduct simulation exercises of the plans;	*OPM-DDRM, Namibia Red Cross Society, UNCT MAWF, MRLGHRD and UNOCHA*	Training workshops, DSA and local travel, printing services **US$100,150**
		Activity Result 4: **Development of Emergency Management Operational Procedures (EMOP)** 4.1 Develop draft EMOP; 4.2 Establish a core team with representatives from Regional Councils, Local Authorities and national stakeholders to analyse the draft EMOP; 4.3 Conduct consultations to seek consensus on the draft EMOP; 4.4 Pre-test the EMOP; 4.5 Conduct national regional training on the use of the EMOP; 4.6 Print and distribute EMOP to all stakeholders	*OPM-DDRM, MRLGHRD, UNCT, Namibia Red Cross Society and Regional Councils.*	Consultancy fees, local travel, DSA, printing services, training workshops. **US$46,480**
		Activity Result 5: **DRM Communication Strategy** 5.1 Develop DRM communication strategy;	National DRM stakeholders, Regional Council	Consultancy fees, field allowances, consultative

		5.2 Conduct stakeholder consultations on the draft communication strategy; 5.3 Develop a communication plan; 5.4 Identify "champions of disaster reduction", representing different cultures and experiences; 5.5 Establish a communication network and partnership across sectors and with a wide variety of stakeholders; 5.6 Train national and regional staff on the use of the communication strategy; 5.7 Leverage the communications potential of existing coalitions and organizations to effectively and efficiently convey messages and distribute products. 5.8 Print and disseminate communication strategy and plan to stakeholders; 5.9 Train national and regional staff on the use of the communication strategy and plan;	staff, Regional Council and UNCT	meetings, DSA and local travel **US$50,760**
		Activity Result 6: **Living with Risk Campaigns** 6.1 Conduct living with risk campaigns for policy makers and vulnerable communities in 6 regions; 6.2 Conduct a workshop for the Traditional Authorities, community leaders to conduct advocacy on living with disaster risk; 6.3 Organize youth training on disaster risk, first aid, disaster survival tactics, evacuation, interpretation and early warning information and communication in emergency situation; 6.4 Conduct flood awareness and safety campaigns for schools in 6 regions prone to flooding 6.5 Develop and disseminate print and electronic disaster awareness materials in English and local languages	OPM-DDRM, Namibia Red Cross Society, MAWF, MOHSS, Ministry of Education, Ministry of Information Technology and Communication	Public awareness materials, printing services, local travel, DSA, training workshops **US$88,500**
		Activity Result 7: **Increased community participation in disaster risk management** 7.1 Conduct advocacy for establishment of community disaster management committees, response teams and volunteer systems; 7.2 Develop TORs for community disaster management committees, response teams and volunteer teams; 7.3 Establish community disaster management committees, response teams; 7.4 Recruit disaster risk management volunteers;	OPM-DDRM, MRLGHRD, Namibia Red Cross Society, Regional Councils	Meetings, training workshops, local travel and DSA. **US$138,780**

		7.5 Conduct training on hazard and risk assessment and disaster preparedness for committees, response and volunteer teams; 7.6 Support committees and teams to develop local disaster preparedness plans.		
Sub-Total				**US$606,412**
Output 2 **Strengthened capacity for risk warning, integrating DRR and CCA into development planning and response system management in target regions and local areas** **Baseline:** - DRR and CCA inadequately integrated into regional and local level development policies, planning and programmes. **Indicators** ▪ Level of competency of key actors in DRR, CCA and gender mainstreaming ▪ Percentage of regional councils and municipalities which have included reference to gender mainstreaming in their hazard management plans. ▪ DRR and CCA national and regional policy priority for development planning; ▪ Proportion budget allocation for DRR in sectors at national level, Regional Councils and Local Authorities; ▪ Number of plans integrating DRR and CCA.	Targets - 6 Regional councils and 4 local authorities sensitized on DRM policy and DRM draft , - DRR mainstreamed into 3 regional councils and 3 local authorities policies, plans and programmes by 2013 - DRR mainstreamed into education curriculum	**Activity Result 1:** **Build capacity for mainstreaming DRR and CCA into Regional councils and local authorities development policies, planning and programmes.** 1.1. Assess the levels of DRR and CCA integration into 6 pilot regional council and 6 local authorities plans, policies and programmes; 1.2. Disseminate assessment findings to stakeholders; 1.3. Conduct awareness on the roles and responsibilities of regional and constituency stakeholders in the new DRM Policy and DRM bill; 1.4. Adopt global guidelines for mainstreaming DRR and CCA; 1.5. Conduct training on mainstreaming DRR and CCA for regional council and local authority staff; 1.6. Support mainstreaming of DRR, CCA and gender into 3 pilot regional councils and 3 local authorities' development policies, plans and programmes;	OPM-DDRM, MRLGHRD, Regional Councils, UNDP CO and UNPD/BCPR OP-DDRM, MRLGHRD,	Consultancy fees, local travel and DSA, conferences costs and capacity development, printing services. **US$87,780**
		Activity Result 2: ***Integrating disaster risk reduction (DRR) into the education curriculum*** 2.1 Conduct a feasibility study for integrating DRR into existing education curriculum; 2.2 Conduct advocacy for integrating DRR into education curriculum to policy makers; 2.3 Introduction of cultural and performance arts for DRR for out of school youths; 2.6 Establish a network and partnership for DRR education across sectors and stakeholders; 2.4 Develop draft DRR curriculum; 2.5 Develop teachers resource book for DRR for primary education; 2.6 Table the study findings and draft curriculum to the National Disaster Risk Management Committee for endorsement.	OPM-DDRM, Ministry of Education (Curriculum Development Unit), UNICEF	Consultancy fees, workshops, travel and DSA, printing services. **US$60,000**
Sub-Total				**US$147,780**

Output 3: **Strategic framework for post-disaster diversified and adaptive livelihoods for vulnerable groups developed.** **Baseline:** Namibia has no livelihoods recovery strategy. **Indicators:** ▪ Restoring the foundations for development at local level ▪ Livelihoods recovery options established; .	**Targets** - Livelihoods recovery framework developed by June 2012	**Activity Result 1:** **Development of Livelihoods Recovery Strategic Framework** 1.1 Conduct livelihood vulnerability and capacity analysis; 1.2 Conduct an analysis of the progress in livelihoods recovery in the disaster affected areas; 1.3 Document the progress and feedback to the national and regional level stakeholders; 1.4 Develop a national livelihoods recovery framework; 1.5 Train national and regional staff in livelihoods recovery;	OPM-DDRM, NPC, MAWF, MRLGHRD, NPC, Namibia Red Cross Society, WFP, FAO, University of Namibia and UNDP/BCPR	Consultancy fees, training workshops, local and international travel, DSA and printing services. **US$85,228**
Sub-Total				**US$85,228**
Project monitoring and evaluation		**Project monitoring and evaluation** ▪ Field visits for monitoring of project by National Committee for Project Management Advisory; ▪ Project review meeting ▪ Mid term project evaluation	National Committee for Project Management Advisory	DSA, local travel and review meetings **US$52,260**
Project staff	**Targets** - Recruit 1 x Project Coordinator - Recruit 3 National Volunteers	**Project staff salaries and allowances**	**UNDP/BCPR**	Staff salaries and allowances **US$207,000**
Grand Total				**US$1,098,680**

Annex 1: Annual Work Plan

Year: 2010-2011

EXPECTED OUTPUTS *And Baseline, indicators including targets*	**PLANNED ACTIVITIES** *List activity results and associated actions*	TIMEFRAME				**RESPONSIBLE PARTY**	Planned Budget		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1: Strengthened capacity for disaster preparedness in target regions and localities *Baseline: The National Disaster Plan is response oriented and requires updating. .* *Indicators:* ▪ National and sub-national multi-sectoral platforms for disaster risk reduction are functioning, have adequate levels of funding, hold regular meetings, and updates policies and plans as needed ▪ Percentage of administrative areas with disaster preparedness plans and contingency plans ▪ Regularity of training drills and	***Activity Result 1*** ***Disaster Prevention and Preparedness and planning*** 1.1 Conduct a national risk vulnerability and capacity analysis including socio-economic data for disaster affected areas; 1.2 Convene a national consultative process for consensus building on the analysis findings; 1.3 Use the results of the assessment to develop national prevention, preparedness, response; 1.4 Present the national prevention and preparedness plan to policy makers for endorsement; 1.5 Print and distribute national plan to stakeholders; 1.6 Train national sectoral staff in risk assessment and developing prevention and preparedness planning;	X X X	X X			*OPM-DDRM, Namibia Vulnerability Assessment Committee, Regional Councils and NPC*	UNDP /BCPR and GRN	Consultancy fees, consultative meetings, printing services, DSA, local travel.	**US$15,000**
	Activity Result 2 ***Enhance Community Early Warning Systems*** 2.1 Conduct community consultations on indigenous early warning systems in 4 target regions; 2.2 Develop appropriate early warning messages through participatory methods; 2.3 Establish regional and constituency early warning committees; 2.4 Conduct training of regional staff in hazard mapping, disaster data sources-GIS, GPS, remote sensing interpretation; 2.5 Designate early warning information	X X X	X	X	X	*MWAF, MRLGHRD, MGEWCA, OPM-DDRM, UNDP CO and Regional Councils*	UNDP /BCPR and GRN	Community meetings, local travel and DSA, field allowances for extension staff, transboundary meetings	**US$33,745**

rehearsals to test and develop disaster response programmes ▪ Indigenous and community-based early warning knowledge is incorporated into early warning systems ▪ Level of understanding by women and men of disaster risk ▪ Percentage of post-disaster recovery and rehabilitation programmes adequately integrating disaster risk reduction ▪ Amount of emergency funds in place to support response, recovery and preparedness measures	management focal points at regional level; 2.6 Organize inter-country meeting to improve on transboundary sharing of early warning information; 2.7 Conduct simulation training on use of early warning information; 2.8 Support the integration of early warning systems into the regional council policies.			X X X	 X X				
	Activity Result 3: **National, Regional Contingency planning.** 3.1 Conduct training in contingency planning for national sectoral focal points; 3.2 Facilitate development of sectoral contingency plans; 3.3 Cascade national sectoral contingency plans to 6 regional level; 3.4 Review 6 regional flood contingency plans; 3.5 Conduct simulation exercises of the plans;	X X	 X X	 X X	 X	*OPM-DDRM, Namibia Red Cross Society, UNCT MAWF, MRLGHRD and UNOCHA*	INDP/ BCPR and GRN	Training workshops, DSA and local travel, printing services	**US$42,570**
	Activity Result 4: **Development of Emergency Management Operational Procedures (EMOP)** 4.1 Develop draft EMOP 4.2 Establish a core team with representatives from Regional Councils, Local Authorities and national stakeholders to analyse the draft EMOP; 4.3 Conduct consultations to seek consensus on the draft EMOP; 4.4 Pre-test the EMOP; 4.5 Conduct national regional training on the use of the EMOP; 4.6 Print and distribute EMOP to all stakeholders	X X	 X X	 X	 X	*OPM-DDRM, MRLGHRD, UNCT, Namibia Red Cross Society and Regional Councils.*	UNDP /BCPR	Consultancy fees, local travel, DSA, printing services, training workshops	**US$46,480**
	Activity Result 5: **DRM Communication Strategy** 5.1 Develop DRM communication strategy; 5.2 Conduct stakeholder consultations on the draft communication strategy; 5.3 Develop a communication plan; 5.4 Identify "champions of disaster reduction",					National DRM stakeholders, Regional Council staff, Regional Council and UNCT	UNDP /BCPR and GRN	Consultancy fees, field allowances, consultative meetings, DSA and local travel	**US$00000**

	representing different cultures and experiences; 5.5 Establish a communication network and partnership across sectors and with a wide variety of stakeholders; 5.6 Train national and regional staff on the use of the communication strategy; 5.7 Leverage the communications potential of existing coalitions and organizations to effectively and efficiently convey messages and distribute products. 5.8 Print and disseminate communication strategy and plan to stakeholders; 5.9 Train national and regional staff on the use of the communication strategy and plan;								
	Activity Result 6: **Living with Flood Risk Campaigns** 6.1 Conduct living with risk campaigns for policy makers and vulnerable communities in 4 regions; 6.2 Conduct a workshop for the Traditional Authorities, community leaders to conduct advocacy on living with disaster risk; 6.3 Organize youth training on disaster risk, first aid, disaster survival tactics, evacuation, interpretation and early warning information and communication in emergency situation; 6.4 Conduct flood awareness and safety campaign for schools in 4 regions prone to flooding; 6.5 Develop and disseminate print and electronic disaster awareness materials in English and local languages	X X	X	X X	X	OPM-DDRM, Namibia Red Cross Society, MAWF, MOHSS, Ministry of Education, Ministry of Information Technology and Communication	UNPD /BCPR and GRN	Public awareness materials, printing services, local travel, DSA, training workshops	**US$29,500**
	Activity Result 7: **Increased community participation in disaster risk management** 7.1 Conduct advocacy for establishment of community disaster management committees, response teams and volunteer systems in 4 regions;	X				OPM-DDRM, MRLGHRD, Namibia Red Cross Society, Regional Councils	UND/ BCPR and GRN	Meetings, training workshops, local travel and DSA	**US$46,260**

	7.2 Develop TORs for community disaster management committees, response teams and volunteer teams; 7.3 Establish community disaster management committees and response teams; 7.4 Recruit disaster risk management volunteers; 7.5 Conduct training on hazard and risk assessment and disaster preparedness for committees, response and volunteer teams; 7.6 Support committees and teams to develop local disaster preparedness plans.	X

and municipalities which have included reference to gender mainstreaming in their hazard management plans. ▪ DRR and CCA national and regional policy priority for development planning; ▪ Proportion budget allocation for DRR in sectors at national level, Regional Councils and Local Authorities; Number of plans integrating DRR and CCA.									
Output 2 Total									**US$27,009**
Output 3: **Strategic framework for post-disaster diversified and adaptive livelihoods for vulnerable groups developed.** **Baseline:** Namibia has no livelihoods recovery strategy. **Indicators:** Livelihoods recovery options established;	**Activity Result 1:** **Development of Livelihoods Recovery Strategic Framework** 1.1 Conduct livelihood vulnerability and capacity analysis; 1.2 Conduct an analysis of the progress in livelihoods recovery in the disaster affected areas; 1.3 Document the progress and feedback to the national and regional level stakeholders; 1.4 Develop a national livelihoods recovery framework; 1.5 Train national and regional staff in livelihoods recovery;		X X X X X	X		OPM-DDRM, NPC, MAWF, MRLGHRD, NPC, Namibia Red Cross Society, WFP, FAO, University of Namibia and UNDP/BCPR	**UNDP /BCPR**	Consultancy fees, training workshops, local and international travel, DSA and printing services.	**US$27,147**
Output 3 Total									**US$27,147**
	Project monitoring • Field visits for monitoring of project by National Committee for Project Management	X				National Committee for Project Management	UNDP /BCPR and GRN	DSA, local travel, review meetings and consultancy	**US$10,000**

	Advisory; • Project review meetings.		X		X	Advisory		fees.	
	Project staff • Salaries and allowances	X	X	X	X		UNDP /BCPR	Staff salaries and allowances	**US$69,000**
Total Year 1									**US$346,711**

Annual Work Plan
Year: 2011-2012

EXPECTED OUTPUTS *And Baseline, indicators including targets*	**PLANNED ACTIVITIES** *List activity results and associated actions*	TIMEFRAME				**RESPONSIBLE PARTY**	Planned Budget		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1: Strengthened capacity for disaster preparedness in target regions and localities *Baseline: The National Disaster Plan is response oriented and requires updating* *Indicators:* ▪ Percentage of post-disaster recovery and rehabilitation programmes adequately integrating disaster risk reduction ▪ Amount of emergency funds in place to support response, recovery and preparedness measures	***Activity Result 1*** ***Disaster Prevention and Preparedness and planning*** 1.1 Conduct regional risk vulnerability and capacity analysis including socio-economic data for disaster affected areas in 6 regions; 1.2 Convene regional consultative processes for consensus building on the analysis findings; 1.3 Use the results of the assessment to develop regional prevention, preparedness, response plans; 1.4 Present the regional prevention and preparedness plans to policy makers for endorsement; 1.5 Print and distribute regional plans to stakeholders; 1.6 Train regional and local authority staff in risk assessment and developing prevention and preparedness planning; 1.7 Support regional councils and local authorities to develop prevention and preparedness plans;	X X X	X X X X	X		*OPM-DDRM, Namibia Vulnerability Assessment Committee, Regional Councils and NPC*	UNDP/ BCPR and GRN	Consultancy fees, consultative meetings, printing services, DSA, local travel.	**US$26,341**

	Activity Result 2 ***Enhance Community Early Warning Systems*** 2.1 Conduct community consultations on indigenous early warning systems in 6 regions; 2.2 Develop appropriate early warning messages through participatory methods; 2.3 Establish regional and constituency early warning committees; 2.4 Conduct training of regional staff in hazard mapping, disaster data sources-GIS, GPS, remote sensing interpretation; 2.5 Designate early warning information management focal points at regional level; 2.6 Conduct simulation training on use of early warning information; 2.7 Support the integration of early warning systems into the regional council policies.	X X	X X X X	X X X X		*MWAF, MRLGHRD, MGEWCA, OPM-DDRM, UNDP CO and Regional Councils*	UNDP/ BCPR and GRN	Community meetings, local travel and DSA, field allowances for extension staff, transboundary meetings	**US$50, 617**
	Activity Result 3: ***National, Regional Contingency planning developed*** 3.1 Conduct training in contingency planning for staff from 7 regional councils; 3.2 Facilitate development of sectoral contingency plans in the 7 regions; 3.3 Conduct simulation exercises of the plans;	X X	X	X		*OPM-DDRM, Namibia Red Cross Society, UNCT MAWF, MRLGHRD and UNOCHA*	UNDP/ BCPR and GRN	Training workshops, DSA and local travel, printing services	**US$42,580**

	Activity Result 5: **DRM Communication Strategy** 5.1 Develop DRM communication strategy; 5.2 Conduct stakeholder consultations on the draft communication strategy; 5.3 Develop a communication plan; 5.4 Establish a communication network and partnership across sectors and with a wide variety of stakeholders; 5.5 Train national and regional staff on the use of the communication strategy; 5.6 Print and disseminate communication strategy and plan to stakeholders; 5.7 Train national and regional staff on the use of the communication strategy and plan;	X X X	X X X	X X X	X	National DRM stakeholders, Regional Council staff, Regional Council and UNCT	UNDP/ BCPR and GRN	Consultancy fees, field allowances, consultative meetings, DSA and local travel	**US$50,760**
	Activity Result 6: **Living with Flood Risk Campaigns** 6.1 Conduct living with risk campaigns for communities vulnerable communities in 4 regions; 6.2 Conduct a workshop for the Traditional Authorities, community leaders to conduct advocacy on living with disaster risk; 6.3 Organize youth training on disaster risk, first aid, disaster survival tactics, evacuation, interpretation and early warning information and communication in emergency situation; 6.4 Conduct flood awareness and safety campaign for schools in 4 regions prone to flooding; 6.5 Develop and disseminate print and electronic disaster awareness materials in English and local languages	X X	X	X	X X	Namibia Red Cross Society, MAWF, MOHSS, Ministry of Education, Ministry of Information Technology and Communicatio n	UNDP/ BCPR and GRN	Public awareness materials, printing services, local travel, DSA, training workshops	**US$29,500**

	Activity Result 7: **Increased community participation in disaster risk management** 7.1 Conduct advocacy for establishment of community disaster management committees, response teams and volunteer systems in 4 regions; 7.2 Develop TORs for community disaster management committees, response teams and volunteer teams; 7.3 Establish community disaster management committees and response teams; 7.4 Recruit disaster risk management volunteers; 7.5 Conduct training on hazard and risk assessment and disaster preparedness for committees, response and volunteer teams; 7.6 Support committees and teams to develop local disaster preparedness plans.	X X	X X	X X X	X X X	OPM-DDRM, MRLGHRD, Namibia Red Cross Society, Regional Councils	UND/B CPR and GRN	Meetings, training workshops, local travel and DSA	**US$46,260**
Sub-Total									**US$246,058**

Output 2 **Strengthened capacity for integrating DRR and climate change adaptation (CCA) into development planning and response system management in target regions and local area** **Baseline:** - DRR and CCA inadequately integrated into regional and local level development policies, planning and programmes. **Indicators** ▪ Level of competency of key actors in DRR, CCA and gender mainstreaming ▪ Percentage of regional councils and municipalities which have included reference to gender mainstreaming in their hazard management plans. ▪ DRR and CCA national and regional policy priority for development planning; ▪ Proportion budget allocation for DRR in sectors at national level, Regional Councils and Local Authorities; Number of plans integrating DRR and CCA.	**Activity Result 1:** **Regional councils and local authorities have capacity to mainstream DRR and CCA including gender mainstreaming in their hazard management plans.** 1.7 Assess the levels of DRR and CCA integration into 5 pilot regional council and 3 local authorities plans, policies and programmes; 1.8 Disseminate assessment findings to stakeholders; 1.9 Conduct awareness on the roles and responsibilities of regional and constituency stakeholders in the new DRM Policy and DRM bill; 1.10 Adopt global guidelines for mainstreaming DRR and CCA; 1.11 Conduct training on mainstreaming DRR and CCA for regional council and local authority staff; 1.12 Support mainstreaming of DRR, CCA and gender into 3 pilot regional councils and 3 local authorities' development policies, plans and programmes;	X X X	X X	X	X	OPM-DDRM, MRLGHRD, Regional Councils, UNDP CO and UNPD/BCPR OP-DDRM, MRLGHRD,	**UNDP/ BCPR and GRN**	Consultancy fees, local travel and DSA, conferences costs and capacity development, printing services.	**US$33,934**
Sub-Total									**US$33,934**
Output 3: **Strategic framework for post-disaster diversified and adaptive livelihoods for vulnerable groups developed.**	**Activity Result 1:** **Development of Livelihoods Recovery Strategic Framework in 5 regions** 1.6 Conduct livelihood vulnerability and capacity analysis; 1.7 Conduct an analysis of the progress		X X			OPM-DDRM, NPC, MAWF, MRLGHRD, NPC, Namibia Red Cross Society, WFP,	**UNDP/ BCPR**	Consultancy fees, training workshops, local and international travel, DSA	**US$35,377**

Baseline: Namibia has no livelihoods recovery strategy. **Indicators:** Livelihoods recovery options established;	in livelihoods recovery in the disaster affected areas; 1.8 Document the progress and feedback to the national and regional level stakeholders; 1.9 Develop a national livelihoods recovery framework; 1.10 Train national and regional staff in livelihoods recovery;		X X X	 X		FAO, University of Namibia and UNDP/BCPR		and printing services.	
Sub-Total									**US$35,377**
	Continuous monitoring and impact evaluation of project • Field visits for monitoring of project by National Committee for Project Management Advisory; • Project review meetings;	X	X X	X	X X	National Committee for Project Management Advisory	UNDP/ BCPR and GRN	DSA, local travel, review meetings and consultancy fees.	**US$10,000**
	Project staff • Salaries and allowances	X	X	X	X		UNDP/ BCPR	Staff salaries and allowances	**US$69,000**
Total Year 2									**US$392,754**

Annual Work Plan
Year: 2012-2013

EXPECTED OUTPUTS *And Baseline, indicators including targets*	**PLANNED ACTIVITIES** *List activity results and associated actions*	TIMEFRAME				**RESPONSIBLE PARTY**	Planned Budget		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1: Strengthened capacity for disaster preparedness in target regions and *Baseline: Affected communities failed to take appropriate preparedness and preventive action to reduce flood disaster losses.* ***Indicators:*** ▪ National and sub-national multi-sectoral platforms for disaster risk reduction are functioning, have adequate levels of funding, hold regular meetings, and updates policies and plans as needed ▪ Percentage of administrative areas with disaster preparedness plans and contingency plans ▪ Regularity of training drills and rehearsals to test and develop disaster response programmes ▪ Indigenous and community-based early warning knowledge is incorporated into early warning systems ▪ Level of understanding by women and men of disaster risk	***Activity Result 1*** ***Disaster Prevention and Preparedness and planning*** 1.1 Conduct regional risk vulnerability and capacity analysis including socio-economic data for disaster affected areas in 7 regions; 1.2 Convene regional consultative processes for consensus building on the analysis findings; 1.3 Use the results of the assessment to develop regional prevention, preparedness, response plans; 1.4 Present the regional prevention and preparedness plans to policy makers for endorsement; 1.5 Print and distribute regional plans to stakeholders; 1.6 Train regional and local authority staff in risk assessment and developing prevention and preparedness planning; 1.7 Support regional councils and local authorities to develop prevention and preparedness plans;	X X X	X X X	X		*OPM-DDRM, Namibia Vulnerability Assessment Committee, Regional Councils and NPC*	UNDP /BCPR and GRN	Consultancy fees, consultative meetings, printing services, DSA, local travel.	**US$30,731**
	Activity Result 2 ***Enhance Community Early Warning Systems*** 2.1 Conduct community consultations on indigenous early warning systems in 3 regions; 2.2 Develop appropriate early warning	X				*MWAF, MRLGHRD, MGEWCA, OPM-DDRM, UNDP CO and Regional Councils*	UNDP /BCPR and GRN	Community meetings, local travel and DSA, field allowances for extension	**US$25,308**

▪ Percentage of post-disaster recovery and rehabilitation programmes adequately integrating disaster risk reduction; ▪ Amount of emergency funds in place to support response, recovery and preparedness measures	messages through participatory methods; 2.3 Establish regional and constituency early warning committees; 2.4 Conduct training of regional staff in hazard mapping, disaster data sources-GIS, GPS, remote sensing interpretation; 2.5 Designate early warning information management focal points at regional level; 2.6 Conduct simulation training on use of early warning information; 2.7 Support the integration of early warning systems into the regional council policies.	X X X X X X	X X X X	X X X				staff, transboundary meetings	
	Activity Result 3: National, Regional Contingency planning developed 3.1 Review 13 regional flood contingency plans; 3.2 Conduct simulation exercises for 3 disaster scenarios;	X X	X		X	*OPM-DDRM, Namibia Red Cross Society, UNCT MAWF, MRLGHRD and UNOCHA*	INDP/ BCPR and GRN	Training workshops, DSA and local travel, printing services	**US$15,000**
	Activity Result 6: Living with Flood Risk Campaigns 6.1 Conduct living with risk campaigns for policy makers and communities vulnerable communities in 5 regions; 6.2 Conduct a workshop for the Traditional Authorities, community leaders to conduct advocacy on living with disaster risk; 6.3 Organize youth training on disaster risk, first aid, disaster survival tactics, evacuation, interpretation and early warning information and communication	X X	X			OPM-DDRM, Namibia Red Cross Society, MAWF, MOHSS, Ministry of Education, Ministry of Information Technology and Communication	UNPD /BCPR and GRN	Public awareness materials, printing services, local travel, DSA, training workshops	**US$29,500**

	in emergency situation; 6.4 Conduct flood awareness and safety campaign for schools in 5 regions prone to flooding; 6.5 Develop and disseminate print and electronic disaster awareness materials in English and local languages			X X	 X				
	Activity Result 7: **Increased community participation in disaster risk management** 7.1 Conduct advocacy for establishment of community disaster management committees, response teams and volunteer systems for 4 regions; 7.2 Develop TORs for community disaster management committees, response teams and volunteer teams; 7.3 Establish community disaster management committees and response teams; 7.4 Recruit disaster risk management volunteers; 7.5 Conduct training for committees, and volunteer teams; 7.6 Support committees and teams to develop local disaster preparedness plans.	X X	 X X X	 X X	 X X	OPM-DDRM, MRLGHRD, Namibia Red Cross Society, Regional Councils	UND/ BCPR and GRN	Meetings, training workshops, local travel and DSA	**US$46,260**
Sub-Total									**US$146,799**
Output 2 **Strengthened capacity for integrating DRR and climate change adaptation (CCA) into development planning and response system management in target regions and local area** **Baseline:** - DRR and CCA inadequately	**Activity Result 1:** **Regional councils and local authorities have capacity to mainstream DRR and CCA including gender mainstreaming in their hazard management plans.** 1.13 Assess the levels of DRR and CCA integration into 4 pilot regional council and 3 local authorities	X				OPM-DDRM, MRLGHRD, Regional Councils, UNDP CO and UNPD/BCPR OP-DDRM, MRLGHRD,	**UNDP /BCPR and GRN**	Consultancy fees, local travel and DSA, conferences costs and capacity development, printing	**US$27,009**

integrated into regional and local level development policies, planning and programmes. **Indicators** ▪ Level of competency of key actors in DRR, CCA and gender mainstreaming ▪ Percentage of regional councils and municipalities which have included reference to gender mainstreaming in their hazard management plans. ▪ DRR and CCA national and regional policy priority for development planning; ▪ Proportion budget allocation for DRR in sectors at national level, Regional Councils and Local Authorities; ▪ Number of plans integrating DRR and CCA.	plans, policies and programmes; 1.14 Disseminate assessment findings to stakeholders; 1.15 Conduct awareness on the roles and responsibilities of regional and constituency stakeholders in the new DRM Policy and DRM bill; 1.16 Adopt global guidelines for mainstreaming DRR and CCA; 1.17 Conduct training on mainstreaming DRR and CCA for regional council and local authority staff; 1.18 Support mainstreaming of DRR, CCA and gender into 3 pilot regional councils and 3 local authorities' development policies, plans and programmes;	X X	X X	X	X			services.	
	Activity Result 1: Integrating DRR into the education curriculum 2.1 Conduct a feasibility study to integrate DRR into existing education curriculum; 2.2 Conduct advocacy for integrating DRR into education curriculum to policy makers; 2.3 Develop draft DRR curriculum; 2.4 Develop teachers resource book for DRR for primary education; 2.5 Introduce cultural and performance arts for DRR for out of school youths	X X	X	X X	X	OPM-DDRM, Ministry of Education (Curriculum Development Unit), UNICEF	UNDP /BCPR and GRN	Consultancy fees, workshops, travel and DSA, printing services.	**US$60,000**
Sub-Total									**US$87009**
Output 3: **Strategic framework for post-disaster diversified and adaptive livelihoods for vulnerable groups developed.** **Baseline:** Namibia has no	**Activity Result 1:** **Development of Livelihoods Recovery Strategic Framework in 4 regions** 1.11 Conduct livelihood vulnerability and capacity analysis; 1.12 Conduct an analysis of the		X X			OPM-DDRM, NPC, MAWF, MRLGHRD, NPC, Namibia Red Cross Society, WFP, FAO, University of	**UNDP /BCPR**	Consultancy fees, training workshops, local and international travel,	**US$27,147**

livelihoods recovery strategy. **Indicators:** Livelihoods recovery options established;	progress in livelihoods recovery in the disaster affected areas; 1.13 Document the progress and feedback to the national and regional level stakeholders; 1.14 Develop a national livelihoods recovery framework; 1.15 Train national and regional staff in livelihoods recovery;		X X X	 X		Namibia and UNDP/BCPR		DSA and printing services.	
	Continuous monitoring and impact evaluation of project • Field visits for monitoring of project by National Committee for Project Management Advisory; • Project review meetings; • Evaluate the project; • Feed back on project evaluation	X	X X	X X	X X X	National Committee for Project Management Advisory	UNDP /BCPR and GRN	DSA, local travel, review meetings and consultancy fees.	**US$32,260**
	Project staff • Staff salaries and allowances	X	X	X	X		UNDP /BCPR	Salaries and allowances	**US$69,000**
Total for Year 3									**US$362,215**
Grand Total									**US$1,098,680**

Annex 2: Summary of requested funding (USD) 2010-2013

Project Support UNDP BCPR				
	Year 1	**Year 2**	**Year 3**	**Total**
1) Disaster Prevention and Preparedness and planning	10,000	15,000	15,000	40,000
3) Enhance Community Early Warning Systems	15,000	25,000	20,000	60,000
4) National, Regional Contingency planning	25,000	25,000	10,000	60,000
5) Development of Emergency Management Operational Procedures (EMOP	30,000	0	0	30,000
6) DRM Communication Strategy	0	30,000	0	30,000
7) Living with Flood Risk Campaigns	15,000	15,000	15,000	45,000
8) Increased community participation in disaster risk management	20,000	20,000	20,000	60,000
9) Regional councils and local authorities have capacity to mainstream DRR and CCA including gender mainstreaming in their hazard management plans.	15,000	15,000	15,000	45,000
10) Development of Livelihoods Recovery Strategic Framework	15,000	15,000	15,000	45,000
11) Integrating DRR into the education curriculum	0	0	30,000	30,000
12) Salaries and allowances for project staff	69,000	69,000	69,000	207,000
13) Project monitoring and evaluation	8,000	10,000	30,000	48,000
Total for UNDPR/BCPR	222,000	239,000	239,000	700,000
Project Support GRN				
1. Disaster Prevention and Preparedness and planning	5,000	6,341	20,731	32,072
2. Enhance Community Early Warning Systems	18,745	25,617	5,308	49,670
3. National, Regional Contingency planning	17,570	17,580	5,000	40,150
4. Development of Emergency Management Operational Procedures (EMOP	16,480	0	0	16,480
5. DRM Communication Strategy	0	20,760	0	20,760
6. Living with Flood Risk Campaigns	14,500	14,500	14,500	43,500
7. Increased community participation in disaster risk management	26,260	26,260	26,260	78,780
8. Regional councils and local authorities have capacity to mainstream DRR and CCA including gender mainstreaming in their hazard management plans.	12,009	18,762	12,009	42,780
9. Development of Livelihoods Recovery Strategic Framework	12,147	15,934	12,147	40,228
10. Integrating DRR into the education curriculum	0	0	30,000	30,000
11. Project monitoring and evaluation	2,000	0	2,260	4,260
Total for GRN	**124,711**	**145,754**	**128,215**	**398,680**
Grand Total	346,711	384,754	367,215	**1,098,680**

Annex 3: Project Exit Strategy

One of the problems of external supported projects and programmes is that the momentum can get lost, despite the best intentions of organisations responsible for taking on the activities. An exit strategy should therefore be designed to secure the investment that has been made in the project area. Ideally, the programme would be phased over a period of time; different activities within the project would have different exit points according to the achievement of predetermined objectives. The project being time-bound has set targets. These would be regularly monitored and evaluated, in order to predict what can be handed over to the regional councils and local authorities. GRN as a co-funding agent will, however, be taking over some of the activities.

Given the multiagency nature of the project, the UNDP/BCPR fund will be a seed fund to which the various stakeholders will contribute to a wider regional DRR programme. The project board will, in this regard, conduct an advocacy programme to meet the knowledge gap for DRR to all the relevant sectors in Government, NGOs, the UN system and the private sector.

Annex 4: Terms of Reference for the Project Coordinator

The project work demands specialist knowledge and therefore requires the appointment of Project Coordinator in the management and control of specific technical stages. It is the responsibility of the Project Coordinator to plan and oversee all of the day-to-day work and to ensure that the project is producing the right products, at the right time, to the right standards of quality and within the allotted budget.
In conjunction with the GRN and UN agencies in Namibia, the Project Coordinator will support all technical staff working with the project through the following;

1. Take stock of DRM configurations at the regional level (legal and policy framework, organisational set-up, contingency planning, SOPs, early warning) in terms of preparedness and response capacity;
2. Work out human resources requirements, in liaison with all the relevant government line departments and UN agencies;
3. Develop a detailed plan of action;
4. Liaise with all the Implementing Partners for smooth implementation of the project;
5. Overall planning for the whole project;
6. Motivation and leadership of project staff.
7. Liaison with Project Management Advisory over related projects.
8. Reporting progress to the project board
9. Develop a framework for project monitoring and evaluation.
10. Co-ordinate all technical support activities to be provided.
11. Liaise with project implementing partners and other relevant government units or departments on behalf of the Project Management Advisory;
12. Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
13. Prepare mid term and other progress reports and submit these to GRN and UNDP Resident Representative in Windhoek;
14. Support resource mobilization;
15. Carry out Administrative and Management Duties
16. Maintain all records of expenditure and accounts as approved by GRN and UNDP.

The Project Coordinator should:

- Demonstrates integrity by modelling the UNs values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

The Project Coordination should have the following functional competencies:

Knowledge Management and Learning

- Promotes a knowledge sharing and learning culture in the office;
- In-depth knowledge on disaster risk reduction approaches;
- Ability to advocate and provide policy advice on DRR;
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills
-

Development and Operational Effectiveness

- Ability to lead strategic planning, results-based management and reporting
- Ability to lead formulation, implementation, monitoring and evaluation of development programmes and projects, mobilize resources

Management and Leadership

- Focuses on impact and result for the client and responds positively to feedback
- Leads teams effectively and shows conflict resolution skills
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates strong oral and written communication skills
- Builds strong relationships with clients and external actors
- Remains calm, in control and good humoured even under pressure
- Demonstrates openness to change and ability to manage complexities

Education:

- Advanced university degree in social sciences or discipline relevant to disaster reduction

Work Experience:

- Proven record of achievement over 7 years or more of increasingly responsible experience in planning and managing technical co-operation strategies and relevant advocacy programmes in disaster reduction, emergency response and post-disaster recovery;
- Extensive field experience in disaster environments and an in-depth knowledge of issues in the country;
- Application of theoretical knowledge in the design, management and evaluation of complex, multi-disciplinary capacity building programmes involving national governments, civil society and international organisations;
- Well proven analytical and writing skills;
- Demonstrated abilities and contributions to policy and guideline formulation, resource mobilisation, team building, team leadership and management, preferably in a capacity related to the UN system;
- Experience in establishing inter-organisational networks and partnerships at the operational level.
- Demonstrated capacity for contingency planning.

Others

Excellent knowledge of the ISDR, Hyogo Framework for Action and the UNDP/BCPR's mandate, BCPR's monitoring and evaluation system, policies and work procedures; sound knowledge of the institutions of the UN system.

- Language:

Full working knowledge of English, including excellent drafting and presentation skills.

Key expected results

Within the Disaster Risk Reduction programme area, the Project Coordinator supervises project activities and provides substantive guidance to senior management and national counterparts:

- Ensures, in close consultation with the Project Management Advisory, the elaboration of coherent work plans, project and programme documents, preparation of compelling proposals and monitors unit work plans, programme effectiveness and achievement of results;
- Substantive guidance to the DRR activities and direct monitoring and oversight of project activities;
- Analyze the project activities and advise senior programme management on overall direction;
- Ensure that UNDP/BCPR as the Lead Agency on Crisis Prevention and Recovery act as a "provider of last resource" in terms of leadership, advocacy, and delivery of the project;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Ensures the highest possible quality of delivery and ensures value for money;
- Ensures the integration of cross-cutting issues, such as gender, HIV/AIDS, climate change adaptation, human rights and ICT, into the design, implementation, and monitoring and evaluation of the project;
- Address any other issues related to disaster prevention, recovery, early warning, and related issues as required.

Duty Station: The post will be based in the Office of the Prime Minister Directorate Disaster Risk Windhoek Namibia and will involve considerable travel and field work within Namibia with some regional or international travel

Duration of contract: 36 months

Reporting relations: The incumbent will be working closely with DDRM in providing technical advice and services primarily to regions. However, in liaison with UNDP/BCPR and UNDP country Office, the incumbent will also provide technical advice to the Office of the Prime Minister and National Disaster Risk Management Committee when required. The incumbent will report to the Director Disaster Risk Management.

Terms of Reference for National United Nations Volunteers Disaster Risk Management (NUNV DRM)

Description of Duties

To ensure project implementation at Regional Councils level, three (3) National United Nations Volunteers will be recruited.

The NUNV Regional Project Coordinator is expected to liaise and coordinate with the Regional Council for proper implementation of the project. The incumbent will work in the project areas under direct supervision of the Project Coordinator, through the head of the hosting institution.

- Establish and strengthen project coordination in the regions
- Support Project in networking with Civil Society groups at regional and constituency levels;
- Capacity building of affected communities, the youths, Civil Society Organisations and other stakeholders on early warning, prevention and preparedness planning, and support the government administration in living with risk campaigns, establishment of community disaster response and volunteer teams, first aid and evacuation procedures;
- Compile details of interventions of the project in response to the Gap analysis.
- Highlight lessons learnt / positive practices of the Disaster Management interventions in the project areas.
- Coordinate and establish linkages with the NGO/CBO communities to process document the grass root initiatives on Disaster Management

Annex 5: Key Roles and Responsibilities of the Project Board

Project Board

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances as required;
- Review the Project Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;

Senior Supplier: Usually a **UNDP representative** is the Senior Supplier, representing the interests of the parties concerned which provide funding and/or technical expertise to the project. He/she will provide guidance regarding technical feasibility and support to the project.

Executive: Represents project ownership and chairs the Project Board. Usually, this is the relevant government nominated official (usually Secretary of a relevant Ministry and directly involved in project execution.

Project Manager

- Direct the activities of the Project Coordinator and Project Team through policy and administrative support;
- As the Project Manager, in conjunction with the Project Coordinator and UNV Programme Officer at UNDP will ensure a detailed induction of UNVs, project staff and stakeholders on the implementation of the project;
- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Project Monitoring Schedule Plan, and update the plan as required;
- Manage and monitor the project risks initially identified, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Coordinate the preparations of the Project Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Coordinate the preparations of the Annual review Report, and submit the report to the Project Board and the Outcome Board;

Project Team

- Execute the annual plan of action with support from the Project Coordinator;
- Mobilize regional stakeholders and communities in project implementation;

- Facilitate the preparations of periodic project reports on the project to Regional Council;
- In collaboration with the Project Coordinator appraise the Regional Council on the progress of the project;